

Department of Administrative Services



At a Glance

JOSH GEBALLE, Commissioner

Nick Hermes, Deputy Commissioner, Chief Human Resources Officer

Noel Petra, Deputy Commissioner, Real Estate and Construction

Mark Raymond, Deputy Commissioner, Chief Information Officer

Established - 1977

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

Central office: 450 Columbus Boulevard, Hartford, CT 06103

Number of employees as of June 30, 2020: 551

Recurring operating expenses for 2019-2020:

DAS General Fund	\$	111,709,629
Capital Outlay*	\$	138,724,520
DAS Revolving Funds	\$	24,057,051
School Construction Grants	\$	120,559,809

***Includes Construction Services Bond Funds.**

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

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

Overall Agency Mission

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

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

- **Drive Continuous Innovation** - To increase the efficiency and effectiveness of state government using best practices from the public and private sectors.
- **Provide Rewarding Careers** - To attract and retain a workforce of talented, dedicated public servants committed to leading our great state forward.

Statutory Responsibility

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

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

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

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

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

HUMAN RESOURCES

The Human Resources area consists of Equal Employment Opportunity, the DAS Human Resources/Small Agency Resource Team (SmART), Statewide Human Resources Management and Statewide Workers' Compensation.

Equal Employment Opportunity

Public Service

The Department of Administrative Services is firmly committed to the principles and objectives of equal employment opportunity for all individuals. The Equal Employment Opportunity Unit coordinates and monitors the agency's programs and ensures compliance with the Americans with Disabilities Act, Title II and Title VII of the Civil Rights Act, the Connecticut Fair Employment Practices Act, state Affirmative Action regulations and Contract Compliance Laws, and other applicable laws and regulations. DAS is an Affirmative Action/Equal Employment Opportunity employer, and has undertaken numerous steps this past year to effectuate equal opportunity in its hiring, promotions, training and other employment-related duties, as well as in the provision of the programs and services that fall under the Department's authority. Details about these activities are too voluminous to relate in the Digest, but are detailed in the Department's annual Affirmative Action Plan. The agency did not knowingly do business with any bidder, contractor, sub-contractor, supplier of materials, or licensee who discriminates against members of any class protected under C.G.S. Sec. 4a-60 or 4a-60a.

The DAS Equal Employment Opportunity Unit partners with our client agencies to assure that agency programs are fair and equitable, provide equal employment opportunity, and comply with state and federal laws and guidelines. The Equal Employment Opportunity Unit fulfills these goals by preparing and implementing affirmative action plans; collaborating in the selection and hiring process; providing a process for complaints of discrimination, and educating staff of their rights and obligations in affirmative action laws. It provides these services to eleven agencies:

- Office of the Governor
- Office of the Lieutenant Governor
- Connecticut State Library
- Department of Administrative Services
- Department of Agriculture
- Department of Consumer Protection
- Department of Economic and Community Development
- Department of Housing
- Department of Aging and Disability Services
- Department on Banking
- Office of Governmental Accountability (which consists of 6 independent units)
- Paid Family and Medical Leave Insurance Authority

Improvements/Achievements 2019-2020

- Counseled staff on equal employment opportunity matters and conducted training to heighten knowledge of equal employment opportunity laws and affirmative action goals;
- Developed an EEO blog where readers can learn from EEO professionals about leading EEO strategies, best practices, trends, and State of Connecticut job opportunities;
- Developed affirmative action plans for six client agencies;
- Investigated seven complaints of discrimination made against DAS and client agencies;
- Conducted nine mediations for client agencies;
- Engaged in multiple outreach events including:
 - Urban League of Greater Hartford Employment Empowerment Expo
 - Annual Cross-Cultural Communications Symposium: “Cross-Cultural Communications: Moving from Empathy to Action”
 - New Britain’s Commission on Persons with Disabilities Annual Employment Conference
 - 7th Annual Disability Resource Outreach Fair
 - DiverseAbility Career Fair
 - Meriden American Job Center and Workforce Alliance

In Fiscal Year 2019-2020, 43.6 percent of the Department’s employees were female and 56.4 percent were male, with the following composition: 74.8 percent white, 12.3 percent black, 8.4 percent Hispanic, and 4.5 percent Asian.

DAS Human Resources/Smart

Public Service

The DAS Human Resources/Small Agency Resource Team (SmART) delivers services to seventeen (17) agencies. The Unit provides a consistent application, interpretation and execution of state statutes, regulations, policies, procedures, bargaining union contracts and payroll support providing guidance to agency officials, managers, supervisors and staff members. Its activities include but are not limited to:

- Administering collective bargaining contracts, human resources policies and procedures, state and federal laws and regulations relating to employment and ensuring that managers, supervisors, and employees understand and act in accordance with their rights and responsibilities under these provisions
- Reviewing employee leave accruals, bi-weekly payroll and timesheets to ensure accuracy
- Managing and processing HRIS personnel and position actions to reflect changes in either position and/or employment status, compensation and benefits
- Maintaining employee personnel records
- Managing and coordinating employee benefits
- Managing and coordinating the recruitment and selection process
- Coaching supervisors and managers to properly, fairly and consistently manage employee performance and conduct
- Investigating allegations of misconduct
- Representing the agency(s) in labor relation grievances

Improvements/Achievements 2019-2020

- Participated in a LEAN event with three SmART agencies focused on streamlining recruitment processes beginning with management requests initiating a refill or position establishment through the hiring of the selected candidate. Through the LEAN process, the agency identified and recommended changes in the process to eliminate steps and reducing time to fill. Additional recommendations for improvement included utilizing artificial intelligence for shortlisting candidates.
- Signed into an MOU with the newly developed quasi-public agency, Paid Family and Medical Leave Insurance Authority (CT Paid Leave Authority), to provide a full range of Human Resources services. From the beginning of the 2020 calendar year we have recruited for and hired five (5) employees into newly developed positions to support their mission.
- Navigated and supported DAS and all SmART agencies through the COVID-19 pandemic. This included but is not limited to managing employees transitioning to teleworking, assisting in the creation of COVID guidance to agencies, tracking, reporting and tracing of COVID presumptive and positive employee cases, guiding employees through expanded FMLA leave entitlements under the Families First Coronavirus Response Act (FFCRA), outlining return to work guidance and providing support to employees and their families through one-on-one meetings, EAP referrals and providing relevant COVID resources.
- DAS SmART and the DAS Equal Employment Opportunity Unit continue to partner carrying out the day-to-day activities associated with affirmative action, civil rights, agency personnel functions, compliance and staff development.
- Participated in the transition of digitizing all DAS and SmART Agency Personnel and Medical Files.
- Implemented and processed compensation changes based on bargaining union contract changes.
- Surveyed all DAS SmART Agencies to identify service delivery areas of excellence, areas needing improvement and to improve agency relations, expectations and customer service.
- Restructured the DAS SmART unit to maximize cross-functionality allowing for additional support to SmART Agencies and divisions as Human Resources Business Partners.

Statewide Human Resources Management

Public Service

Statewide Human Resources Management establishes, maintains, and communicates a uniform and equitable system of human resources administration that attracts and retains well-qualified employees to provide effective and efficient services and programs. Its functions include employer branding, recruitment, examination, re-employment, classification, compensation, business rules, workforce reporting, central auditing, agency consulting, and human resources information systems, such as the human resources and time and labor modules of Core-CT and the State Executive Branch's [applicant tracking system](#).

Improvements/Achievements 2019 – 2020

- Finalized the planning and implementation of the State's [Human Resources Centralization Initiative](#), scheduled to go live on August 28, 2020.
- Conceptualized, developed and implemented the integration of the State's SEBAC, Reemployment and Mandatory rights with the State's Applicant Tracking System, JobAps. This resulted in a single hosted platform for the State's recruitment processes, and the subsequent retirement of a mainframe system dependent on applicant social security number.
- Designed, developed, and launched a new HR Professional Learning Series on Using the JobAps Admin Suite to improve time-to-proficiency for newly onboarded HR Professionals, address the continuous learning needs of the centralized HR organization, and drive a successful recruitment process and applicant experience.
- Provided consulting and strategic services to approximately 50 State Agencies on a range of organizational needs, including business rules, position management, classification, recruitment, etc.
- Posted 2,940 jobs, resulting in 283,788 applicants.
- Contracted with the following specialized recruitment services to help market the State of Connecticut and recruit for hard-to-fill jobs:
 - *Dice* for STEM jobs
 - *Health eCareers* for Physician, Psychiatrist, APRN and Physician Assistant job classes
 - *LinkedIn Recruiter* for emergency hire positions due to COVID-19
 - *Rejobify* to provide free job search tools to assist applicants not selected for hire
 - *Textio*, an augmented writing platform designed to help the State write more insightful and inclusive content on job postings
- Networked with potential candidates and promoted state job opportunities at the following career fairs:
 - Women's & Girls Day at the Capitol, March 6, 2020
 - Connecticut General Assembly Virtual Career Forum, April 23, 2020
 - Urban League of Greater Hartford's Career Fair, June 15, 2020
- Facilitated the statewide appointment process for emergency hires due to COVID-19 via Connecticut General Statute 5-235(c).
- Conceptualized, planned, and facilitated the production and editing of job videos for hard-to-fill Physician and Psychiatrist job classes at the Department of Correction and Department of Children and Families. The videos are leveraged in-state job postings and on social channels to provide insight and awareness into a roles' rewards and challenges, and the State's Employer Value Proposition (EVP).
- Administered the State's contractually-obligated reclassification grievance process.
- Auto-updated approximately 42,000 employee Job Data records using the mass update process upon agency request, eliminating the need for manual entries.
- Brought the following agencies into self-service for purposes of time reporting and approvals: Military Department, Eastern CSU, Southern CSU, Capital Community College, and Middlesex Community College.
- Implemented the Interim Telework Program effective 7/1/2019 in accordance with the 2017 SEBAC agreement.
- Participated regularly as subject matter experts in the continuing implementation of Kronos as an attendance and scheduling solution for selected agencies. Participation remains underway.
- Worked with Office of Labor Relations staff to respond daily to questions, resolve issues, and provide and publish regular guidance for use by human resources and labor relations staff and employees in navigating COVID-19 pandemic issues.
- Worked with an outside vendor to plan, coordinate, and begin the digitizing of in-scope agency Personnel, Medical, and Workers' Compensation files consisting of over 180,000 documents in the first phase.
- Configured Employee File Management and Employee Case Management in the State's Human Resources Service Delivery platform, PeopleDoc, which will provide HR staff administrative functions and employee user portals.

Employment Statistics

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

Total number of employees employed by the State of Connecticut in 2019: 52,824

- This total includes the Board of Regents of Higher Education, the University of Connecticut, the University of Connecticut Health Center, the legislative branch, the judicial branch and quasi-public agencies.
- Number of employees in executive branch state agencies only: 32,996
 - Full-time: 29,393
 - Part-time: 3,603
- Number of overall employees in the non-executive branch state agencies: 20,603
- Number of classified executive branch employees who left state service in FY 20:
 - Full-time: 3,086
 - Part-time: 2,063

5-248i(c) Telecommuting Report

Pursuant to C.G.S. § 5-248i, state agencies are required to provide DAS with copies of the formal telecommuting agreements they have approved for their employees. In FY20, DAS received copies of telecommuting agreements from the following state agencies:

<u>Agency</u>	<u># of Agreements Received 2020</u>
DEEP	39
INSURANCE	26
PUBLIC HEALTH	2
REVENUE SERVICES	87
UCONN	50

(Note: these numbers do not reflect temporary telework arrangements permitted as part of the State's response to COVID-19).

Statewide Workers' Compensation

Public Service

Under the authority of C.G.S. § 31-284a, the Statewide Workers' Compensation Program strives to achieve the appropriate balance between cost-effectiveness for the State and the delivery of a responsive program to injured state employees. DAS establishes operational procedures for state agencies to use, assists them in following these procedures and helps state agencies promote a culture of safety within their respective workforces. The State of Connecticut is self-insured for liabilities associated with work-related injuries and

illnesses. All workers' compensation claims are reported and internally processed through individual state agencies. DAS contracts with a third party claim administration company for all claim adjusting services, the physician provider directory, and all supporting managed care services to the program. The DAS Workers' Compensation Unit has oversight of the Third Party Administrator (TPA) and ensures contract compliance.

Improvements/Achievements 2019-2020

- Created virtual ergonomics training program
- Created and initiated virtual CORE-CT Processing and 1st Check reconciliation training program
- Created and initiated Manager and Supervisory workers compensation training
- Initiated WC 101 virtual training
- Planned and organized centralized model for statewide workers compensation Human Resources centralization including training staff, determining IT needs, identifying CORE-CT roles and conducting various surveys to acquire agency feedback
- Converted to and conducted virtual Workers' Compensation File reviews with Agency WC liaisons and Third Party Administrator
- Promoted injury prevention by safety consultations for Agencies through facility walk-throughs and Loss Control Initiatives
- Provided quarterly Workers' Compensation data and injury reports for all budgeted agencies. Adapted procedures and operations to a remote working environment.

DAS Master Insurance Program

Public Service

The Workers' Compensation unit also administers the Master Insurance Program which offers all Housing Authorities across Connecticut the opportunity to obtain required insurance coverage through a sole source. Because Housing Authorities have similar assets and risks, they have the strength of a much larger entity when they are grouped together. As a single provider, DAS can offer higher limits of liability coverage at lower premium rates. All costs incurred by each Housing Authority directly affect its tenants; therefore, keeping insurance costs to a minimum helps reduce rental fees.

Improvements/Achievements 2019-2020

- DAS met with insurance brokers to review files, expand Loss Control services, safety initiatives, facility walkthroughs and prevention initiatives. This year informational and educational webinars on risk management were offered by the vendors on contract.

REAL ESTATE AND CONSTRUCTION

The Real Estate and Construction area consists of the following: Fleet Operations, Leasing and Property Transfer, Project Management, Property and Facilities Management, Construction Procurement and Legal, Regulatory Compliance, School Construction Grants and Review, and Technical Services.

Fleet Operations Division

Public Service

Fleet Operations serves over 80 state agencies and departments by providing them with safe, adequate transportation for business purposes at the lowest cost to the state. Fleet Operations leases more than 3,500 vehicles and operates four inter-agency motor pools, maintaining those state vehicles through a professional

staff of 34, and utilizing a widespread network of procured vendors and suppliers. Fleet vehicles traveled over 40,000,000 miles in 2019 and supported client agency operations 24 hours a day, seven days a week.

Governing Statutes, policies, and Executive Orders governing the Fleet Operations include:

- **C.G.S. § 4a-4**) directs DAS to maintain proper control of state vehicles and establish inventory records and discover unused and improperly used or neglected equipment and shall authorize the transfer, use or disposal of such equipment.
- **C.G.S. § 4a-5a** requires each state agency, except (1) the agencies within the Legislative Department, (2) the Judicial Department, and (3) the constituent units of the state system of higher education, to use the services of the Department of Administrative Services if the Department of Administrative Services can provide the goods or services at the lowest cost to the state.
- C.G.S 4a-67d, as amended by Public Act 19-117 specifies that on or after Jan 1, 2030, at least 50% of purchased or leased cars and light-duty trucks by the state shall be zero-emission vehicles.
- **Executive Order No.1** - specifies that State Fleet vehicles must achieve a 45% reduction in GHG emissions below 2001 levels by 2030, which is equivalent to a 34% reduction below 2014 levels.
- **DAS General Letter No. 115** - governs the use of state-owned vehicles within the Executive Branch of state government.

Improvements/Achievement 2019-2020

- Achieved a positive operating balance for the Fleet revolving fund, allowing future reduction of leasing administrative fees paid by agencies.
- Continued to maintain and provide uninterrupted Fleet Operations services during the entire COVID19 Pandemic.
- Completed an extensive update to DAS General Letter 115 in content and design to strengthen language and further clarify DAS authority over the executive branch fleet of vehicles. Sections updated include but are not limited to “No Personal Use of State Vehicles”, Client Agency Oversight requirements, DAS/Fleet Operations vehicle auditing, and the inclusion of a “Progressive Discipline” section.
- Updated informational sections on the DAS website for the latest vehicle use policies, driver information, maintenance guidelines, Authorized Transportation Administrators section, Agency Heads section, breakdown instructions, and the “Am I driving Safely?” landing page.
- Updated Home Garage and Alternate Parking request forms to be completely digital and align with the current General Letter 115.
- Received 718 reports for the “Am I Driving Safely?” program, which is the lowest since the inception of the program in 2009.
- Created a vehicle comparison spreadsheet for agencies replacing depreciated units that compare all aspects of interior space, passenger and cargo capacity, fuel economy and cost of ownership for all available makes and models. This will assist in making the most practical and economical vehicle acquisition decisions possible to complete agency missions.
- Installed Level 2 Electric Vehicle Charging Stations at Morgan Street Parking Garage and Wethersfield Fleet Garage for our Chevrolet Bolt Electric rental vehicles, greatly increasing our ability to provide the vehicles for daily usage and ensure a full charge overnight. Fleet also received free of charge, two level 2 charging stations from DEEP that were going to be sent to surplus, to be installed in our New Haven and Norwich Fleet Garages.
- Implemented new features of the Fleetwave Fleet Management Home Page Dashboard that allows at a glance viewing of Open Work Orders, Transfer Invoices, Vehicle Count, Fleet Composition, Overdue Services, and Emissions Services Due.
- Updated our inventory stock count audit process, reducing the time and costs associated with this process
- Received over \$65,000 in rebates from Ford Motor Company as an appreciation credit for 2019 Utility Interceptor delivery delays and meeting Original Equipment Manufacturer parts purchase thresholds for 2019. Rebated purchases were shared between DAS Fleet Operations and DESPP.

- Corrected over 700,000 inaccurate fuel data entries and improved the data collection process between Fleet Operations and DOT Fuel Control to avoid future inaccuracies. This greatly improves our fuel mileage reporting and Greenhouse Gas output evaluations to better our ability to accurately plan for future reductions.

Leasing and Property Transfer

Public Service

The Statewide Leasing and Property Transfer's portfolio consists of approximately 1,864,860 square feet of office/courthouse/storage space for 50 state agencies, a **reduction of 14%** from 2019 fiscal year. Statewide Leasing and Property Transfer manages 131 leases and 84 additional lease-outs/license/MOUs for a total of 215 agreements. In addition, it also acquires and disposes of real estate for the same state agencies. Statewide Leasing and Property Transfer implemented cost-efficient, customer-focused initiatives and worked on many unique projects throughout the year, in a continuing effort to provide a high level of customer service to the agencies it serves:

Improvements/Achievements 2019-2020

- Obtained annualized savings, cost avoidance, rental revenue and sales proceeds with a total of **\$9,127,000** for the 2020 fiscal year by re-negotiating renewal rates, obtaining credits for the waiver of paint and carpet, canceling leases and reducing real estate taxes. (Cumulative total since 2011 exceeds \$100,000,000). Highlights include:
 - Leased out state-owned space not currently needed by state agencies - **\$492,000** for FY 2020,
 - Negotiated a purchase price down on a BOR acquisition - **\$800,000** for FY 2020
 - Sold surplus real estate **\$1,000,000** for FY 2020.
 - Completed over 40 transactions related to leases, conveyances, acquisitions, lease-outs and memorandums of understanding.
 - Savings achieved through the review of tax invoices from lessors and reevaluations, etc. - **\$277,582.**
- Implemented DocuSign (e-signature software) allowing a majority of all documents to be "paperless"
- Purchased the 90 Washington St., Hartford Courthouse for \$1.00 as the culmination of a lease to purchase agreement negotiated by DAS Leasing, saving the State \$1,900,000 per year in rent.
- Terminated the lease at 55 Elm Street, Hartford effective March 31, 2020 following the relocation of the tenant agencies to the newly renovated State Office Building, resulting in a rent avoidance of approximately \$5.6m per year.
- Transferred ownership of the vacant 25 Sigourney Street building in Hartford to a private developer, putting the property back on Hartford's tax rolls, generating \$1.0m for the state and avoiding on-going maintenance expenses of approximately \$700,000 per year.
- Terminated 8,000 sq. ft. at 110 Bartholomew for DCF, saving \$120,000/year in base rent alone.
- Terminated the lease at 130 North Main Street in Bristol for Judicial, saving over \$146,000/year in rent.
- Administrator and Property Agent 2 staff completed the 6-course Certificate in Corporate Real Estate from Cornell University in order to keep up to date in the analytical and technology areas of the real estate industry.
- Actively participated in the State's COVID-19 emergency response by negotiating critical agreements under Executive Order 7J, including:
 - Hotel Agreements: Within less than two weeks of being asked to assist in the homeless shelter decompression effort (relocating the homeless out of shelters), the Statewide Leasing & Property Transfer team successfully negotiated, executed and obtained approvals on agreements for over 750 hotel rooms at 14 hotels throughout the State at substantially reduced rates from the hotels' normal rates. The shelter decompression implementation in Connecticut has been hailed as a best practice in the United States.

- License Agreements for emergency COVID response activities: Statewide Leasing and Property Transfer negotiated two license agreements at Gateway Community College to allow Yale New Haven Hospital to use classrooms for emergency nurse training and an agreement between Jordan's Furniture in New Haven to use parking for a drive-up COVID testing center.
- MOUs for emergency COVID response activities: The team negotiated multiple MOUs with other state agencies for a variety of COVID response activities, including use of residence halls at Board of Regents and UCONN for first responders and healthcare providers, a facility for the operation of a mobile PPE decontamination unit, Aircraft Landing Authorization Agreement for use of athletic fields at Central Connecticut State University to land a military medical helicopter and use of the Connecticut Convention Center as a stand-up field hospital.

Property and Facilities Management

Public Service

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

The Facilities Operation Unit manages approximately 6.8 million square feet of state-owned floor space in occupied and vacant state buildings. The building portfolio includes active office buildings, occupied campus facilities, laboratories, parking lots, the Connecticut Building at Eastern States Exposition and surplus property. The unit provides a safe and efficient work environment for approximately 9,000 state employees from various agencies who occupy these facilities. Property management is provided by in-house staff and contracted property management firms.

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

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

Improvements/Achievements 2019-2020

- Maintained state office building operations with a significant reduction in the operating budget through cost-effective and efficient administration of buildings and by implementing a property management contract consolidation plan.
- Obtained over \$1.6 million in bonding during the fiscal year for improvements to state buildings including numerous mechanical upgrades, energy improvements, roof replacements, building envelope repairs, ADA improvements, security enhancements, and life and safety upgrades.
- Embraced new remote-work strategies, maintaining a high level of function and productivity.

- Engaged in the integration of State Facilities information into Computer Aided Facility Management “live” software (CAFM) for easy access and maintenance of records and asset management. This will provide a “central” database for properties, work order process for building maintenance, and space planning activities.
- Completed a lighting replacement project at 450 Columbus Blvd. and expanded that initiative to 55 Farmington Ave. and 505 Hudson Street. Technical Services unit undertook this project from start to finish, preparing baseline specifications and project goals, soliciting proposals from available vendors, utilizing available incentives from the utility company to reduce the out-of-pocket costs and providing ongoing project oversight/management.
- Took a leadership role in the State’s COVID-19 response:
 - Took immediate action to disinfect facilities and implement facility modifications to maximize safety, even as details about the disease and underlying virus were still being discovered.
 - The Technical Services unit worked with DOT to convert a for-sale facility in New Haven into a suitable home for a Critical Care Decontamination System (CCDS) for the safe decontamination of N95 Masks for area hospitals and other critical care facilities. The scope, undertaken by the Technical Services Unit included reaching out to the product vendor to confirm system specifications, assisting with reviews of available properties/facilities to locate a suitable site, engaging available contractors to renovate and prepare the space, and assisting the vendor with delivery and installation of the individual CCDS units. The work was completed within 10 days and was ready as the CCDS was being delivered from Ohio.
 - The Technical Services Unit assisted in the development of the “Facilities Guidelines for Reopening State Offices”.
- Technical Services unit is currently involved in restacking 450 Columbus Blvd in order to consolidate Statewide HR and the Division of Real Estate and Construction, working to reduce overall square footage while maintaining and expanding function and available services in a post-COVID19 workplace. This project required Technical Services staff to visit each floor of the tower and document vacancy, storage cabinets/files, etc. in order to create space and fit in more offices. The staff developed a proto-type co-working space to support the DAS Digital Services team providing varied workspace-types to satisfy an ever-changing need.
- The CAS Management Unit was involved in upgrading one of the Chillers at the CAS facility. Two additional buildings were connected to the loop and brought online – 165 Cap Ave (State bldg.) and 101 Lafayette St (Judicial bldg.). The unit also undertook a study to look at the options available as it relates to the ownership of the CAS facility to reduce the ongoing demand charges.

Project Management

Public Service

Project Management encompasses design and construction, consultant selection, and project support services. It is responsible for all state vertical construction (other than for University of Connecticut and the Department of Transportation, including the following: ·

- Administered State capital building construction through planning, design and construction for both new and renovation projects.
- Selected consultants, including architects, professional engineers, landscape architects, accountants, interior designers, environmental professionals and construction administrators. ·
- Managed processes for capital building construction project requests, the selection process for on-call consultants, task letters and emergency projects;
- Provided analytical research and reporting to assist in developing policy and in meeting reporting requirements; and
- Provided administration and technical support for the state construction project management software and administration of electronic file management systems.

Project Management is supported by the Office of Legal Affairs, Policy and Procurement (OLAPP), which provides legal services, develops and administers the competitive procurement policies and procedures.

Improvements/Achievements 2019-2020 – Project Management

Managed a project portfolio of over \$2.95 billion, with FY 2020 project expenditures of \$259.2 million. Major projects that finished construction include:

- BI-2B-381 - State Office Building (SOB) Renovations & New Parking Garage
- BI-RT-877 - CTHS - Grasso Additions & Renovations
- BI-CRE-002 - CREC - Aerospace Elementary School
- CF-RW-330 - Shafer Hall Renovation
- BI-RD-290 - WCSU - Renovate Higgins Hall & Higgins Annex Classroom
- BI-RC-393 - CCSU - New Recreational Center Renovate Kaiser Hall & Annex Kaiser Hall
- BI-FP-015 – Eastern Regional Fire Academy

Major projects that are in construction include:

- BI-JA-465 – York CI Central Plant and Piping Distribution System
- BI-CTC-500 – NVCC Physical Plant
- BI-RT-878 – Platt Regional Technical High School
- BI-CRE-001 – CREC - Ana Grace Academy of the Arts
- BI-RC-395 - New Engineering Building at CCSU
- BI-RS-329 - Health and Human Services Academic Building at SSCU
- BI-T-604 - Silver Sands State Park Pavilion and Bathhouse

DAS/CS Project Management staff played a major role in the State’s effort to provide temporary hospital and testing facilities during the COVID-19 pandemic. Project Management staff performed site investigations to determine the feasibility of facilities to host a hospital set up. Project Managers were on site during the “standing up” of the Temporary Hospital facilities. They were the primary point of contact for all State Resources that were involved in the setup and were the overall coordinator in charge of the operation. They provided logistical support while the Hospitals were setup, providing for cleaning, of the facilities, and food and lodging for the National Guard personnel who set the hospital up and guarded them after they were in place. Project Management staff also oversaw the setup of a major COVID testing facility in New Haven and provide logistical support during the operation. Project Management Staff was also on-site supervising the recent removal of the hospital facilities.

Project Management also made major strides in the effort to go paperless. There was expanded use of software systems to support agency construction plan reviews and contract document review and execution. Also, a system for electronic signatures was also expanded, again cutting down on needless paper printing. This has been a great help during the COVID Pandemic routing documents to individuals working remotely.

Improvements/Achievements 2019-2020 – OLAPP

Major CMR Contracts are written by OLAPP:

- BI-JA-465-CMR, GMP Amendment – York Correctional – PDS Engineering & Construction – complete 7-30-19
- BI-RC-395-CMR, GMP Amendment – CCSU New Engineering Building – KBE Building Corp. – complete 10-7-19
- CF-RD-303-CMR, CMR Contract – Berkshire Hall, WCSU – Consigli Construction – complete 12-9-19
- BI-RS-329-CMR, GMP Amendment –Skanska USA Building – complete 1-22-20
- BI-RT-878-CMR, GMP Amendment – Platt Technical High School – Morganti Group – complete 3-2-20
- BI-RT-878-CMR, Amendment Two – Platt Technical High School – Morganti Group – complete 6-12-20

Major Construction Projects Bid and Contracted through OLAPP:

- BI-2B-400 – Bathroom Renovations and ADA Upgrades – 410 Capitol Avenue
- BI-2B-433 – Roof Replacement – 460/470 Capitol Avenue
- BI-C-291 – DVA ADA Improvements
- BI-JA-469 – MacDougall Walker CI Garage Repair
- BI-JA-470 – A – Roof Replacement Carl Robinson Correctional Facility
- BI-MH-111 – Energy Upgrades GBMHC
- BI-MH-133 – CVH Emergency Underground Steam Replacement
- BI-MM-54 – Hamden DMV Roof and HVAC
- BI-Q-672C – Enfield Armory Kitchen and Latrine Replacement
- BI-RD-299 – Renovations of Second & Third Floors White Hall
- BI-RR-27 – Repair and Renovations at the Eric Sloane Museum
- BI-RS-358 – Residence Hall SCSU

OLAPP staff played a supportive role in assisting the Statewide Leasing and Property Transfer Division in the preparation of Memoranda of Understanding and Lease Agreements for the use of space needed to address housing and medical needs arising from the COVID-19 pandemic.

The Policy and Procurement unit completed the conversion to an electronic submission and processing of all QBS solicitations for consultant services, and implemented a new fee proposal process for design professionals as part of the QBS process. All shortlist panel and selection interviews and meetings were conducted remotely to good effect and without any major issue arising therefrom. This unit also developed new procurement documents and processes for all bids and RFQ/RFP's for the new State eProcurement system.

The Support Services unit continued its efforts processing and tracking project from initiation through closeout, and provided the necessary project financial reconciliation with CORE CT. The unit played a significant role in the implementation of DocuSign for Construction Services contracts and projects documents that proved invaluable while staff worked remotely.

Regulatory Compliance

Public Service

The Office of the State Building Inspector (OSBI) oversees the development of each new Connecticut State Building Code adoption, and answers questions, resolves issues and reviews local decisions related to the Code and local building officials. The OSBI reviews and processes formal Code interpretations, modification requests and waivers, and provides administrative support to the State Codes and Standards Committee. The OSBI performs plan review and inspections for all state-owned threshold construction and all CS-administered construction, as well as CSCU 2020, Adrian's Landing, Rentschler Field and CRDA and agency administered projects.

The OSBI Bureau of Elevators is responsible for inspecting all elevators, escalators, people movers, ski lifts and tramways, and investigating any accident involving an injury. The OSBI Bureau of Boilers is responsible for developing regulations governing the construction and operation for large boiler systems, certifying insurance company inspectors and processing inspections done by those entities. It is also responsible for directly inspecting "uninsured" boilers.

The Office of State Fire Marshal (OSFM) oversees the development of each new Connecticut Fire Safety Code and Fire Prevention Code adoption, and answers questions, resolves issues and reviews local decisions related to the Code and local fire officials. The office reviews and processes formal Code interpretations, modification requests and waivers. The OSFM performs plan review and inspections for all state-owned threshold construction and all CS-administered construction, as well as CSCU 2020, Adrian's Landing, Rentschler Field, and CRDA and agency administered projects. The OSFM is also responsible for required

inspections of all existing state buildings. In addition, OSFM assists local fire officials and the state police in the investigation of fire scenes.

The OSFM licenses crane operators, hoisting operators and apprentices, inspects crane and hoisting equipment, provides testing for crane operators and investigates accidents. It also provides administrative and legal support to the Crane Operator's Examining Board. Additionally, the OSFM licenses demolition contractors and administers the fire safe cigarette program.

The Office of Education and Data Management (OEDM) performs all credentialing responsibilities - including training, testing and records maintenance - for OSBI and OSFM. The office licenses building code enforcement officials, certifies fire code officials and fire investigators, provides mandated continuing education training for code officials, and offers code-related instruction to individuals in the allied trade and design professions. The OEDM tracks pre-accreditation training, credentialing criteria, continuing education credits, and manages the National Fire Incident Reporting System (NFIRS) for Connecticut's 256 fire jurisdictions. The OEDM maintains Burn Injury Report information for all Connecticut health care providers, and Hotel-Motel Fire Safety compliance documentation. The office also collects the Code Training and Education fees assessed on the construction value of local building permits from all Connecticut municipalities.

Improvements/Achievements 2019-2020

- OSBI and OSFM, working in conjunction with the State Codes & Standards Committee, developed new Building and Fire Safety Codes, based on the 2018 International Code Council (ICC) and National Fire Protection Association (NFPA) model documents. The OSFM also developed and adopted a new Fire Prevention Code with the Fire Prevention Code Advisory Council. All three codes are ready for adoption but were delayed due to COVID 19.
- OSFM migrated its crane operator, hoister and demolition licenses to the e-License system. This move will automate manual administrative functions and provide direct online access and service to licensees. This process also continues to evolve as new ways are discovered to process licenses and apply and return overpayments. Current paper records will be digitized and stored in this system, eliminating a considerable volume of paper records.
- OSFM migrated state building fire code inspection records to BizNet from a legacy database system. This transition continues to evolve as we continue to make the process easier and more efficient for use. This move preserves these valuable records and allows staff to more easily access data while performing inspections.
- OSBI and OSFM transformed the construction document review process to 100% electronic, bringing annual savings in the order of \$100,000 from paper and printing costs, and significantly reducing the teams' physical space needs.
- OSBI and OSFM identified a software solution to support the administrative and inspections functions of the teams and are in the early development phases. The selected system will include a public facing customer interface that will allow customers to submit permit applications, make inspection requests, and access field reports on-line.
- OSBI and OSFM provided building and fire safety code compliance oversight for many of the State's most visible construction projects. Under construction this fiscal year are UConn's Science 1 building, UConn's baseball/soccer complex, SCSU's Health and Human Services building, CCSU's Engineering and Barnard Hall projects, Platt Technical High School, Bradley Airport's Ground Transportation Center and the final stages of the renovation of the State Office Building at 165 Capitol Avenue, Hartford.
- OSBBI and OSFM engaged in plan review for future notable projects including the UConn Ice Hockey Arena, SCSU's School of Business and DOT's Stamford Railway parking garage.
- OSBI and OSFM also provided code compliance oversight for CRDA projects. This year's projects include the XL Center renovation and the new Bushnell South parking garage on Capitol Avenue.
- The OEDM began a much-needed transition to new registration software integrated with a Learning Management System. The contract was awarded to Blackboard in early March 2020, and OEDM staff, working from home, collaborated with the vendor to establish the initial project overview plan

and begin implementing custom fields and functions in the system. While Blackboard did not go live in FY20, OEDM was able to offer career development classes online via Collaborate, the video conferencing component of Blackboard, for the March – June 2020 career development seminars in response to the COVID-19 pandemic. OEDM's fire and building credentialing live training programs switched to online instruction within the course of three days.

Regulatory Compliance:

- 1030 building code modification requests processed.
- 54 accessibility exemptions requests processed.
- 14 formal building code interpretations issued.
- 101 building permits issued.
- 31 Certificates of Occupancy issued.
- 3,966 construction inspections performed.
- 564 existing building fire code inspections performed.
- 1531 Fire code construction inspections performed
- 463 Fire Code Modification requests processed
- 4,706 elevators and tramways inspected.
- 3,800 boilers inspected by staff and 13,795 insurance company inspections processed.
- 146 new crane and hoisting operator licenses issued, 455 license renewals.
- 40 new demolition contractor licenses issued, 434 license renewals.
- 339 Fire-Safe Cigarettes processed
- 26 Flame permits processed
- 149 individuals attended OEDM building and fire preparatory training programs.
- 4,892 individuals attended 26 continuing education training classes.
- 697 credentialing exams for Building and Fire Officials administered.
- 313,649 NFIRS fire incidents and 294 burn injury reports were filed.

School Construction and Grants Review

Public Service

The Office of School Construction Grants & Review (OSCG&R) is responsible for the grant administration, review and audit for all public school construction projects seeking State reimbursement, administration of CTECS school projects, payment of vendors for CTECS projects and the state HazMat abatement program.

Improvements/Achievements 2019-2020

- Made a total of \$408,225,796 in School Construction Grant fund payments, including both grants to school districts and vendor payments on CTECS projects.
 - Note: Since most Priority List projects take multiple years to complete, most of the current year payments are made for prior year funding authorizations.
 - Note: The total in payments included payments for the two special case CREC projects paid by Construction Services.
- Conducted approximately 208 plan review meetings with school districts concerning various projects.
- Integrated with the School Construction Audit Unit, allowing for more efficient work in bringing project grants to completion.
- Expedited urgent need projects, including the new Birch Grove Primary School in Tolland, the Rev. Dr. Martin Luther King School in Hartford and the CREC Aerospace and Ana Grace schools.
- Nearing construction completion at Grasso Tech, started construction at Platt Tech and advanced planning for the projects at Bullard-Havens and Windham Tech.

- Processed grant applications resulting in the Commissioner-recommended Priority List of school construction projects consisting of 12 new projects, with a maximum total project cost totaling \$501,267,946 with a maximum state grant amount of \$209,152,199.
 - Note: As of September 1, 2020, the legislature has not yet approved the 2020 Priority List due to the COVID-19 pandemic, so the total approved amounts are not available.
- Processed approximately 31 Non-Priority List projects, consisting primarily of roof replacement and code projects.
- Brought payment of vendors on CTECS projects directly under OSCG&R to improve oversight.
- Continued development of a more efficient and simplified process for the design review of school construction projects.
- Created and began implementation of a new project tracking tool, incorporating historic data from the legacy SCGMS software into an Office 365 custom app.
- Incorporated the state HazMat abatement program into OSCG&R and began implementation of a new procedure to assist school districts in the HazMat components of their school construction projects.

Technical Services

Public Service

Technical Services provides support to DAS and client agencies in numerous ways, including quality assurance reviews of capital projects, project planning, electronic plan archives, environmental support (contaminated soils, underground storage tank closures or installations, CEPA compliance) and support for energy upgrade projects in collaboration with the Department of Energy and Environmental Protection.

The unit performs electronic document reviews, conducting both envelope reviews and mechanical, electrical and plumbing (MEP) reviews. Technical Services also oversees the maintenance of the electronic plan archive database and is developing protocols for inputting data on scanned files not yet integrated into the archive database. Additionally, it oversees and advises on renovations to historic buildings, oversees master planning and pre-design studies and assists with the selection of consultants.

Improvements / Achievements 2019 – 2020

- Improved internal processes by further expanding the use of paperless document review. During the past 12 months the unit has established procedures to track and plan reviews utilizing tools available within Microsoft Teams.
- Energy projects have become a focus over the past year with the unit organizing and executing 37 building energy audits to ASHRAE Level II standards. These audits are in support of EO1 initiatives to find significant energy savings within state-owned construction. In addition, Technical Services is completing certain legacy energy projects originally started as Energy Services Contracts (ESCO's) but transitioned to traditional design/bid/build.
- Emphasized the role of master planning in the construction process, has launched a test project with DESPP to identify long-term capital needs in conjunction with their long-term organizational strategies. The study was just approved by the SPRB and work has commenced with completion during the 2020-2021 fiscal year.
- Currently, Technical Services is developing new Consultant and Contractor Evaluation systems in collaboration with DAS Procurement. These efforts will result in improved evaluation consistency and tracking as we finalize and implement during 2020 – 2021.
- This year Technical Services republished the Consultants Procedure Manual, clarifying certain language from the prior 2016 version but also adding enhanced standards for site, civil and landscape architecture items and clearly defined process requirements when “delegated design” is undertaken by our consultants. This was a significant undertaking requiring approximately 6 months for a detailed review of every section within the manual.
- Technical Services oversees the maintenance of the electronic plan archive database, during the past year all remaining files from the digitization project started prior to moving to 450 Columbus Boulevard were successfully ingested into the SharePoint database. Currently, Technical Services are

absorbing other electronic files (CAD files and record drawings) previously submitted on disc to our SharePoint site affording broader access to our files. Technical Services oversees renovations to historic buildings and has one active State museum project, the restoration of the Prudence Crandall Museum, which is currently slated to begin construction this fall. During the past year work was completed at the Sloan Museum in Kent.

BUREAU OF ENTERPRISE SYSTEMS AND TECHNOLOGY (BEST)

Public Service

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

BEST consist of the following units, BEST-Application Services, BEST – Compute Division, BEST – CT Digital Service, BEST - Data Center and Disaster Recovery Operations, BEST – Enterprise Architecture, BEST – Network Services, BEST - Security Systems and Operations, BEST – Unified Communications.

Improvements / Achievements 2019-2020

BEST – Application Services

- Implemented a set of new e-Government initiatives for online services, content migrations and mobile/progressive web applications

New Online Services

- Department of Motor Vehicles Towers Requests
- Department of Motor Vehicles Passenger Endorsement Reviews

New Mobile and Progressive Web Applications

- CT Safe mobile application
- Naloxone and Overdose Response (NORA) progressive web application

Migrated 24 additional agencies to new mobile friendly portal

- Judicial Review Council (JRC)
- Long Term Care Ombudsman Program (LTCOP)
- Connecticut Council on Environmental Quality (CEQ)
- Connecticut Department of Energy & Environmental Protection (DEEP)
- Public Utilities Regulatory Authority (PURA)
- Office of Military Affairs (OMA)
- Management Advisory Council (MAC)
- Fatherhood Initiative of Connecticut (FATHERHOOD)
- Office of the Healthcare Advocate (OHA)
- Connecticut State Emergency Response Commission (SERC)
- State Contracting Standards Board (SCSB)
- Fight Fraud (FIGHTFRAUD)
- Connecticut Water Planning Council (WATER)
- Connecticut Water Status (WATER) Site combined with Water
- Advocates Corner (ADVOCATECORNER)
- Connecticut Emergency Alerting and Notification Systems (CTALERT)
- Connecticut Training & Development Network (CTDN)
- Connecticut Siting Council (CSC)
- Commission on Human Rights and Opportunity (CHRO)

- Financial Literacy Portal (Financial-Literacy-Portal)
- Department of Labor - Unemployment Benefits (DOLUI)
- Advisory Commission on Intergovernmental Relations (ACIR)
- Established new web presence for Connecticut COVID-19 Response
- Established new SharePoint site for DPH for COVID-19 Contact Tracing
- Established new web presence for the Reopen CT
- Coordinated and implemented over 20 new web-based application projects. Some of these new applications work towards modernizing existing processes by eliminating paper and giving the customer a paperless, user friendly, online experience
- Continued expansion of the licensing and permitting platform to agencies:
 - Department of Transportation (DOT) – Regulatory Compliance Unit (Livery-Taxi-Bus)
 - Office of the Secretary of the State (SOTS) – Notary Public Unit
 - Department of Consumer Protection (DCP) – Gaming Casino licensing
 - Department of Banking (DOB) – 4 new divisions: Securities, Consumer Credit, Financial Institutions, Consumer Affairs
 - Department of Administrative Services (DAS) – Elevators-Escalators unit (Ready to go live, on hold by agency)
 - Department of Public Health (DPH) – Laboratory licensing (Ready to go live, on hold by agency)
 - Oversight and direct management of the development and support of a new Mobile Inspection application in support of agency field inspector data collection needs
- Continue enhancements to existing eLicense agencies:
 - Department of Public Health (DPH) – Drinking Water Continuing education module configuration
 - Department of Agriculture (DOAG)– New enforcement modules configuration for Animal Control
 - Department of Agriculture (DOAG) - Created new Divisions and move all credential configuration to each new division.
 - All Enterprise agencies – implementation of online grid configuration tool
- Continue enhancements to existing Enterprise Content Management System
 - Successfully deployed enterprise content management solution to streamline the capture, storage and retrieval of agency unstructured data (TRB, DOC BoPP)
- Participated in the planning, delivery and support of the State’s Kronos timekeeping and scheduling system early implementations (DCF)
- Custom Development
 - BUCKS application suite migrated to Terminal Services
 - MMRP Research application module
 - OSFM Building Inspections Application Enhancements
 - Developed ORC Building Code Modification application
 - Support for conversion to CTsource, replacement for BizNet State Contracting Portal
 - DVA SmartSearch update, migration to GDC
 - DVA Security System Reporting Application
 - Workers Compensation One Shot and tax table changes
 - Updated code for Bituminous Concrete and Bridge Materials
 - JobAps Phase II rollout support
 - Online State Marshal Courthouse Assignments Calendar
 - Legislative changes to the Business Prequalification process
 - New reporting tools for Workplace Violence
 - Instigated a LEAN process for the Collections group to help design a new system

BEST – Compute Division

Azure Cloud Adoption

- Successfully implemented a State Commercial Azure tenant with connectivity to the State's Groton Data Center utilizing the new capability to support CT Digital Services Business One Stop.
- Additional subscriptions created to support the migration of Paid Family Medical Leave, DOT COMPASS, and enterprise identity and integration efforts.

Next-Generation Storage Analysis

- Analyzed, selected and began replacement of the states' enterprise storage infrastructure. New storage approach is cloud ready to facilitate new computing options.

Automation Adoption

- Deployed an automation tool (Ansible) to simplify server builds and configuration management tasks through code. These are the first steps in a larger automation strategy.

COVID-19 Response, Support, and Operations

- Rapidly addressed the state's need to empower remote workers by providing multiple technology options to allow State employees to work from home securely.
- Remote Desktop Services Server Deployment – rapid deployment in the Springfield Data Center datacenter of a 5 node Remote Desktop Services cluster to support remote workers.
- VDI - Virtual Desktops in Azure – Enabled cloud based in three weeks. This setup allows fast enablement of remote work while minimizing costs to only the time that the desktops are in use.
- Virtual Private Network Server Deployment – Rapid deployment of infrastructure in support of the rapid demand for remote access through VPN connectivity.
- AzureAD - Implemented an automated account onboarding process which allowed 20,000+ users account to be provisioned to the cloud at the onset of the Covid19 crisis. Implemented Azure AD Application Proxy, which is a technology that provides secure access to 100+ on-prem applications via the Office 365 portal for remote users and introduced multi-factor authentication (MFA).

Large Project Initiatives:

- Connecticut Voter Registration System – Improved remote access and security
- Upgrade of Backup and Recovery solution in both data centers
- Avaya Upgrade and Expansion – prepared for upgrade and additional demand
- IBM Enterprise Content Management (ECM) Upgrades

BEST – CT Digital Service

- As part of the Governor's vision, the CT Digital Service was established to deliver a cost-effective and user-friendly government experience for everyone in the State of Connecticut. After initial launch in April 2019, the team made progress utilizing data-driven decision making, user-centered design, transparency, and iterative development and procurement processes to improve the State's digital products:
 - CT.gov
 - Provided support for numerous COVID-19 digital needs
 - COVID-19 Analytics
 - CTAlerts
 - COVID-19 Chat Bot Management
 - COVID-19 Resource Pages
 - Agency Website Digital Support
 - Care for Kids (OEC)
 - Early Child Testing (DPH)
 - Service Grid Development, Web Design (DMV)
 - Indeed Job-Resource Page, Office of Workforce Competitiveness (DOL)
 - ESF-15 Online Form (DESPP)
 - Small Business Grant Program (DECD)

- Expanded site search to include content embedded within pdf documents
- Enhanced DAS social presence with new blog and twitter widget.
- Improved the efficiency of public meeting calendar to refine from a monthly view to a weekly view
- business.ct.gov
 - Worked with Agency stakeholders to define requirements for an easy-to-use checklist wizard to assist in informing businesses on the required steps and order of operations necessary to register a business.
 - Launched MVP release of new “One Stop Shop” web application allowing businesses to dramatically reduce the time to research how to start a business in the State of CT.
- DMV RealID
 - The DMV partnered with CTDS to build a highly customized online document assistant to intelligently guide users through the Real ID process.
 - By clicking a logical set of boxes, customers can easily assemble the exact documents they need and access the precise rules that will prevent their papers from getting rejected.

BEST - Data Center and Disaster Recovery Operations

- Successfully migrated key, larger-scale agency Disaster Recovery and business continuity environments into the state’s Groton and Springfield Data Centers for the DMV, DESPP and DSS.

BEST – Enterprise Architecture

- Key Results
 - Business One Stop Go-live with a brand-new architecture and technology stack
 - Rapid response to digitization needs from OTG, DECD and DPH to address COVID-19 related response, recovery and reopening efforts
- New Enterprise capabilities for the State
 - ForgeRock – modern platform for Citizen Identity (Go live as part of Business One Stop)
 - Azure platform services to aid faster provisioning of application environment (Go live as part of Business One Stop)
 - Salesforce hub and spoke architecture and governance
 - Mulesoft integration platform to seamlessly connect agency application and data (Oct ‘20 go-live)
 - Automated build pipelines using devops tools to optimize and govern application development process. This will enhance speed and reduce defects (Go live as part of Business One Stop)
- Align agency initiatives
 - Developed and optimized architecture model and patterns for a multi-tiered distributed architecture to support Business One Stop and Citizen One Stop Vision
 - Focused on data as an enterprise asset, working with agencies to arrive at a common understanding on defining and identifying businesses uniquely across the state (Oct ‘20 go-live)
 - Intervened and aligned multiple key initiatives across agencies like PFMLIA, DMV, OEC towards a common enterprise vision.
 - Reviewed 10+ SaaS product buy initiatives from agencies and ensured adoption of right data security, access control and integration standards
- Security
 - Federation of Azure Active Directory and Kronos to reduce access control risk and better lifecycle management
 - Standardizing and promoting the above pattern for Admin access for SaaS products

- Worked with CISO office for access control, cloud security and secure software development policies
- Optimizing Software Procurement
 - Negotiated on enterprise pricing for DocuSign and Atlassian products to leverage scale at the State level
 - Negotiated a scalable model for MuleSoft for a single enterprise governance license with individual run-time licenses for the agencies thus avoiding duplicate buys
- Skills Development
 - Arranged architecture sessions and fire-side chats with agencies to create awareness on new platform architecture
 - Initiated collaboration through Community of Practice models on technology topics to learn and share
 - Actively seeking participation from Agency SMEs in the requirements and design discussions for the new tech stack

BEST – Network Services

- Designed and implemented a Virtual Private Network (VPN) infrastructure could successfully scale to support over 28,000 concurrent users and Branch-to-Branch services within the State of Connecticut for COVID-19 emergency requirements.
- Successfully migrated, repurposed and decommissioned the Wide Area Network along with the associated data circuits for the Office of the Treasurer, Office of the Attorney General, Comptroller’s Office and Teacher’s Retirement Board out of leased space into the newly renovated State-owned Office facilities saving substantial leasing and circuit costs to all affected sites as well as a minimum of \$220,000 in cost avoidance.
- Network Services provisioned dozens of additional MPLS circuits over the Public Safety Digital Network (PSDN) to a wide range of state, municipal and non-profit public safety entities to transport critical public safety communications data. This facilitated increased resiliency and regionalization of emergency services and allowed the cancellation of numerous costly wire-line and broadband services.
- Conducted a comprehensive re-evaluation and redesign of the PSDN that will be implemented over the next 2 years that could potentially save the State of Connecticut up to \$30M in the subsequent 10 years.
- Designed and built connectivity on the PSDN for a new private network between all State Police Troop locations (14 in total) and Mutual Link. This connectivity was provided as a free service and could be employed in the event there’s a “active shooter” incident at any state College or University location.
- Obtained a \$240,000 grant under the auspices of DESPP/CJIS to design and implement new, consolidated network infrastructure across 125 public safety locations in order to make them easier to maintain and scale.
- Refreshed 140 UPS units at CPT sites which added increased disaster recovery and business continuity capabilities while decreasing the potential of data loss or compromise.
- Implemented “express route” public cloud (Azure) connectivity which enables rapid application development and deployment to meet emergent agency needs within a compressed timeline.

BEST - Security Systems and Operations

- Established a Chief Information Security Officer (CISO) for DAS/BEST and the State of Connecticut. Established a series of tactical programs to improve the State's security program.
- Planned effort to improve Security Operations Center (SOC) to 24/7 coverage. Proposal is currently under financial review and ready to move forward.
- Nine security standards drafted including Authentication standard, Password Policy and Access Control.

BEST – Unified Communications

Telephony

- Continued deployment of the state’s enterprise telephone system - currently in service with over 21,000 Executive Branch users across 90+ locations. During the initial stages of the COVID emergency, the system successfully handled a peak of 161,000 calls in one day.
- Major deployments currently underway or completed include DESPP, DCF, Department of Banking and Department of Insurance, which will result in major savings in maintenance, hardware, and telecommunications circuit charges.
- The Enterprise system is being migrated to a new manufacturer-supported software version which will provide more feature-functionality and compliance including PII, FTI and PHI.
- Completed major software upgrades and hardware replacement to the RightFax Server solution, an application designed to eliminate fax machines at Executive branch facilities thus reducing annual hardware maintenance cost, telecommunications circuit costs and hardware replacement.
- Consulted with the State Attorney’s Office and issued a request for proposal to ensure State compliance new legislation passed concerning E911 laws, including Kari’s Law and the Ray Baum Act, which take effect in February of 2021.

Teleworking

- Rapidly deployed softphone and advanced telecommunications services for over 4,000 users in support of the onset of the COVID-19 emergency.

Connected Workplace Technologies

- Completed all executive relocations for roughly 750 state employees located within to the 165 Capitol Avenue building.
- Worked with a state-approved audio-visual vendor on the refresh of video conference solution to a Microsoft Teams-compatible audio/visual room utilizing a majority of existing hardware. Anticipated savings projected to be over \$400,000 over the next 10 years.
- Migrated over 15,000 state employees to Microsoft 365 cloud based services. This enterprise agreement saved the state 20% off our normal government rates and brought new collaboration technologies that have been invaluable in the COVID-19 response.

PROCUREMENT SERVICES

The Procurement Division is charged with the purchase, lease or contract for all supplies, materials, equipment and contractual services, as cited in C.G.S. §4a-51 for executive branch state agencies and the purchasing, leasing and contracting for all information system and telecommunication system facilities, equipment and services for state agencies in accordance with C.G.S. §4d-2. It currently administers over 900 active contracts associated with over 2500 suppliers. Other procurement division programs include the administration of the set-aside program (also known as Supplier Diversity Program, C.G.S. §4a60g), the state and federal surplus programs (C.G.S. §§4a-57a and 4a-66), the construction contractor prequalification program (C.G.S. §§4a-100 and 4a-101), and the Purchasing Card (Pcard) program (C.G.S. §4-98(c)). Legal staff assigned specifically to Procurement Services supports these programs.

The Procurement program teams support our mission of striving for excellence in public service by delivering value-added procurement programs and services by creating efficiencies, introducing smart technologies, acting with integrity and providing collaboration and strategic leadership. Continued focus on spend management, cost reduction and streamlined processes has achieved savings and efficiencies for our customers.

Improvements/Achievements 2019-2020

- Conducted procurement’s first reverse auction for IT-related product for radios. Results of that auction recognized a 20% reduction in price over the prior Contract.
- Executed an agile contract for IV&V Services that resulted in streamlined processes for our Agencies, available to Municipalities, and soft savings (labor) of approximately \$50,000.

- Engaged in an agile approach to contracting in connection with the expedited development of Business One Stop, which has created efficiencies for our customers and suppliers.
- Participated in Cross Agency Procurements outside our normal involvement, including working with DPH, OSC and outside experts for Testing Services to support the Re-open Connecticut initiative.
- Facilitated the procurement process for the new state Paid Family and Medical Leave Authority's employee contribution solution.
- Implemented a contracting solution for DSS to allocate testing partners for COVID-19 testing strategies for underinsured and hi-risk populations.
- Worked closely with Facilities Management and Blue Earth to implement a compost Pilot Program for DAS. Plan to continue working with the DEEP sustainability team to work toward a statewide composting contract.
- Working with statewide solar project to bring solar power to state facilities to limit the reliance on fossil fuels. This will result in cost savings and help to preserve our resources.
- Working with DAS Construction Services and Fleet Operations in the electric vehicle initiative by ensuring that the state has the infrastructure for charging stations. This is an environmentally favorable approach to fueling or powering state vehicles.
- Presented at the Procurement Summit with the town of Bloomfield for the segment "State and Municipalities Unite", focusing on how DAS contracts help municipalities.
- Worked closely with the Harvard [Government Performance Lab](#) in developing a Results Driven Contract for Custodial Services at the Department of Transportation's central office. This has created efficiencies and consistency with many of our contract awards for custodial services.
- Continued representing DAS on the Food Policy Council.
- Played a significant role on the E-sourcing implementation team with documents, testing and training.
- Lead a national NASPO ValuePoint Cooperative for Electronic Monitoring Bracelets. This contract, when awarded will be utilized by state and local agencies across the country.
- Collaborated with the CT DEEP and DPUC to manage and contract electricity supply for the pool of State Agency electricity accounts. Estimated savings \$1.5 million compared to standard offer, July 2019 through June 2021.
- Played a leadership role in the state's response to the Covid19 Pandemic including but not limited to:
 - Sourcing Personal Protective Equipment and medical supplies, including handling some high-profile donations. Securing warehouse space for the operation of the EOC through the pandemic.
 - Managing custodial contracts to ensure that buildings were being properly cleaned/sanitized.
 - Handled the procurement for entire CVS test site in New Haven including ambulances, medical transportation, food, fuel, storage, transportation, PPE, etc.
 - Sourcing a warehouse/Inventory management system for the EOC warehouse.
- Leading a national NASPO ValuePoint Cooperative for Electronic Monitoring Bracelets. This contract, when awarded will be utilized by state and local agencies across the country.

Supplier Diversity

- Certified approximately 1,263 Connecticut owned small and/or minority businesses through the Set-Aside Program consisting of 564 SBE and 699 MBE companies. (July 1, 2019 to June 30, 2020)
- Organized and participated in the first **Virtual** Matchmaker Event bringing together more than 200 Small Businesses and 20 Prime companies for possible business opportunities. (May 28, 2020)
- Engaged in SBE/MBE outreach, including:
 - Offering monthly certification workshops;
 - Holding evening workshops in several municipalities throughout Connecticut; and
 - Partnering with CT Small Business Development Centers, Connecticut Procurement Technical Assistance Centers and several of the State Small Business advocacy organizations.
- Represented DAS as a board member on the Advisory Board for the University of Hartford Entrepreneurial Center and Women Business Center.

- Supplier Diversity staff attended the National Minority Supplier Development Council Annual Conference in Atlanta. (October 2019)
- Developed a custom reporting tool in the STARS system to capture the spending with Small/Minority Businesses. The reporting tool will allow for electronic tracking for each agency that utilizes the CORE financial system. Anticipated implementation of this system will begin in fiscal year 20/21.
- Played a key role in the research and purchase of Personal Protective Equipment from Small Businesses in Connecticut during the initial phases of COVID19.
- Engaged in continuous outreach to agencies and municipalities to consistently grow our programs.

P-Card Program

- Earned rebate of \$1,533,712.42 based on contract usage of 170 groups comprised of state agencies, universities, municipalities, schools and non-profits.
 - \$1,169,903.93 was deposited to the State's General Fund
 - \$363,808.49 was issued to individual client entities and municipalities that piggy-back on our contract.
- Provided new delivery options for P-Cards to agency business offices, saving time and postage, including direct delivery of cards from the bank when necessary.
- Provided greater availability and communication to our agency customers and municipalities to ensure that any P-Card needs were met during the COVID-19 pandemic.

Fuel Car Program

Fuel Card Program using the NASPO Cooperative Contract (figures for 3 quarters):

- State Agency tax savings of \$26,716.22
- State Agency rebate to the General Fund: \$4,848.34
- Client Entities Piggybacking on Contract tax savings of \$78,200.45
- Client Entities rebate: \$8,573.31

State Surplus

- Total sales/revenue of \$1,931,164 for FY 2020.
 - Sold 2,486 items totaling \$219,081 in State revenue during FY 2020
 - Reallocated 995 lots (approx. 17,419 items) of property within state agencies, municipalities and non-profits – a huge budget savings for the state.
 - Sold 649 vehicles totaling \$1,712,083 in State revenue during FY 2020
- State Surplus instrumental in providing much needed supplies to EOC during COVID-19 pandemic preparation and ongoing planning.

Construction Contractor Prequalification

- Prequalified 803 construction companies
- Generated revenue of \$589,966.67

BUSINESS OFFICE

The DAS Business Office consists of the Fiscal Services, Collection Services, and Print, Mail and Courier Services.

Fiscal Services

Public Service

The Business Office provides budget development and management, purchasing, accounts payable, accounts receivable, grant administration, accounting, asset management, budget, revenue accounting for DAS/Collections, development of small business set-aside goals, statewide telecommunication service, p-card administration, travel administration and overall administrative services. These services are provided for DAS and several other agencies, including the Governor's Office, the Lieutenant Governor's Office, the Department of Consumer Protection, the Department of Agriculture, the Connecticut State Library and the agencies under the Office of Governmental Accountability.

Improvements/Achievement 2019-2020

- Managed funds in excess of \$1 billion including grants, state revenue, school construction projects, state bond projects, the general fund and specialized accounts. The Business Office continues to seek ways to collaborate and standardize processes whenever possible, to take advantage of economies of scale and to promote efficiencies and cost effectiveness. Increased attention has been concentrated on preparing the Division for the anticipated retirement wave. The strategy has been to focus the efforts on process improvements, streamlining workflows, cross training and succession planning, to provide some vision for processes in the future.
- Provided collaboration, fiscal support and policy direction to all divisions of DAS and several other agencies. We have expanded our outreach to increase visibility and continue the efforts to market our user-friendly approach to our agencies and agency-heads. We have made great strides with providing more of a comfort level to our agency contacts, so they know we are there to support their agency goals, missions and objectives. These efforts will continue. We also continue to strive to provide excellent service and financial support to all sections, by communicating our desire to do the best we can to provide effective guidance, so they achieve successes. This office was, and continues to be, a critical cog in the state's response to the coronavirus pandemic. We assisted with housing for the homeless, setting up testing centers, setting up temporary hospitals, arranged for refrigerated trailers, and purchase personal protective equipment (PPE), to name a few
- Continued to utilize services offered by the Department of Correction (DOC) to retain the Community Inmate Detail working with DAS, in order to minimize costs of emptying state buildings, including the locations of 25 Sigourney Street and 55 Elm Street, along with the preparations and move to the new State Office Building at 165 Capitol Avenue.
- Continued to assist with the collaboration, coordination and working with agency fiscal offices to support the Governor's initiatives for Human Resources Consolidation, Information Technology Optimization, Digital Government, Paid Family and Medical Leave Insurance Authority, and various coordinated, information technology-related purchases and licenses

Collection Services Division

Public Service

The Collection Services Division recovers money owed the state in public assistance cases and charges for support of persons cared for or treated in state humane institutions, and provides billing and collection services for state agencies.

Improvements/Achievement 2019-2020

- Processed \$1.3 billion in paid claims. This was accomplished through continued strong partnerships within the State of Connecticut, and through the replacement of manual processes wherever possible with effective use of technology.
- Large estate recovery (Probate) recovered over 27 million dollars. This was accomplished through cooperative efforts with the Connecticut Probate Administration and the Probate Courts. Probate Administration is embarking on a new process that will enable DAS to receive Probate applications through the use of E-Filing. DAS anticipates that applications will be received more quickly and more accurately, in eliminating the need for manual services.
- Small estate recovery (Legal Rep.) has increased to over 4 million dollars, which was accomplished by process changes and ongoing cooperation with the Connecticut Probate Courts. Small estate recovery will also benefit from the new E-Filing application process Probate Administration is undertaking.
- The Accident/Lien Units recovered over 36 million dollars. . DAS is currently exploring replacement of our 30+ year old computer system to eliminate as many manual processes as possible.
- The Billings Division works closely with our business partners within the State of Connecticut to improve billing accuracy.

Print, Mail and Courier Services

Public Service

Central Printing provides printing services to state agencies on a charge-back basis at greatly reduced rates, as compared to commercial printing. . The unit also provides photography and graphic design services for the offices of the Governor, Lieutenant Governor and multiple other executive branch agencies and quasi-public agencies. Mail and Courier provide services to all state agencies, correctional facilities, colleges, courts and court offices. Couriers deliver interoffice mail via several routes statewide and mail handlers sort and stamp all first class, presort and certified mail for state agencies. Agencies save money and time by utilizing these central services, which includes Fed/Ex/Certified/USPS and interoffice services.

Improvements/Achievements 2019-2020

- Due to Covid-19 Central Mail and Courier services continued services on a reduced schedule but redeployed staff to help with the surge of mail demands for the Department of Labor as they were instantly heavily impacted by unemployment claims.
- DAS Mail collaborated with the Department of Environmental Protection to install a cloud-based system for certified and accountable mail reducing the costs for equipment and software for both agencies and creating databases that easily retrieve accountable mail history.
- DAS Central Printing continues to be a central source for all printing needs for agencies, state commissions, constitutional offices, quasi-public agencies and some colleges, non-profits, and municipalities.

LEGAL, LEGISLATIVE AND COMMUNICATIONS

Public Service

The Legal, Legislative and Communications Unit is responsible for providing legal and government relations support to the agency as a whole. It is also responsible for all media relations and Freedom of Information requests, as well as managing and updating the DAS website content and consulting on the website architecture.

Improvements/Achievements 2019-2020

- Co-chaired the Executive Order 1 Steering Committee, assisting agencies to develop and implement plans to achieve the energy efficiency goals established in Governor Lamont's executive order.
- Participated in the ESF-5 Legal Working Group and Assisted in the development of policies, procedures and various Executive Orders relating to the State's response to COVID-19.
- Processed over 400 Freedom of Information requests (FOIA) and continued to fulfill the agency's safety risk determination role for other agencies under FOIA.
- Handled all internal and external communications to the public, press, and legislators and kept DAS and other state agency employees informed on various related issues through our internal channel of communications.
- Supported the launch of the Connecticut Paid Family and Medical Leave Insurance Authority.
- Managed the DAS legislative program, developing legislative proposals, drafting testimony, advocating on behalf of the agency with legislators and other stakeholders, and coordinating with the Governor's office, OPM and other agencies to achieve the administration's goals.
- Continued to manage the majority of content on the DAS website including assisting other DAS business units in writing/editing/updating their website content and maintained DAS's Twitter, Facebook, and LinkedIn accounts and the DAS Blog to disseminate positive agency accomplishments.
- Published several agency newsletters including the *DAS Times* and *BuyLines* for specific audiences related to DAS.
- Represented the Commissioner on various boards and commissions including the following:
 - Governor's Council on Women & Girls
 - Statewide Process Improvement Steering Committee
 - CT Data Analysis Technology Advisory Board
 - Office 365 Advisory Board
- Provided employment law guidance and training to DAS and other agencies on a variety of topics, including family & medical leave laws, sexual harassment prevention and ADA compliance.

INDEPENDENT BOARDS AND COMMISSIONS

STATE PROPERTIES REVIEW BOARD

EDWIN S. GREENBERG, *Chairman*

Bruce Josephy, *Vice Chairman*

Established - 1975

Statutory authority - CGS § 4b-3

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

Number of DAS employees assigned to support the Board - 2

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

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

Mission

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

Statutory Responsibility

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

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

Under the provisions of Conn. Gen. Stat. §13a-80i, if requested by an eligible property owner, the State Properties Review Board schedules a mediation conducted by a panel of three designees from the Office of Policy and Management, and the Departments of Administrative Services and Energy & Environmental Protection. The mediation panel is tasked with assisting the Department of Transportation to reach an agreement concerning the sale of real estate to the eligible owner.

Public Service

In its review and approving the various transactions proposed by the client-agencies, the Board has the opportunity to suggest modifications and improvements to the proposals to ensure that they reflect market prices favorable to the state, are financially prudent, and conform to state laws.

Improvements/Achievements 2019-2020

- A total of 265 proposals were reviewed and acted on by the Board during this fiscal year.
 - 39.25% from the Department of Transportation
 - 43.02% from the DAS Division of Construction Services
 - 16.23% from the DAS Leasing and Property Transfer
 - 1.51% from all other agencies.
- The average time to review proposals was 30 calendar days per contract.
- In order to assist agencies with their urgent projects, the Board reviewed the following proposals within an average of seven (7) days:
 - Of the 114 consultant contracts reviewed by the Board for the Real Estate and Construction Services, twenty-one (21) (18.4%) were requested as 'Rush' indicating to the Board an urgent need to act quickly, primarily due to expiration of consultant's contracts or to meet a specific construction deadline.
 - Of the 43 DAS/Leasing proposals reviewed by the Board, three (3) (7%) were requested as 'Rush' indicating to the Board an urgent need to act quickly, primarily due to DAS leases expiring.
 - Of the 104 proposals reviewed by the Board for the Department of Transportation, eight (8) (7.7%) were requested as 'Rush' indicating to the Board an urgent need to act quickly, primarily due to forthcoming construction projects.
 - Of the 8 proposals reviewed by the Board for the Department of Agriculture, One (1) (12.5%) was requested as 'Rush' indicating to the Board an urgent need to act quickly, primarily due to a Federal USDA deadline for acquiring a federal grant in support of the acquisition of development rights to a Connecticut farm.
- The Board's staff collaborated with DAS Bureau of Enterprise and Systems Technology (BEST) and completed the process of transitioning from a paper-based review process to a digitized process. This will minimize the requirement to submit paper proposals/files and its storage at SPRB office. This eliminates or reduces agency staff time from making multiple copies thereby making the process more efficient and saves taxpayer funds.
- The Board's recommendations resulted in annual taxpayer savings in third-party transaction costs of approximately \$960,604.
- The Board's staff continues to work with agencies such as DOT, DAS and others to improve interagency communication and reduce processing delays associated with the administrative returns.
- The Board has continued to conduct farm visits for the Department of Agriculture's proposals following strict guidelines instituted by the Governor, i.e. wearing masks, social distancing.

STATE INSURANCE AND RISK MANAGEMENT BOARD

At a Glance

SUSAN M. DONATELLI, Chairperson

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

Central Office – 450 Columbus Boulevard, Hartford, CT 06103

Number of DAS employees assigned to support the Board - 2

Recurring operating expenditures, 2019-2020 - \$24,994,606.88

Mission

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

Statutory Responsibilities

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

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

Public Service

Board members are appointed by the Governor, serve as volunteers and receive no compensation for the performance of their duties. The State Comptroller serves as an ex-officio member of the Board.

The staff to the Board is readily available to all state agencies on matters relating to risk management and casualty and property insurance. The focus is to promptly respond to state agencies in an effective, timely and professional manner.

The Board continues to take steps to identify and address the state's unique exposures. The Board has designed an insurance/risk management program to respond to its statutory responsibility and protect the assets of the state. The Board follows basic risk management principles in identifying exposures and examining and selecting techniques. Appropriate levels of insurance for a reasonable cost are currently maintained. Some of the risk management techniques which have been implemented to help reduce the overall cost of risk to the state are large loss review meetings, training sessions for state personnel, monthly property inspections and accident review committee meetings. The Board measures the effectiveness of these techniques by establishing a benchmark of past loss experience and comparing that standard to current loss experience.

Improvements/Achievements 2019-2020

- Provided insurance and risk management training and guidance to all state agencies.
- Conducted semi-annual Large Loss Reviews of pertinent Automobile Liability and Highway Liability claims. Identified claim trends and common loss causes from review and worked with State agencies to address the root cause of loss.
- The Risk Management Committee worked with the Department of Administrative Services/Fleet Operations and the State's automobile liability insurance company to identify comprehensive and cost-effective driving training tools. Coordinated and promoted a close working relationship between the DAS/Fleet Safety Coordinator and the State's Third Party Claims Administrator for sharing a pertinent Third Party Automobile claim information to assist in the safe driving habits of state employees.
- Worked with State's property insurance company and all agencies on loss prevention inspection visits and construction plan reviews. Met with key state agencies to discuss loss control initiatives. Identified cost effective measures to protect state facilities from flood and wind loss exposures.
- Consulted with Department of Transportation, Department of Energy and Environmental Protection, University of Connecticut and Board of Regents on insurance, contractual transfer and risk management initiatives.
- Met with various state agencies to inform them of Network Security and Privacy Liability (Cyber) exposures and assisted with the insurance application process and quoted coverages.
- Reviewed each insurance policy at time of renewal for premium pricing, limits, terms and conditions.

Information Reported as Required by State Statute

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

The property insurance program is subject to a \$250,000 per occurrence deductible. This deductible is the responsibility of each state agency. This deductible allows the Board to purchase catastrophic coverage at a cost-effective rate. The insurance program provides proactive engineering services to help avoid or mitigate property damage within the deductible. This insurance program with an emphasis on self-retention and engineering has been highly successful.

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

Gross expenditures for the fiscal year amounted to \$27,771,399.18 of which \$9,074,822.17 represents self-insured retentions, deductibles and third-party administrative fee reimbursements in accordance with various insurance policy provisions. Reimbursements amounted to \$2,776,792.30, which represents refunds including return premiums and reimbursements from departments and agencies for insurance purchased on their behalf and for which reimbursement provisions are made in the statutes or through some other means. Agencies that are not funded from the state's General Fund reimburse the cost of the agency premiums.

The Board's evaluation of the Agent of Record reinforces the position that the services provided to the State meet and/or exceed the requirements in all areas. The Agent of Record's income for the fiscal year was \$278,333.26 and was paid in monthly installments.

Constitution State Services, the state's Third-Party Administrator, manages liability claims within the self-insured retention. The total amount of fees paid to Constitution State Services was \$542,330.00. The Board is very pleased with the Third Party Administrator and that it continues to provide excellent services to the State.

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

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

2019/20 Insurance Expenditures

<u>Category</u>	<u>Amount</u>
Accident & Health	\$ 781,199.35
Agent of Record Fee	\$ 278,333.26
Aircraft	\$ 68,203.20
Fire & Extended Coverage	\$ 6,881,574.00
Liability, incl. Liquor Liability	\$ 1,204,904.00
Highway/Bus/RR Liability	\$ 9,634,746.09
Motor Vehicles	\$ 8,577,186.51
Watercraft	\$ 81,531.54
Miscellaneous & Others	\$ 213,906.23
Surety Bonds	\$ 49,815.00
TOTAL GROSS EXPENDITURES	\$27,771,399.18
LESS: REIMBURSEMENTS	\$(2,776,792.30)
TOTAL NET EXPENDITURES	\$24,994,606.88

Status and Disposition of Claims FY 2019/20

A) Pending Claims Over \$100,000

<u>Category</u>	<u>Claim Count</u>	<u>Total Outstanding</u>
Automobile Liability	37	\$8,578,281
General Liability	1	\$618,596

B) New Claims Filed During FY 2019/20

Category	Claim Count
Automobile Liability	303
General Liability	513

C) Settled Claims Over \$100,000

Category	Claim Count	Total Paid
Automobile Liability	14	\$4,800,952
General Liability	1	\$300,000

STATE MARSHAL COMMISSION

At a Glance

Shirley Harrell, Esq., Acting Chairperson

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

Organizational structure – Commission members: Chairperson Appointed by the Governor, VACANT; Appointed by the speaker of the House of Representatives, VACANT; Appointed by the Pres. Pro Tempore of the Senate, Michael Desmond, New Haven; Appointed by the Senate Majority Leader, Shirley Harrell, Esq., Bridgeport; Appointed by the Senate Minority Leader, Bryan Cafferelli, Esq., Fairfield; Appointed by the House Majority Leader, Mildred Torres-Ferguson, Meriden; Appointed by the House Minority Leader, John Vamos, Broad Brook; Appointed by the Chief Justice, Hon. Susan A. Connors, Old Lyme.

Mission

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

Statutory Authority

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

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

Public Service

The State Marshal Commission (SMC) is a non-partisan commission that oversees the appointment, training, and conduct of state marshals – independent contractors who are hired by the general public to serve civil process including restraining orders, collect funds under post-judgment executions and conduct evictions. The Commission adopts policies to regulate the conduct of state marshals and serves as an impartial arbiter of complaints against marshals to ensure that marshals comply with all applicable laws and policies, that critical judicial orders such as restraining orders are timely served, and that clients receive the service for which they have contracted in a correct and timely and efficient fashion.

Improvements/Achievements 2019-2020

- Creation of an online state marshal courthouse restraining order duty calendar through which state marshals are assigned on a daily basis to each courthouse that issues *ex parte* restraining orders. The State Marshal Commission manages the courthouse restraining order duty calendars for each county through the use of an online duty calendar.
- Implementation of a DMV self-service user portal - through coordination with DMV and CJIS a self-service user portal has been established whereby marshals can electronically access and query the DMV database, without having to first call the Commission's staff.
- The Commission staff is implementing the E-License system and adopting it to the initial appointment, annual renewal, training, and disciplinary processes for state marshals. Once in place, this automated system will reduce the amount of paper correspondence and hard files that are currently in us.