

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, 2021: 756

Recurring operating expenses for 2020-2021

DAS General Fund	\$	116,030,053
Capital Outlay*	\$	79,890,973
DAS Revolving Funds	\$	29,656,400
School Construction Grants	\$	113,733,454

***Includes Construction Services Bond Funds.**

Organizational structure: DAS is organized into seven 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, and 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 Worker's 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 twenty-one agencies:

- Office of the Governor
- Office of the Lieutenant Governor
- Department of Administrative Services
- Paid Family and Medical Leave Insurance Authority
- Department on Banking
- Department of Consumer Protection
- Department of Veteran Affairs
- Workers Compensation Commission
- Board of Firearms Permit Examiners

- State Contracting Standards Board
- Judicial Review Council
- Department of Insurance
- Department of Aging and Disability Services
- Office of the Healthcare Advocate
- Office of the Child Advocate
- Office of the Victim Advocate
- Connecticut State Library
- Department of Economic and Community Development
- Department of Agriculture
- Department of Housing
- Judicial Selection Commission

Improvements/Achievements 2020-2021

- Counseled staff on equal employment opportunity matters and conducted training to heighten knowledge of equal employment opportunity laws and affirmative action goals.
- Developed and offered an EEO blog where readers can learn from EEO professionals about leading EEO strategies, best practices, trends, and State of Connecticut job opportunities. The EEO Blog focuses on providing both high-level advice as well as actionable guides so EEO, HR professionals and managers can find exactly what they need on Diversity inclusion innovation.
- Developed multiple affirmative action plans for client agencies.
- Investigated complaints of discrimination made against DAS and client agencies.
- Conducted mediations for client agencies.
- Engaged in multiple outreach events including:
 - 8th Annual Disability Resource Fair hosted by Capital Workforce
 - Urban League of Greater Hartford Employment Empowerment Expo
 - Central Connecticut State University Career Fair
 - Albertus Magnus College Career & Internship Fair
 - 2021 Career Exploration Fair for High School Students hosted by Westbrook High School

In Fiscal Year 2020-2021, 55.6 percent of the Department's employees were female and 44.4 percent were male, with the following composition: 68.9 percent white, 15.9 percent Black, 10.2 percent Hispanic, 4.6 percent Asian and Two or More Races 0.4 percent.

DAS Human Resources/Smart

Public Service

The DAS Human Resources/Small Agency Resource Team (SmART) delivers services to nineteen (19) agencies. The Unit provides a consistent application, interpretation and execution of state statutes, regulations, policies, procedures, and bargaining union contracts 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.
- Managing and processing HRIS personnel and position actions to reflect changes in either position and/or employment status, compensation, labor status 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 2020-2021

- In August of 2020 DAS SmART began providing Human Resources services to an additional 200+ Human Resources professionals from multiple agencies under HR Centralization.
- Signed an MOU to provide Human Resources services to the Department of Insurance and the Office of the Healthcare Advocate in October of 2020.
- Signed an MOU to provide Human Resources services to the Workers Compensation Commission in March of 2021.
- Successfully partnered with the Office of Labor Relations under HR Centralization in interpretation and implementation of Collective Bargaining contracts, investigations, disciplinary actions, Telework guidance, etc.
- Continued to navigate and support DAS and all SmART agencies through the COVID-19 pandemic. This included but was not limited to advising agency leadership and employees on COVID guidance, 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.
- Continued to successfully partner with the DAS Equal Employment Opportunity Unit in carrying out the day-to-day activities associated with affirmative action, civil rights, agency personnel functions, compliance and staff development.

- Partnered with client agencies in support of legislative approvals, which includes ongoing high-volume recruitments related to Online Gaming, Fantasy Sports, Sports and Sports Wagering as well as Adult-Use Cannabis regulation.
- Implemented and processed compensation changes based on bargaining union contract changes.
- Implemented and processed managerial compensation changes based on Item 2799-E.

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, assists, protects, and retains well-qualified employees to provide effective and efficient services and programs so that agencies accomplish their respective missions.

Improvements/Achievements 2020-2021

- Successfully [centralized](#) Human Resources operations in the Executive Branch resulting in significantly [improved performance](#).
- Began the start-up of a Statewide Learning & Development functional area that will build and lead the marketing, implementing, and administering the State's newly acquired [LinkedIn Learning](#) enterprise subscription to drive an eLearning strategy. This functional area will also create a new training curriculum that builds on existing initiatives and programs to ensure the state is compliant with mandatory training requirements and has the right capabilities and culture to effectively achieve its missions.
- In conjunction with the Connecticut State Police, led the evaluation and redesign of the existing Active Shooter training (formerly hosted by Charter Oak College) for deployment on LinkedIn Learning.
- Continued to assist and support agencies through the COVID-19 pandemic. This included but is not limited to administering OLR/DAS 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, analyzation and distribution of requested return to work schedules, as well as related schedule exceptions and ADA claims.
- Conducted 2,862 recruitments, resulting in 200,873 applicants.
- Contracted with the following specialized recruitment services to help market the State of Connecticut and recruit for hard-to-fill jobs:
 - LinkedIn Recruiter for proactive sourcing with 51 specialized job slots and use of inmail
 - 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
 - Ideal, an artificial intelligence that uses an algorithm of predictive elements and machine learning to screen large recruitment pools and whittle them down to a smaller list of applicants who most closely meet the preferred qualifications of a recruitment
 - CPS HR Consulting to administer law enforcement examinations:
 - ◇ State Police Sergeant
 - ◇ State Police Lieutenant
 - ◇ State Police Captain
- Networked with potential candidates and promoted state job opportunities at the following career fairs:
 - 10/16/2020 – Disability Job Fair
 - 11/04/2020 – SCSU Job Fair Government & Social Services
 - 11/09/2020 – St. Joseph University Nursing Career Fair
 - 02/09/2021 – CCSU job fair
 - 02/23/2021 – Tufts University Graduate Health & Sciences
 - 02/24/2021 – UMass – STEM Job Fair
 - 03/03/2021 – SCSCU Job Fair
 - 03/17/2021 – Albertus Magnus
 - 03/30/2021 – Post University
- Conducted individual-specific outreach for every recruitment. Additionally, posted content on social media channels LinkedIn, Twitter, Instagram and Facebook at most optimized times of the day according to best practices using engaging and modern imagery and videos increasing traffic and a rise in the number of applications for difficult to recruit for and specialized areas of recruitment. Kept Facebook, Instagram, LinkedIn, Twitter and YouTube accounts contemporary with job openings and optimized the details for the purpose of findability with searches and for increasing click-through rates to the JobAps system.
- Administered the State’s contractually obligated reclassification grievance process.
- Worked in daily partnership with the Office of Policy and Management/Office of Labor Relations to monitor all aspects of the pandemic and provide regular guidance to Human Resources and Labor Relations staff in implementing responsive work rule changes and policies.
- Completed implementation of the Kronos scheduling system at the Departments of Children and Families, Correction, Developmental Services, and Emergency Services and Public Protection. This product allows for more efficient staff scheduling and monitoring in these 24/7 agencies.
- Completed transfer of all hard-copy employee personnel files (over 1 million documents) to electronic files within the UKG/PeopleDoc file management system. Designed and implemented several new workflows using the UKG/PeopleDoc employee case management system to automate business processes and implemented the employee self-service portal for all in-scope employees.
- Core-CT centrally mass-processed approximately 38,000 employment record updates upon agency request allowing HR staff more time to focus on more critical HR tasks.
- Processed over 7,000 medical leaves.
- Processed over 800 military leaves.
- Processed 1,080 retirements from 11/1/20 through 7/1/21 (average 120/month)

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 2020-2021

- Processed over 3,200 workers' compensation claims.
- Provided oversight of the workers' compensation Third-Party Administrator (TPA) and ensured contract compliance.
- Created and initiated common procedures and workers' compensation reconciliation in-service training for all processing staff.
- Conducted virtual workers' compensation file reviews. Introduced file review performance measures and rating system for third-party resolution managers (claims adjusters).
- Combined this evaluation with additional third-party quality assurance evaluations for an overall assessment of resolution manager performance.
- 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 budgeted agencies.

DAS Master Insurance Program

Public Service

The Workers' Compensation unit 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.

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 2021: **51,487**

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.

- 2021 number of employees in executive branch state agencies only: **31,170**
 - Full-time: 29,159
 - Part-time: 2,011
- Number of classified executive branch employees who left state service in FY 21: (Not including universities, colleges and UConn, UConn Health Center employees)
 - Full-time: 2,578
 - Part-time: 1,385

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 March 2011, DAS and OPM issued telework guidance for state employees along with [Item 2719-E](#) which expanded the telework guidelines to the executive branch. Plus, Executive Order 7H directs non-essential employees to stay home and stay safe: [Governor Lamont's Executive Orders \(ct.gov\)](#).

During the COVID-19 outbreak, most of the state's workforce worked remotely and the information that was typically provided to DAS was not submitted during the pandemic. State employees used time codes to reflect their teleworking status and confirmed work status with management.

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, revenue accounting for DAS Collections, purchasing, accounts payable, accounts receivable, payroll, grant administration, accounting, asset management, Print, Mail & Courier, 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:

- Office of the Governor
- Office of the Lieutenant Governor
- Connecticut State Library
- Department of Agriculture
- Department of Consumer Protection
- Department of Economic and Community Development (*payroll only*)
- Department of Housing (*payroll only*)
- Teacher's Retirement Board (*payroll only*)
- Department on Banking (*payroll only*)
- Office of Governmental Accountability (which consists of 6 independent units)
- Paid Family and Medical Leave Insurance Authority (*payroll only*)

Improvements/Achievement 2020-2021

- Managed funds in excess of \$1 billion including grants, state revenue, school construction projects, state bond projects, 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, critical in the state's response to the coronavirus pandemic. We assisted with housing for the homeless, setting up testing centers, setting up temporary hospitals, arranging for refrigerated trailers, and purchasing personal protective equipment (PPE), to name a few.

- Continued on-going fiscal strategy that allowed the office to devote limited resources to key functions within the agency.
- 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 the efforts in our visibility to be a central hub for the state of Connecticut 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.

Print, Mail and Courier Services

Public Service

Central Printing provides printing services on a charge-back basis at greatly reduced rates, as compared to commercial printing. Annual revenues normally range between \$500,000 and \$800,000 but as with most entities, this year's numbers will be impacted due to COVID-19. Besides printing the unit also covers photography and graphic design services for the offices of the Governor, Lt. Governor and multiple other executive branch agencies and quasi-public agencies. Mail and Courier operate as a free service 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 include Fed/Ex/Certified/USPS and interoffice services.

Improvements/Achievements 2020-2021

- As Covid continued into FY 21, Central Mail and Courier services began to provide services on a daily basis again and worked closely with all customers to ensure mail was picked up and delivered regularly, although most agency employees were still working remotely. During this time, they also continued to process the surge in mail volume for the Department of Labor as that agency saw mail demands that far exceeded their own staffing levels.
- Last year, DAS Mail collaborated with the Department of Environmental Protection (DEEP) to install a cloud-based system for certified and accountable mail reducing the

costs for both agencies. In June 2021, DAS Print, Mail and Courier moved from their current location at 18-20 Trinity (making this building available for public sale) and merged into the DEEP location. Both agency mailrooms are now co-operating out of 79 Elm Street, where they currently share many resources, saving the state even more money.

- Although DAS Central Printing continued to be a central source for all printing needs for agencies, printing came to a halt during COVID as agencies were forced to rely on electronic communications and publications, per executive orders. Print staff immediately switched gears and assisted with the high demand in the Mail and Courier operations during this time.

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. Given the challenges brought forth by the COVID-19 pandemic the Collections Division continued to deliver high recovery rates for the State of Connecticut.

Improvements/Achievement 2020-2021

- Continued to process \$1.2 billion in paid claims. This was accomplished through continued strong partnerships with our business partners within the State of Connecticut and eliminating manual processes wherever possible by replacing those processes 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 within the State of Connecticut. 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 after the initial start of the process applications will be received in a shorter time and more accurate eliminating the need for manual services which we presently rely on.
- Small estate recovery (Legal Rep.) recovered over \$4 million 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.
- Through the use of technology DAS will be able to increase productivity ultimately increasing recovery amounts. The Accident/Lien Units recovered over \$36 million. This was accomplished mostly through manual processes. With the help from DAS Procurement and DAS BEST IT Collections is in the process of updating its computer system which will greatly reduce any manual processes going forward and unlimitedly make our collections efforts more efficient and effective.

- The Billings Division works closely with our business partners within the State of Connecticut such as the Departments of Developmental Services and Social Services. The challenge is focusing on accuracy of billing which the staff is continually monitoring, assessing, and making corrections. The focus on ongoing billing accuracy is a priority within the Billings Division.

REAL ESTATE AND CONSTRUCTION SERVICES

The Real Estate and Construction Services area consists of the following: Fleet Operations, Leasing and Property Transfer, Legal Affairs, Policy and Procurement, Project Management, Property and Facilities Management, Regulatory Compliance and School Construction Grants and Review (currently housed with OPM).

Fleet Operations Division

Public Service

Fleet Operations serves over 90 state agencies and departments by providing them with safe, adequate transportation for business purposes at the lowest cost to the state. On average, there are 3,500 light-duty fleet vehicles in operation logging more than 30 million miles per year. Fleet Operations operates four inter-agency motor pools, three maintenance and repair garages, and an administration office to provide complete vehicle services through a professional staff of 38.

Statutes, Policy, and Executive Orders governing the Fleet Operations include:

- CGS § 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.
- CGS § 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.
- CGS § 4a-56 permits DAS to develop standards and specifications for the purchase of motor vehicles.
- CGS § 4a-67d 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/Achievements 2020-2021

- Successfully completed an extensive business case outlining the benefits of adding an automatic vehicle locator program, known as telematics GPS, to each of the fleet's 3,500 vehicles. Implementation began in January of 2021 with an average install rate of 100 devices per week.
- Continued to maintain and provide uninterrupted light-duty services through the COVID-19 pandemic and communicated guidance with agencies weekly on average. A vehicle sanitization process was implemented with over 5,000 vehicle sanitizations since September 2020.
- Successfully concluded a more than two-year conversation with Ford which resulted in the ability to perform, and be compensated for, in-house warranty repairs on fleet vehicles. This will significantly reduce the operational costs of vehicle deliveries to the dealer for warranty repairs, while being further reimbursed by Ford for technician labor.
- Responded to and supplied an order of 55 temporary support vehicles during the Department of Public Health (DPH) Nursing Home strike for DPH staff which were dispatched in just two weeks. Fleet Wethersfield staff performed safety inspections and maintenance on all 55 vehicles while continuing to provide uninterrupted service for regular vehicle appointments. Additionally, the spring season requests saw an additional 160 vehicles supplied for various agencies and programs.
- Reducing state business travel resulted in a 25% reduction of accidents/incidents in FY21 (285) compared to FY20 (399). Fleet also saw a 65% reduction in complaints/comments received from the "Am I Driving Safely?" program, with 188 notes in FY21 compared to 537 in FY20.

Leasing and Property Transfer

Public Service

The Statewide Leasing and Property Transfer Division's portfolio consists of approximately 1,789,866 square feet of office/courthouse/storage space for 50 state agencies, a reduction of 4% from the 2020 fiscal year. Statewide Leasing and Property Transfer manages 126 leases and 85 additional lease-outs/license/MOUs for a total of 211 agreements. In addition, the department also acquires and disposes of real estate for the same state agencies.

Improvements/Achievements 2020-2021

- Obtained multi-year savings, cost avoidance, and rental revenue of more than \$6.1 million for the 2021 fiscal year (cumulative total since 2011 exceeds \$100,000,000) by re-negotiating renewal rates, obtaining credits for the waiver of paint and carpet, canceling leases and reducing real estate taxes. Included in the number above, the division, leased-out state-owned space not currently needed by state agencies (\$460,000 for FY 2021). In support of its client

agencies the team completed over 33 transactions related to leases, conveyances, acquisitions, lease-outs and memorandums of understandings.

- Implemented cost-efficient, customer-focused initiatives and worked on many unique projects, one of kind transactions throughout the year providing high-level expertise and customer service to other agencies it serves.
- COVID -19 Activities (under Executive Order 7 (j)):
 - Hotel Agreements: Negotiated and procured Hotel rooms for the homeless shelter decompression effort (relocating the homeless out of shelters) due to Covid19 precautions, the Statewide Leasing and Property Transfer team maintains contracts for 171 hotel rooms in six weeks that continue beyond this fiscal year.
- Savings by reviewing tax invoices from lessors, seeking reevaluations, etc.
- Issued a Request for Proposal (RFP) on 340 Capitol Avenue, Hartford, an Opportunity Zone property, which was well-marketed resulting in one proposal. It was determined the one proposal was not responsive to the RFP and was rejected.
- Issued an RFP for the sale of 18-20 and 30 Trinity Street properties with proposals due July 9. The marketing program resulted in excellent interest in the properties. An evaluation and decision on the sale of the properties will be complete in the next fiscal year.
- Issued an RFP in late June for the sale of 129 Lafayette Circle, Hartford with proposals due in August.
- Eliminated leases for 3580 Main Street and 765 Asylum, both in Hartford, saving money and continuing our efforts to right-size the real estate portfolio.

Legal Affairs, Policy and Procurement (OLAPP)

The Office of Legal Affairs, Policy and Procurement (OLAPP) provide the legal, procurement and support services to the other units within the Division of Real Estate and Construction Services. OLAPP managed to implement improvements to its policies, processes and contracts despite working remotely during the fiscal year.

Project Support Services (PSS) manages the intake, processing, and tracking of all capital building construction project requests for Construction Services (CS). For small construction projects (under \$350,000), an agency may submit a request to either use a pre-approved trade labor service contractor, or to proceed with work that is to be publicly bid. For larger construction projects, an agency may submit a request for a capital building construction project to either be self-administered by the agency in accordance with CGS 4b-52 (a) or, if unable to self-administer, then CS will administer the project on behalf of the agency.

In FY 2021, the volume of projects initiated through PSS is as follows:

Type of Project Initiated	Total Number Initiated	Total Value Projects Initiated
State Trade Labor Contract	62	\$2,977,695
Public Bid by Agency	15	\$859,420
DAS/CS Administered Projects	15	\$86,899,906
Agency Administered Projects	47	\$22,054,466

Total Projects Initiated	139	\$112,791,487
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PSS administers the assignment process for an on-call consultant for capital building construction projects and assists in drafting and executing task letters for services to be provided by said on-call consultant. In FY 2021, the volume of task letters executed by PSS is as follows:

Project Administration	Total Task Letters	Total Task Letter Value
DAS/CS Administered Project	50	\$3,371,502
Agency Administered Project	48	\$2,371,429
Total Task Letter	98	\$5,742,931

PSS manages the processing of all construction contract agreements for DAS Construction Services. In FY 2021, the volume of contracts processed through PSS is as follows:

Agreement Type	Number Executed	Total Value of Executed Agreements
Contracts	31	\$25,320,195
Amendments	18	\$1,984,119
Guaranteed Maximum Price Amendment	1	\$33,048,017
Work Authorization Order	1	\$7,871,185
Assignment & Assumption	0	\$0
Total Executed Agreements	51	\$68,223,156

PSS also manages the intake and processing of requests for a declaration of emergency. Pursuant to CGS 4b-52 (c) the Commissioner of Administrative Services may act upon the request of a state agency and declare that an emergency condition exists at any State facility. An emergency declaration authorizes an agency to restore facilities under their control and management without inviting bids as required under CGS 4b-52 (b). To be considered for an emergency declaration, it is incumbent upon the agency to demonstrate that the condition adversely affects public safety or the proper conduct of essential government operations and that the condition is of such an emergency nature that an exception to CGS 4b-52 (b) is required.

The volume of requests during FY21 for declaration of emergency that were processed through PSS is as follows:

Type of Project Initiated	Total Number of Requests for Declaration of Emergency	Total Value of Requests for Declaration of Emergency
Declaration of Emergency	5	\$3,630,705
Total Requests for Declaration of Emergency	5	\$3,630,705

The Policy and Procurement unit (P & P) within OLAPP is responsible for all consultant and construction procurement for DAS capital projects. This responsibility extends to developing and managing the processes and forms utilized for each project delivery method as well as for all consultant solicitations.

The Major Construction Projects bid by P & P during the past fiscal year include:

BI-2B-387 – Roof Top A/C and Roof Replacement, 300 Corporate Place, Rocky Hill
BI-2B-465 – DPH Intermittent Power Source Upgrades, 395 West Street, Rocky Hill
BI-JA-481 – Bathroom Renovations, Carl Robinson Correctional Institution, 285 Shaker Road, Enfield
BI-JD-364 – Roof and Masonry Replacement, Bridgeport Superior Court, Bridgeport
BI-JD-369 – Roof Repair and Replacement, New London Superior Court, 112 Broad Street, New London
BI-MH-136 – CVH Emergency Steam Pipe Phase 2, Eastern Drive, Middletown
BI-MM-53 – Norwalk Roof and HVAC, Department of Motor Vehicles Branch Office Facility, Norwalk
BI-N-352 – DSET Training Area, State Police Academy, 285 Preston Avenue, Meriden
BI-RR-28 – Prudence Crandall Museum Restorations, 1 South Canterbury Road, Canterbury
BI-RT-877A – Athletic Field Construction, Grasso Technical High School, Groton
CF-RC-402 – CCSU Willard DiLoreto Parking Garage, 55 Paul Manafort Senior Drive, New Britain
BI-2B-438 – Lower Garage Ramp Restoration, 505 Hudson Street, Hartford
BI-RS-357BP1 – SCSU Lyman Center, HVAC/Electrical Renovations, 501 Crescent Street, New Haven

The Requests for Qualifications and Requests for Proposal Issue issued by P & P during the past fiscal year include:

CF-RC-403-ARC – Memorial Hall Renovations, Central Connecticut State University
OC-DCS-MBE-ARC -0016 – 0019 – On-Call Minority Business Enterprise Architect
OC-DCS-MBE-CIV – 0016 – 0019 – On-Call Minority Business Enterprise Civil Engineering
BI-RT-889-ARC – Bullard Havens Technical High School, Bridgeport
OC-DCS-EST – 0001 -0003 – On-Call Construction Cost Estimator
BI-RT-889-CA – Bullard Havens Technical High School, Bridgeport
OC-DCS ARC 0066-0072 – On-Call Architect
BI-RT-889-CMR – Bullard Havens Technical High School, Bridgeport
CF-R-317 – Pinney Hall Residence Hall Envelope Repairs and Building Upgrades, WCSU
OC-DCS-CIV-SUR-LA -0040-0046 – On-call Civil Engineering/Surveying/Landscape Architect

Besides conducting the solicitations mentioned above, P & P implemented major improvements to its policies, procedures and forms during the past fiscal year. It created a new policy and procedures for negotiating formal contract selections which establishes a negotiation committee to negotiate all formal contract selections. The Negotiation Committee is responsible for determining which of the top three firms, from a short-list of selected consultants, is most likely to provide the best value to the State for the proposed work based on a multitude of factors necessary for the faithful performance of the work. The Committee thereafter meets with the best value firm to negotiate their fee. During the meeting the Committee will identify areas where the firm appears to be out of alignment with other responding firms to give the firm the opportunity to adjust its fee. The intention is for the Negotiation Committee to recommend the consultant and proposal that is in the best interest of the state taking in to account the quality of the Request For Proposal (RFP), interview and fee proposal. If the firm is unwilling to adjust its fee the Committee may review the

next highest value firm and negotiate their fee appropriately. Once the negotiations are complete, the Committee is to provide a formal recommendation to the Commissioner for award.

As a result of this new policy and procedures, DAS and its administered projects realized significant cost reductions in design and construction administration fees. On one project alone, the new fee negotiation policy and procedures led to a savings of over \$1,500,000 in such fees when measured against fees for such services on comparable projects. Overall, we've achieved nearly \$10 million in savings on consultant contracts in our first six months of the new program.

The P & P configured and implemented CTsource, the new web-based eProcurement system that replaced BizNet as the "State Contracting Portal". Prior to going live with CTsource, P & P effectively and efficiently onboarded DAS/CS users and suppliers, and configured workflow and approval procedures in order to determine how users and suppliers worked together within CTsource. Once these foundations were in place, this unit developed training and support materials for both users and suppliers to ensure that everyone who would be using CTsource could do so with minimal training. P & P then imported 136 active DAS Construction Services contracts from BizNet into CTsource and created solicitations for thirty-six contracts for on-call consultants, formal consultants, and construction contractors. In so doing, the Unit developed greater efficiencies and more cost savings by leveraging the capabilities of web-based procurement from the perspective of both users and suppliers.

This unit updated all documents for On-Call Consultant Request for Qualifications (RFQs), Consultant RFQs, Construction Bidding, and Construction Manager at-Risk (CMR) RFQs and RFPs with respect to CTsource, best practices for insurance, anti-discrimination and anti-harassment, and several new legislative changes, including Public Act 21-76 and Public Act 21-198. P & P created a procedure allowing CMRs to bid to subtrades through CTsource. In addition, the unit created an automated due-diligence worksheet for Construction Bidding, providing a systematic quality assurance/quality control process to be used after each construction bid closes. It also revised the CMR RFP templates, providing a more simplified and effective method of procuring proposals from CMR firms that have been shortlisted based upon their responses to the initial RFQs.

Due to the sunset of BizNet and to remain compliant with the Connecticut General Statutes § [4b-95](#) and § [49-41a](#), P & P worked with the School Construction Unit to develop an application within the DAS/CS construction management web-based platform, PMWeb, for Contractor and Subcontractor monthly payment reporting. The unit developed training and support materials for Contractors and Subcontractors to ensure that firms could enter monthly payments into PMWeb with minimal training.

The Legal Affairs unit was responsible for assisting P & P with the solicitations, preparing and reviewing the contracts mentioned above, and assuring contract approval by the State Properties Review Board and the Office of the Attorney General. As a result of a retirement in the P & P unit, the Legal Affairs unit took on additional responsibility of bidding and awarding projects under C.G.S. Sec. 4b-91 et seq. Even with this additional responsibility and work, the unit continued at

the same level of productivity. It quickly addressed the changes to contracts required by Public Act No. 21-76, so that there was no delay in the contract approval process.

Staff in this unit provided legal services and advice to other offices or units within the Division, including Project Management, the Office of the State Building Inspector, Office of the State Fire Marshal, the Capital Area System unit, and Facilities Management. Such services included advising project managers on issues arising during construction, managing claims, preparing easements in connection with capital projects, drafting decisions involving building code appeals to the Codes and Standards Committee, developing a Memorandum of Understanding and Third-Party User Agreements for state agencies and private customers on the Capital Area System, advising on proposed legislation, and performing legal research on the contract issues.

Project Management

Public Service

Construction Services

Project Management encompasses design and construction, consultant selection, and project support services. It is responsible for all state vertical construction (other than for the 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 2020-2021

Project Management

Managed a project portfolio of over \$1.5 billion. Major projects that finished construction include:

- BI-RT-877 - CTHS - Grasso Additions & Renovations
- BI-CTC-500: NVCC Physical Plant
- BI-C-291: Department of Veteran's Affairs ADA Update

- BI RC-394: Barnard Hall Academic Building Renovation and Addition at CCSU
- BI-JD-369: New London Superior Courthouse Roof Replacement
- BI-C-292: Connecticut Veteran's Cemetery: Improvements to Cemetery Appearance Project
- BI-2B-401: 505 Hudson Street, Hartford, Fire Alarm Replacement Project
- BI-RD-299: White Hall Academic Building Floors 2 and 3 Renovations at WCSU

Major projects that are in construction include:

- BI-JA-465: York CI Central Plant and Piping Distribution System
- 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-RC-402: New Parking Garage at CCSU

Project Management continued its role of providing temporary facilities in support of the State's COVID-19 Pandemic relief efforts. Project Management staff were the on-site project leads during the reestablishment of the Temporary Hospital facilities, including at the Hartford Convention Center in anticipation of a fall/winter 2020-2021 second surge of virus hospitalizations, and primary point of contact for all state resources involved in the setup and overall coordinator in charge of the operation. This facility was not required to care for patient overflow from regional hospitals. Project Management Staff were also on-site supervising the recent removal of this hospital facility.

All Project Management staff transitioned to work at remote offices and construction jobsites during the COVID-19 Pandemic. Software systems supporting agency construction plan reviews and contract document review and execution continued along with systems allowing electronic review and execution of documents.

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 area and major cities in the state including Meriden, Mystic, Norwich and Waterbury. The Division 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 the 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 as well as chilled water for space cooling for thirteen state buildings and five private buildings, totaling over three million square feet of building space, which houses over 5,500 state employees and up to 4,000 private employees or patrons.

The Facilities Planning Unit provides statewide facilities planning activities, logistical services and operational support to state agencies involved in consolidations and relocations. The unit handles often complex logistical and change management aspects of moves including but not limited to, asset management disposition, schedules, records retention, planning and coordination. The unit also manages the trade staff and the Department of Correction Inmate Work Crews. This group is responsible for general maintenance, light housekeeping and special events.

The Governor’s Residence Unit is charged with the maintenance and care of this 110-year-old building on the register of historic places. The unit is responsible for coordinating and overseeing public tours and weekly public use of the Residence by nonprofit organizations.

The Statewide Security Unit provides for the overall physical security of state employees, clients, visitors as well as assets of the State of Connecticut in both state-owned and leased facilities. The unit develops and implements security standards, policies and procedures and standardizes equipment and systems to provide an effective level of security to the employees and the public and to state assets at all state-owned and leased facilities. The unit also administers the statewide workplace violence reporting system and assists other agencies in managing incidents. In addition, the unit is responsible for administering the state picture identification and access control systems for a vast majority of state agencies.

The Technical Services Unit develops and maintains a three-year capital improvement plan, ensures ADA compliance, life and safety as well as environmental compliance. The unit is responsible for inspections and provides project management services for minor construction projects and repairs. The unit collaborates with various state agencies on 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 properties and clients.

Improvements/Achievements 2020-2021

- Maintained pre-pandemic service levels in DAS state office buildings 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. These savings were realized as Facilities practiced effective remote-work strategies while maintaining a high level of function and productivity.
- Successfully moved state agencies housed at 18-20 Trinity Street and 30 Trinity Street into the newly renovated State Office building at 165 Capitol Avenue, 55 Farmington Avenue and 79 Elm Street in Hartford and making the Trinity Street buildings available for economic development opportunities, saving over \$1.4 million annually in operating costs.
- Started phase three of our energy improvement and lighting upgrade project, expanding into six of our larger area facilities. Estimated energy reductions are expected to save approximately \$500,000 annually.

Regulatory Compliance

Regulatory Compliance is made up of the offices of the State Building Inspector (OSBI), State Fire Marshal (OSFM) and Education and Data Management (OEDM). The highlights of the division’s fiscal year activities follow.

OSBI and OSFM resumed the development of the next *Connecticut State Building Code* and *Connecticut State Fire Safety Code*, in conjunction with the Codes and Standards Committee and its Codes Amendment Subcommittee. OSFM also worked in conjunction with the Fire Prevention Code Advisory Committee in the development of the next *Connecticut State Fire Prevention Code*. The meeting activities of those committees in FY21 were:

Code Development Meetings	#
Codes and Standards Committee Meetings:	11
Codes Amendment Subcommittee Meetings:	11
Fire Prevention Code Advisory Committee Meetings:	6
Correspondence Received:	12

The original plan to adopt the 2018 model codes shifted gears after the COVID-19 pandemic caused significant delays, and the current plan is to adopt the 2021 model codes in the final quarter of 2022. The codes are anticipated to be available for public comment by early 2022.

The Codes and Standards Committee also hears appeals from parties aggrieved by the decision of a local or state building official or fire marshal. FY21 totals were:

Appeals Received	#
New appeals:	16

OSBI and OSFM have responsibility for ensuring state buildings are built and maintained to the state building and fire codes, performing design reviews and inspections on new, altered and existing state buildings. The project intake, reviews and approvals for FY21 were:

Construction Projects	#
New Projects Received:	88
(Number of those that are "threshold") *	7
Permits Issued:	64
Certificates of Occupancy Issued:	21
Certificates of Approval Issued:	6

*The “threshold” projects noted above are those of a larger or more complex nature, as defined by the criteria set out in Connecticut General Statute 29-276b.

These new construction projects in FY21 added to ongoing projects from previous fiscal years. The following inspections were performed in FY21:

State Buildings – Inspections	OSBI	OSFM
Existing Building Inspections:	0	1,163
Construction Inspections:	1,992	938
Sub-Totals:	1,992	2,053
Total Inspections:	4,045	

Some of the many projects of note are UConn’s Science 1 building, UConn’s new Hockey arena, SCSU’s Health and Human Services building and new School of Business, CCSU’s Engineering building, Platt Technical High School, Bradley Airport’s Ground Transportation Center, the new Stamford Railway Parking Garage, a new hangar at Oxford Airport and the National Guard Readiness Center in Putnam.

The team ramped up its use of remote video inspections – first introduced in 2019 – due to the onset of the COVID-19 pandemic, resulting in a significant reduction in travel time and state vehicle use, while also providing much more responsive service to state construction projects.

OSFM has continued to transition its records of existing building inspections from paper files into BizNet and will further enhance this by integrating these records into a new construction permitting / inspections system over the coming year. That new system (CivicGov) will be deployed across OSBI and OSFM and will manage the intake, processing, review, inspections and closeout of construction projects by the team. It is anticipated to be implemented by July 1, 2022.

OSBI monitors the performance of the University of Connecticut’s Fire Marshal and Building Inspector’s Office (FMBIO), which reported the following activities in FY21:

UConn Buildings	#
Permits Issued:	186
Field Inspections Completed:	788
Certificates of Approval Issued:	167
Certificates of Occupancy Issued:	1

OSBI is also responsible for the certification and inspection of certain boilers and hot water heaters, as well as elevators, escalators, ski-lifts and other lifting devices, with the following key activities in FY21:

Equipment Inspections and Certification	Boilers, Hot Water Heaters etc.	Elevators, Escalators etc.
Equipment Inspected by State of CT Inspectors:	4,520	1,428
Equipment Inspected by Insurance Companies:	17,998	0
Sub-Totals:	22,518	0
Total Inspected:	23,946	
Total By State Inspectors:	5,948	

Total # of Registered Pieces of Equipment:	40,338	19,263
Total Fees Collected and Deposited (\$):	1,335,660	1,135,330
Number of Accidents Investigated:	2	33

The elevator and boiler teams are developing software solutions to provide customer portals that will enable the submission and recording of payments, and the issuance of invoices and certificates, to greatly reduce the manual processing currently required.

OSFM also provides regulatory oversight of the state demolition and crane safety codes, including licensing of operators and contractors, and the inspection of crane installation and use, and processed the following licenses in FY21:

Cranes and Demolition Licenses	#
Crane Operator and Hoister Licenses (New):	185
Crane Operator and Hoister Licenses (Renewed):	847
Demolition Contractor Licenses (New):	47
Demolition Contractor Licenses (Renewed):	477

The team has migrated its crane operator, hoister and demolition operations to the e-License software and the increased utilization of this solution has all but eliminated the need to process

paper checks. Paper applications have almost been phased out and more efficient ways of processing refunds/overpayments have been implemented.

OSFM also administers the state's *Fire-Safe Cigarettes* program and in FY21 processed 428 requests for approval. It also issued 7 *Flame Permits*.

The Office of Education and Data Management (OEDM) performs all credentialing responsibilities including training, testing and records maintenance for OSBI and OSFM.

OEDM 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. OEDM tracks pre-accreditation training, credentialing criteria, continuing education credits. In FY21, the following was accomplished:

Code Officials Training & Credentialing	#
Preparatory Training Programs Attendees:	72
Continuing Education Webinar Attendees:	6,049
Continuing Education Webinars Held:	19
Credentialing Exams Administered:	610

These programs are funded by Code Training and Education fees assessed on the construction value of local building permits from all Connecticut municipalities, which are collected and managed by OEDM.

To support these training activities, OEDM continued to work with Blackboard on a new Learning Management System (LMS). Over the course of FY21, custom fields and functions were implemented, which will eliminate paper forms and letters. Both fall and spring career development webinars were delivered over Collaborate, the video conferencing component of Blackboard. Each webinar series had three one-hour components, which made for ease of scheduling for OEDM constituents. The OEDM Blackboard LMS will go live in FY22.

OEDM also manages the National Fire Incident Reporting System (NFIRS) for Connecticut's 256 fire jurisdictions and maintains Burn Injury Report information for all Connecticut health care providers, and Hotel-Motel Fire Safety compliance documentation. The following reports were filed in FY21:

Data Reports Filed	#
NFIRS:	275,836
Burn Injury Reports:	139

FEMA introduced a new eNFIRS reporting system for fire incidents, and OEDM opted to implement the model where each fire jurisdiction enters its data directly into the federal database. This eliminated OEDM as the gatekeeper for reporting errors, yet still provides for the office to track jurisdictions that are delinquent in reporting and to access the national database for statistical reports. OEDM trained the local fire jurisdictions in the use of the new eNFIRS system.

School Construction and Grants Review

Public Service

The Office of School Construction Grants, Review and Audit (OSCGR) is responsible for grant administration, review and audit for all public-school construction projects seeking State reimbursement, administration of Connecticut Technical Education and Career System (CTECS) school projects, payment of vendors for CTECS projects, and project management of the state HazMat abatement program.

Improvements/Achievements 2020-2021

- Made a total of \$377,755,898 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 248 plan review meetings with school districts concerning various projects.
- Conducted audits of school construction projects, ensuring state funds were spent in accordance with the state's school construction laws, regulations and policies, enabling projects to be closed and post-audit payments to be made to towns and regional districts, and releasing state's books from unused granted commitments.
- Seamlessly moved operations online, primarily using Teams and Office 365, allowing OSCGR to remain in full operation with no break in service during the pandemic.
- Rather than a decrease in service, OSCGR succeeded in improving its functionality during the most trying of times. OSCGR not only fully carried out and improved its own services during the pandemic, but also provided data and research support, providing important actionable information for use by the state's emergency planners during the crisis.
- Hired a new architect, adding to the Plan Review capabilities of OSCGR.
- Refilled a School Construction Auditor position.
- Nearing construction completion at Grasso Tech athletic fields, proceeded with construction at Platt Tech, initiated design at Bullard-Havens and advanced site and project planning for the project at Windham Tech.
- Processed grant applications resulting in the Commissioner-recommended Priority List of school construction projects consisting of 15 new projects, with a maximum total project

cost totaling \$637,710,083 with a maximum state grant amount of \$392,874,668.

- Processed approximately 40 Non-Priority List projects, consisting primarily of roof replacement and code projects.
- Continued development of a more efficient and simplified process for the design review of school construction projects.
- Carried out more than 350 Haz-Mat abatement jobs, including sanitizing of the CTECS schools during the pandemic, and issued a new policy concerning school districts' use of the state Haz-Mat time and materials contracts on their school construction projects.
- During the pandemic, the Haz-Mat unit also assisted in the construction of an emergency N-95 mask cleaning facility in a DOT warehouse in New Haven and subsequently demolished it after it was no longer needed.
- In the past year the Haz-Mat unit oversaw the completion of approximately \$10 million of bond fund abatement and demolition, approximately \$5 million of construction bond fund abatement and demolition, and approximately \$15 million is school grant bond funds.
- OSCGR also assisted the Haz-Mat unit along with DAS to implement a new transparent, simplified State Contract for use of the State, municipalities and not-for-profit agencies to complete hazmat and demolition services.
- Updated information in OSCGR's new project tracking tool, which incorporates historic data from the legacy SCGMS software into an Office 365 custom app that now includes current project information.
- Consolidated project files into Teams, establishing the new paperless filing system for project records, going forward, that heretofore have been in paper folders.
- Carried out the School Facilities Survey required under state statutes and began data analysis of its results.

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.

Improvements / Achievements 2020-2021

BEST – Application Services

Large Program Implementations

- Enterprise Content Management:

- Implemented Enterprise Records Solution to 3 new agencies (TRB, DEEP, DESPP).
- Broadened our centralized support services, reducing reliance on vendor support.
- Kronos:
 - Implemented and supported live pay cycles for 4 agencies (DOC, DVA, DCF and DESPP), improving accountability and accuracy across systems.
- Enterprise Licensing Management System:
 - Expanded usage of the eLicense platform to 3 new business units (DEEP Pesticides, DAS State Marshals, DoAG Aquaculture).
 - Introduced a mobile inspection application to 6 new business units: DCP (Drug Control, Standards, Gaming, Liquor Control), AES (Entomology), DoAG (Animal Control), improving data collection and reporting.
 - Introduced My-Analytics – an integrated data analytics dashboard and reporting system to improve business insights and inform decisions.
 - Added self-service offerings for:
 - License Maintenance - for any credential change process.
 - Online Reporting – controlled access and filtering for public reports.

Enhanced Applications

- Medical Marijuana:
 - Introduced digital card system for Medical Marijuana Program- eliminates the need to mail ID cards to users.
 - Implemented online dispensary transfer process - eliminating wait times for approvals.
- OSFM Building Inspections and DVA Security:
 - added file and photo upload options, reducing paper processing.
- Collections Systems Interface – eliminating double data entry.
- BizNet Platform:
 - Refreshed Design – improved mobile and end-user experience.
 - Improved Security - implemented strong password requirements.
- Online Consultant Evaluation – Improved review process for Construction Services.

COVID-19 Response

- Assisted agencies in improving web-based user experiences, information, and service availability:
 - DECD - small business loan application, business certs and intake forms.
 - DOL - UI webpage redesign.
 - Enterprise – ReOpenCT, COVID-19, 180 skills sites, web analytics and reporting.
 - DESSP - CT Alerts program.
 - DPH – vaccine deployment, travel restriction content and forms.
- Support of rapid mass notifications to COVID-impacted businesses.

Digital Opportunities

- Partnered on major agency application and service redesigns:
 - Secretary of State (Business Registry Service).

- Department of Motor Vehicles (Digital Services).
- CT Paid Leave (Digital Services).
- Department of Economic and Community Development (Digital Services).
- Assisted in guiding agency digital modernization efforts:
 - Office of Policy & Management (Data & Municipal Services).
 - CT Governor's Workforce Council (Digital One Stop).
 - Department of Social Services (Salesforce Implementation).
 - Department of Agriculture (Grant Portal).
 - Department of Housing (Grant Portal and Case Management).
 - Department of Veterans Affairs (Digital Forms Assessment).
 - Office of Early Childhood (Service Portal).
- Partnered on Web content and redesign efforts across 50 different web properties supporting 28 different agencies:
 - Incorporated standard design elements.
 - Improved user experience.
 - Built information architecture and service taxonomy.

Enterprise Technologies

- Salesforce:
 - Custom Applications (utilize authenticated user profiles for personalized experience):
 - Business Checklist.
 - Business Resource Center.
 - Business Registration System.
 - Business Search Solution.
 - Integrations:
 - Common Identity Solution for Constituents- ForgeRock.
 - Microsoft Azure AD for Employee Authentication.
 - Address Validation – Melissa.
 - Payment Processing – Blackthorn.
 - Development Operations – Jenkins.
 - SMS – Twilio.
 - Document Generation - S-Docs.
 - Salesforce for Outlook.
 - Feature Activation:
 - Salesforce Community / Experience Web Site for Business.
 - Cases and Live Chat – DCP.
- Data Analytics and Reporting:
 - Utilized BI Dashboards and Reports, provided data from our Customer Service Ticketing. Reduced our overall average time to close tickets from 10 days in 2020 to 4 days in 2021.

BEST – Compute Division

- Successful migration of the COMPASS application from DOT Azure tenant to the State of CT Azure tenant with no impact on the agency to improve management.
- DPH pipeline stability in support of 4000% increase in throughput due to COVID19 test results.
- Connecticut Voter Registration System efficiently processed more than 700,000 new voter registrations and more than 650,000 absentee ballots.
- CICS system configuration updated to provide robust support for the DMV Modernization.
- Installed new backend storage solution, including the successful migration of over 2000 virtual servers with no impact to the agencies and services.
- Implemented two new Data Protection platforms and successfully migrated all data while implementing new encryption and tiering options for future consumption and archive functionality.
- Built out "Control Tower" in AWS offering foundation security, governance, and best practices for future AWS cloud adoption.
- Enhanced our Azure services by introducing security, governance, and best practices for future Azure cloud adoption.
- Implemented automation around our standard MS SQL builds.
- Completed an entire inventory of all SQL DBs and associated licensing with a roadmap for DB centralization.
- Negotiated a four-year contract with IBM significantly reducing year over year spend.
- Upgraded SEIM to a new platform.

BEST – Enterprise Architecture

- Support Agency initiatives:
 - Close collaboration with Connecticut Paid Leave to see through the successful Go-live.
 - Close collaboration with CT DMV for successful go-live of online services.
 - Close collaboration with CT DOL for Identity Proofing and Fraud Prevention.
 - Close Collaboration with SOTS for developing Business Registration System (CONCORD Replacement).
 - Facilitating a joint governance model for a single HHS Salesforce org supporting OEC and DSS.
 - Collaboration with DPH to stand up COVID Vaccine Finder app in record time.
 - UiPath Robotics Process Automation for CT Military Invoice processing.
 - SSO solution for LinkedIn Learning.
 - 15+ Solution and Architecture Reviews of various agency applications.
- New Enterprise capabilities for the State:
 - ForgeRock for external identities fully stood up with 80K identities and growing
 - MuleSoft Integration Platform supporting 25+ APIs for 4 different agencies.
 - Einstein Chatbot enabled for business.ct.gov
 - Blackthorn and Auth.net payment solution

- Azure Synapse enabled for DPH reporting pipeline.
- Windows Virtual Desktop pilot
- AWS as a cloud hosting option enabled for the state
- OWN backup introduced for Salesforce back-up
- Twilio enabled as SMS messaging platform

BEST – Network Services

BEST- UNIFIED COMMUNICATIONS:

- Continued consolidation and modernization of state telephone service. New migrations completed this year included the Governor’s office, DESPP Headquarters, and the Department of Housing. Projects currently underway encompass several DMHAS facilities including CVH Middletown, several DDS facilities and five DESPP Troop barracks.
- All Enterprise facilities are now in compliance with Kari’s Law, a 911 related law concerning access to emergency services.
- The Judicial Office in Rockville was migrated to the Avaya Enterprise voice system to support Contact Center agents working from home.
- Assisted State employees where needed in installation and setup of software-based voice-over-IP phones to assist them with working from home during the Covid-19 Pandemic. List of agencies follow but are not limited to: DEEP, DSS, TRB, DOB, Governor’s Office, DOI, SOTS, DCP, Office of the Comptroller, SDE, TRB, DOL, DAS, DESPP.

BEST- NETWORK SERVICES

- DVA Rocky Hill Campus’s Wi-Fi was upgraded and expanded for resident use.
- Negotiated a contract term of 3 years with a savings of \$200,000.00 for the network hardware support for several buildings.
- Partnered with CEN to improve Domain Name Services (DNS) resulting in enhanced Cybersecurity, automation, redundancy, and disaster recovery while reducing operating costs.
- Deployed Akamai DNS security to reduce Distributed Denial of Service (DDoS) to all executive state government websites.
- Established secure and private connectivity with two leading Cloud Service Providers; AWS Cloud Direct Connect and Azure Cloud Express Route.
- Provisioned approximately 50 additional 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. Increased resiliency and regionalization of emergency services and allowed the cancellation of numerous costly wire-line and broadband services.
- Completed the installation of the consolidated CJIS/COLLECT network infrastructure routers across 107 public safety locations
- Completed the relocation of 15 PSDN 911 PSAPs without any errors, delays, or downtime.
- Increased capacity for the Enterprise network between the Groton and Springfield datacenters.

- Increased overall network stability by replacing approximately 15 end-of-life, out-of-band management switches for the PSDN.
- Implemented Net Box application in order to consolidate multiple legacy databases. This will be foundational for future automation and optimization initiatives for the Network environment.

BEST- DATA CENTER SERVICES

- Migrated, repurposed, and decommissioned the Wide Area Network along with the associated data circuits for the State Department of Education and Department of Energy and Environmental Protection.
- Migrated key, larger-scale agency Disaster Recovery and Business Continuity environments into the state's Groton and Springfield Data Centers for the State Department of Education and Department of Energy and Environmental Protection.
- Performed the physical installation of the new Enterprise Storage Attached Network (SAN) at the Groton Data Center, in conjunction with decommissioning and proper disposal of the legacy V7000 SAN. This achieved savings with power, cooling and rack space of approximately 50%.
- Enhanced the bandwidth capacity and resiliency of the new Enterprise Backup and Recovery appliance supported by the Compute Division by redesigning 10G to 80G port channel cloud peering configurations resulting in standing up an Active-Active load balancing environment.

BEST - Security Systems and Operations

- Implemented a 24/7 Security Operations center providing continuous network and security monitoring to safeguard data and meet Federal Regulatory compliance regulations.
- Executed multiple Statewide phishing campaigns to aid in building a strong security culture.
- Deployed an Enterprise-wide vulnerability scanning tool that identifies vulnerabilities before threats can take advantage of them. Expansion to customer agencies in the next fiscal year.
- Planned effort for a security optimization assessment in Q1 of the next fiscal year.
- Implemented Malicious Domain Blocking and Reporting (MDBR) tool to prevent systems from connecting to harmful domains and help prevent ransomware attacks.
- Began planning and implementation of an upgraded security monitoring system that provides visibility into our Enterprise network.
- Provided facilitation of audits for State agencies that are required to follow Federal Regulatory Compliance standards which include but is not limited to FTI, CMS, SSA, HIPAA, and PCI. Coordinated mitigation efforts within the Enterprise network to ensure compliance and continued exchange of data with Federal partners.
- Managed the Security Awareness and Training program providing annual online security awareness training to all Executive branch employees.

- Partnered with Federal Agencies to share and disseminate critical and informational cybersecurity alerts to our State agencies.

BEST – Workforce Enablement

Device support:

- Developed Remote Desktop Gateway infrastructure, providing Statewide agencies the ability to safely work from home and connect remotely to their work desktop computers
- Supported the rollout of devices for HR Centralization – 76 users from 7 different agencies.
- Configured Windows Virtual Desktop Proof of Concept for various agencies.
- Supported the technology move for following agencies relocations to 165 Capitol Avenue: Office of Child Advocate, State Contracting Standards Board, Board of Firearms Permits and Examiners and Judicial Selection Committee.
- Deployed 4 agencies (DOC, DCF, DESPP, DVA) up and online with Kronos. Setup and configured an additional 50 Kronos clocks for the 4 agencies. Installed, configured, trained, and provided hardware support for all the agencies that have Kronos time clocks totaling 400 clocks.
- Supported the Print Shop move from 18-20 Trinity Street to 79 Elm Street.

Messaging:

- Completed the migration of all agencies to Microsoft Cloud email. This eliminates the need to maintain a large on-premise infrastructure to support the state email system.
- Completed the migration of approximately 31,000 disabled mailboxes – reduces on-prem costs and provides redundancy for the data.
- Upgraded and added new appliances for statewide secure mail system.
- Created and install new Hybrid Exchanges Servers in the VM environment to eliminate dependency on physical hardware and reduce costs and improve redundancy.
- Streamlined processes and improved insight to systems which has led to better control over the environment – Team effort and knowledge transfer.

Help Desk:

- The DAS/BEST Help Desk supports the IT infrastructure needs of State of Connecticut agencies, municipalities, K-12 Schools, Higher Education, hospitals, and private citizens. They also support CORE-CT ERP needs of State of Connecticut agencies and Higher Education. The Help Desk processed a total of 31,300+ requests during FY21.
- Provided co-lead support on optimization efforts for the new Service Desk. This effort included Review of all Help Desk support information provided by agencies, Evaluate best practices for implementation, Evaluate processes/tools (Service Desk solutions/Call Management solutions), and Recommend Service Desk model using best practices across state.
- Prepare to pilot new service desk tools and processes including a new Service Desk tool solution and a new Call Management solution.

- The Service Desk collaborated with the Web Hosting team to refresh the ITSM SharePoint site to improve navigation and access to content. This site is a resource to support BEST services provided by the Help Desk and Level 2 technicians. The site includes content for Standard Operating Procedures (SOPs), ITIL management processes and procedures, and Severity 1 process – contact lists for techs and severity 1 managers, on-call schedules and on-call resource/rotation documents.

Operations:

- The DAS/BEST Command Center Operations supports the after-hours Help Desk, 24x7 network and public safety data network monitoring, e911 monitoring and batch process monitoring.
- The Operations team decommissioned the GDC 7000 SAN, by removing, degaussing/destroying 550 SAN drives.

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 2,500 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. §§4a100 and 4a-101), and the Purchasing Card (P-card) 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 pursuing 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 2020-2021

COVID-19 Response

Procurement operated with a heightened sense of urgency and focus to support statewide COVID-19 pandemic efforts.

Following the directive to leave no stone unturned in the search for required goods and services, the team screened 2,770 potential suppliers and identified 468 as viable providers of required goods and services, of which 90 were new to Procurement; 23 of those identified were in-state suppliers.

COVID related purchases of \$207 million were made during the course of the year, of which \$61.6 million was directed to in-state suppliers.

Among the new or renegotiated agreements were all the contracts supporting testing site services, computer purchases and telecom agreements supporting telework, and remote learning contracts.

The team expanded P-Card usage to facilitate timely decentralized purchases where needed to support COVID and telework operations. Procurement worked closely with a number of suppliers who pivoted their operations to provide needed products, e.g., Easi-Buy produced gowns, Gilman Brothers manufactured beds, Biomed provided ventilators, and Modern Plastics fabricated face shields. Among the most critically watched items, 100 new ventilators were purchased and more than 28 million N95 masks were procured.

The other major initiative undertaken by Procurement during the year was the rollout of CTsource, the state's new e-sourcing platform. Despite the considerable demands of the COVID support effort the team launched CTsource for agency use in August and statewide use shortly thereafter.

Other accomplishments include:

- Administered a cross Agency procurement with DPH, OSC and OPM to consolidate testing services contracts done during the peak of the pandemic to position the State to realize lower pricing as well as secure availability of testing services resources more proactively.
- 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 state vehicles with fossil fuels.
- 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.
- Represented DAS on the Food Policy Council.
- Played a significant role on the E-sourcing implementation team with documents, testing and training for agencies as well as towns and municipalities.

Supplier Diversity

- Certified approximately 1,267 Connecticut owned small and/or minority businesses through the Set-Aside Program consisting of 571 SBE and 696 MBE companies. (July 1, 2020 to June 30, 2021).
- Organized and participated in several virtual events bringing together several Small Businesses to discuss the State of Connecticut S/MBE certification program partnering with CT Small Business Development Centers, Connecticut Procurement Technical

Assistance Centers, and several of the State Small Business advocacy organizations.

- Engaged in SBE/MBE outreach, including:
 - July 8, 2020 Black Lives Matter Discussions
 - July 31,2020 – Shop Black Owned Business Demo
 - August 11,2020- CT Source Training
 - August 14,2020- Surviving the Pandemic
 - August 27,2020- University of Hartford Entrepreneur Center – Webinar to Municipalities on how to get SBE Certified.
 - September 2, 2020 – Amazon Business Demo – SBE/MBE Training
 - October 2, 2020- STARS Training on SBE/MBE expenditure tool
 - October 2, 2020 Matchmaker SBE event
 - October 7,2020- STARS SBE/MBE expenditure tool training to state agencies
 - October 28,2020- Metropolitan District Commission – SBE Certification Training
 - October 30, 2020 – Town of Manchester Training on how to get certified as SBE
 - November 9, 2020- Minority Construction Council -Webinar on how to get SBE certified.
 - November 20,2020- Manager Day
 - November 25,2020-Agency Partner -Family Paid Leave Committee
 - December 3,2020- Prequalification and SBE training with he Federal SBA program
 - December 15,2020 – Federal SAMS training
 - January 13, 2021- Amazon Small Business webinar
 - February 4, 2021 – Improving Everyday Communication
 - February 5, 2021- University of Hartford – webinar how to get SBE certified.
 - March 5,2021- Buy Local Amazon Program
 - March 10,2021- National Assoc. of Women in Construction Conference
 - March 31, 2021 – Webinar on How to get certified.
 - April 21, 2021 -Woman Business Day
 - May 4, 2021 – Greater New Haven Chamber of Commerce presentation on SBE Certification program
 - May 26, 2021 – NASPO Engagement SBE initiatives
- Represent DAS, Supplier Diversity as a board member on the Advisory Board for the University of Hartford Entrepreneurial Center and Women Business Center.
- Working with the DAS, BEST team developed a custom reporting tool in the STARS system to capture the spending with Small/Minority Businesses. The reporting tool was implemented during this fiscal year to all state agencies utilizing the CORE financial system. Supplier Diversity conducted several training sessions and provided demo to all using state agencies.
- Currently developing enhancements to the STARS Small/Minority Business spending tool based on feedback from the agency users and changes to statute requirements. These enhancements will be implemented in FY 21-22. These enhancement include graphs, charts, reports on federal funds and spend with SBE/MBE ‘s .
- Supplier Diversity staff played a key role in the research and purchase of (PPE’s) Personal Protective Equipment from Small Businesses in Connecticut during the initial

phases of COVID 19. Many Small Businesses participated in the supply of PPE products.

P-Card Program

- Earned rebate of \$1,438,3421.70 based on contract usage of 175 groups comprised of state agencies, universities, municipalities, schools and non-profits.
- \$1,051,966.52 was deposited to the State's General Fund.
- \$386,375.17 was issued to individual client entities and municipalities that piggyback on our contract.
- Implemented the P-Card program for (7) new Client Entities during 2020.
- Moved to electronic signatures on all documents, including bank documents, during the pandemic, and is new practice moving forward.

State Surplus

- Total sales/revenue of \$2,642,682 for FY 2021.
- Sold 1,777 property auctions totaling \$323,452 in State revenue during FY 2021
- Reallocated 625 lots (approx. 7,101 items) of property within state agencies, municipalities and non-profits – saving the state from new purchases.
- Sold 737 vehicles totaling \$2,319,230 in State revenue during FY 2021

Construction Contractor Prequalification

- Prequalified 832 construction companies
- Generated revenue of \$599,113

LEGAL, LEGISLATIVE AND COMMUNICATIONS

Public Service

The Legal and Legislative Unit is responsible for providing legal and government relations support to the agency as a whole.

Improvements/Achievements 2020-2021

- 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. As part of this initiative, co-authored a Solar Power Purchase Agreement, which allowed at least a dozen solar projects to start across several state agencies, including at the technical high schools, at Department of Correction facilities, and at the State Office Building located at 165 Capitol Avenue.

- 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.
- Reviewed, analyzed, and provided guidance to employees on various provisions of the State Code of Ethics.
- Handled communications with 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, including the passage of several long-needed DAS proposals such as streamlining agency operations, modernizing real estate and construction processes, and modernizing the development of the State Fire Safety and Fire Prevention codes.
- Provided legislative updates to interested constituencies through the DAS blog.
- Represented the Commissioner on various boards and commissions including the following:
 - 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, ADA compliance.
- Oversaw the development of Memorandums of Understanding between DAS and other executive branch agencies for purposes of HR centralization and the cooperative and efficient delivery of state services in general.

Communications

- Collaborated with the Governor's office on DAS-focused press events on Statewide Human Resources, Cybersecurity and Information Technology.
- Worked with a statewide communications group (ESF-15) during the COVID-19 pandemic to share DAS-related information during the pandemic.
- 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 channels of communications.

- Assisted DAS procurement in using social media to promote some of their higher-profile RFP announcements to increase exposure.
- Continued to manage the majority of content on the DAS website including assisting other DAS business units in writing/editing/updating their website content.
- Maintained DAS's Twitter, Facebook, and LinkedIn accounts.
- Published 19 new blog post entries to disseminate positive agency accomplishments.
- Subscribed to online newspaper website PressReader to reduce online newspaper subscription prices and directed other executive state agencies to let their subscriptions lapse and use PressReader in the future in an anticipated savings of over \$5000 annually.
- Published several agency newsletters including the DAS Times and BuyLines for specific audiences related to DAS.

INDEPENDENT BOARDS AND COMMISSIONS

OFFICE OF THE CLAIMS COMMISSIONER

At a Glance

CHRISTY SCOTT, *Claims Commissioner*

Established – 1959

Statutory authority – Chapter 53 and § 54-102uu of the General Statutes

Office location – 450 Columbus Boulevard, Suite 203, Hartford, CT 06103

Statutory Authority

The ancient legal concept of sovereign immunity provides that the state cannot be sued for monetary damages. Unless the legislature consents, the state cannot be held liable for any damage or injury it causes, or for the cost of any goods, services or benefits received by the state.

The Connecticut Constitution provides in section 4 of Article Eleventh that: "Claims against the state shall be resolved in such manner as may be provided by law." Pursuant to that constitutional provision, the legislature established a procedure for the resolution of claims against the state in Chapter 53 of the General Statutes. That chapter requires claims against the state to be presented to a Claims Commissioner who is appointed by the Governor with the advice and consent of the General Assembly.

A claimant may seek an award of damages from the Claims Commissioner or may request that the Commissioner grant authorization to sue the state in Superior Court. If the claimant seeks a

monetary award, the Claims Commissioner must decide whether the claim is a “just claim,” which in equity and justice the state should pay, provided that the state has caused damage or injury, or received a benefit. If the Commissioner determines that the claim is a “just claim,” the Commissioner may either award payment in an amount up to \$35,000 or recommend payment in excess of \$35,000 to the General Assembly. If the claimant seeks authorization to sue the state, the Commissioner must determine whether the claim presents an issue of law or fact under which the state, were it a private person, could be liable and whether authorization to sue is just and equitable. Appeals from decisions of the Commissioner are made to the General Assembly.

Certain claims for damages are statutorily excluded from the Claims Commissioner’s jurisdiction, either because legislation exists that waives the state’s immunity for that type of claim, or because another forum exists in which the claim can be considered. For example, the Claims Commissioner lacks jurisdiction over certain claims related to defective highways and bridges; public works contracts; operation of state-owned vehicles; employment benefits; payment of grants in lieu of taxes; and tax refunds. The Claims Commissioner also may not consider claims upon which suit otherwise is authorized by law, including suits to recover similar relief arising from the same set of facts, and claims for which an administrative hearing procedure otherwise is established by law.

In 2008, the General Assembly expanded the Claims Commissioner’s jurisdiction to include a review of claims for compensation for wrongful incarceration. Section 54-102uu of the General Statutes authorizes the Commissioner to award compensation to individuals who have been wrongfully incarcerated and who meet certain statutory eligibility criteria.

Public Service

Summary of Fiscal Year 2021 Claims Activity

- During FY 2021, the Commissioner received 414 new claims. A total of 23 of those new claims were adjudicated or disposed of in FY 2021. A total of 175 total claims were adjudicated in FY 2021.
- Of the 414 new claims filed in FY 2021, 157 were filed by inmates. Of the 175 claims adjudicated during this year, 64 were claims which arose while the claimant was an inmate and in the custody of the Department of Correction.
- The Commissioner entered awards for claims adjudicated in FY 2021 totaling \$89,383.53 for 28 claims where the award did not exceed \$35,000.00. Seven additional claimants were granted permission to sue the state.
- The Commissioner also awarded \$9,567,708.00 for 2 wrongful incarceration claims in which the claimant was found eligible for an award.

Improvements/Achievements 2020-2021

In fiscal year 2021, the Office of the Claims Commissioner focused on ensuring that the strains placed on our resources by the pandemic did not impact our accessibility and efficiency for claimants. To that end, we significantly decreased the average amount of time required to process a new claim and we improved our response times for inquiries from parties, responding to most inquiries on the same business day as received.

In addition, legislation enacted during the 2021 legislative session provides a mechanism by which the Commissioner may grant permission to sue without holding an evidentiary hearing for certain claims and clarifies that permission to sue is deemed granted in medical malpractice claims once a legally sufficient good faith certificate is filed. Both of these changes support the office's ongoing efforts to resolve claims more efficiently and fairly, and thereby to eliminate the longstanding backlog and streamline the claims process generally.

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, Salvatore Vitrano, Esq., of Burlington; 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 2020-2021

- Implemented the eLicense platform through which, since October 2020, each state marshal now pays the annual statutory fee, uploads proof of mandatory liability insurance, and updates their personal demographic data in the eLicense credentialing system. This automated program allows state marshals to instantly update their data at any time, drastically reducing the amount of paperwork and decreasing postage expense. State marshals no longer mail paper checks to the Commission, instead they are able to conveniently pay their annual fee via credit card or electronic funds transfer.
- Worked with the Department of Motor Vehicles (DMV) and the Criminal Justice Information System (CJIS) Governing Board to implement a self-service user portal through which the individual marshal now electronically accesses and queries the DMV database directly, without having to first call the Commission staff.
- In conjunction with the State Marshal Advisory Board, the Commission has formed a working group to update the 2017 State Marshal Manual.

STATE PROPERTIES REVIEW BOARD

At a Glance

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 review and approving the various transactions proposed by the client agencies, the Board has the opportunity to modify and improve the proposals to ensure that they reflect market prices favorable to the state, are financially prudent, and conform to state laws. The Board typically achieves quantifiable savings to state taxpayers, usually in excess of the costs of Board operating expenditures.

Improvements/Achievements 2020-2021

- A total of 217 proposals were reviewed and acted on by the Board during this fiscal year.
 - 42% from the Department of Transportation
 - 39% from the DAS Division of Construction Services
 - 14% from the DAS Leasing and Property Transfer
 - 5% from all other agencies
- The average time to review proposals was 28.2 calendar days per contract (including weekends and holidays).
- In order to assist agencies with their urgent projects, the Board reviewed the following proposals within an average of eleven (11) days:
 - Of the 85 consultant contracts reviewed by the Board for the Real Estate and Construction Services, six (about 7%) 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 31 DAS/Leasing proposals reviewed by the Board, four (about 13%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to DAS leases expiring.
 - Of the 90 proposals reviewed by the Board for the Department of Transportation, four (about 4%) 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) (about 12%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to a Federal USDA 2015 Funding deadline was nearing expiration.
- It should be noted that the Board’s business was paperless/digital for this year. Agencies were able to upload their proposals and the Board conducted its reviews online. This eliminated and reduced agency staff time from making multiple copies thereby making the process more efficient and saved taxpayers’ funds.
- The Board’s recommendations resulted in quantifiable annual taxpayer savings in third-party transaction costs of approximately \$1,309,293.55.
- The Board’s staff continued to work with agencies such as DOT, DAS/Real Estate and Construction Services, DAS/Leasing & Property Transfer, DoAg and others to improve

communication with the Board and reduce processing delays associated with the submission of the proposals and the administrative returns.

- During COVID 19, the Board quickly adopted work from home and social distancing policies. It has been conducting its business via telephone conference since March 19, 2020. In some instances, we also had guests present at these telephone conferences. The Board made sure that there were/are no impacts or delays on agency projects/proposals from the Board side because of this COVID 19 situation.
- 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, etc.

STATE INSURANCE 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 full-time employees – 2

Recurring operating expenditures, 2020-2021 - \$22,150,731.94

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. Section 4a-19, 20 and 21, the principal duties of the Board are: 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. Effective July 1, 1998, House Bill #5622 amended the Board's duties to 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 2020/21

- Worked with State agencies to manage property risks. Emphasis was on reducing human element exposures and natural hazards exposures.
- Provided insurance and risk management training and guidance to all State agencies.
- Consulted with the Department of Administrative Services, Department of Transportation, University of Connecticut, Board of Regents and other State agencies on insurance, contractual transfer and risk management initiatives.
- Worked with Department of Administrative Services Fleet Operations and State's third party administrator to identify automobile and highway liability accident trends and develop training tools to assist in the safe driving habits of State employees.
- Conducted semi-annual Large Loss automobile and highway liability claim review. Provided reserve, settlement authorization and litigation direction to the third-party claims administrator.
- Worked with the Department of Administrative Services to develop and issue a Request for Proposal to evaluate and select a third-party claims administrator for 2022 for automobile and highway liability claims services.
- Consulted with State Auditor's Office and Comptroller's Office to evaluate each State agency's financial control to assist in determining appropriate fidelity bonding limits for State Public Officials.

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 for most State locations. UConn campuses, Board of Regents locations, Connecticut Valley Hospital and the New Haven Rail Yard are subject to a \$1,000,000 deductible. The 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 \$25,419,671.37 of which \$6,018,885.99 represents self-insured retentions, deductibles and third-party administrative fee reimbursements in accordance with various insurance policy provisions. Reimbursements amounted to \$3,268,939.43, 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 \$274,999.92 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 \$417,090. 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, which are licensed or approved by the State of Connecticut Insurance Department.

2020/21 Insurance Expenditures

<u>Category</u>	<u>Amount</u>
Accident & Health	\$ 685,760.24
Agent of Record Fee	\$ 274,999.92
Aircraft	\$ 91,863.20
Fire & Extended Coverage	\$ 7,978,955.00
Liability, incl. Liquor Liability	\$ 1,254,743.99
Highway/Bus/RR Liability	\$ 9,905,401.47
Motor Vehicles	\$ 4,859,167.55
Watercraft	\$ 86,148.00
Miscellaneous & Others	\$ 224,574.00
Surety Bonds	\$ 58,058.00
TOTAL GROSS EXPENDITURES	\$25,419,671.37

LESS: REIMBURSEMENTS \$(3,268,939.43)

TOTAL NET EXPENDITURES \$22,150,731.94

Status and Disposition of Claims

F.Y. 2020/21

A) Pending Claims Over \$100,000

Category	Claim Count	Total Outstanding
Automobile Liability	32	\$8,578,281
General Liability	0	\$ 0

B) New Claims Filed During F.Y. 2019/20

Category	Claim Count
Automobile Liability	284
General Liability	389

C) Settled Claims Over \$100,000

Category	Claim Count	Total Paid
Automobile Liability	11	\$2,467,500
General Liability	0	\$ 0