

Office of Policy and Management

At a Glance

Melissa McCaw, Secretary

Konstantinos Diamantis, Deputy Secretary

Established: 1977

Statutory Authority: Sec. 4-65a et seq., C.G.S.

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

Average number of full-time employees: 143

Recurring operating expenses, 2020-2021:

General Fund: \$314,999,248 (includes \$300,743,879 in Grants-In-Aid)

Insurance Fund: \$482,343; Mashantucket Pequot & Mohegan Fund: \$51,472,789

Enterprise Fund: \$150,432; Private/Federal Funds: \$549,601,701;

Capital Outlay: \$143,088,155

Mission

The Office of Policy and Management (OPM) reports directly to the Governor and provides information and analysis that the Governor uses to formulate public policy for the state. OPM also assists state and quasi-public agencies and municipalities in implementing the law and public policy on behalf of the people of Connecticut. OPM prepares the Governor's budget proposals; assists in drafting the Governor's legislative proposals; implements and monitors the execution of the enacted budget; and oversees the executive agencies that report to the Governor.

2020-2021 Accomplishments

Following is a list of various accomplishments by OPM for Fiscal Year (FY) 2021, divided by subject matter and division:

Office of the Secretary

- Pursuant to a Memorandum of Understanding with the Connecticut Port Authority, the deputy secretary of OPM, Kosta Diamantis, oversaw the State Pier Improvement Project at the port of New London as it moved through various stages of preparation and awarding of contracts. All state bond funds for the project were approved and committed this past year. Considerable work and oversight was necessary for the controlling of, and settling on, costs and obtaining necessary permits for the project. Expected to be complete in FY '23, the pier will facilitate a wind energy development operation for the Eversource electricity utility and Oersted, an offshore wind energy company, and, in addition, will make New London a substantial commercial port on the East Coast and the State of Connecticut an economic hub for the region.

Strategic Initiatives and Accountability Unit

- Continued to participate in the State's emergency response to COVID-19 as the financial component within the Emergency Operations structure called NIMS (National Incident Management System). With a variety of State partners, assisted in setting up funding and tracking of over \$2 billion of expenditures related to the CARES Act to increase hospital capacity, increase nursing home capacity and safety, address assisted living center safety and increased capacity, created recovery centers, created feeding programs for those experiencing food insecurity, created sheltering programs to deconcentrate homeless shelters and accommodate essential State employees, created a testing program, added lab capacity, and administered what is expected to be a \$350 million testing, contract tracing, and clinical monitoring Statewide program. Worked across State agencies to assist in the programming of \$2.6 billion of American Rescue Plan Act funding with the Governor's Plan sent to the Legislature in April.
- Onboarded a consultant to assist Executive Branch Agencies to prepare for 5,000 to 6,000 non-higher education staff retirements by June 30, 2022. OPM in cooperation with the Department of Administrative Services (DAS) jointly oversaw this initiative and with the help of individual agency Commissioners, Executive Directors, and employees embedded into consultant teams, continuity of operations plans were compiled while promoting agency restructuring and the use of more automation while capturing workspace economies. \$600 - \$900 million of efficiencies were identified.
- Continued to critically examine the clinical operations and the academic mission of the UConn Health organization while reconciling the level and drivers of the necessary State support. With pre-COVID State support needs approaching \$350 million annually and increasing to an estimated \$400 million in FY 2021 due to the cancellation of elective surgeries and the slow return to normal operations, UConn Health continues to look for an operating model that supports the academic mission and solidifies the underlying financial strength of the organization without the need for continued State financial support.
- Supported the assessment of the long-term viability of the Connecticut Retirement Security Authority (CRSA). The CRSA launched and is poised to offer an employee payroll deducted retirement plan to small businesses who currently do not offer a plan to their employees. The first PILOT will occur in the fall of 2021 with a full statewide launch in January of 2022.
- Continued to work with the State's external actuary to model five possible pension buyout options with two being viable and if implemented, would represent an estimated \$108 million of budget savings equally spread over 25 years while concurrently offering retirees a lump sum option on a portion of their retirement payment.
- Supported the work of the Municipal Accountability Review Board (MARB) and worked with the administration, Fire Chiefs, and Fire Commissioners in West Haven to create a Tri-District Administrative Operating Model which will begin the long process to create, approve, and implement sustainable budgets for all three free standing fire districts eventually leading to long-term fiscal sustainability to ensure the continued delivery of a critical public service.

Data and Policy Analytics Unit

- Completed development of a ten-party interagency agreement to improve data sharing, as part of expansion of the P20 WIN integrated data system. In FY 2020-2021, the unit began administration of P20 WIN, launched planning for a research agenda and technical upgrades, developed new governance materials and a plan for community voice through a Resident Advisory Board, and began to increase state analytical capacity through staffing and increased training and capacity-building opportunities. The expansion of P20 WIN was cited as an example of “common platforms and visible successes” in the Connecticut CREATES report.
- Continued to provide daily support to state efforts to provide public information on the COVID-19 pandemic, with development of additional data stories on Vaccination, Contact Tracing, COVID-19 Cases in Schools, School Participation, School Learning Models, and Economic Recovery. The data stories have received over 3 million views in the past year, with the data referenced and used by local and national media and state and local leaders. In partnership with U.S. Digital Response, the Governor’s Office, the Departments of Economic and Community Development and Labor, the unit also developed the COVID Economic Recovery Dashboard with state, national, and private data sources to provide data and narrative for state staff and the public.
- Completed the second State Data Plan, submitted to the Connecticut Data and Analysis Technology Advisory (DATA) Board. Implementation of the two-year plan began in 2021 and includes efforts to update, consolidate and retire assets on the open data portal, launch of an ‘equity affinity group’ of state agency staff, with a focus on improved reporting on race / ethnicity, language, gender identity and sexual orientation across agencies, development of an interagency working group on geospatial data, and increased cross-agency coordination through development of shared tools, processes and training and capacity-building opportunities. The focus on equity continued in work with Governor’s Council on Women and Girls (COWAG) to modernize Connecticut’s Affirmative Action annual reports, to ensure report data reflects the diversification of the labor market in recent decades and to identify streamlined tools for reporting and advancing the statistical methods in the plans.
- Provided leadership and support to several cross-agency efforts: for the Two Generational Advisory Board staff served as interim 2Gen coordinator and co-chaired the Benefits Cliffs subgroup, which developed a Benefits Cliffs dashboard in conjunction with the Federal Reserve Bank of Atlanta, which is being piloted throughout the state; serving as Team Lead for Reporting on Executive Order 1, focusing on sustainability; acting as Chief Administrative Officer for the Governor’s Workforce Council Data and Performance Committee; serving as co-chair for the Governor’s Council on Climate Change State Asset Vulnerability Working Group; representing OPM on the Governor’s Taskforce on Housing and Supports for Vulnerable Populations and in development of a coordination review for service delivery; and as a participant in the National Governor’s Association Learning Collaborative on Impaired Driving.

Legislative Unit

- Worked closely with state agencies on their legislative proposals. With the Governor's office, staff reviewed each state agency's package of legislative proposals, met with agency heads, reviewed, and approved public hearing testimony, and helped manage agency legislative activities. Ensured agency actions were coordinated with the policies of OPM and the Governor.
- During the 2021 Regular Legislative Session, the Connecticut General Assembly (CGA) introduced 2,808 bills (1,118 in the Senate and 1,690 in the House). A combined 670 bills were reported out of committee and 239 bills passed both the Senate and House. During the 2021 Special Legislative Session in June, the CGA introduced two bills that passed both the Senate and House. Of the 241 bills that were passed in 2021, Governor Lamont signed 237 and vetoed 4.
- Worked with the Office of the Governor's (OTG) Legislative Team to navigate the CGA's first virtual session. Committee meetings, hearings, and sessions were broadcast over CT-N and YouTube platforms. Because the Legislative Office Building remained closed to the public, the OPM/OTG Team had to adapt its approach in meeting with legislators and stakeholders for policy discussions and deliberations. Both the Teams and Zoom platforms in addition to safely distanced and masked meetings were the format for interactions.
- Provided a broad range of support for the Governor's legislative proposals throughout the committee process including initial policy development, drafting, and coordinating testimony, working with legislators to advance bills out of committee and for final votes in each chamber, and helping to implement new laws as passed. In some instances, bills were voted on multiple times in chambers which meant additional consultation on amendment language.
- Ensured the passage of key Governor's proposals, along with agency packages, focused on racial justice and equity, continued response to the current public health emergency, and structural reforms to state government.
- Provided oversight as representative of the Secretary on the board of directors for the Connecticut Port Authority as it continued the New London State Pier expansion project in anticipation of facilitating wind energy production by Eversource and a private energy company, as well as making the pier available to increased commercial activity on the future.

Assets Management Unit

- Chaired the 5G Council and received, reviewed, and voted on specific wireless carriers' requests on State-owned property.
- Worked closely with the Executive Director of Community Mental Health Affiliates, Inc., (CMHA), to advance a long-delayed acquisition of a facility to relocate CMHA clientele. Successfully identified and ultimately acquired a vacant nursing home, which will be renovated and up and running for May 2022.
- Assisted other units with the State Pier project in New London, including assisting in drafting the Harbor Development Agreement (HDA); consulting with the HDA partners, Eversource and Orsted (collectively, NEO); negotiating with fishermen who had been using the pier; working with

Mohawk Industries and Cross Sound Ferry as abutting business owners to ensure their concerns are addressed; serving as a member of Pier Project's Joint Technical Committee (JTC).

- Authored the OPM Real Estate Plan to Reduce Excess Space and Maximize Efficiencies to Achieve Savings While Meeting Executive Order 1 Goals, which describes the plan to reduce the state's real estate holdings and, therefore, its carbon footprint, resulting in savings of hundreds of millions of dollars.
- Worked with the Boston Consulting Group to offer numerous cost savings concepts for the CREATES Report.
- Worked closely with DAS to negotiate the purchase of the Capitol Area System Thermal Energy Plant.
- Worked with Office of the Governor, agency Commissioners and Deputy Commissioners, and municipal officials, on various asset matters, including the annual legislative conveyance bill.
- Represented OPM in discussions with UCONN for new site to house the Windham Technical High School, which included assisting UCONN in mitigating liability from the vacant Bergin Correctional Facility.
- Continued task force effort for COVID-19 related issues involving homeless shelter hotel contracts, hotel negotiations for first responders, and efforts to find and acquire suitable warehouse for emergency equipment and conducted assessment of existing emergency management storage facilities.
- Pursuant to Governor Lamont's Executive Order 1, served as OPM's designated Senior Sustainability Officer (SSO) and member of the Steering Committee; member of the following subcommittees: Finance; Renewable Energy; and Energy Sustainability.

Legal Unit

- Provided broad range of legal analysis and advice to the Secretary and Deputy Secretary on budget, legislative, regulatory, administrative, contract and litigation matters throughout the year.
- Coordinated drafting and revision of Governor's legislative proposals for 2021 Legislative Session and coordinated post session drafting of required new state contracting language.
- Provided legal analysis and advice on distribution of federal COVID-19 relief funds.
- Provided assistance and counsel to the Connecticut Port Authority, including addressing the internal and financial control issues related to the day-to-day operations of the Connecticut Port Authority, its bonding packages, and the State Pier Project (Project); assisted with the negotiation and contracting with the Project construction manager; and assisted with the issuance of Project permits, local issues with the City of New London and other State Pier tenants.
- Participated in COVID-19 ECF 5 legal working group to support COVID-19 Executive Orders and legal support needs, including assisting DAS in contracting for personal protective equipment, lease space, drafting or assisting with the drafting of executive orders needed to respond to the pandemic.
- Worked with OPM's Budget Division, reviewed, provided comments, and approved proposed regulations submitted by agencies for consideration prior to submission to the Office of the Governor and Office of the Attorney General for final review.

- Worked with OPM’s Chief Data Officer to support drafting governance and legal framework for interagency data sharing, and the submission of a legislative report pursuant to Section 2(e) of Public Act 19-78 regarding the uniform interagency data sharing protocol that OPM is in the process of developing and implementing to promote improved cross-agency and cross-sector collaboration; as well as a report to the legislature pursuant to PA 19-153, on legal issues that impact inter-agency data sharing.
- Evaluated and provided advice to the Secretary on various complex litigation matters against the state, including renewed settlement negotiations in the Sheff v. O’Neill school desegregation case, MDC-Hartford Landfill litigation against the Department of Energy and Environmental Protection, Noresco / DMHAS arbitration, among others.

Division of Administration

- OPM’s Human Resources Unit successfully onboarded forty-five (45) new labor relations staff as part of the Governor’s human resources and labor relations centralization initiative. The forty-five (45) labor relations staff members became OPM employees on August 28, 2020. As part of this initiative, OPM, along with DAS, reorganized the State of Connecticut’s Human Resources and Labor Relations operations into a contemporary/centralized structure. By doing so the State has been achieving more consistent standards and control, and a critical mass of competencies, while also having the flexibility and mobility to respond to agency needs on-site.
- IT initiatives included:
 - Web applications as follows:
 - Created a system to help aide BEST security in phishing email analysis. The system dramatically reduces the amount of time it takes to perform email analysis, allowing BEST to quickly mitigate a threat.
 - Began exploring options to replace the current Grievance Tracking system utilized by the Office of Labor Relations for tracking the various stages of a grievance, including scheduling and responses.
 - Completed a full network upgrade to replace out-of-date technology.
 - Upgraded server environment to Windows Server 2019.
- The Division of Administration continued to provide centralized administrative support to its sister divisions regarding grants management, including but not limited to:
 - Administration of the Nonprofit Grant Program, which pursuant to C.G.S. Sec. 4-124v provides Grants-in-aid through a competitive process to selected private, nonprofit health and human service organizations that are exempt under Section 501(c)(3) and receive funds from the State (including Medicaid) to provide direct health and human services to State agency clients.
 - Administration of the Local Capital Improvement Program (LoCIP), which distributes formula-based entitlement funds to municipalities to reimburse the cost of eligible local capital improvement projects such as road, bridge, or public building construction activities pursuant to C.G.S. Sections 7-535 through 7-538.

- Development of a Request for Applications, awarding and administration of Neglected Cemetery grants to eligible municipalities for the purpose of municipal maintenance of neglected burial grounds and cemeteries pursuant to C.G.S. Sec. 19a-308b.
- Awarding and administration of Regional Services Grants to Councils of Governments pursuant to Section 29 of Public Act 19-117 and C.G.S. Sections 4-66k(c) and 4-66r.
- Staff completed the following tasks pertaining to the Coronavirus global pandemic during the fiscal year:
 - Updated Safety Plans, as needed;
 - Coordinated the development of updated telework schedules, as needed;
 - Maintained adequate supply of Personal Protective Equipment to provide a safe working environment for staff;
 - Maintained and updated website, as needed;
 - Provided advice to private entity to provide funding to support the hiring of contractors to serve as Governor Lamont's COVID-19 Mitigation and Recovery Advisors;
 - Drafted, executed, and administered contracts with six (6) contractors to serve as Governor Lamont's COVID-19 Mitigation and Recovery Advisors to develop programs to support the needs of the vulnerable and disadvantaged populations most impacted by the COVID-19 Pandemic;
 - Continued to provide guidance and assistance to staff including, but not limited to, when they or their family members tested positive for COVID-19, conducting contact tracing for OPM staff, administering COVID-19 vaccine records for the COVID-19 compensatory time incentive, as well as many other issues as they arose as a result of the pandemic. In addition, OPM's Human Resources Unit continued to work with other agencies on COVID related matters;
 - Continued to provide IT support enabling staff to efficiently work in a remote environment;
 - Developed on-line contact tracing form for staff to complete when working on-site;
 - Began development of an on-line request form and database for all state employees to use to request a telework schedule;
 - Made required changes, as needed, to the Coronavirus Relief Funds web application developed for municipalities to request reimbursement for COVID-19 related expenses;
 - Completed development of a web application for Assisted Living Service and Managed Residential Community facilities to request reimbursement for the weekly COVID-19 testing of staff from Coronavirus Relief Funds, pursuant to Governor Lamont's Executive Orders 7UU and 7AAA;
 - Reviewed and processed payment reimbursement requests from Assisted Living Service and Managed Residential Community facilities for weekly COVID-19 testing of staff;
 - Processed COVID-19 payments to municipalities and Criminal Justice providers;
 - Set up accounting in Core-CT for the various federal COVID funding streams;
 - Prepared quarterly reports of federal COVID-19 expenditures incurred by OPM; and
 - Accounted for the deposit of federal funds, including the transfer of over \$1 billion of revenue to offset expenditures incurred by other state agencies.

Budget Division

- Produced the Governor's recommended biennial budget for fiscal years 2022 and 2023 and provided support to the OPM Secretary and staff of the Governor's Office during the 2021 legislative session, which saw enactment of several major new initiatives, including expanded gaming, legalization of cannabis, and creation of a new workforce coordinating agency. Assisted in crafting a comprehensive resolution to expanding gaming in the state in order to maintain the state's competitiveness in this field. Assisted in developing a regulatory, tax, and public safety policy framework for the legalization of recreational cannabis. Guided the process of proposing and creating the Office of Workforce Strategy, charged with inter-agency collaboration and policymaking regarding the state's workforce needs. Provided operational, analytic and management support to the OPM Secretary and Governor in implementing the fiscal year 2021 budget, including development of internal financial plans and gubernatorial measures to address an anticipated mid-year budget deficit due to the COVID-19 public health emergency.
- Provided extensive and detailed support to the Secretary regarding various gubernatorial and executive actions to address the COVID-19 public health emergency. Analyzed federal legislative actions and assessed the implications for the state. Managed development of statewide plans for the allocation and distribution of \$4+ billion in federal and state funding related to the COVID-19 pandemic, including \$1.38 billion of Coronavirus Relief Funds and \$27.9 million for the Governor's Education Emergency Relief Fund grant. Directly responsible for applying for and receipt of \$2.8 billion Coronavirus State Fiscal Recovery Fund grant from the U.S. Department of the Treasury; coordinated multi-agency effort to develop the Governor's proposed allocations of that funding, reviewed final legislative allocations, and provided direction to agencies on implementation of enacted allocations. Applied for and assisted in disbursing nearly \$500 million in federal Coronavirus Local Fiscal Recovery Funds to eligible Connecticut municipalities. Applied for and assisted in allocating \$12.45 million for the federal Governor's Education Emergency Relief Fund II grant. Supported the roll-out of the state's emergency rental assistance program in collaboration with the Department of Housing and the Office of the Governor.
- Assisted in evaluating the financial and service implications of measures to resolve labor strikes at nursing homes and group homes, resulting in settlements that helped resolve strike threats and avoided any service interruption. The resulting wage and benefit increases recognize the value that workers in these settings contribute to our state and its most vulnerable residents in their care.
- Provided detailed analytical support for various collective bargaining and employee compensation matters. Provided cost analyses for compensation proposals in support of negotiations regarding collective bargaining agreements for most represented employees that expire on June 30, 2021, as well as cost analysis for collective bargaining agreements submitted to the legislature involving several groups of former managers accreting into unions. Provided analysis of costs and collaborated with DAS on the development of policies associated with managerial pay review and increases made pursuant to legislation enacted during the 2021 session. Assisted in development of a process to be implemented in fiscal year 2022 for review of individual cases where managerial employees are underpaid relative to their bargaining unit subordinates.
- Provided input to and analysis of recommendations developed in support of the CREATES report, which presented alternatives for efficiencies and continuity of state government in response to the

dramatic reduction in staffing, especially senior staffing, anticipated as a result of changes in pension and health benefits that will take place on July 1, 2022.

- Other Division accomplishments include: Administered and supported meetings of the Finance Advisory Committee and State Bond Commission. Conducted financial and staffing reviews of various governmental restructuring proposals, including centralization of human resources and labor relations, information technology, affirmative action, and payroll functions. Reviewed UConn Health Center financial viability and various proposals to provide financial support. With the Legislature's Office of Fiscal Analysis, produced three consensus revenue forecasts. Provided extensive support for credit rating agencies and investor calls related to state General Obligation and Special Tax Obligation bond sales, resulting in the state's first credit rating upgrade in 20 years from all four rating agencies. Maintained liaison with budget offices in neighboring states and nationally, both through direct communications as well as through the National Association of State Budget Officers, and benchmarked Connecticut policy proposals against actions in other states. Provided the sole voting management representative on the joint labor-management Health Care Cost Containment Committee, negotiating the management position with labor on state employee and retiree health care matters. Represented the agency on the board of directors of the Paid Family and Medical Leave Insurance Authority; chaired the finance committee and member of the policy and procedures committee.
- Restored near and intermediate term stability to Transportation Fund financing by recommending the judicious deployment of federal COVID related funding, recommending the authorization of a new transportation funding source, and recommending scaled bond authorizations to enhance affordability.
- Conducted four Bond Commission meetings allocating \$1.18 billion in G.O. bond authorizations.

Health and Human Services Policy and Planning Division (HHSPPD)

- Provided leadership and a broad range of policy support to several cross-agency efforts: formulation of social safety-net initiatives for the Governor's American Rescue Plan Act (ARPA) allocation plan; policy development and legislative action on an ACA Medicaid wraparound program (Covered CT) that will provide up to 40,000 individuals with zero premium health insurance and no out-of-pocket costs; successful settlement negotiations with nursing homes and group homes that will strengthen the Long-Term Services and Supports (LTSS) workforce and improve quality; and numerous issues associated with the COVID-19 pandemic, including testing, funding, personal protective equipment, and insurance coverage.
- Chaired and staffed the Personal Care Attendant (PCA) Workforce Council (Council), continued implementation of the Collective Bargaining Agreement (CBA) between the Council and the New England Health Care Employees Union, District 1199, SEIU (Union) for the period ending June 30, 2021. The 2018 CBA provides the approximately 10,000 PCAs employed by consumers of Connecticut's publicly funded self-directed programs with increased wages, workers' compensation coverage and expanded training opportunities. The CBA was approved by the legislature on March 21, 2018. The Council, in conjunction with the Departments of Social Services (DSS) and Developmental Services (DDS), did a tremendous amount of work in response to the COVID-19 pandemic in order to protect the safety of consumer-employers and PCAs. The

Council, DSS and DDS implemented federally mandated paid leave benefits for PCAs, coordinated the distribution of over 1 million items of Personal Protective Equipment, worked with the Department of Public Health on a special COVID-19 testing program that PCAs could access and many more COVID-19 related activities. In addition, the Council is working with DSS and DDS on the implementation of an Electronic Visit Verification system that is mandated by federal law to be implemented in 2021. The Council continues to also conduct outreach and education to the State's consumer-employers. Beginning in January 2021, the Council, with the Office of Labor Relations as the lead negotiators, began negotiations on a new CBA with the Union. Negotiations were not completed prior to June 30, 2021 and, therefore, an extension agreement was signed between the Council and the Union to continue operations under the existing CBA until a new agreement can be reached. Additional information on the Council and the 2018 CBA and extension agreement can be found on the Council web page.

- Continued implementation of the Connecticut Partnership for Long-Term Care, the state's public/private partnership with private insurers which educates Connecticut residents about long-term care planning and provides an innovative financing option. To date, over 72,850 applications have been received and over 60,350 policies have been purchased. Over 5,000 policyholders have been approved to date to receive benefits under their Connecticut Partnership policy with over \$615 million in insurance claim benefits paid. The Partnership estimates it has saved Medicaid over \$69 million in long-term care expenses since the Partnership was implemented in 1992. The Partnership, the first program of its kind in the country, has now been implemented by 44 other states. In addition, HHSPPD staff continued to coordinate a multi-agency effort to address nursing home rebalancing by making assisted living services available in state-funded congregate housing sites, federally funded HUD housing facilities, private pay assisted living facilities and subsidized assisted living communities in Glastonbury, Hartford, Middletown, and Seymour as part of the Assisted Living Demonstration project. Over 400 residents were actively enrolled in these programs as of June 30, 2021 and over 3,500 residents have been served to date.
- Chaired and staffed the Long-Term Care Planning Committee and are responsible for facilitating development of the LTSS Plan every three years. The most recent LTSS Plan was submitted to the legislature in January 2019. The LTSS Plan is meant to serve as a guide for the actions of State agencies in developing and modifying programs that serve persons in need of long-term services and supports. The Planning Committee began the development for the next LTSS Plan, due to the legislature in January 2022. The Plan and other Long-Term Care Planning Committee materials may be viewed on the OPM website.
- Chaired and staffed the Licensure and Certification Workgroup. The Workgroup was established to review the licensure and certification processes of certain State agencies and nonprofit community providers, and study potential efficiencies. The Workgroup grew out of a five-day Lean Event to develop recommendations and strategies to streamline and standardize the process of certain types of facilities licensed by State agencies. The Workgroup also 1) continued implementation of a pilot program to reduce the time State agencies have to be onsite at a provider's location for a license renewal review by doing some of the license review remotely; 2) made significant progress in developing a standardized medication administration certification program to be used by the Departments of Public Health (DPH), Developmental Services (DDS) and Children and Families (DCF) – currently all three agencies have separate medication

administration certification requirements; 3) worked with DPH, DDS and DCF and non-profit providers to create consistency across the three State agencies' licensure regulations; and 4) continued development of a Key Indicator Scoring system for licensing renewals that can potentially extend the length of a license or reduce the number of areas that have to be reviewed during the licensing renewal process.

- Continued active involvement in various federal and state health reform initiatives, including participation on the Governor's Health Care Cabinet, the Council on Medical Assistance Program Oversight, and the Nursing Home Financial Advisory Committee.
- Conducted the annual census of all licensed nursing facilities in Connecticut. As of September 30, 2020 (the date the census is conducted each year), there were 211 licensed nursing facilities operating in Connecticut, four less than in 2019. There were 24,878 nursing facility beds, a 16.5 percent decline from September 30, 2004. The average private pay cost for a semi-private nursing facility bed was \$456 per day, a 2.6 percent increase from 2019. The average nursing facility occupancy rate as of September 30, 2020 was 74 percent, significantly lower than the 88 percent rate in 2019 due to the COVID-19 pandemic. In addition, Medicaid was the source of payment for 73 percent of residents as of September 30, 2020.

Office of Finance

- OPM has a Memorandum of Understanding (MOU) with The Connecticut Port Authority (CPA) of which the Office of Finance provides financial guidance and oversight to the Finance and Executive Directors. The responsibilities include assisting with the hiring of temporary and permanent financial staff, multi-year analysis to account for state bond funds, provide access and training in the state financial system Core. Extensive work is underway with enhancing Core to break out all CPA projects by program number and reconciling Core to the CPA financial system was needed. Reviewing and recommending improvements to internal controls, policies and procedures, and operating processes is ongoing. The CPA is responsible to provide OPM with ongoing financial status regarding the State Pier project including reconciliation between the project management system, cash flow, Pier Project spreadsheets to include encumbrances and accruals, and the CPA financial system and Core. To improve transparency, purchasing orders, contracts, and payments are moving to Core.
- The Office of Finance's Executive Financial Officer sits on the Connecticut Health & Educational Facilities Authority (CHEFA) as appointed by the Secretary. This board meets monthly to review financial reports and summaries of hospitals and educational institutions that request new or refinancing existing bond funds for capital projects.
- Continued to staff the Municipal Accountability Review Board (MARB). Currently, three municipalities are designated for oversight by the MARB. The Cities of Hartford and West Haven are designated at Tier III and the Town of Sprague is designated at Tier II. The MARB works with designated municipalities in the development and implementation of financial recovery plans and assists the Secretary of OPM in monitoring municipal compliance with conditions attached to the distribution of Municipal Restructuring Funds (MRF). Key accomplishments during FY 2021 included the following:

- Extensive review and analysis to approve FY 2022 Budgets and 5-Year Plans (including a total of nine labor agreements) for each of the designated municipalities and monitor their progress towards sustainable budget practices.
- Reviewed FY 2020 Audited Financial Statements, financial results, and audit findings of each of the designated municipalities of which each municipality recorded increases in fund balance and improved overall financial condition. Municipalities' implementing corrective action plans for resolving audit findings progress was monitored.
- Provided review and comment on general obligation bond issues by the City of West Haven and Town of Sprague.
- Provided analytical support to the West Haven Board of Education in support of its transition to the State Partnership Health Plan for providing health insurance coverage to active employees.
- Developed and executed a Memorandum of Agreement with the City of West Haven for the distribution of MRF in conjunction with the City's approved 5-Year Plan.
- Supported the City of West Haven and West Haven's independent fire districts in developing plans for addressing long-term liabilities and achieving financial stability.
- Reviewed actuarial valuations of each fire district's pension and OPEB plans.
- Completed benchmarking analysis of fire districts' operating budgets with other fire departments providing comparable levels of service.
- Monitored fire districts' implementation of recommendations in consolidation study prepared by independent consultant.
- Coordinated the development of three-year financial plans for the independent districts.
- Monitored the City of West Haven's implementation of a new payroll system and supported the City in the hiring of a payroll and benefits coordinator in response to deficiencies identified in assessment by independent consultant.
- The Office of Finance is OPM's representative on, and point of contact for, the Municipal Finance Advisory Commission (MFAC) under section 7-394b of the CT General Statutes. The Municipal Financial Services unit (MFS) provides staff to support the Commission. In FY 2020-21, the Commission held meetings with several municipalities to assess their fiscal challenges and provided recommendations for improvements to their fiscal practices and procedures. Key accomplishments of the MFS included the following:
 - OPM went live with Phase I of its new Fiscal Health Monitoring System (FHMS) for municipalities in May of 2021, which received positive feedback. The system was developed in-house by OPM's Finance and the State Analytical Reporting System (STARS) teams. FHMS is an online portal that provides an electronic platform for municipalities to file their fiscal information including budgetary and audited financial statement data. Municipalities now have a digital mechanism to electronically complete their state filing requirements.
 - Municipal Fiscal Indicators is an on-line publication produced by the Office of Finance that presents the most current financial and economic data available for each of Connecticut's 169 municipalities. The latest edition was developed in a new platform by the STARS team and published in April of 2021. The publication presents a comprehensive five-year listing of key financial, economic, and demographic data for each

- municipality. Data is also benchmarked and ranked to allow comparisons among municipalities. The data provided in the publication allows local officials and residents to make informed decisions and sound policies regarding the finances of their municipalities.
- Reviewed approximately 700 audit reports for compliance with the Municipal Auditing Act and State Single Audit Act.
 - Worked with state agencies to update the State Single Audit Compliance Supplement in May of 2021 for new state award programs and changes to the compliance requirements of existing state programs. The State of Connecticut provides significant state financial assistance to its municipalities, other local governments, and nonprofit entities through state award programs. The majority of these state awards impose certain compliance requirements for the proper spending of the grant proceeds. These compliance requirements, along with guidelines for reporting in accordance with the State Single Audit Act, are provided in the State Single Audit Compliance Supplement.
 - Reviewed and analyzed, in collaboration with the State Treasurer's Office, the Town of West Hartford's proposal to issue \$360 million in Pension Obligation Bonds. OPM is charged with ensuring that any municipality issuing pension deficit funding bonds has complied with the provisions of subsection (c) of Section 7-374c of the General Statutes and making advisory recommendations to the municipality regarding the City's financial projections and the sustainability of its plan to repay the bonds and notify the MFAC.
 - Continued operation of the Information Technology (IT) Capital Investment Program, which was established in FY13 to counter years of neglect and make strategic investments to upgrade technology and create systems across agencies that make state government more efficient and user-friendly. The IT Capital Investment Program has leveraged its investments in technology by taking an enterprise-wide approach wherever possible and focused on creating systems that are interoperable and involve shared services and applications. Recent accomplishments include:
 - Managed investments for 34 active projects across 27 state agencies in each of the following functions of government: General Government, Regulation and Protection, Conservation and Development, Health and Hospitals, Transportation, Human Services, Education, Corrections.
 - Provided funding for the Administration's priorities including, but not limited to, Business Registrations, Unemployment Insurance Modernization, CORE-CT, Business One-Stop/MyCT;
 - Successfully completed 5 projects:
 - DAS – Business One-Stop Phase 1
 - Board of Regents – Connecticut Education Academy
 - DAS – Unified Communications
 - Department of Public Health – Immunizations Information System
 - Division of Public Defender Services – Case Management System
 - Continued implementation, in collaboration with the Office of the State Comptroller and DAS, of STARS, which enhances transparency and enables the use of analytics, metrics, alerts, dashboards, and reports to monitor, analyze and act upon important state government human resources and financial data. STARS is a business intelligence and analytics system that provides the State with advanced analytical and reporting capabilities for its human capital management and financial

management transaction data in CORE-CT. STARS contains more than 17 years of historical data which makes it ideal for producing trend analysis and projections for human resources and financials. In support of the administrations goals of making Connecticut State Government an efficient, data driven organization, the following key accomplishments of STARS include:

- Developed new FHMS, which is a dedicated platform for online forms and reporting. FHMS is a new online web-based application with improved user interface for automated workflow, communication, data collection, audit, OPM approval and reporting. This initiative is a move towards integrated “One-Stop” for municipalities annual reporting.
- Developed Set-aside dashboard reporting to assist DAS to track the agency goals and progress and help all statewide agencies to report their quarterly reports to DAS and the Commission on Human Rights and Opportunities.
- Added new system updates and database tuning to improve performance and functionality.
- Created new analysis reports to assist with IT Optimization, IT Strategic Planning, retirement forecasting for the Boston Consulting group, and provided overtime tracking and position reporting in support of the CREATES project initiatives.
- Created new dashboard reports for Office of Labor Relations to assist with Union negotiations.
- Created new dashboard reports for Department of Energy and Environmental Protection to track Waste and Trash services across 29 executive branch agencies to get performance metrics as part of the environmental and operational improvements called for in the Governor Lamont’s Executive Order 1.
- Provided online STARS training via Teams to 326 people.
- Spearheaded Secretary McCaw’s effort to increase competitive procurements and outcomes-based contract selections. The following key accomplishments of this reform effort include:
 - Collected three-year, forward looking procurement plans from all agencies entering into Purchase of Service (POS) contracts and Personal Service Agreements (PSA) to encourage proactive procurement planning and published the plans to OPM’s website.
 - Continued ongoing procurement support to agencies by launching a training series on procurement best practices. OPM/Finance has delivered three training sessions, with over 600 attendees, on DAS and OPM procurement roles and responsibilities, Sole-Source Procurement and Best Practices for RFP writing.
- Worked with the Office of the Governor and agency partners to extend Executive Orders that grant agencies flexibility in the procurement process when responding to state needs related to COVID-19. These executive orders allowed the state, with OPM’s support, to effectively distribute vaccines and provide other critical health and human services. The governor recently extended a revised version of these executive orders – Executive Order 11D – through September 2021.
- Amended forms, RFP templates, and contract language, in collaboration with the Office of the Attorney General and DAS, to bring the State in compliance with Public Act 21-76 and Public Act 21-145.
- Expanded collaborative relationships with sister agencies by incorporating feedback from agencies on new OPM procurement initiatives, providing ad hoc support on RFP writing and procurement process questions, and working with DAS to establish procurement best practices across the state.

- Created new Request for Proposal (RFP) templates for POS and PSA contracts and a "Getting Started Worksheet" designed to shorten procurement cycle times and facilitate competitive procurement by streamlining RFP drafting.
- Led the Statewide Process Improvement Steering Committee, a group of fifteen state agency members who provide guidance and oversight for projects statewide that are making state agency business processes and systems more responsive to customers. Key accomplishments of LeanCT included the following:
 - OPM's corresponding program, LeanCT, continued to support state agencies during the pandemic and telework environment by creating a bi-weekly touch point meeting for each agency to collaborate, share challenges, processes, and solutions in reaction to the pandemic.
 - With the development and release of the CREATES report, the LeanCT team was presented the plan and timeline of implementation by the OPM Strategic Initiatives and Accountability Office and the Boston Consulting Group (BCG) that included the roles the LeanCT team members could assist state agencies with.
 - Two large process improvement initiatives that OPM Finance undertook includes a new FHMS application and the consolidation of Uniform Chart of Accounts (UCOA) application working with DAS Best to move the external platform to a single machine to reduce the cost and dependency on external consultants.

Intergovernmental Policy and Planning Division (IGPP)

Assessment, Data Collection and Grants Management Unit

- \$446 million in state aid to municipalities through grant programs, including Payment in Lieu of Taxes (PILOT) programs for State-owned Property and for Colleges and Hospitals, Distressed Municipalities, Mashantucket Pequot and Mohegan Fund grant, Municipal Grants-in-Aid program, Municipal Revenue Sharing, Municipal Transition Grant (Motor Vehicle Tax PILOT), Municipal Stabilization grant, Local Capital Improvement Program (LoCIP) and Small Town Economic Assistance Program (STEAP) were administered. The unit also processed more than \$31.0 million in property tax relief programs benefiting both individuals and businesses. In addition, the unit processed claims for the homeowners tax relief program totaling an additional \$19.5 million for which there was no municipal reimbursement.
- Executive Order 9R extended the established Deferral Program or the Low Interest Program designed to offer support to eligible taxpayers who had been affected by COVID-19. Municipalities were required to offer the same program they did under Executive Order 7S and 7W or could choose to change, for any tax that became due and payable on January 1, 2021.
- \$75 million in Federal CARES Act funding was utilized to establish the Municipal Coronavirus Relief Fund Program. \$14.5 million in claim reimbursement were distributed for the period March 1 – June 30, 2020. The second payment provided a direct \$45.5 million to support municipalities expenses for the period July 1 – December 30, 2020. The second installment was distributed to municipalities based on a population formula, with \$15 million reserved to expand regional testing

opportunities for teachers and staff to mitigate this expense for local education agencies and municipalities and provide increased support for safe operations of our schools.

- The Coronavirus State and Local Fiscal Recovery Funds Program of the American Rescue Plan Act (ARPA) included three categories of government that received funds:
 - 1) “entitlement units of local government,”
 - 2) “non-entitlement units of local government,” and
 - 3) counties.

\$447.6 billion for non-entitlement units and counties was passed through OPM to the municipalities in June 2021. A second payment will be made in June 2022 with the balance. Presentations were made to municipal officials detailing the program and claim reimbursement process, as well as ongoing communications for guidance. OPM maintains a website with all the relevant documentation.

- The Veteran’s Additional Exemption tax relief program, which was automated in 2017, saw an increase of 11% of the municipalities who were able to report electronically, bringing the total to 88%. The automation of this process has reduced the staff time necessary for data entry and resulted in the availability of data for analysis in a much timelier manner.
- Due to COVID-19 restrictions training was provided, on a trial basis, via ZOOM to municipalities to ensure compliance with the statutory requirements of the renters rebate program. The unit hopes to continue to offer remote/hybrid tax relief training sessions going forward.
- In accordance with Section 85 of Public Act 20-1, municipalities were required to report the amount of Manufacturing and Machinery exemptions approved under the provisions of subdivisions (60), (72), and (76) of section 12-81 of the Connecticut General Statutes to OPM. In an effort to maintain efficiency and promote electronic filing of this new requirement, IGPP established the required reporting and document upload as part of our portal system. All municipalities successfully utilized the new online reporting system.
- IGPP Interns completed the task of reviewing all state-owned properties for their potential inclusion in the Public Act 490 Open Space local option. Interns reviewed each parcel’s eligibility against the municipal option requirements and identified over 600 properties that could potentially be included in the program. If all were classified, the underlying State PILOT burden could be substantially decreased. IGPP is reviewing the process and best course of action to classify these properties whether it be through legislative action or via individual direct application to the municipal assessor.

Legislation / Executive Orders

- With COVID-19 continuing to affect municipal operations and the ability for taxpayers to appear in person, IGPP worked with the OPM and Governor’s team on various Executive Orders. Several Orders were issued that eased the burden for both municipal officials and taxpayers. These included statutory deadline extensions and waiving of penalties for municipal officials to complete duties, permitted reapplication waiver requirements for tax relief programs, substituted in person physical revaluation inspections with data mailers and waived requirements for taxpayers to appear in person for assessment appeals.

- Due to the COVID-19 pandemic, the Legislative Session was conducted entirely on a virtual platform. At the outset of the Session, IGPP staff tracked 335 proposed bills that had potential impact to assessment and taxation. Of those proposed bills, 169 had public hearings that were attended or reviewed in order to provide in-depth analysis, dialogue and/or testimony to the committees. All 169 bills were followed through the legislative process in both the House and Senate Chambers with 30 of these bills being signed into law by the Governor.
- The Regional Assessment Work Group that was created as a result of the 2018 Regional Efficiencies legislation continued to meet. The focus in 2020 – 2021 remained the valuation and pricing of Motor Vehicles statewide because the current system is inequitable and inefficient for both municipalities and taxpayers. The Regional Efficiencies Motor Vehicle Subcommittee has completed their analysis of the current valuation system and is now prepared to present a proposal for the 2022 Legislative Session.

Revaluation Certification

- IGPP staff maintained all revaluation certification files. In total, there are active certifications for 147 Revaluation Employees and 22 Revaluation Companies.
- IGPP reviewed, processed and approved two recertifications for Reevaluation Companies who provide valuation services to Connecticut municipalities. Additionally, 27 Revaluation Employees were recertified to enable them to continue to perform valuation services in the State of Connecticut. IGPP received 11 applications for participation in the revaluation certification examinations and two new certifications were awarded.

Assessor and Tax Collector Certification

- IGPP staff serves as a member of the Certified Connecticut Municipal Assessment Committee (CCMA). In 2020, the CCMA Committee certified one new municipal assessor in the Spring of 2020 and recertified thirty assessors. Due to the COVID-19 pandemic, the required annual certification exam set for October was waived by Executive Order.
- IGPP staff finalized their work with CCMC on the revision to their education and certification State Regulations which were approved by the Regulation Committee in December 2020. After the Regulations were approved, the CCMC Committee implemented the new recertification policies and procedures and as of July 1, 2021 have recertified thirteen Tax Collectors.
- Due to the COVID-19 pandemic, it was impossible to offer in-person certification classes for both CCMA and CCMC students seeking certification in 2020. Starting in the Summer of 2020, IGPP staff assisted in the conversion of all classroom materials to an online format and created a virtual learning platform that was utilized for all available certification classes. In the Fall of 2020, fifty-six CCMC students were able to attend the online courses and an additional sixty-five students attended in the Spring of 2021. CCMA courses were offered in the Summer of 2021 with 173 students attending virtually.

Office of Responsible Growth

- In response to OPM’s request, each of the nine Councils of Governments (COGs) submitted an evaluation of Public Safety Answering Points (PSAPs), municipal assessment and their top three priorities for regionalization, which helped lead to passage of Special Act 21-16, *An Act Studying the Consolidation of Public Safety Answering Points*.
- IGPP worked with COGs and legislative leaders to develop a new funding formula for regional grant-in-aid, known as Regional Services Grants (RSG), through the budget implementer (Public Act 21-2 JSS, Sec. 179-180). The new formula provides greater funding stability for COGs to develop their annual spending plans, and it also removes the outdated bonus funding for regions that voluntarily consolidated prior to 2014.
- IGPP coordinated the state’s request for the U.S. Census Bureau to recognize the nine planning regions and associated COGs as “county equivalents” for statistical purposes. A Federal Register notice was published in December 2020, and the Census Bureau is expected to approve the change this fall. The change is expected to be effective with the publication of Census products in 2023.
- IGPP participates on and serves as staff to the Advisory Commission on Intergovernmental Relations (ACIR). During the past year, the ACIR has assisted local governments in maintaining operations during the COVID disruptions, in part by establishing a central clearinghouse of guidance at <https://portal.ct.gov/ACIR/Resources/COVID-19-Resources>. The ACIR also established a Local Government of the Future initiative that proposed various improvements to the Regional Performance Incentive Program (RPIP), which were incorporated in Public Act 21-2 JSS, Sec. 177. The ACIR also continues its long-time review and reporting of mandates, and a subcommittee has been assigned to work on various tasks selected by the ACIR or directed by the legislature.
- IGPP has established new reporting standards and guidelines for municipal parcel and assessor (CAMA) data. These new standards will allow for multi-jurisdictional or statewide analyses of real property assessment and taxation information. Previously, such data was reported in a format that varied from town to town, making regional or statewide comparisons nearly impossible without significant rectification.
- IGPP coordinated or assisted state agencies with numerous GIS initiatives, including high-priority mapping and data visualizations requested by the Division of Emergency Management and Homeland Security during the initial COVID-19 response.
- IGPP assists state agencies in their compliance efforts with the Connecticut Environmental Policy Act (CEPA) and related regulations. In March 2021, IGPP adopted a new Generic Environmental Classification Document (ECD) for state agencies that serves as the guide for agencies to determine the appropriate level of environmental review for certain proposed actions. IGPP continues to provide ongoing CEPA training for agency staff.
- IGPP resubmitted the draft 2018-2023 Plan of Conservation and Development (State C&D Plan) to the General Assembly for consideration during the 2021 legislative session ([HJ 371](#)), as well as a legislative proposal intended to improve the Plan's implementation, by making more effective use of the Connecticut Environmental Policy Act (CEPA) ([SB 870](#), Sec. 4). Since this is the fourth consecutive legislative session that the General Assembly failed to adopt the revised State C&D

Plan, Rep. McCarthy Vahey has offered to convene a working group this fall, which will include IGPP staff, to develop a strategy for moving the process forward in 2022.

- IGPP, participates on the Water Planning Council (WPC) and supports various work groups tasked with implementing the State Water Plan and assessing and providing recommendations regarding water-related issues. IGPP also chairs and staffs the Interagency Drought Workgroup, which met regularly from June 2020 through January 2021 to monitor drought conditions and advise the Governor and others. IGPP also maintains the WPC website: <https://portal.ct.gov/water>
- IGPP leads the state's efforts to establish a regional economic development districts (CT-EDDs) in each planning region, as required by CGS 32-741 through 32-743. To date, seven of the nine planning regions have been designated by the Governor as CT-EDDs, and the two remaining regions are making progress toward achieving that designation. IGPP continues to work with staff from the Department of Economic and Community Development and the US Economic Development Administration to ensure that each CT-EDD is also designated as a federal EDD, so that they are eligible to apply for certain federal funding programs.
- IGPP chairs the state Neighborhood Revitalization Zone (NRZ) Advisory Board and provides staff support. Given increased interest in NRZs, the advisory board intends to meet more frequently and is considering opportunities to improve the NRZ process, such as updating NRZ guidelines to incorporate recent examples of best practices from different NRZs and municipalities.

Criminal Justice Policy and Planning Division

- The Criminal Justice Policy and Planning Division (CJPPD) presented the second annual Analysis of Prosecutor Data, as required by An Act Concerning Fairness and Transparency in the Criminal Justice System (Public Act 19-59), legislation introduced and signed into law by Governor Lamont in 2019.
 - The report, containing analysis of all criminal cases disposed of in 2020, found that aside from a pandemic-related reduction in the number of cases, many of the proportions described in the prior year's report were durable. For example, in seven of 10 disposed cases a misdemeanor is the most serious charge at the start of a case, and approximately one in five disposed cases involve participation in a diversion program, with dismissal dispositions having an even larger percentage. The nolle, the prosecutor's decision not to prosecute a case, remained the most consistent disposition by demographic distribution and volume. To explore use of the nolle, staff from CJPPD and The Urban Institute held focus group with prosecutors. Prosecutors interviewed said that nollees are a powerful discretionary tool and key to making other dispositions work: filling in gaps in the intent of a formal diversion program; making a family violence case fit the intervention needed; ensuring compliance occurs on motor vehicle cases; and making plea bargaining work for the parties involved.
- CJPPD presented its fifteenth Annual Correctional Population Forecast Report, which uses an input-output model of historical-performance to forecast growth in the correction population over the following 12 months. The 2021 forecast estimates the correction population will remain essentially flat—at approximately 9,000 people—from February 2021 to 2022. Although accurately estimating the impact of a complex public-health response on the correction population exceeds the scope of this analysis, CJPPD can reasonably forecast that as processes more broadly return to normal in 2021, the correction population will gradually tick up.
- CJPPD released The Annual Connecticut Recidivism Study, which analyzed cumulative 36-month return-to-prison rates for the sentenced population discharged or released from a correctional facility in 2015 and 2017. Both cohorts had a 30% return-to-prison rate by the 12th month, 38% by the 18th month, and nearly 44% by the 24th month. Additionally, the study found that as the number of prior sentences for each subgroup increases, so do recidivism rates. Only 32% of people with no prior sentences returned to a correctional facility by the 36-month mark compared to rates for people with 12 or more prior sentences (65%).
- In May, the Biden-Harris administration rescinded an immigration policy imposed during the prior administration that resulted in the blocking of criminal justice funds from the federal government to several states, including Connecticut, between 2017 and 2020. The administration's decision is applied retroactively, enabling Connecticut to collect \$6.4 million in Edward Byrne Memorial Justice Assistance Grant (Byrne JAG) program funds. CJPPD is working with federal partners, agency staff, and criminal justice stakeholders to accept these funds and implement a strategic plan to invest in strategies to improve outcomes.
- CJPPD submitted and testified before the Judiciary Committee regarding An Act Concerning the Criminal Justice Policy and Planning Division and The Publication of Reports and Presentations by The Office of Policy and Management (Public Act 21-97), which was passed by the General

Assembly with unanimous votes. The public act is the first major update of CJPPD's statutory requirements since the division's inception in 2006. It accomplishes several objectives, including requiring a new annual report on criminal justice cross-system trends, collapsing multiple reports into one, prioritizing presentations and reports under the Criminal Justice Policy Advisory Commission (CJPAC), and updating requirements to enable the division to broaden its scope to include more front-end system analyses.

- CJPPD convened CJPAC meetings, which meet most months, covering a wide array of topics. For example, the prevalence of mental health disorders among people with criminal court cases, prosecutor data analysis, police responses to calls for service involving domestic violence, impact of a pilot to provide counsel to people with parole violation hearings, and an update on the Connecticut Information Sharing System. CJPAC meetings were held virtually throughout the fiscal year. Additionally, each CJPAC meeting included a review of the CJPPD-produced Monthly Indicators Report. The report collects and publishes data from a variety of state criminal justice agencies to monitor trends in key input and output metrics, such as statewide arrests and prison admissions and releases.

Office of Labor Relations

- Consistent with Governor Lamont's Executive Order No. 2, the Office of Labor Relations (OLR) completed the centralization of Labor Relations services for all in scope Executive Branch Agencies.
- This implementation has provided value to the State of Connecticut through shared resources and centralized direction of complex labor issues and coordination, especially during the COVID-19 pandemic. The in-scope Labor Relations professionals have been absorbed into the Office of Policy and Management, Office of Labor Relations (OLR).
- In the midst of, and in response to the pandemic, OLR negotiated agreements with all of the bargaining units it services providing a modified service delivery form. We quickly transitioned to an electronic grievance process, including holding conferences and hearings remotely. While some arbitrators initially resisted the remote format, the majority soon acquiesced, and OLR was able to conduct nearly 100 percent of its business, including commencing full contract negotiations with 18 bargaining units.
- OLR negotiated a mandatory COVID-19 testing agreement with a coalition of bargaining units which gave management the flexibility to determine the depth, breadth and frequency of testing State employees. It provided employees who tested positive leave for the period recommended by the Centers for Disease Control and Prevention. Employees who refused testing were placed in an unpaid leave status until they complied with the testing mandate or testing was no longer required.
- OLR negotiated an agreement with a coalition of bargaining units regarding Compensatory (Comp) time for vaccinations against COVID-19 and Comp time for those who were vaccinated offsite. OLR also assisted in the establishment of onsite vaccination clinics for employees within the Departments of Children and Families, Developmental Services, Veterans' Affairs, Mental Health and Addiction Services and Correction. This coordination led to the early and effective

vaccination of a significant number of state employees in the congregate care facilities, which impacted the overall infection rate with those settings.

- Groups of former managerial employees continue to organize into bargaining units. OLR challenged all of the petitions that have been filed during the year, leading to formal hearings before the Labor Board and successfully retained some personnel in the management ranks. OLR is in the process of negotiating the impact of the accretion of several of these groups into existing bargaining units.
- In response to the COVID-19 pandemic, OLR worked with DAS to develop ongoing COVID guidance to Executive Branch departments and agencies. The team developed and maintained guidance for issues during the pandemic that included: travel guidance, CDC guidance interpretations, quarantine periods, safe workplace policies and all leave provided as a result of COVID-19. Additionally, the team developed and maintained a detailed frequently asked questions document that helped Agency Heads in the safe management of their workforce during quickly changing circumstances.

Information Reported as Required by State Statute

- In accordance with the grant requirements set forth by the Federal government, OPM's designated equal employment opportunity officer submitted OPM's Equal Employment Opportunity Plan (EEOP) Utilization report to the United States Department of Justice (US DOJ). On June 28, 2021 the Office for Civil Rights, Office of Justice Programs, reviewed and approved OPM's EEOP Utilization report. The approval is effective for two years and satisfies the EEOP reporting requirement for all open US DOJ awards during the two-year period.
- OPM remains committed to maintaining a workplace environment that is conducive to the well-being of all individuals and requires all new employees to attend diversity, sexual harassment prevention and workplace violence prevention training. In order to make every good faith effort to achieve parity in the workforce, OPM utilizes affirmative action measures in all stages of the employment program. These measures include expansive recruitment efforts for vacancies whenever practical and possible.
- In accordance with C.G.S. Sec. 46a-81o and Sec. 46a-68-79 of the Regulations of Connecticut State Agencies, OPM reviewed and determined no substantial updates were required to the Human Rights Complaint Procedure and the following policies: Affirmative Action, Individuals with Disabilities, HIV/AIDS, Sexual Harassment, and Sexual Orientation. These policies and procedure are posted on OPM's Intranet and are provided to new employees upon hire and to both contractual contractors and interns upon the start of their contract/internship with OPM.
- OPM's designated equal employment and opportunity officer continued to co-chair a joint Employee Advisory and Diversity Committee with the Department of Public Health (DPH). Working in collaboration with DPH has allowed OPM to maximize efficiencies and leverage existing resources to meet this regulatory requirement. The goals of the joint Employee Advisory and Diversity Committee are to share developments in equal employment opportunity laws and affirmative action planning and to share cultural history/diversity awareness with staff through collaborative efforts. Since this Committee's inception, OPM staff have been receiving

monthly emails developed by the Committee with information on cultural history for each month to promote diversity awareness.

- Six (6) students participated in OPM's internship program in fiscal year 2021, representing five (5) different colleges and universities.
- OPM significantly exceeded Small/Minority Business Enterprise and Minority Business Enterprise goals for the fiscal year.

For further information on OPM activities, visit the OPM website at <https://portal.ct.gov/opm>.