

2025

ANNUAL AGENCY REPORT

State Contracting Standards Board



STATE CONTRACTING STANDARDS BOARD

Office of Governmental Accountability | State of Connecticut



State Contracting Standards Board

2025 Annual Report

Reporting Period: Calendar Year 2025

Prepared: January 1, 2026

Our mission is to require that state contracting and procurement requirements are understood and carried out in a manner that is open, cost effective, efficient, and consistent with State and Federal statutes, rules, and regulations.

Adopted March 11, 2016





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ACRONYMS

Acronym	Term
BITS	Bureau of Information Technology Solutions
C.G.S. §	Connecticut General Statutes Section
CEU	Continuing Education Units
CPO	Chief Procurement Officer
CSAC	Contracting Standards Advisory Council
CY	Calendar Year
DAS	Department of Administrative Services
DEEP	Department of Energy and Environmental Protection
DPH	Department of Public Health
DSS	Department of Social Services
FOI/FOIA	Freedom of Information/Freedom of Information Act
FY	Fiscal Year
GAE	Government Administration and Elections
IACET	International Accreditation for Continuing Education and Training
IPTP	Interagency Procurement Training Program
OGA-SCSB	Office of Governmental Accountability - State Contracting Standards Board
OPM	Office of Policy and Management
OSE	Office of State Ethics
SCSB	State Contracting Standards Board
WCAG	Web Content Accessibility Guidelines



Introduction from Agency Leadership

EXECUTIVE DIRECTOR LETTER

To the Governor, Members of the General Assembly, and the People of Connecticut:

The State Contracting Standards Board (SCSB) exists to strengthen integrity, competition, and accountability in public contracting. In 2025, the Board and staff advanced the infrastructure necessary to sustain effective oversight policies and procedures, strengthen support to State procurement agencies, and achieve sustained improvements over time.

This year's performance reflects three headline accomplishments:

- Our staff moved the SCSB's audit program forward in meaningful ways, strengthening our ability to assess adherence to procurement requirements and to deliver oversight that supports improved practices across State agencies.
- The SCSB's training program received accreditation from the International Accreditation for Continuing Education and Training (IACET). Accreditation recognizes and ensures that providers of continuing education and training meet consistently high standards. This significant milestone affirms the quality and rigor of the training curriculum offered by SCSB.
- The SCSB strengthened the integration between our audit and training functions. By using audit outcomes as a foundation for the development of training courses, an educational program was tailored to address compliance standards, current risks, and recurring procurement challenges across State agencies.

In addition to the measurable successes outlined in this year's report, these accomplishments have positioned the SCSB to deliver oversight in a credible manner that focuses on improving procurement performance, resulting in efficient and effective State contracting practices.

2025 Highlights:

- **Advancing the audit program and strengthening continuous improvement.**

In 2025, staff made measurable progress in advancing the SCSB's audit program by strengthening the structures needed for consistent oversight, including audit planning, documentation standards, and results tracking. Audit findings were translated into actionable recommendations to improve agency procedures and informed the development of targeted training modules.



Importantly, we remain committed to continuous improvement through refining audit procedures, advancing data analytics, strengthening internal controls, and enhancing procurement performance assessments. These initiatives reinforce the State's contracting system by providing oversight that identifies issues and delivers practical tools to support sustained corrective action and achieve stronger contracting outcomes.

- **IACET accreditation and expanded statewide training capacity.**

The SCSB training program's 2025 IACET accreditation marks a major professional milestone and a practical benefit to the State. It formalizes high-quality instructional standards, reinforces measurable learning outcomes, and strengthens the credibility and consistency of procurement-related training offered across Connecticut government. This accreditation also supports the Board's broader mission by equipping agencies, procurement staff, and stakeholders with clearer guidance and stronger competencies.

- **Audit-training collaboration that turns oversight into prevention:**

A notable success in 2025 was the increased collaboration between the SCSB's audit and training functions. Audit observations, including recurring documentation deficiencies, compliance gaps, control weaknesses, and systemic procurement issues, have informed targeted course development and continuous improvement. As a result, the audit program helps identify areas where procurement practices should be strengthened, and the training program supports agencies in improving performance, reducing repeat findings, and sustaining compliance over time.

- **Modernization and public-facing transparency initiatives.**

Staff advanced the SCSB's public-facing infrastructure through modernization initiatives that prioritize transparency and accessibility. These improvements make it easier for the public to locate, understand, and engage with the agency's information online, reinforcing our commitment to open and accountable oversight.

Challenges:

The Agency's achievements in 2025 were accomplished amid notable operational constraints, including:

- **Funding constraints and operational capacity.**

Fiscal Year (FY) 2025 required conservative fiscal management and careful prioritization to sustain core operations. SCSB maintained continuity through disciplined spending controls and the strategic use of available resources, including carry-forward funds, while advancing key program deliverables and positioning the agency for FY 2026.



SCSB entered FY 2026 in a financial position that, with conservative management, has positioned us for continued success into the calendar year 2026.

- **Capacity and prioritization:**

The SCSB's statutory responsibilities are significant and often intersect with complex procurement operations across the State government. With finite resources, staff prioritized high-impact work while continuing to invest in the foundational procedures, tools, and systems needed for consistent oversight. This required careful, ongoing prioritization and phasing, emphasizing a strong operational foundation that delivers reliable results over time.

- **Data access and data quality.**

Effective oversight depends on timely, reliable procurement data. While progress is possible through targeted requests and collaboration, broader improvements in data availability and standardization remain essential to improving the audit processes over time.

- **Legal and process development.**

Where the SCSB's responsibilities involve quasi-adjudicatory functions and due process requirements, clear procedures are essential. Building processes that are fair, consistent, and legally sound demands significant time and attention to detail. In 2025, we made measurable advancements in this work, which protects the integrity of the agency's actions and reduces the risk of delay, remand, or inconsistent outcomes.

Goals for 2026:

The SCSB enters 2026 with clear, mission-driven priorities to advance its statutory mandates and strengthen public confidence, including:

- Completing and expanding the triennial audit cycle to increase coverage of state contracting agencies and high-risk procurement areas
- Advancing a comprehensive C.G.S. § 4e-34 disqualification framework grounded in procedural due process and consistent decision standards
- Strengthening data transparency and performance reporting through improved metrics, dashboards, and public-facing reporting tools
- Relaunching and scaling the accredited training program to improve statewide procurement compliance and reduce repeat findings



- Modernizing and enhancing the agency's website and accessibility to improve public access, usability, and accountability
- Supporting Board governance effectiveness through clear policies, timely materials, and consistent operational protocols

The State Contracting Standards Board appreciates the confidence placed in its mission to strengthen integrity across State contracting agencies. The progress achieved in 2025 reflects our shared expectation that public contracting must be ethical, competitive, and accountable. The SCSB remains committed to oversight that strengthens integrity, improves performance, and advances the best interests of Connecticut.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Gregory F. Deane".

Executive Director
State Contracting Standards Board
Office of Governmental Accountability



EXECUTIVE HIGHLIGHTS | CALENDAR YEAR 2025

In calendar year 2025, SCSB advanced statewide procurement oversight, strengthened compliance capacity, and positioned the agency for expanded outcomes in 2026.

Oversight and Audit Outcomes

- Five audit reports were approved by the Board in 2025.
- Portfolios reviewed: 747 contracts totaling approximately \$9.02 billion.
- Detailed testing performed: a risk-based sample of 28 contracts, with findings used to inform corrective action and training.

Training and Compliance Capacity

- Achieved IACET accreditation, strengthening the rigor and consistency of SCSB training.
- Delivered audit-informed training, with 42 employees trained using lessons learned from audit work and common compliance gaps.

Governance and Program Development

- Advanced core governance deliverables, including development of draft policies and program guidance to support consistent statewide procurement practices.
- Continued development of procedural and regulatory work products aligned to [Chapter 62 STATE CONTRACTING STANDARDS BOARD](#) mandates and Board priorities.

Public Access, Transparency, and Modernization

- Initiated the next phase of the agency's public-facing modernization and accessibility work: website modernization kickoff in January 2026, 17-week transition, target go-live in early April 2026.
- Continued the statewide web accessibility initiative, advancing toward Phase 3 implementation.



Financial Stewardship

- FY 2025 budget: \$807,969, managed through careful prioritization to sustain core operations and advance key deliverables.

2026 Priorities

- Expand the triennial audit cycle and deepen coverage of high-risk procurement areas.
- Scale accredited training based on audit outcomes and agency needs.
- Advance a comprehensive C.G.S. § 4e-34 disqualification framework grounded in procedural due process.
- Improve public transparency through clearer reporting, consistent metrics, and a modernized website.



Introduction of Staff and Board Members

STATE CONTRACTING STANDARDS BOARD – STAFF MEMBERS

Staff Members as of December 31, 2025

- Gregory F. Daniels - Executive Director
- Vacant - Chief Procurement Officer
- Samson Anderson - Research Analyst
- Aaron I. Felman - Staff Attorney
- Aleshia M. Hall - Administrative Assistant
- Carmen Hufcut - Trainer Specialist
- Maritza Lopez - Accounts Examiner

Staff Changes in 2025

- On May 29, 2025, Jonathan M. Longman resigned from the position of Chief Procurement Officer (CPO). As of December 31, 2025, this position remains vacant.



STATE CONTRACTING STANDARDS BOARD – BOARD MEMBERS

Board Members as of December 31, 2025

Board Member	Appointed/Reappointed by		Last Appt. Date	Current Appointing Authority	Current Status
	APPOINTED	REAPPOINTED			
Rochelle N. Palache Chair	Governor Ned Lamont		05/20/2024	Governor Ned Lamont	Active*
Thomas G. Ahneman	Senate Minority Leader John McKinney		03/25/2011	Senate Minority Leader John McKinney	Holdover**
		Senate Minority Leader Leonard Fasano	03/31/2025	Senate Minority Leader Stephen G. Harding, Jr.	
Keith R. Brothers	Governor Ned Lamont		02/07/2024	Governor Ned Lamont	Active
Lauren C. Gauthier	House Republican Leader Themis Klarides		08/20/2020	House Republican Leader Vincent Candelora	Holdover
Roberto Fernandez	Speaker of the House Matthew D. Ritter		03/28/2025	Speaker of the House Matthew D. Ritter	Active
Albert G. Ilg	Governor Jody Rell		11/05/2005	Governor Ned Lamont	Holdover
		Governor Dannel Malloy	02/21/2013		
Donna M. Karnes	Majority Leader Bob Duff		02/08/2016	Majority Leader Bob Duff	Active
Salvatore C. Luciano	Senate President Pro Tempore Martin Looney		10/11/2013	Senate President Pro Tempore Martin Looney	Active
		Senate President Pro Tempore Martin Looney	08/27/2025		
Stuart L. Mahler	Majority Leader of the House J. Brendan Sharkey		01/21/2012	Majority Leader of the House Jason Rojas	Holdover
James S. Marpe	Governor Ned Lamont		05/20/2024	Governor Ned Lamont	Active
Jean M. Morningstar	Governor Dannel Malloy		02/21/2013	Governor Ned Lamont	Holdover
		Governor Dannel Malloy	07/23/2013		
Brenda L. Sisco	Governor Dannel Malloy		02/21/2013	Governor Ned Lamont	Holdover

*Active member means a Board member currently serving within the member's appointed term.

**Holdover member means a Board member who continues to serve after the expiration of the member's term until a successor is appointed and qualified, consistent with Connecticut law.



Board Changes in 2025

Date	Notes
• March 5, 2025	Board Member Daniel S. Rovero passed away. His contributions to the Board were honored at the Special Board Meeting on March 14, 2025.
• March 12, 2025	Board Member Albert Bertoline resigned from his position on the Board. He also served as Chair of the Audit and Data Analysis Work Group. Mr. Bertoline was recognized for his contributions to the Board at the Special SCSB Meeting on March 14, 2025.
• April 4, 2025	Executive Director Daniels was notified that on March 28, 2025, Roberto Fernandez of North Franklin was appointed by Speaker of the House Matthew Ritter to the Board member vacancy formerly held by Daniel Rovero.
• August 27, 2025	Salvatore Luciano was reappointed to the Board by Martin Looney, Senate President Pro Tempore.
• As of December 31, 2025	Twelve (12) of the fourteen (14) Board positions are filled, leaving two (2) vacancies.

Regular Board Meetings in 2025

- Date**
- January 10, 2025
 - February 14, 2025
 - April 11, 2025
 - May 9, 2025
 - June 13, 2025
 - July 11, 2025
 - August 8, 2025
 - September 12, 2025
 - October 10, 2025
 - November 14, 2025
 - December 12, 2025



Special Board Meetings in 2025

Date	Notes
• February 6, 2025	Special meeting with an executive session for the purpose of seeking legal counsel regarding a pending claim before the Office of Public Hearings.
• March 14, 2025	Executive Director Daniels was scheduled to provide legislative testimony during the regular meeting time. The Board rescheduled the regular meeting as a special meeting, changing the start time from 10:00 a.m. to 1:00 p.m.



Accomplishments

ADMINISTRATIVE

In 2025, the SCSB continued to advance its statutory mission through disciplined oversight, administrative modernization, and foundational governance development. Operating within a small-agency footprint, staff focused on strengthening internal controls, improving consistency in agency operations, and building scalable systems to support statewide procurement integrity.

A significant area of progress during the reporting period was the advancement of core governance and administrative frameworks designed to support long-term effectiveness, transparency, and accountability.

As of December 31, 2025, the following key governance and compliance deliverables were drafted and remain pending review, action and approval by the Board:

- **Agency Regulations:** Draft agency regulations were prepared to formalize core operational and procedural requirements supporting the Board’s oversight functions.
- **Ethics Policy:** An agency Ethics Policy was drafted and presented to the Board on July 12, 2024. The policy is intended to establish clear ethical standards and expectations consistent with state law and best practices for quasi-independent oversight bodies.
- **Freedom of Information Compliance Policy:** A Freedom of Information (FOI) compliance policy was drafted to promote consistent adherence to statutory transparency, records management, and public access requirements.
- **Meeting Code of Conduct:** At the request of the Board Chair, the Executive Director drafted a proposed meeting code of conduct to support orderly proceedings, respectful engagement, and consistent expectations for Board deliberations.

In addition, SCSB staff participated in an interagency initiative in 2025 to begin development of a **Statewide Excluded Parties Listing** pursuant to **C.G.S. § 4e-34**. Consistent with the Board’s disqualification authority, this effort is intended to strengthen integrity safeguards, support consistent application of disqualification decisions, and improve visibility and information sharing across state contracting entities.

Furthering governance development initiatives, SCSB continued to advance its audit and training programs as core administrative functions. The audit program sustained coverage of high-value contract portfolios and continued refinement of standardized tools, documentation practices, and lifecycle tracking. Audit observations were intentionally leveraged to inform compliance guidance and training priorities.

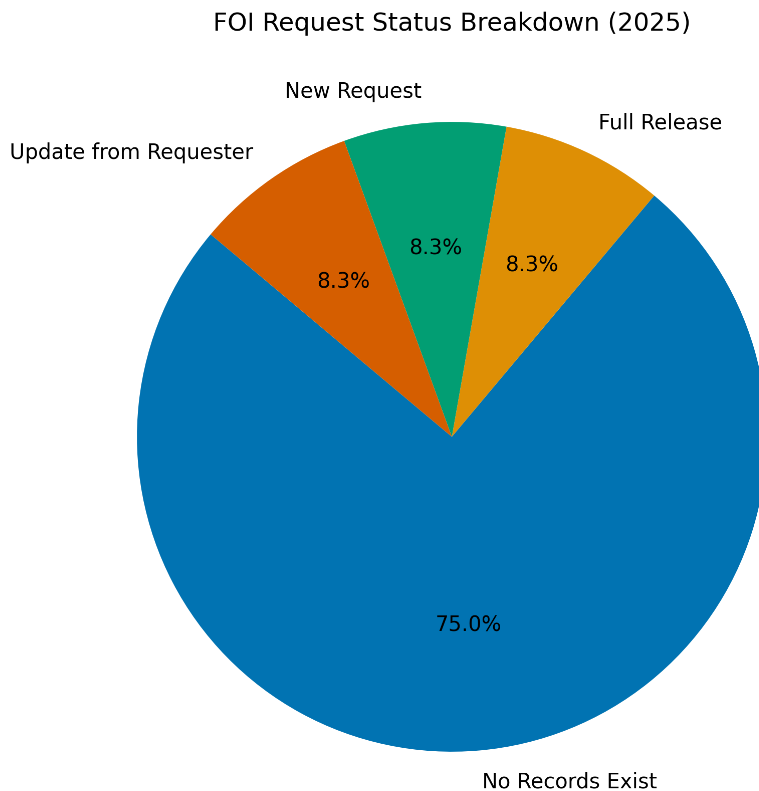


A major milestone was achieved in 2025 when SCSB’s training program attained IACET Accredited Provider status. This status enables SCSB to issue continuing education units (CEUs) to those who participate in agency-administered training courses. This accreditation strengthened quality assurance standards, enhanced statewide credibility, and reinforced the linkage between oversight findings and targeted training development.

Staff also advanced technology and modernization initiatives, including evaluation of audit workflow tools, data analytics capabilities, and preparations for compliance with statewide accessibility requirements. These efforts focused on improving usability, transparency, and operational efficiency across SCSB programs.

Public Records / FOI Requests (Calendar Year (CY) 2025)

The majority of FOI requests received in 2025 (75%) resulted in “No Records Exist,” suggesting that most inquiries did not match available documentation. Only one request resulted in a full release; the remaining two entries reflect administrative activity, a new request, and a requester update, rather than substantive disclosures. This pattern may point to either narrowly scoped records or frequent requests for information that the agency does not maintain.





Challenges

SCSB's accomplishments in 2025 occurred within a complex operational environment shaped by statewide procurement volume, evolving compliance expectations, and resource constraints typical of small oversight agencies. Key challenges included:

- Capacity constraints relative to statewide scope, requiring careful prioritization and phased implementation of governance, audit, and training initiatives.
- Data access and systems integration barriers, which can delay record collection, analysis, and standardized reporting across agencies.
- Technology investment limitations, necessitating incremental modernization and reliance on cross-agency collaboration.
- Governance workload concentration, as staff balanced day-to-day operational execution with the drafting and development of foundational policies, regulations, and compliance frameworks.

Despite these challenges, agency staff maintained program continuity while laying the groundwork for stronger governance and operational maturity.

Goals for 2026

In 2026, SCSB will focus on completing, institutionalizing, and scaling the governance and administrative frameworks advanced during 2025, while continuing to strengthen oversight impact through standardized processes and measurable outcomes.

Governance and Administrative Priorities for 2026:

- Final Board review and action on Agency Regulations;
- Final Board review and action on the Ethics Policy;
- Final Board review and action on the FOI Compliance Policy; and
- Consideration and adoption of a Meeting Code of Conduct to support consistent and orderly Board operations.

Completion of these items will reduce operational risk, clarify expectations, and enhance consistency across Board activities.



Board Composition and Statutory Qualifications

C.G.S. § 4e-2(b) requires that each Board member demonstrate sufficient knowledge, by education, training, or experience, in one or more of the following areas:

- (1) Procurement;
- (2) contract negotiation, selection and drafting;
- (3) contract risk assessment;
- (4) competitive bidding and proposal procedures;
- (5) real estate transactions, including the purchase, sale and lease of real estate and buildings;
- (6) building construction and architecture;
- (7) business insurance and bonding;
- (8) ethics in public contracting;
- (9) federal and state statutes, procurement policies and regulations;
- (10) outsourcing and privatization analysis;
- (11) small and minority business enterprise development;
- (12) engineering and information technologies;
- (13) human services; and
- (14) personnel and labor relations,

The relevant education, training, or experience must have been acquired over not less than a continuous five-year period within the ten-year period preceding appointment.

In 2026, appointing authorities should prioritize filling the two vacant Board positions with individuals who clearly satisfy the statutory qualification standard in C.G.S. § 4e-2(b), including the requirement that the relevant education, training, or experience reflect not less than a continuous five-year period within the ten-year period preceding appointment. Appointments should also be made with an eye toward strengthening the Board's collective capacity by adding expertise that complements current strengths and aligns with anticipated oversight priorities, such as procurement and contract drafting, contract risk assessment and competitive bidding procedures, ethics in public contracting, statutes and procurement regulations, and engineering and information technologies.



Operational Focus

Additional 2026 administrative goals include:

- Scaling audit throughput and consistency through finalized standard workpapers, templates, and performance metrics;
- Expanding the impact of the accredited training program and formalizing the audit-to-training feedback loop;
- Achieving Web Content Accessibility Guidelines (WCAG) Level AA accessibility compliance by April 24, 2026, while improving usability of public-facing systems;
- Strengthening data-to-decision capabilities through improved analytics and reporting that clearly communicate value to policymakers and the public.

Together, these priorities position the agency to build upon the governance, administrative, and operational foundations established in 2025.



AUDITS

Introduction

The SCSB administers a triennial audit program that conducts periodic compliance reviews of Connecticut state contracting agencies to assess adherence to applicable procurement statutes, regulations, and internal controls. Through these audits, SCSB evaluates procurement and contracting practices, reviews agency records, and engages with agency personnel to identify compliance issues, highlight effective practices, and recommend improvements. Upon completion, SCSB issues public audit reports that document results and recommended corrective actions, supporting transparency, accountability, and continuous improvement across state procurement operations.

The initial phase of the FY 2024–2026 triennial audit cycle made substantial progress in 2025, establishing a repeatable framework for statewide procurement oversight.

Program Achievements (CY 2025)

- Completed and obtained Board approval of five (5) agency audits during CY 2025, completing the initial phase cohort of eleven (11) audits in the triennial cycle.
- Developed and executed audit plans, methodologies, and supporting procedures.
- Utilized Core-CT¹ data and associated processes to support audit activities.
- Established consistent audit practices across agencies.
- Strengthened collaboration between SCSB staff and participating state contracting agencies.

Program Data & Impact

- The triennial audit framework is structured to cover all 33 state contracting agencies over a three-year cycle.
- The program is designed to schedule approximately 11 agency audits per year as operational capacity permits.
- SCSB implemented systematic improvements supporting program execution, including:
 - refinement of data requests and documentation protocols;
 - structured, ongoing communication with agency personnel;
 - review and validation of submitted documentation;
 - development and reporting of audit findings; and
 - finalization and Board approval of audit reports.
- Internal audit procedures were strengthened to support more efficient, consistent, and timely audits in future phases.

¹ Connecticut's HRMS (Human Resource Management System) / Financials system.



Audit Completion Status (Initial Phase)

Department	Details	Approval Date
Department of Energy and Environmental Protection (DEEP)	Approved at the regular Board meeting	February 14, 2025
Department of Social Services (DSS)	Approved at the regular Board meeting	November 14, 2025
Department of Administrative Services (DAS) (State IT Contracts)	Approved at the regular Board meeting	November 14, 2025
Office of Policy and Management (OPM)	Approved at the regular Board meeting	November 14, 2025
Department of Administrative Services (DAS) (PSX ²)	Approved at the regular Board meeting	December 12, 2025

- The initial phase cohort of eleven (11) audits has been completed.
- The five (5) audits approved during CY 2025 represent the final set of approvals needed to complete the initial phase cohort.
- Program refinements implemented during this phase improved consistency and effectiveness and established a baseline for future audit cycles.

Approved Audit Reports

SCSB audits approved during the CY 2025 include:

Across five agencies, SCSB reviewed a portfolio of 747 contracts totaling \$9.02 billion. From this population, a risk-based sample of 28 contracts was tested in detail through Board-approved audits. The findings informed targeted training attended by 42 employees, reinforcing best practices, accountability, and statutory compliance.

Program Note: The five (5) Board-approved audits represent the final approvals needed to complete the initial phase cohort of eleven (11) audits in the triennial audit cycle.

² PSX is the department that develops the state contracts that agencies leverage for IT purchases.



Audit Program Summary (CY 2025)

METRIC	2025 RESULT
Audits approved by the Board (CY 2025)	5
Samples audited across approved reports	28
Findings per audit (average)	0.60
Total contract value reviewed (portfolio value)	\$9,023,904,369

Findings and Observations

SCSB documented and analyzed findings from each agency audit and identified:

- areas requiring process enhancements;
- opportunities to reinforce compliance;
- best practices across agencies; and
- common themes warranting additional guidance, standardization, or training.

These results establish a baseline for comparison in future audit phases and support continuous improvement across statewide procurement and contracting functions.

2026 Goals

- Collaborate with the Audit and Data Analysis Work Group to confirm agency selection for the next audit phase.
- Finalize agencies to be included in the next set of audits.
- Conduct the second set of triennial audits during FY 2026.
- Continue finalization of the FY 2025 Triennial Audit Report (FY 2024–2026).
- Maintain the report as a foundational reference for future audit cycles.



Next Audit Phase – Agency Selection and Planning (status through 11/30/2025)

Agency	Contracts (#)	Total (\$)	Planned samples (#)	Findings (#)	Status/notes
Dept. of Administrative Services (DAS)	543	\$1,817,965,406.27	4	—	Audit request confirmed (10/31/2025)
Dept. of Development Services (DDS)	434	\$7,324,399,958.35	4	—	Documentation received (7/28/2025)
Mental Health & Addiction Services (MHA)	1206	\$2,886,446,958.11	4	—	Documentation discussed/provided (7/30/2025)
State Dept. of Education (SDE)	398	\$167,852,974.70	4	—	Documentation received (4/4/2025)

Year 2 totals (selection):

2,581 contracts | \$12,196,665,297.43 total values | 16 planned samples.

Recommendations & Action Plan (2026)

1. Audit Process Enhancement

- Continue refining audit processes based on audit results and program evaluation.
- Work toward full implementation of audits for all agencies on a three-year cycle.
- Acknowledge potential capacity-driven pacing constraints while maintaining the long-term goal of comprehensive oversight.

2. Transparency, Public Reporting, and Training Development

- Maintain public availability of audit reports and triennial audit summaries.
- Promote transparency, accountability, and continuous improvement.
- Develop training materials informed by audit findings and deploy training to address identified gaps and strengthen statewide procurement practices.

3. Corrective Action Support and Targeted Training Initiatives

- Utilize the SCSB Training Specialist to assist with corrective action plans.
- Address procedural non-compliance through targeted training.
- Offer structured training and education programs for agency procurement and contracting officers.



- Establish procurement and project management standards and recognize successful completion through certificates where appropriate.

4. Foster Board Engagement

- Engage Board and Agencies: Actively seek input from Board and agency representatives on the Audit Process and program development.
- Publish Improvement Reports: Share regular updates on program improvements and outcomes with the Board.
- Strengthening Board Engagement:
 - Action: Incorporate feedback into Audit Process updates.
 - Strategy: Schedule regular review meetings and publish improvement reports.



LEGAL

In 2025, the SCSB legal staff expanded both the scope and volume of its support to the Board's statutory mission. Under the leadership of the Executive Director and with primary responsibility assigned to Staff Attorney Aaron I. Felman, Esq., legal staff advanced critical work to strengthen Board operations, support due-process-compliant decision-making, and develop a durable regulatory and procedures foundation for Connecticut state contracting oversight.

A significant emphasis in 2025 was placed on the Board's regulatory and procedural infrastructure—work designed to promote clarity, consistency, transparency, and fairness for state contracting agencies, contractors, and the public.

1) Regulations and Procedures Program

During 2025, legal staff initiated, drafted, refined, and/or updated key regulatory and procedural initiatives, including:

- Drafted/Refined — Rules of Practice Regulations (framework to support consistent proceedings, predictable process, and clear notice standards)
- Drafted/Refined — Data Protection Regulations (standards to support appropriate handling of sensitive information, records management, and confidentiality safeguards)
- Drafted/Refined — Training Regulations (framework to support consistent training requirements, program administration, and accountability)
- Initiated/Drafted — C.G.S. § 4e-34 Procedures: development of the § 4e-34 Procedural Guidelines Handbook to support fair, consistent, and repeatable processing of contractor disqualification matters
- Updated/Ongoing — Policy and governance materials: ongoing review and revision of internal policies and operating procedures in coordination with the Executive Director and relevant staff to support compliance, workflow clarity, and Board continuity

Outcome: These efforts strengthened consistency in Board-facing processes, improved clarity for stakeholders navigating SCSB procedures, and reinforced a repeatable framework to reduce process risk and support defensible outcomes.



2) Committee and Subcommittee Counsel and Decision Support

Legal staff provided legal research, procedural guidance, and documentation support for matters requiring formal review and action, including:

- Supported/Advised — C.G.S. § 4e-16 (Privatization): Department of Public Health No. 2 (August – September 2025)
- Supported/Advised — C.G.S. § 4e-36 (Contest of Solicitation or Award): TorrCo (April – May 2025)
- Supported/Advised — C.G.S. § 4e-36 (Contest of Solicitation or Award): Lighting Services (August – September 2025)

Outcome: Legal support helped ensure committee and subcommittee work products were procedurally sound, aligned with statutory requirements, and supported by documentation practices that strengthen the administrative record.

3) Research, Advisory Memoranda, and Reports

The legal staff produced and/or advanced internal legal research and advisory materials to inform Board decision-making and improve operational readiness, including:

- Completed — Chapter 62 Shortfalls and Chapter 54, Uniform Administrative Procedure Act Implications Memorandum (identifying implementation gaps, procedural requirements, and operational risk considerations)
- Completed — Sherman School Inquiry and Jurisdiction Memorandum (jurisdictional assessment, threshold considerations, and recommended pathways)
- Completed — SCSB Audit Authorities and Audit Instrument Evaluation Memorandum (analysis supporting effective audit oversight and evaluation of audit instruments and requirements)
- In Progress — Department of Correction / Bansley Law Inquiry (initial research and analysis ongoing; memorandum to be finalized as the matter develops and additional information is obtained)

Outcome: Advisory memoranda improved operational readiness by documenting jurisdictional analyses, process considerations, and recommended next steps, supporting consistent internal decision-making and reducing the risk of delay, remand, or procedural challenge.



4) Ongoing Legal Guidance and Stakeholder Response

Throughout 2025, legal staff responded to a high volume of inquiries, referrals, and requests for guidance from Board members, staff, and third parties. This work frequently required targeted legal research, rapid issue-spotting, and practical recommendations to support timely agency operations and ensure actions remained aligned with Chapter 62, applicable procedures, and record-development expectations.

Outcome: This ongoing counsel and responsiveness supported timely operations, strengthened consistency across staff and Board interactions, and promoted legally sound approaches to emerging questions and matters requiring review.

Recommendations & Action Plan for 2026:

In 2026, the SCSB legal staff will continue advancing the agency's regulatory agenda, finalize remaining advisory products initiated in 2025, and support implementation of C.G.S. § 4e-34 procedures and related training to promote consistent, due-process-aligned outcomes. Legal staff will also continue focusing on record-development practices and procedural clarity to strengthen the defensibility of Board actions and improve stakeholder understanding of SCSB processes.



LEGISLATION

The 2025 Legislative Session commenced from January 8, 2025, to June 4, 2025, during which the SCSB provided written and oral testimony to the Appropriations Committee and Government Administration and Elections Committee (GAE).

Legislation:

S.B. No. 1499: AN ACT IMPLEMENTING THE RECOMMENDATIONS OF THE STATE CONTRACTING STANDARDS BOARD, based on legislative provisions provided by the Board to the legislature during the 2024 Legislative Session, was introduced by the GAE Committee.

- Following Executive Director Daniels's testimony on March 14, 2025, the GAE committee passed S.B. 1499.
- The SCSB staff legislative team also drafted and submitted a formal written response on March 21, 2025, to Co-Chair Blumenthal's request to Executive Director Daniels for a response to OPM's opposition to S.B. 1499.
- Additionally, the SCSB staff legislative team had a follow-up meeting with Rep. Blumenthal on April 7, 2025, regarding SB 1499 and OPM's concerns.
- Ultimately, S.B. 1499 was not heard in both chambers and failed to pass.

Budget:

The 2025 Legislative Session required the drafting of a new biennium budget for the State's fiscal years 2026-2027. SCSB staff were tasked with developing a budget proposal for the agency.

- On July 10, 2025, Executive Director Daniels, Research Analyst Anderson, and Administrative Assistant Hall met with the DAS Budget representatives to discuss the biennium budget allocation.
- On March 6, 2025, Executive Director Daniels provided testimony to the Appropriations General Government A Subcommittee regarding the Governor's proposed budget allocation for FY 2026 – 2027. Executive Director Daniels informed the committee that SCSB staff, with the assistance of DAS, had requested an allocation greater than what was proposed and that would cover the minimum amount needed for the agency to operate.
- On April 22, 2025, the Appropriations Committee put forth a budget that reflected SCSB's original FY 2026 – FY 2027 biennium budget request and submitted it to OPM in August 2024 for final approval.



TRAINING

Training Program Annual Report (2025)

The 2025 Annual Report outlines the SCSB Training Program's mission to deliver standardized procurement and project management education for State contracting agency employees, as mandated by C.G.S. § 4e-5. In 2025, the program advanced its goals through curriculum expansion, accreditation, and a commitment to ethics, fairness, and continuous improvement.

The 2025 SCSB Training Program Annual Report highlights a year of strategic growth and institutional achievement. Key accomplishments include:

Program Achievements

- IACET Accreditation: SCSB earned IACET Accreditation, allowing CEUs for courses.
- Expanded Course Catalog: Seven courses offered, covering procurement ethics, procedures, and contract management.
- Accessibility Compliance: Progressed toward WCAG Level AA compliance; Bureau of Information Technology Solutions (BITS) audit results pending.
- Data-Driven Improvements: Systematic collection and analysis of course evaluations and participant performance.
- State of Connecticut Participation Development: Systematic increase as a result of SCSB audit outcomes.
- Expanded Curriculum: The course catalog will continue to expand based on future SCSB audit process outcomes.
 - Level I course expansion planned based on audit outcomes, including five new courses. Three are being developed in collaboration with DAS, one focuses on FOI compliance, and one is being developed with the Office of State Ethics.
 - Level II – start developing curriculum. (5 new courses)
- Internal Policies: Established training program regulations:
 - Participant registration and support systems
 - ID verification and learner record management
 - Privacy and information policy
 - Professional development practices

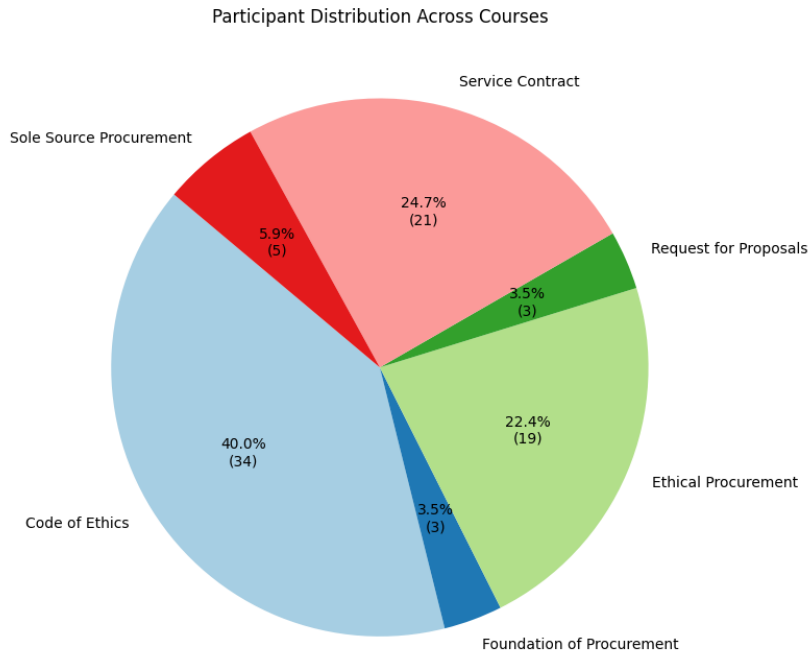


Program Data & Impact

The data below reflects participant activity in 2025 in the courses available from May through September 2025:

1. Code of Ethics for Procurement Professionals
2. Foundation of Public Procurement
3. Introduction to Ethical Procurement
4. Introduction to Request for Proposals
5. Introduction to Service Contracts
6. Introduction to Sole Source Procurement
7. **Introduction to State Procurement Rules and Government*** No data collected – course was not available during May through September 2025.
8. **Sourcing, Purchasing, and Procurement*** No data collected – course was not available during May through September 2025.

Total Participants (May–September 2025): 85



Through a collaborative effort between SCSB staff and the FOI Commission, an additional course was completed in November 2025 and will be made available in early 2026:

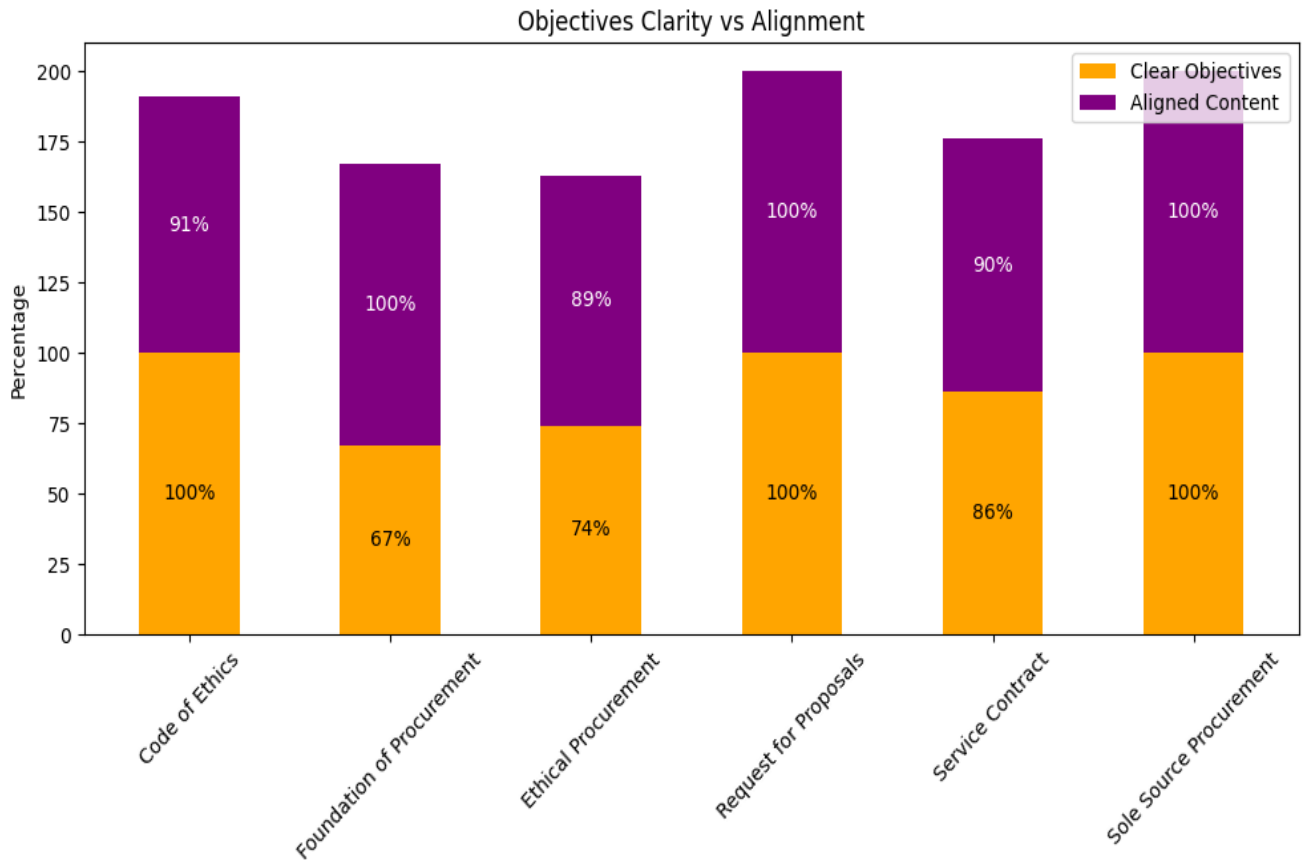
- Introduction to the Freedom of Information Act

In CY 2025, nine (9) courses were developed.



Learning Objectives & Satisfaction

- Clarity of Objectives: Most courses scored above 85% for clear objectives.
- Alignment with Content: High alignment (89–100%) between objectives and course content.



- Course Effectiveness: Average scores of 8–9/10 for meeting objectives.
- Satisfaction with guidance: Participants rated the clarity of how objectives guided learning at an average of 4 out of 10. In 2026, SCSB will strengthen alignment between learning objectives, instruction, and assessments and will validate improvements through pilot sessions and follow-up surveys.

2026 Goals

- Launch Interagency Procurement Training Program (IPTP)
- Develop new Level I and II courses to address audit needs
- Create a library of accessible courses for state and municipal employees
- Update training regulations and course content based on new regulations and collected data



Recommendations & Action Plan for 2026:

SCSB Training Program, the following action steps will be implemented in 2026:

1. Enhance Course Satisfaction and Effectiveness

- **Revise Course Materials:** Update all course content to better connect learning objectives with activities and assessments, addressing participant feedback and satisfaction scores.
- **Increase Interactivity:** Incorporate more interactive elements, such as case studies, group discussions, and real-world scenarios, to improve engagement and learning outcomes.
- **Clarify Objectives:** Clearly communicate learning objectives at the start of each course and reinforce them throughout the curriculum. Conduct qualitative feedback sessions to understand the reasons behind low satisfaction scores.

2. Expand Curriculum and Accessibility

- **Launch IPTP:** Develop and implement the IPTP to foster collaboration and standardization across agencies.
- **Develop New Courses:** Create Level I and Level II courses to address audit needs and emerging procurement trends.
- **Build Course Library:** Establish a comprehensive library of courses accessible to all state employees, ensuring ease of access and flexibility in learning.

3. Strengthen Compliance and Accreditation

- **Maintain Accreditation Standards:** Continue to meet IACET requirements and offer CEUs for all eligible courses.
- **Achieve Accessibility Compliance:** Work with BITS to finalize WCAG Level AA compliance and respond to audit findings as needed.

4. Data-Driven Program Improvement

- **Regular Data Collection:** Systematically collect and analyze course evaluations, participant performance, and feedback to identify areas for improvement.
- **Update Courses Based on Data:** Revise course content and structure in response to new regulations, audit results, and participant feedback.



5. Foster Board Engagement

- Engage Board and Agencies: Actively seek input from Board and agency representatives to inform curriculum updates and program development.
- Publish Improvement Reports: Share regular updates on program improvements and outcomes with the Board.
- Strengthening Board Engagement:
 - Action: Incorporate feedback into curriculum updates.
 - Strategy: Schedule regular review meetings and publish improvement reports.



CONTRACTING STANDARDS ADVISORY COUNCIL

HISTORY

- As outlined in C.G.S. § 4e-8, former CPO Jonathan Longman established the Contracting Standards Advisory Council (CSAC), which is comprised of procurement managers from state agencies that are responsible for conducting procurement and contracting on behalf of the State.
- The CSAC may conduct studies, research, and analyses and make reports and recommendations regarding subjects or matters within the jurisdiction of the State Contracting Standards Board.
- The Advisory Council is afforded significant operational autonomy from the Board and the Office of Governmental Accountability - State Contracting Standards Board (OGA-SCSB) and may make recommendations to the Board based on its members' experiences and insights as top procurement managers within their respective state agencies.
- The initial meeting of the CSAC took place on June 18, 2024. Since that time, OGA-SCSB has had a vacancy in the CPO role, which is required to chair the four mandated CSAC meetings annually.

Contracting Standards Advisory Council Members Received Letters of Appointment from Governor Ned Lamont dated June 17, 2024

- | | |
|-----------------------|---|
| 1. Vacancy | Chair, OGA-SCSB Chief Procurement Officer |
| 2. Gene Burke | DAS |
| 3. Easha Canada | DSS |
| 4. Melissa Frank | State Insurance and Risk Management Board |
| 5. Berri Gerjuoy | UCONN Health |
| 6. Kevin Meakem | OPM |
| 7. Gary Pescosolido | Department of Transportation |
| 8. Michelle Schott | Department of Public Health (DPH) |
| 9. Gregory F. Daniels | Executive Director, OGA-SCSB |
| 10. Samson Anderson | Research Analyst, OGA-SCSB |
| 11. Aleshia Hall | Administrative Assistant, OGA-SCSB |

The SCSB appreciates the Advisory Council members for their time and willingness to serve.

The Contracting Standards Advisory Council (CSAC) did not meet in 2025 due to the Chief Procurement Officer (CPO) vacancy. In 2026, SCSB will reactivate CSAC upon the appointment of a CPO.



Committees, Subcommittees, Work Groups

C.G.S. § 4E-16 PRIVATIZATION CONTRACT COMMITTEE

C.G.S. § 4e-16- Privatization Contract Committee Members (as of December 31, 2025)

- Salvatore C. Luciano, Chair
- Rochelle N. Palache
- Thomas G. Ahneman
- Lauren C. Gauthier
- Albert G. Ilg
- James S. Marpe
- Brenda L. Sisco
- Gregory F. Daniels, Executive Director
- Aaron I. Felman, Staff Attorney

The Privatization Contract Committee addressed the following matters in 2025:

Date

Notes

- | | |
|--|---|
| <ul style="list-style-type: none"> • January 21, 2025 | <p>A request from the Department of Public Health to enter a limited privatization contract of Facility Licensing and Investigations for the purpose of clearing a backlog of healthcare facility inspection requirements was requested.</p> <p>As of December 31, 2025, this matter remains pending.</p> |
| <ul style="list-style-type: none"> • September 24, 2025 | <p>A Notice of Decision was rendered on Privatization Contract Case # 25-22 regarding the Department of Public Health’s privatization request for inspection and evaluation services of drinking water laboratories.</p> |



C.G.S. § 4E-34 DISQUALIFICATION SUBCOMMITTEE

C.G.S. § 4e-34 Subcommittee Members (as of December 31, 2025)

- Salvatore C. Luciano, Chair
- Lauren C. Gauthier
- Stuart L. Mahler
- Brenda L. Sisco
- Gregory F. Daniels, Executive Director
- Aaron I. Felman, Staff Attorney

The C.G.S. § 4e-34 Subcommittee was established at the Board's September 12, 2025 regular meeting to carry out matters within the Board's statutory authority under C.G.S. § 4e-34.

The C.G.S. § 4e-34 Subcommittee did not hold an initial meeting in 2025.



C.G.S. § 4E-36 CONTESTED SOLICITATIONS AND AWARDS SUBCOMMITTEE

C.G.S. § 4e-36 Contested Solicitations and Awards Subcommittee Members (as of December 31, 2025)

- Stuart L. Mahler, Chair
- Rochelle N. Palache
- Roberto Fernandez
- Jean M. Morningstar
- Gregory F. Daniels, Executive Director
- Aaron I. Felman, Staff Attorney

The C.G.S. § 4e-36 Contested Solicitations and Awards Subcommittee addressed the following matters in 2025:

Date	Notes
• April 17, 2025:	Final decision issued on Docket Number CSA-25-001 Lighting Services, Inc. appeal of Department of Administrative Services Contract #24PSX0244.
• May 7, 2025	Final decision issued on Docket Number CSA-25-002. Torrington Supply Company (TorrCo) appeals the Department of Administrative Services Contract #24PSX0171.



AUDIT / DATA ANALYSIS WORK GROUP

Audit/Data Analysis Work Group Members (as of December 31, 2025)

- Roberto Fernandez, Chair
- Rochelle N. Palache
- Thomas G. Ahneman
- Lauren C. Gauthier
- Donna M. Karnes
- Jean M. Morningstar
- Gregory F. Daniels, Executive Director
- Maritza Lopez, Accounts Examiner
- Carmen Hufcut, Trainer Specialist

The Audit/Data Analysis Work Group met on the following dates in 2025:

1. July 16, 2025
2. September 17, 2025
3. November 19, 2025



AUDIT/DATA ANALYSIS WORK GROUP BUDGET SUB-WORK GROUP

Audit/Data Analysis Budget Sub-Work Group Members (as of December 31, 2025)

- Brenda L. Sisco, Chair
- Rochelle N. Palache
- Lauren C. Gauthier
- James S. Marpe
- Stuart L. Mahler
- Gregory F. Daniels, Executive Director
- Samson Anderson, Research Analyst
- Aleshia M. Hall, Administrative Assistant

The Budget Sub-Work Group was established at the Board's July 12, 2024, Regular Board Meeting to address FY 2025 budget constraints and to develop recommendations in support of the FY 2026–2027 biennium budget.

The Audit/Data Analysis Budget Sub-Work Group did not meet in 2025.



STATUTES, REGULATIONS, POLICIES, AND PROCEDURES WORK GROUP

Statutes, Regulations, Policies, and Procedures Work Group Members

(as of December 31, 2025)

- Thomas G. Ahneman, Chair
- Rochelle N. Palache
- Roberto Fernandez
- Lauren C. Gauthier
- Salvatore C. Luciano
- James S. Marpe
- Brenda L. Sisco
- Gregory F. Daniels, Executive Director
- Samson Anderson, Research Analyst
- Aaron I. Felman, Staff Attorney
- Carmen Hufcut, Trainer Specialist

The Statutes, Regulations, Policies, and Procedures Work Group met on the following dates in 2025:

1. January 9, 2025
2. March 4, 2025
3. April 22, 2025
4. June 4, 2025
5. July 23, 2025
6. August 20, 2025
7. December 9, 2025



STATUTES, REGULATIONS, POLICIES, AND PROCEDURES WORK GROUP PERSONNEL REVIEW SUB-WORK GROUP

Statutes, Regulations, Policies, and Procedures - Personnel Review Sub Work Group Members (as of December 31, 2025)

- James S. Marpe, Chair
- Rochelle N. Palache
- Thomas G. Ahneman
- Lauren C. Gauthier

The Statutes, Regulations, Policies, and Procedures - Personnel Review Sub Work Group did not meet in 2025.



TRAINING WORK GROUP

Training Work Group Members (as of December 31, 2025)

- Thomas Ahneman, Chair of the Training Work Group
- Rochelle N. Palache, Chair of the SCSB
- Roberto C. Fernandez
- Donna Karnes
- James M. Marpe
- Gregory F. Daniels, Executive Director
- Carmen Hufcut, Trainer Specialist
- Aleshia M. Hall, Administrative Assistant

The Training Work Group met in 2025:

1. January 22, 2025
2. April 11, 2025
3. July 31, 2025
4. September 9, 2025
5. November 14, 2025



SCSB MEETINGS SUMMARY

In 2025, the Board held 13 meetings, comprising 11 regular sessions and two special meetings, adhering to a consistent schedule throughout the year. The work groups made notable progress: the Statutes, Regulations, Policies, and Procedures group met seven times, and the Training work group convened five times. These meetings supported audit approvals, policy drafting, and training program development. The Advisory Council was inactive due to the CPO vacancy.

Timeline of Meetings Across 2025 (with Date Labels)

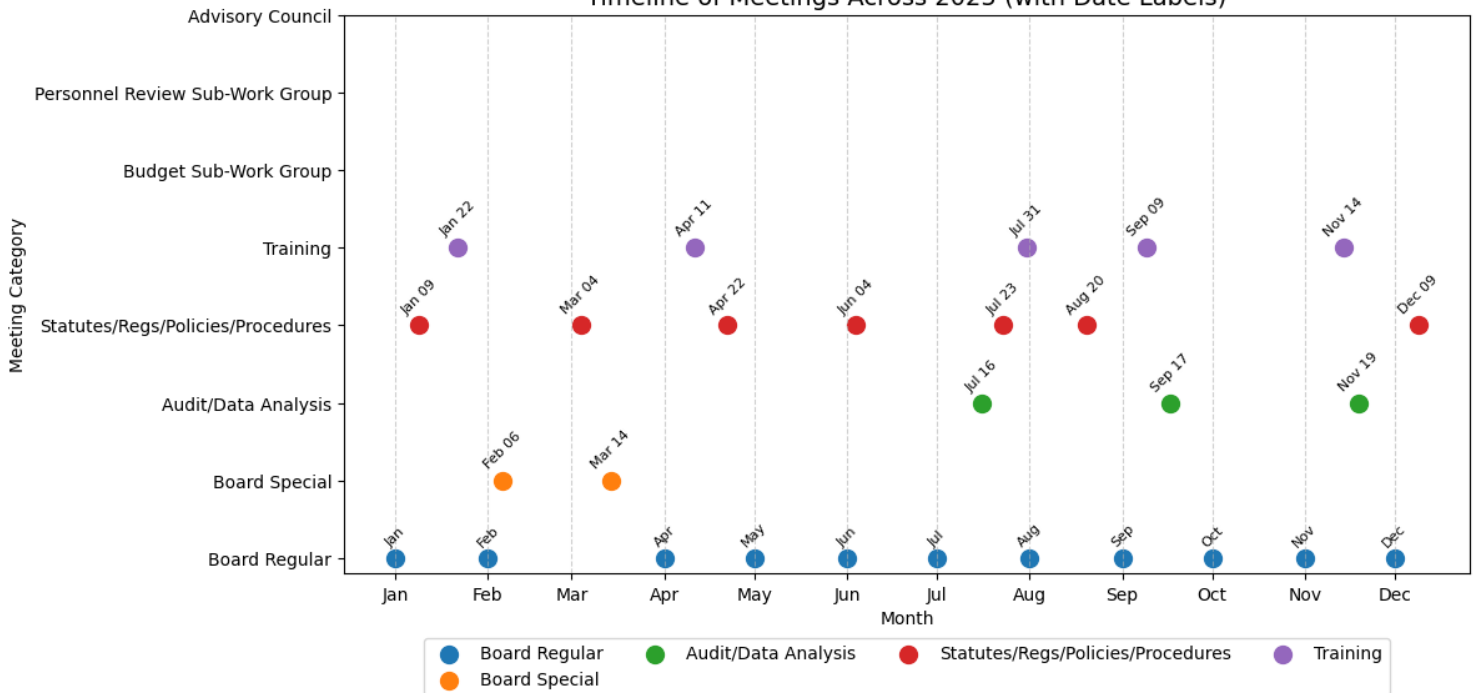




IMAGE CREDITS AND LICENSING

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