

Department of Administrative Services



CONNECTICUT
Administrative Services

At a Glance

MICHELLE H. GILMAN, Commissioner

Eleanor Michael, Deputy Commissioner

Nicholas Hermes, Deputy Commissioner, Chief Human Resources Officer

Darren Hobbs, Deputy Commissioner, Real Estate and Construction Services

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 full-time and part-time employees as of June 30, 2024 – 1,210

Operating expenses for 2023-2024 –

DAS General Fund	\$ 307,079,380
DAS Transportation Fund	\$ 31,621,293
DAS Banking Fund	\$ 1,053,804
DAS Insurance Fund	\$ 1,995,231
DAS Consumer Counsel	\$ 177,170
DAS Workers Compensation	\$ 1,333,199
DAS Technical Services Revolving Fund	\$ 1,240,251
DAS General Services Revolving Fund	\$ 38,923,333
Capital Outlay*	\$ 74,514,644
DAS Revolving Funds	\$ 44,259,408
School Construction Grants	\$ 439,741,747

***Includes Construction Services Bond Funds**

Organizational structure: The Department of Administrative Services (DAS) is organized into eight functional areas that report to the Commissioner: Bureau of Information Technology Solutions, Business Office, Communications, Internal Audit, Legal and Legislative Services, Procurement Services, Real Estate and Construction Services and Statewide Human Resources Management.

The Office of the Claims Commissioner, Employees' Review Board, State Insurance and Risk Management Board, State Marshal Commission and the State Properties Review Board are within DAS for administrative purposes only and retain their 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 residents, 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.

Bureau of Information Technology Solutions (BITS)

Public Service

Under Chapter 61 of the Connecticut General Statutes, the Bureau of Information Technology Solutions (BITS) 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 2023-2024

BITS – Agency Success

- Enterprise e-License improvements including:
 - Proof of concept for integration with CT.GOV single sign on (SSO).
 - Introduction of all new legislative changes for Fiscal Year 25.
 - Redesign of all Department of Consumer Protection (DCP) liquor and gaming licensing processes.
 - Modifications to mobile forms to include case nature, new contacts, and additional case issues.
 - Office of Early Childhood (OEC) implementation of mobile childcare forms.
 - Integration to the Department of Revenue Services (DRS) licensing database.
 - Integration to the Department of Labor (DOL) licensing database.
 - Enhanced license expiration policies.
 - Enhanced system interface error email notifications.
 - Advanced training sessions for agency staff
- Travel authorization application:
 - Deployed a travel authorization application that expedites travel approval and reimbursement processing, saves time for travelers, and reduces administrative burden for approvers which is scalable for use across multiple agencies. Currently in use by DAS, OEC, DOL.
- Invoice automation processes for DAS business office:
 - Implemented automated invoice generation process in Core-CT. The automation streamlines operations, enhances accuracy and frees up valuable resource time. Processes include Print Shop, Postage, and Fleet damage repair invoices.
- Customer relationship management system:
 - Designed a Customer Relationship Management (CRM) application to enhance project planning and communication. Allows Customer Success Managers to maintain and track agency information in a central database.
- Automatic data redaction application in partnership with the Connecticut State Library (CSL):
 - Collaboration on an Automatic Data Redaction Application which aids in preparing documents for public access, reducing manual effort.
- Bring Me Back Home in partnership with the Department of Emergency Services and Public Protection (DESPP) and Alzheimer’s Association:
 - The creation of the Bring Me Back Home registry was a joint effort of DESPP, BITS, and the Alzheimer’s Association, that equips Connecticut law enforcement with identifying information on wandering citizens, helping to bring them back home safely.

- Commissioner approval application in partnership with the State Department of Education (SDE):
 - Collaborated with SDE on a commissioner approval application to streamline internal form processing and memorandum review. This initiative empowers SDE to achieve their goals faster and improve service delivery through several key features including enhanced efficiency, increased transparency, improved accessibility, and reduced errors.

BITS – Digital Government and Operational Excellence (DGOE)

Improving the lives of Connecticut residents through DGOE, a modernized and accessible digital experiences. More successful customer engagement results in lower support, maintenance, and cost burdens on agencies, while driving greater efficiencies for the enterprise.

Websites and portals

- Optimized content and design promote more successful customer interactions and builds trust in government.

New or redesigned websites:

- Department of Developmental Services
- Connecticut State Library
- Connecticut Insurance Department
- Department of Social Services Home
- Department of Administrative Services
- Department of Transportation
- Office of the Governor
- Office of the Lieutenant Governor
- Department of Economic and Community Development: Office of the Arts
- Office of Healthcare Advocate
- Department of Transportation: Obey the Orange, Highway Safety
- Offshore Wind
- Jobs.CT.gov
- Health.CT.gov

Robin Chatbot

- Implementing “Robin” Connecticut’s digital assistant which provides 24/7 support with quick answers to common questions. The chatbot was deployed at the following agencies:
 - Connecticut State Library
 - Connecticut Insurance Department
 - Department of Banking
 - Department of Housing
 - Department of Economic and Community Development: Manufacturing.CT.gov

Data

- Collecting and analyzing real-time data to help agencies make informed decisions on service delivery and content governance.
 - Created 136 data dashboards for state agencies.
 - Engineered new data warehouses and pipelines for data manipulation.
 - Transferred all agency data properties to new Google analytics platform.

- Developed data mapping and new reports for multiple digital services and portals.

Accessibility

- Raising standards of accessibility allows for more equitable access to government services and helps customers fully participate in civic life.
 - Audited multiple agencies and remediated accessibility issues.
 - Applied the latest accessibility standards to digital assets like applications, pre-screeners, and forms.
 - Optimized websites for keyboard and screen reader accessibility.
 - Developed new policies and strategies to help state websites comply with federal standards.
 - Established new training and instructional assets to help agencies create accessible content.
 - Partnered with internal and external teams to resolve critical blockers to service consumption.

Standards and practices

- Establishing and maintaining standards in all areas of digital government fosters more consistent experiences and reduces administrative burden.
 - Updated CT.gov content style guide.
 - Optimized CT.gov design elements.
 - Established accessibility standards.
 - Improved development standards for digital forms.
 - Created agency training and assets for content standards.
 - Developed standards for vendor-driven development.

Technical optimization

- Implementing a modern portfolio of enterprise tools and technology provides greater opportunities for customers to consume services, while simplifying governance for agencies:
 - Multiple agency projects in Power Platform
 - SDE comms tracking
 - DECD business tax portal
 - CT hate crimes submission app
 - CT Clean Slate request form
 - Power Platform training for 18 agencies
 - Microsoft Power Bi Data Visualization platform
 - Dedicated environments for four agencies
 - Sendgrid and Campaign Monitor email platforms
 - Multiple agencies integrated and trained for targeted email campaigns and bulk emailing needs
 - Sitecore CMS platform
 - Enhanced tagging and search capabilities for state websites
 - Salesforce platform
 - Optimized applications for service delivery (Health.ct.gov)
 - Improved accuracy and quality of responses or state chatbot

- QA and product monitoring tools
 - Improved QA tracking process and monitoring of multiple websites and digital services

Compute Services

- Continuing to centralize and standardize our shared services platform. This year, over 600 virtual servers across eight agencies were moved, positively impacting our agencies and constituents statewide. Our shared platform enhances availability, improves disaster recovery, increases security posture, and offers on-demand growth.
- Additional benefits from the IT optimization effort continue to emerge. Enhanced team efficiency has increased support and coverage for agencies that previously lacked these resources. This improvement not only enhances our ability to support agencies but also benefits our staff by providing backup and support from a larger, combined team.

Enterprise Architecture

Enterprise projects;

- Provided architecture and implementation support for digital projects (Health, Jobs)
- Implemented first Enterprise eSignature solution.
- Deployed new document management system for the DSS Social Worker Administration Network (“SWAN”) project.
- CSL: Assisted Connecticut State Library with design and launch of automated redaction application.

New enterprise capabilities / enhancements for the state

- Citizen Identity Services
 - Implemented user choice-based multi-factor authorization solution.
 - Increased the total number of citizen identity from 450,000 to 1,000,000+ users.
- Enterprise Application Program Integration (API) platform
 - Migrated to the latest API platform.
 - Number of APIs supported has increased by 250%.
 - Negotiated volume discount through enterprise license agreement.
- Virtual desktops
 - Standardized Virtual Desktop usage for consultants and deployed more than 200 virtual desktops to improve access and security.

Infrastructure Services

Infrastructure Services is organized into six specialized teams: Infrastructure Services Oversight, Core Network and Security, Edge Network, IT Facilities, Wide Area Network, and Unified Communications.

Core Network and Security

- Firewall monitoring, alerting and VPN security options.
- Department of Revenue Services FastStack circuits implementations for cloud communication.

Edge Network

- Designed and implemented Department of Mental Health and Addiction Services Wi-Fi project, which will be expanded to other agencies.

Wide Area Network

- Continued transition from older and costly data circuits to newer technology of Switched Ethernet Services for a minimal cost per site.
- Continued implementation planning for Public Safety Data Network refresh.
- Continued planning for replacement of the primary and backup e911 routers.
- Completed 2,500 router migrations to supported technologies.
- Completed the conversion of Department of Agriculture and Bureau of Aquaculture to the executive domain to improve management and security.
- Completed the Department of Consumer Protection's presence at Mohegan Sun and Foxwoods casinos to the executive domain.
- Completed migration of DAS Steam facility to more secure network technology.

IT Facilities

- Completed rigorous audits of data center racks' power resiliency: Optimized power distribution and identified vulnerabilities; enhanced resilience and efficiency; reduced risk.
- Completed equipment and metering changes for Groton Data Center to meet new lease terms.
- Improved standard operating procedure documents for Springfield Data Center access.
- Updated power capacity standards at both Groton and Springfield data centers.

Unified Communications

- Completed a comprehensive upgrade of the telephone system to enhance communication reliability at Department of Emergency Services and Public Protection Forensic Lab and Department of Correction New Haven facility.
- Relocated phone system for Department of Labor Weston Street and Department of Energy and Environmental Protection Western District Headquarters, ensuring minimal disruption and improved system performance.
- Setup and enhanced Helpdesk contact center for the following agencies: DAS/BITS, Department of Social Services, Department of Labor, Connecticut Insurance Department, Workers Compensation Commission. This enables contact center statistic and key matrix for better reporting capabilities and real time evaluation.
- Migrated the Department of Motor Vehicles' Virtual Hold (Call Back Assist) technology from an on-premises solution to a cloud-based solution.
- Implemented a call recording system for the Department of Social Services to ensure better compliance, quality assurance, and training opportunities.
- Deployed new communication solutions for the Department of Military, utilizing IP phones and soft phones only. This deployment supports modern communication needs and enhances flexibility for remote and on-site operations.

Security Systems and Operations

- Endpoint Detection and Response (EDR) – Completed the distribution of enhanced data protection services to 40,000 computers and servers. This managed platform can detect, identify, and remediate cybersecurity problems before they become an issue.
- Developed a security vulnerability dashboard to track vulnerabilities. Used data to reduce the overall number of risks by 50 percent across BITS supported agencies.
- Implemented a management tool to reduce cost, improve visibility, enable automation, and simplify a previously manual digital certificate procurement process.

- Developed scenarios and participated in an election security exercise with the goal of raising preparedness ahead of the November elections.
- Evaluated additional security options for Data Loss Prevention (DLP), data classification software, and application scanning software.

Workforce Development

The workforce development function was built specifically to prepare the organization for a centralized IT function providing enterprise services across the State of Connecticut. Special emphasis from the team has been on building technical, managerial, and cultural skills across and deep into the new organization.

1. **Build performance and people management skills:** 100% of managers participated in the BITS Management Development Program. The program provided a blend of classroom instruction on six core management competencies, personal one-on-one and small group mentorship, and a special project that broadened their view of IT's role in state government. A total of 106 people managers - 100% - completed the program. BITS' recent annual employee engagement survey showed a third consecutive year of increases in employee satisfaction regarding how they are managed by their direct supervisor.
2. **Develop Customer Success Managers (CSMs) as strategic business partners to the agencies they serve:** 100% of CSMs participated in a customized course in strategic thinking for long-term impact, communicating for strategic results, and understanding the business of our agency partners. A total of 16 CSMs – 100%– participated in this program. March 2024's Quarterly Customer Survey results showed that 92.5% (+8.5%) of customers are confident their CSMs can meet their IT needs, and 87.5% (+6.5%) of customers are satisfied that BITS is providing the same or better IT services.
3. **Drive a participatory approach to culture transformation through the identification and celebration of the differences that exist within the BITS workforce and the dynamics that manifest as a result:** Employee-led committees drive critical initiatives on communication, employee engagement, training & development, and diversity, equity, inclusion & belonging. Three core behaviors were identified, and employees were invited to define each for themselves and commit to nurturing it throughout their team and customer engagements (Be One Team, Own the Outcome, Make it Better). Affinity groups were identified that were representative of predominant differences in the workforce and those groups were engaged in listening sessions to identify concrete opportunities to include their voices more and to nurture a more inclusive work environment that supports the whole person. Over 10 percent of the workforce serves either on an employee-led committee or as a navigator, helping employees adjust to the new organization, or a team facilitator, convening new teams for rapid integration. Over 15% of the workforce engaged in the BITS organization's affinity group's effort, and the organization has seen an overall improvement of a positive 13% that employees feel respected for their differences, belief that decisions are made with equity and fairness, and that they are proud to work for the new BITS organization.

Workforce Enablement

Device Support:

- Improved conference room technology for improved hybrid work environment across agencies. Over 24 conference rooms across 10 agencies were outfitted with state-of-the-art technology.
- Replaced more than 4,700 computers as part of lifecycle project for aging computer equipment.

Device Management:

- Identified application and security patching deployment tool for all computers supported by BITS. Three solutions will be decommissioned as we continue to migrate agencies to a single centralized solution. This past fiscal year, we completed the migration of 3 agencies for a total of 38 agencies managed on single solution.
- Introduced standardized secure mobile device management solution for agencies supported by BITS. By creating profiles to meet agency specific requirements, the Department Revenue Services was able to enable email on mobile devices and remain in compliance with IRS. Custom solutions were also provided to the Department of Labor and the Department of Developmental Services.
- Drove reduction of millions of vulnerabilities across agency devices supported by the enterprise.
- Created standard images for virtual desktop environments and increased refresh cycles to keep current with remediation of security vulnerabilities.
- Connecticut Technical Education and Career System implemented mobile device management tool with Apple school manager to the 8,000 apple devices managed by the district.

Messaging & Collaboration:

- Identified strategy for migrating file storage to the cloud for all agencies and migrated the Connecticut Agriculture Experiment Station; migration of other agencies is being planned. This provides users secure access to their files wherever needed and reduces the risk of losing files due to computer failures.
- Launched education series with tips and tricks for using common State of Connecticut products.
- Connecticut Technical Education and Career System upgraded and implemented one version of a district controllable phone system at all 21 locations.

Customer Experience:

- Implemented centralized IT service portal for all DAS-BITS supported agencies. 16 agencies migrated this fiscal year.
- Established knowledgebase tool for end user self-service and technical teams to document solutions to recurring IT issues.

ServiceDesk:

- Migrated six agencies to call center technology for inbound support calls. This technology provides call volume reporting which allows for improved scheduling of staff and response to customers' support needs.

Business Office

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

Fiscal Services

Public Service

Fiscal Services provides various administrative services like budget development and management, purchasing, accounts payable, accounts receivable, payroll, federal grant administration, asset management, development of small business set-aside goals, statewide telecommunication payments, p-card coordination and travel administration. These services are provided for DAS and several other agencies as served by the DAS Small Agency Resource Team (SmART):

- 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 of Banking (*payroll only*)
- Office of Governmental Accountability (which consists of 6 independent units)
- Paid Family and Medical Leave Insurance Authority (*payroll only*)

Improvements/Achievement 2023-2024

- Managed funds in excess of \$1 billion, encompassing grants, state revenue, school construction projects, state bond projects, general funds, and specialized accounts. In the Business Office, our ongoing focus is to proactively seek opportunities for collaboration and standardize processes wherever feasible, with the objective of leveraging economies of scale and promoting efficiency and cost-effectiveness. Given the anticipated wave of staff turnover resulting from recent retirements, our concerted efforts are directed toward process improvements, workflow streamlining, cross-training, and succession planning, aimed at providing a clear vision for future processes.
- Provided collaboration, fiscal support, and policy direction to all divisions of DAS and several other agencies. Our outreach has been expanded to enhance visibility, and we are committed to promoting our user-friendly approach to our agencies and agency heads. Additionally, we have enhanced the transparency of monthly budget projection reporting for all divisions of DAS. Furthermore, we have made significant progress in providing a greater level of comfort to our agency contacts, ensuring they understand our commitment to supporting their agency goals, missions, and objectives. These efforts will be sustained. Our dedication to delivering exceptional customer service and financial support to all sections remains unwavering, as we continue to communicate our commitment to providing effective guidance to aid in their success.
- Facilitated the allocation of limited resources to pivotal agency functions while consistently complying with our fiscal strategy.

- As the State’s business office that provides support and services to multiple agencies, we are dedicated to facilitating collaboration and coordination with agency fiscal offices and to providing support for the Governor’s initiatives, digital government, and various coordinated information technology-related purchases and licenses.
- Collaborated with DAS-BITS and the Office of the State Comptroller (OSC) teams to effectively implement automated billing solutions for various DAS programs. This automation has led to streamlined processes that require less staff time and manual entry across divisions, resulting in significant cost savings for the agency.

Project Accounting

Real Estate and Construction Services (RECS) is tasked with overseeing the design and construction of State facilities in accordance with 4b-51 C.G.S. Its duties encompass:

- Initiating projects, defining their scope, and developing cost estimates in collaboration with State agencies.
- Administering professional services consultants, including architects, engineers, landscape architects, accountants, interior designers, environmental professionals, and construction administrators, to ensure the successful attainment of project objectives.
- Directly supervising the construction, renovation, and repair of State facilities.

The Project Accounting unit provides essential support to RECS, encompassing tasks such as coordinating and managing project finances, making requests to the DAS Commissioner/State Bond Commission for funding, reconciling RECS project management fees, managing Procurement contracts related to RECS projects, conducting year-end GAAP reporting, and coordinating with the Office of Policy and Management (OPM)/OSC regarding the transfer of Bond Funds.

Improvements/Achievements 2023-2024

- Established a clearance process so that all ongoing projects for other agencies must now have secured funding at DAS before confirming fund availability.
- Developed a new protocol, in collaboration with RECS support services, for the closure of projects.
- Notably improved communication and response times with our partner agencies.
- Established an enhanced standard for State Bond Commission submissions/reviews, including the provision of justifications for requests.

Print, Mail, and Courier Services

Public Service

Central Printing offers printing services at significantly reduced rates compared to commercial printing. The introduction of an in-house resource for graphic design work in the past year has resulted in an increase of \$155,000 in annual revenues in FY2024, reducing the need for outsourcing. In addition to printing, the unit provides graphic design services for the offices of the Governor and Lieutenant Governor, as well as multiple other executive branch agencies and quasi-public agencies. Complimentary Mail and Courier services are extended to all state agencies, correctional facilities, colleges, courts, and court offices. Couriers efficiently deliver interoffice mail using multiple routes statewide, while mail handlers accurately sort and stamp all first class, presort, and certified mail for

state agencies. Agencies are able to optimize cost and time by utilizing these central services, which include Fed/Ex, Certified Mail, USPS, and interoffice services. Moreover, the Couriers facilitate pick-up service at ten different AAA and Nutmeg Credit Union locations on behalf of the Department of Motor Vehicles.

Improvements/Achievements 2023-2024

- Central Mail and Courier services operate daily, maintaining close collaboration with all customers to ensure the regular pickup and delivery of mail, despite most agency employees working remotely.
- DAS and the Department of Energy and Environmental Protection (DEEP) mailrooms are situated at 79 Elm Street in Hartford, where shared resources contribute to cost savings for the state. DAS Central Mail has assumed responsibility for the metering services for two (2) Department of Children and Families (DCF) central locations and is in the process of taking on all remaining 13 DCF locations. This initiative aims to reduce state costs associated with meter rentals, supplies, and staff. Additionally, DAS is extending its metering services to the Department of Transportation (DOT), contemplating the relinquishment of their metering equipment for substantial cost savings for the state.
- DAS Central Printing serves as the primary resource for all agency printing needs. Given the shift to telework, there has been a reduction in printing needs, and agencies are encouraged to utilize electronic communications and publications in line with executive orders.

Collection Services Division

Public Service

The Collection Services Division is responsible for retrieving outstanding debts owed to the state in public assistance cases and for facilitating the billing and collection of expenses for individuals under the care of or receiving treatment in state humane institutions. The division also offers billing and collection services to other state agencies. The Collections Division has consistently achieved impressive recovery rates for the State of Connecticut.

Improvements/Achievement 2023-2024

- Successfully processed over \$1.5 billion in paid claims through strong business partnerships within the State of Connecticut and the strategic implementation of technology to eliminate manual processes.
- Collaborative efforts with the Connecticut Probate Administration and the Probate Courts have facilitated the recovery of approximately \$50 million. This was achieved by leveraging the Probate Administration's electronic application process, which enabled the elimination of manual services and significantly reduced processing time.
- The small estate recovery has successfully recovered over \$3.7 million through process improvements and ongoing cooperation with the Connecticut Probate Courts, benefiting from the new e-filing application process initiated by the Probate Administration.
- In Collection Services, the transition from a paper files system to a scanning system has streamlined access to files, significantly reducing processing time for cases. The imminent implementation of mail scanning will further expedite case completion processes, and the

automation of manual processes through the update of the computer system is expected to enhance efficiency and effectiveness in collections efforts.

- Collection Services has been working closely with business partners within the State of Connecticut, emphasizing the importance of billing accuracy. An ongoing initiative to update to a cloud-based version of Avatar, called My Avatar NX, is underway, aimed at enhancing processes, eliminating customizations, minimizing downtime, and increasing recovery. This represents a strategic investment in improving operational efficiency and enhancing service delivery.
- Overall, the division's strategic focus on leveraging technology and fostering collaborative partnerships has yielded significant improvements across various divisions, positioning us for increased productivity, efficiency, and effectiveness in our operations.

Grants Administration

Public Service

The Office of Grants Administration (OGA) is responsible for the grant administration of all Connecticut public school construction projects seeking authorization for a state grant commitment. We actively serve the 169 Connecticut municipalities, 17 Regional School Districts and six Regional Educational Service Centers (RESCs) throughout the project application process and post award management.

The team's primary responsibilities include:

- Reviewing and determining whether to approve all Priority List and Non-Priority List applications, HVAC applications or any other school construction-related projects.
 - If an application is not approved, information is shared with school districts about missing information in their application so they can correct their application when they apply next time.
 - If an application is awarded, the award setup process is completed issuing a purchase order for the grant in the financial system.
- Reviewing and approving estimated and final payments.
- Processing security roles in Core-CT for local education agencies (LEAs).
- Reviewing and processing miscellaneous requests that require the DAS Commissioner's approval (i.e. project cost increase requests & emergency status requests).
- Answering school districts' Core-CT grant-related questions.

Improvements/Achievements 2023-2024

- A new standard has been put in place where all payment requests submitted by a school district in the Core-CT System are reviewed and responded to within 30 days of receipt. This new standard has been met since February 2024 for all estimated payment requests and is currently progressing toward reaching the same goal for final payment requests.
- All applications are reviewed, and determinations are made on a timely basis.
- Communication and response rates with our customers have significantly improved.
- Nine (9) internal standard operating procedures (SOP) have been created since December 2023. None previously existed.
- The team has reviewed and processed approximately \$389 million in payments in FY2024.

Communications Unit

Public Service

The Communications Unit is responsible for providing internal and external communications support to DAS, as well as sister agencies and state government at large.

Improvements/Achievements 2023-2024

- Handled all external communications to the public, DAS stakeholders, and the media. Messaging included:
 - Second round of the HVAC indoor air quality grant program launch and grant award announcements, including assistance with an enhanced communication effort to school districts, educational leaders, and other stakeholders.
 - Aspiring Leaders Development Program launch and grant award announcements.
 - Quinebaug Fish Hatchery opening.
 - Cybersecurity awareness outreach.
 - Digital equity plan public outreach and advocacy.
 - DEEP Western District Headquarters opening.
 - SCSU School of Business opening.
 - Health.ct.gov public launch.
 - Jobs.ct.gov public launch.
 - Waterbury Workforce Board graduation for new DEEP employees.
 - *CTpass* discount transit program launch.
 - Legislation to improve solar installation at public schools public advocacy.
 - Bullard-Havens Technical High School beam signing and topping out ceremony.
- Maintained DAS's LinkedIn, Facebook, Instagram, and X accounts.
 - DAS LinkedIn: <https://www.linkedin.com/company/ctdas/>
 - DAS Facebook: <https://www.facebook.com/CTAdministrativeServices>
 - DAS Instagram: <https://www.instagram.com/conndas/>
 - DAS X: <https://x.com/conndas/>
- Led internal communications efforts to keep DAS employees informed of agency activities and opportunities. Messaging included:
 - 309 "Infograms," or informational email messages sent to all DAS employees.
 - More than 50 job opportunity postings sent to all DAS employees and shared on DAS social media channels.
 - Monthly employee newsletters.
 - Provided updates at quarterly town hall meetings.
- Assisted DAS Business units in using social media to promote some of their higher-profile announcements to increase exposure.
- Received an aggregate total of 354,303 impressions, 31,129 engagements, and 17,302 link clicks on DAS social media posts.
- Between July 1, 2023, and June 30, 2024, sent a total of 734 social media messages, including 200 on X, 231 on Facebook, 115 on Instagram, and 188 on LinkedIn.
- Collaborated with DOT on a marketing campaign for the recruitment of out-of-state engineers.

- Assisted with the planning and execution of the 2023 Connecticut Digital Summit.
- Completed DAS website optimization project to improve user experience, organization, accessibility, searchability, and aesthetics of the DAS site. DAS Communications works with agency business units to update the website as necessary.
- Published more than 50 new blog posts to disseminate positive agency accomplishments and spotlight the good work of agency employees.
- Disseminated monthly legislative newsletters.

Internal Audit Division/School Construction Audit Unit

Public Service

Several changes have occurred since last year's reporting in these areas. Most significantly, an Internal Audit Division (IAD) was established in October 2023 upon the hiring of a Director of Internal Audit.

The mission of the IAD is to provide independent, objective, and reasonable assurance services designed to lend positive influence and improve DAS's mission, operations, outcomes, and compliance. The IAD assists the organization in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the overall control environment, the network of enterprise business risk leadership control, and governance processes. It is the integration of the activities, plans, attitudes, policies, systems, resources and efforts of the people of the DAS working together to achieve its varied and complex missions.

Within the IAD resides the School Construction Audit Unit (SCU). This team conducts audits of complex, completed school construction projects, that were recipients of state grants. The SCU evaluates compliance with applicable statutory, regulatory, and grant requirements. Further, SCU determines whether the correct reimbursement rate was utilized to reimburse the local education agency (LEA), and to ascertain whether state funds were used appropriately. Additionally, SCU audits aim to ensure that the project was completed within the allocated budget and timeline.

- The audit team performs a combination of offsite and on-site document reviews and data analysis to assess various aspects of school construction projects to obtain sufficient, appropriate evidence to provide reasonable findings and conclusions based on audit objectives.
- The results of these audits are shared with LEA, the DAS Commissioner, the Director of Grants Administration, and other concerned entities.

Several process and documentary improvements have been made within the SCU over this last year.

- A condensed, and a more easily readable audit report format was implemented.
- The audit steps being followed are more concise, easier to understand, and linked to the guidance that "drives" the audit step.
- On-site audits are now immediately scheduled with the LEA upon their transmission from the Office of Grants Administration (OGA) to the SCU. SCU's goal is to service the "older" assignments first.
- On-site audits are now conducted with a team approach. Two accounts examiners are dispatched to each LEA to expedite the process for the state and for the LEA, and to learn process improvements from each other.

- Guidance from the Assistant Director and Director of Internal Audit are now documented and memorialized within the unit's share drive. Further, all guidance is shared with OGA to ensure program consistency.
- IAD has twice weekly meetings with the SCU team on progression of their workload as well as training, updates, or process improvement discussions.
- The examiners continue to push through a significant number of outstanding audit assignments. Through clear guidance and timely reviews, the team has increased their speed of issuance of audits by 28.57% versus the previous year.
- The team is working more closely with OGA and its partners in Plan Review so that the entire grant process is driven by a consistent approach. Our goal is to ensure that DAS speaks with one voice.
- We have increased our communication with LEAs significantly. We reach out at the onset of the engagement, garner input from the LEA on scheduling their audit, meet with the LEA on-site or virtually, and follow-up often until the close of the audit to ensure the LEA always has someone dedicated to speak with whenever questions arise.

Within the IAD we have established an internal audit charter that was approved by the Commissioner that outlines the division's roles, responsibilities, and objectives. Further, we have established the following:

- We interviewed several vendors for internal audit software. After an extensive review and subsequent procurement action, we selected Diligent Audit Solution as the most effective for the needs of the agency and the internal audit function.
- This audit software has a robust data analytics functionality, allowing us to review large datasets with much more efficiency than if an accounts examiner was to comb through all the data manually.
- We have interviewed all functional leaders throughout DAS to gain a basic understanding of each job role, the role of their department or division, and how internal audit can support each of them in their day-to-day execution of their respective mission.
- We have established a whistleblower hotline that is available to agency employees as well as the public. A concern can now be called or emailed directly to the Director of Internal Audit.
- We published a shortened version of our audit charter on the agency website, as well as the full version on the agency intranet website. This is done for full transparency of the internal audit function, and to aid those within DAS in understanding their roles and responsibilities as well as informing as to the role of internal audit.
- We brought on two part-time college interns, as there are no full-time employees other than the Director and Assistant Director in the IAD. These two individuals have done remarkable work based upon their limited hours and experience level.
- Several standard operating procedures (SOP) have been established to memorialize expectations as to how the internal audit unit will function.
- We have weekly meetings with the Commissioner and Deputy Commissioner of the agency to stay abreast of our ever-changing risk environment.
- We have gained access to several functions within Core-CT that will aid us in our analysis of risk areas or testing areas within the DAS.
- We have worked closely with multiple DAS functional leaders to aid in streamlining processes, assist with internal control suggestions/improvements, and we provide a sounding board (outside set of eyes) to those wishing to make improvements, corrections, or changes.
- We have been a liaison and partner with the Auditors of Public Accounts (APA) within the DAS. We aid and assist in requests coming from the APA to ensure that the information being

sent back to the APA is consistent with previous responses by the agency, as well as consistent with agency guidance, policy, or standard operating procedures. This has greatly reduced the turnaround time of audit questions back to the APA so that they may continue their important work.

- We have completed an agency-wide risk assessment for FY2025. This assessment helps the IAD define which areas within DAS to audit based upon risk. This risk assessment has been conveyed to the Commissioner and Deputy Commissioner of DAS for their overall awareness. Further, we communicate with our partners at the APA so not to duplicate effort when possible. With limited resources within both agencies, it is important to “divide and conquer” as it relates to areas that should undergo audit.

Legal and Legislative Unit

Public Service

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

Improvements/Achievements 2023-2024

- Managed the DAS legislative program, including developing legislative proposals, drafting testimony, advocating on behalf of the agency with legislators and other stakeholders, and coordinating with the Office of the Governor, Office of Policy and Management (OPM) and other agencies to achieve the administration's goals. Legislation that passed this session included proposals to:
 - Increase the Codes and Standard Committee membership from 21 to 23 members, adding two new members with expertise in multi-family residential construction and residential remodeling;
 - Repeal the requirement that DAS and OPM review and comment on the Connecticut Port Authority's quarterly report to the Transportation Committee on the status of current and pending contracts, small harbor projects, and the State Pier project in New London;
 - Authorize new General Operating bonds of \$14.1 million for reimbursement for environmental remediation at the former Long Lane School in Middletown and \$1 million to renovate and improve an opportunity center;
 - Require the next adopted version of the State Building Code and Fire Safety Code to include amendments that (1) allow additional residential homes to be served by a single exit stairway, and (2) encourage construction of safe three- and four-unit residential buildings under similar requirements for certain one- and two-unit residential buildings;
 - Provide employees with paid time off during their initial working test period;
 - Require the State Department of Education (SDE), in collaboration with the Commission for Educational Technology (CET), to develop a model digital citizenship curriculum for grade K-12, that school boards can use;

- Prohibit the DAS from recovering from a deceased person's estate for charges for the aid, care, or treatment the person received in a state operated humane institution with certain exceptions and make changes to the mechanisms through which DAS may recover the costs of incarceration under current law.
 - Make various changes to the Public Schools HVAC / Indoor Air Quality Grant Program, including extending the deadline for the School Indoor Air Quality Working Group to submit its final report to 2031, changing certain deadlines for school boards to complete uniform inspections and evaluations of their school buildings' HVAC systems, and reallocating \$75 million in ARPA dollars that were previously allocated to the program; and
 - Authorize eleven school construction state grant commitments totaling \$486.4 million toward total estimated project costs of \$583.3 million; reauthorize three projects with an additional state grant commitment of \$73.9 million, and make various changes to the school construction program, including requiring school boards to have a solar feasibility assessment performed prior to submitting a priority list application.
- Coordinated with various internal and external stakeholders to implement new legislative mandates, including:
 - Participated in the Indoor Air Quality Task Force and awarded \$122 million in a second round of grants for public schools throughout Connecticut to make upgrades to heating, ventilation, and air conditioning (HVAC) systems (which was in addition to the \$56 million that was already awarded in the first round, for a grand total of \$178 million issued to date). Thirteen grants were awarded to Alliance districts, and 54% of the funding from the second round of awards was awarded to districts that fell below the median of wealth based off the State Department of Education's Adjusted Equalized Net Grand List Capita (AENGLC) rank.
 - Implemented a reporting mechanism for school districts to report annually to DAS on indoor air quality within their buildings and to report every five years to DAS on their heating, ventilation, and air conditioning systems.
 - Collaborated with the Commission on Human Rights and Opportunities (CHRO) to support independent contractor Griffin and Strong to conduct a disparity study to determine whether a disparity study exists between the state's availability and utilization of SBEs/MBEs. The study uses statistical and anecdotal analysis. As of the date of this digest entry, DAS is working with the CHRO, OPM, and the contractor to review a draft of the report.
 - Consulted with the CHRO and Faulkner Consulting Group to support issuance of a final Equity Study report. The study and resulting report were multi-phased processes to evaluate Connecticut programs and policies for access and outcome disparities and to provide recommendations to remedy those disparities. The contractor evaluated at least one program from each Executive Branch Agency for inequities or barriers. The study included public surveys, community-based focus groups, evaluation of policies, and analysis of quantitative and qualitative data. DAS supported coordination among 23 executive branch agencies to ensure their programs and feedback were captured within the study and final draft report.
 - Co-Chaired the Executive Order 1 Steering Committee, assisting agencies to develop and implement plans to achieve the goals of reducing our greenhouse gas (GHG) emissions, and water and waste consumption established in Governor Lamont's Executive Orders. For example:

- DAS Real Estate and Construction Services (RECS) unit administered many projects for state agencies to install high efficiency equipment that complies with the most up to date building codes.
 - DAS, in collaboration with DEEP, kicked off Phase 1 of the statewide decarbonization study for retrofitting existing fossil fuel-based equipment to be fossil fuel free. Phase 2 is expected to start later in 2024.
 - DAS, in collaboration with the Connecticut Green Bank, continued to support solar projects across the state at many state agencies, including on DAS properties, at no cost to state agencies. There are three rounds of solar projects in various stages from construction to design, ready to be installed. DAS has signed off on the latest iteration of the Master Power Purchase Agreement to incorporate the new Non-Residential Renewable Energy Solutions Program Tariff Agreements from the utilities.
 - DAS is preparing for the construction of electric vehicle charging stations at five locations across the state for DAS Fleet owned vehicles leased to our sister agencies and is developing a fleet roadmap for future installations across state properties.
- Processed over 400 Freedom of Information (FOIA) requests and continued to fulfill the agency's safety risk determination role for other agencies under FOIA.
 - Supported 38 agencies in their use of the GovQA, and enterprise level FOI management platform.
 - Assisted other agencies in providing responses to CHRO and FOI-related issues;
 - Represented the agency in contested hearings at all administrative forums (e.g., CHRO, FOIC, etc.).
 - Reviewed, analyzed, and provided guidance to employees on various provisions of the State Code of Ethics.
 - Liaised and strategized with the Office of the Governor and the Attorney General's Office on various legal matters.

Workforce Development

As part of workforce development needs assessment:

- Met with agency leadership (27 agencies and more than 100 people) about their concerns related to hiring and retention of their workforce.
- Met with the Management Advisory Committee (MAC) participants to hear their perspectives on recruitment and retention.
- Launched the classification and compensation study with OPM/OLR focused on non-bargaining management roles.
- Established relationships with state public and private higher education institutions, technical high schools, and K-12 career and technical education programs to identify ways to work together to increase the visibility of state employment with students and participants, match academic and training programs to specific hiring needs, and support the existing state workforce with professional development opportunities.
- Worked to connect agencies and institutions such as the Department of Correction to open clinical placements for nursing students from public and private colleges and to connect state agencies to one another such as a series of meetings for Department of Transportation (DOT) with Department of Veterans Affairs' and the Military Department to identify ways to connect current and retired military members and their families to work with DOT.

- Established a set of federal/state registered apprenticeship standards for all state agencies to use as framework to grow their own workforces.
- Lead the Connecticut team in the National Governors Association community of practice focused on skills-based talent management to foster an approach that continues to bring in new talent but also focuses more strategically on the professional development and support of current employees to allow the state to grow its own management expertise and promote continuity of services, excellence, and innovation.
- Held quarterly meetings of the School Building Project Advisory Committee. Current activities include review of school safety infrastructure criteria and a series of presentations and discussions on DAS services to districts related to school construction, factors impacting cost of construction, as well as best practices from other states.
- Served as Vice Chair of Connecticut Paid Leave Authority and regularly attended and often led board meetings.

Procurement Programs and Services

Public Service

The Procurement Division is charged with the purchase, lease or contract for 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. In most cases DAS Procurement contracts are also available for use by towns, municipalities, and political subdivisions in the state. In FY 24, the total agency expenditure through DAS administered contracts was **\$1,101,331,402** with 1,465 active contracts.

The Procurement Division administers the Supplier Diversity Program, which includes the Set-Aside program (C.G.S. §4a60g), the State and Federal Surplus programs (C.G.S. §§4a-57a and 4a-66), the Construction Contractor Prequalification program (CCP) (C.G.S. §§4a100 and 4a-101), and the Purchasing Card (P-card) program (C.G.S. §4-98(c), in conjunction with the Office of the State Comptroller. Internal Legal and Process Management staff support these programs.

Procurement 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 continuous process improvement have resulted in savings, efficiency, and improved services for our customers.

Improvements/Achievements FY 2023/2024

Procurement Forum - Launched quarterly meetings with executive branch agencies to discuss procurement updates and provide training. The first session, “Purchasing 101” had over 400 virtual attendees, demonstrating the high value of these events. Additionally, we have established a team dedicated to process improvements and training. Since January, they have conducted more than 45 training sessions for both buyers and suppliers.

CT Innovations – Facilitated pilot programs supporting technology innovations for the Office of the State Comptroller (Intellihealth), the Department of Housing (Matrix), and UConn Health (Budderfly).

GreenerGov - Participated in the GreenerGov waste management webinar, where we presented how the contract process works for contract number 22PSX0016, *Technical Assistance Statewide Materials Management*. This webinar was part of the GreenerGov Challenge that DEEP, DAS, and OPM are organizing with all the state agencies. The audience consisted of Senior Sustainability Officers of all state agencies in an effort to kickstart sustainability initiatives with the ultimate objective of implementing Governor Lamont's EO-1.

Selfhelp Services - In support of the social connection campaign to combat loneliness and social isolation, we quickly and efficiently entered into a contract with Selfhelp. Leveraging the flexibility to access services through the wide network of partners available on the State of Connecticut Cloud Solutions contract, we were able to assist the Department of Aging and Disability Services in enriching the quality of life for socially isolated and homebound older adults.

National Association of State Procurement Officials (NASPO) - Connecticut's participation with NASPO ValuePoint has resulted in the receipt of administrative fees to the General Fund of **\$383,550.67** for FY24. Connecticut led the solicitation and contract awards for two NASPO ValuePoint solicitations - Electronic Monitoring and IT Managed Service Provider (MSP) Staffing Services. Purchases under NASPO contracts in Connecticut totaled **\$220,100,000**, of which \$148,580,000 were purchases by towns, municipalities, and other political subdivisions.

Autocene (Contract 23PSX0172) - The Procurement division made modernization of legacy technology a priority this year by contracting with Autocene for a cost-effective solution to migrate from its homegrown system to a modernized system. The Autocene platform consists of modules for the construction contractor prequalification certification, S/MBE certification, P-card coordinators, CT state surplus program, CT federal surplus program and a business outreach module.

Professional Recruitment Services (Contract 23PSX0056) went live in late April and is the newest recruitment tool for unique, high-level, or hard to fill positions. This is a multivendor contract with eight vendors available in the fields of health care, human services, information technology, engineering, education, and public service. Agencies may use this contract to recruit for positions that require a very specialized skill set or niche industry experience, especially those positions with a limited candidate pool, high demand, or atypical work settings or schedules.

Landscaping and Snow Plowing Services (Contract 23PSX0035) created a statewide list of 26 awarded contractors from which agencies can solicit pricing. This contract includes opportunities for both certified small businesses as well as workers with disabilities. This contract will replace many site-specific active contracts over the next three years, generating significant administrative efficiencies.

Custodial Services with Qualified Partnerships (Contract 24PSX0003) is the first multi-contractor "[qualified partnership](#)" contract which established a list of seven contractors from which the using agency can solicit pricing based on a statement of work. This contract resulted from close collaboration with agency partners Department of Developmental Services (DDS) and the Department of Aging and Disability Services (ADS), along with The Alliance and includes improved provisions for the

employment of disabled and disadvantaged workers. This contract will replace seventeen site-specific active contracts over the next four years, resulting in significant administrative efficiencies.

Trade Labor Services (Contract 23PSX0243) is a statewide contract for project work including but not limited to maintenance work, repair work, and emergency work that replaced contract 19PSX0002.

A joint effort between the DAS Construction Services and DAS Procurement established a set of instructions in accordance with Connecticut General Statutes (C.G.S.) 4b-52 that reflected the new approval requirements for DAS Executive Client Agency Administered Projects. Due to the constraints of the current market, approval thresholds were increased from projects exceeding ten thousand dollars (\$10,000) to projects exceeding twenty-five thousand dollars (\$25,000) to better meet the needs of our agency customers. New contract highlights: SBE/MBE certification no longer required, Scope of Work changed to Project Work including but not limited to maintenance work, repair work, and emergency work. Quotes are project based on a flat rate fee, hourly rate and material markup removed. New and existing services incorporated into contract 23PSX0243 that replaced existing contracts: 21PSX0114 Glazier Services, 15PSX0190 Installation, Routine and Emergency Repairs to Overhead Doors, 19PSX0111 Overhead Door Repair, 19PSX0136- Chain Link Fence Replacement and Installation. Total Contractors: 110

Business Outreach

- 770 companies in the CCP program- \$599,932.34 in revenue
- 1,986 companies in the S/MBE program
- The team has attended 65 outreach opportunities across the state during the past fiscal year. This included 30 in-person and online training sessions on S/MBE and CPP programs, 30 events where we set up a resource table (including two business matchmakers), and four networking events.
- Promoted new legislation raising the CCP's prequalification requirement from projects valued at \$500,000 to \$1,000,000 by conducting two community training sessions and contacting 26 organizations to request assistance in communicating the change to the public; publicized the change through newsletters, website posts, social media, and through advisor/client meetings.

Sourcing Team Integration - A new initiative integrates business outreach team members with contract sourcing teams to increase suppliers bidding on state contracts, with an emphasis on Connecticut based S/MBEs. Team members participated in 70 sourcing projects to date; data is being compiled to quantify impact.

Open Data Portal - New Open Data Portal content highlights the Supplier Diversity Program. The content provides visual data regarding the location of small, minority, woman, and disabled owned businesses across the state, as well as continuously updated historical demographic data related to business certifications.

Set Aside Program Reporting - Connecticut General Statute section 4a-60g requires state agencies to spend 25% of procurable dollars with certified SBEs and MBEs. Pursuant to a recent statutory change, the reporting process was modernized and streamlined to facilitate more timely and administratively efficient reporting by Connecticut agencies to the Legislature and others by leveraging available data in the Statewide Analytical Reporting System (STARS).

P-Card Program

The annual earned rebate of **\$1,996,159.77** was based on contract usage of 195 groups comprised of state agencies, universities, municipalities, schools and non-profits.

- **\$1,454,704.41** was deposited to the State's General Fund
- \$541,455.36 was issued to 90 individual client entities and municipalities (non-state affiliated client entities) that piggyback on our contract.
- Implemented the P-Card program for six (6) new Client Entities during 2023.

State Surplus

Total sales/revenue of **\$5,756,872.31** for FY 2024.

- Sold 2,636 property auctions totaling **\$406,239.14** in State revenue during FY 2024
- Reallocated 690 lots of property within state agencies, municipalities, and non-profits saving the state from new purchases.
- Sold 1,000 vehicles totaling **\$5,350,633.17** in State revenue during FY 2024.
- Sold twice as many vehicles increasing FY2024's revenue by \$3.1M from FY2023.

Federal Surplus

Total savings for Donees: **\$5,507,161.88** for FY 2024.

- 11 Eligible Donees (eight Public Agencies, two Veteran Owned Small Business (VOSB), one Small Business Administration (SBA) 8a.
- 7 Federal Surplus property received and allocated.
- Big savings to our aviation training program at Connecticut Technical Education and Career System, Bristol Technical School gaining two jet engines, a Bell 206 helicopter, and our newest additions, two Beachcraft T-1A Jayhawk aircrafts.

Construction Contractor Prequalification

- Prequalified 784 construction companies.
 - Generated revenue of **\$580,500.00**
-

Real Estate and Construction Services

Public Service

Real Estate and Construction Services (RECS) functions as the state's owner's project manager for vertical construction with a project portfolio that is approximately \$1.6 billion. In addition, RECS Technical Services and Plan Review are responsible for technical review of municipal school construction grants with an approximate program value of \$3.5 billion (active projects in design or construction). Having consistency in the application of statute and regulation for these significant capital programs affords confidence to the public, including the architecture, engineering, and construction communities of fairness in the selection and bidding of design and construction projects.

The Office of the DAS Chief Architect oversees project management and construction related services for the Executive Branch and for the Judicial Branch. These services include the management of consulting architects and engineers, the oversight of the construction contracts, process development and improvements, technical support and plan review, environmental support and review, administration of the state property hazardous materials mitigation program and technical support / plan review for state grant funded municipal school construction.

Design and Building Construction

The Design and Building Construction Unit within RECS oversees the design and construction of State facilities in accordance with 4b-51 C.G.S.

Its responsibilities include:

- Coordination of project initiation, scope, and cost development with state agencies.
- Coordination and management of project finances.
- Coordination and management of project schedules.
- Administration of professional services consultants including architects, engineers, landscape architects, accountants, interior designers, environmental professionals, and construction administrators required to attain project objectives.
- Oversee public bidding and procurement of construction contracts utilizing: 1) General/Prime Contractor; 2) Construction Manager at Risk; and 3) Pre-Qualified Trade Labor contract delivery methods.
- Design and Building Construction staff directly oversee the construction, renovation, and repair of State facilities.
- Manage capital building construction project requests including review of supporting documentation, recommendation for approval, selection of on call consultants, and issuance of task letters. Aids State Agencies with project development and emergency project completion.

Improvements/Achievements 2023-2024

Work in support of statewide decarbonization efforts have resulted in two major projects fully decarbonized and net zero. The new Southern Connecticut State University (SCSU) Business School is our first decarbonized net-zero building and the new DEEP Western District Headquarters in Thomaston is the first Executive Branch fully decarbonized net zero building. In addition, at the ongoing Bullard Havens Technical High School project in Bridgeport we oversaw the installation of over 240 geothermal bores - one of the largest geothermal systems statewide.

During this reporting period, DAS managed a project portfolio of over \$1.6 billion in total project value (all project phases). Several highlighted major construction projects that began construction this report period include:

- BI-Q-691: Putnam Readiness Center
- BI-MH-121: Bridgeport Health Center Parking Garage Reconstruction
- BI-MH-140: Connecticut Valley Hospital Heating Loop Replacement – Phase 3
- BI-P-093 Connecticut Agricultural Experiment Station Greenhouses Renovation and Replacement
- BI-T-620 Salt Rock Campground Bathhouse
- BI-JA-485 Osborn Correctional Institute Exterior Door & Window Replacements

Several highlighted major construction projects reaching substantial completion this report period include:

- CF-RD-303: Western Connecticut State University Berkshire Hall Dining and Student Center Conversion
- BI-RS-337: SCSU Business School Instructional Facility
- BI-2B-472: Department of Public Health Flexible Laboratory Construction
- BI-RT-877: Grasso Technical High School New Football Field and Field House
- BI-RT-878 Former Platt Technical High School Demolition
- BI-2B-418: 50/55 Farmington Ave Fire Protection System Replacement
- BI-T-615 Black Rock State Park New West District Headquarters
- BI-RC-410 Central Connecticut State University - Charter Oak Relocation
- BI-2B-473 DPH Water Infiltration Repairs at DPH Lab in Rocky Hill
- BI-MH-146 Whiting Forensic Hospital Programming and Planning Study at CVH

Hiring and training has been a high priority for the Construction Services team. With the support of Human Resources, the unit has increased staffing levels by fifty percent allowing the project management staff to better support all state agencies. These positions reflect refills resulting from extensive retirements over the past several years.

Construction Support Services

Construction Support Services (CSS) manages the intake, processing, and tracking of all capital building construction project requests for Construction Services; administers the assignment of on-call consultants for said projects and assists in drafting and executing task letters for services provided by the Consultant; manages the processing of all construction contract agreements for Real Estate and Constructions Services (RECS); manages the intake and processing of requests for declaration of emergency and if approved, drafts the declaration of emergency; oversees the process management for the capital expenditures program (CapEx); manages the oversight of, and provides technical support for, the RECS project management software system; manages the intake of closeout documentation on state construction projects and conducts an internal audit to reconcile those budgets with the RECS project management software system, and Core-CT, the state's financial management system.

Achievements/Improvements 2023-2024

- Processed two hundred four (204) capital construction project requests for a total value of \$418,049,936.

- Assisted in drafting and executing eighty-four (84) task letters for a total value of \$7,000,896.
- Processed seventy-seven (77) contracts and amendments for a total value of \$116,393,219
- Processed two (2) requests for declaration of emergency and drafted two (2) declarations of emergency for the Commissioner's signature for a total value of \$180,000.
- Completed the closeout and reconciliation of thirty-four (34) capital construction projects.
- Completed the process of transitioning RECS project management software system from PMWeb to eBuilder.
- Completed a rewrite of the Agency Administered Projects Manual.

CSS worked with the DAS Procurement Office on updating the instructions for the issuance of the new trade labor contract. Highlights include increasing the threshold limit for an agency to utilize the contract, without the approval of CSS, from \$10,000 to \$25,000 per project; and increasing the threshold limit for an agency to utilize the contract, with the approval of CSS, from \$350,000 to \$700,000 per project. Increasing the threshold limit to utilize the contract without DAS approval will provide a significant savings in time and resources, for both the client agency and RECS, in the preparation and review of such requests in that 44% of the requests submitted between July 2017 and July 2024 were for an amount less than \$25,000; and for those higher cost maintenance and repair projects, that do not require design service support by RECS, increasing the threshold limit to utilize the contract will save time and resources in that such projects can be approved and executed utilizing a simplified application process which requires a less intensive review and approval process.

CSS completed a rewrite of the Agency Administered Projects Manual. Highlights include adding the submission of a Capital Expenditures Program Plan to the requirements in seeking approval for an AA Project; increasing the threshold requirements for which an agency can self-administer a project and for which an agency can administer an emergency repair or maintenance project without DAS approval; adding General Letter 71 to the Manual to make agencies aware of another means to implement emergency repairs and maintenance projects; and adding guidance for the hiring of state employees and inmates of state institutions to purchase or furnish the necessary materials for Capital Projects without the necessity of bids. All of these changes were made to better assist Agencies in managing their Capital Projects in a more efficient and effective manner, while maintaining compliance with state statutes and regulations.

In FY22, CSS, in coordination with the Office of Policy and Management (OPM), established the CapEx policy as a means to help prioritize the state's capital investments and to help ensure investments in capital improvements are proactively planned and deployed as effectively as possible. Since its inception, CSS has worked to improve the CapEx process by analyzing feedback from Agencies and OPM on the process so that it can implement changes to make the process more efficient. In FY24, CSS worked with OPM to update the policy to implement an increase in the CapEx period covered, from three years to five years, to provide OPM a greater projection range of potential future investments to better assist in planning the state budget. The CapEx policy was also revised to change from an annual submission to a biennial submission; and the time frame with which the CapEx submission is to be made was altered to coincide with the submission an agency's state facilities plan, so that any reporting that may overlap can be coordinated more efficiently and so that OPM can review the plans concurrently.

In FY 2024, RECS completed the process of transitioning their project management software from PMWeb to eBuilder. eBuilder is the means RECS utilizes to manage all State Capital Construction Projects. As part of the transition, CSS developed fifteen (15) process applications in eBuilder to assist in making the management of such Projects more efficient, including the development and

implementation of the following processes: 1105 Project Intake Request, 1135 On-Call Selection/Task Letter Approval, 1165 HazMat Project Intake Request, GC/CMR Schedule of Values, Vendor Invoice, 7360 Change Order, 7390 Certification for Payment, 7310 Request for Information, Proposal Requests, Submittals, and Project Closeout. CSS also developed reporting and dashboards in eBuilder to allow users a snapshot view of the status of Project application submissions, Contracts being processed, Construction Projects in process or closeout with Project Milestones, and the status of financial reconciliation. To support the roll out of eBuilder, CSS developed a 220-page User Guide, five (5) video training programs, and has offered eleven (11) training sessions for Project Managers and internal staff, as well as twelve (12) training sessions for outside vendors, on how to use eBuilder.

PMWeb will be maintained to continue managing Capital Projects that were initiated in PMWeb and are currently under construction. However, it was determined that the total number of named licenses (290) and concurrent licenses (70), for a total cost of \$117,876.86 per year, could be reduced to 50 named licenses and 10 concurrent licenses for a total cost of \$22,478.50 per year, saving the state \$95,398.36 per year.

Technical Services & Plan Review

The Technical Services & Plan Review Unit has a spectrum of responsibilities to support the success of DAS functions, including:

- Review of state administered vertical construction plans and specifications for conformance with internal quality and building component standards, overall standard of care, and agency or state high-performance and sustainability requirements.
- Continuous improvement of standardized design and sustainability requirements for state building construction.
- Review for eligibility under the DAS school grants program of construction plans and specifications, addenda, change orders, and site acquisition for municipal school construction projects.
- Providing project management services augmented by technical expertise for DAS administered studies and construction projects related to facilities master planning, consolidation, and relocation, as well as greenhouse gas reduction.
- Identification and evaluation of impacts of DAS and client-agency projects for compliance with the Connecticut Environmental Policy Act (CEPA).
- Administration of the Hazardous Material Abatement Program.

Improvements / Achievements 2023-2024

- Lead the agency in implementation of sustainability and decarbonization measures including the recently launched statewide executive branch decarbonization study.
- Conducted eighty-seven (87) quality assurance reviews on DAS administered construction projects.
- Project management services highlights include:
 - Energy related projects in construction (\$3.4 million total project value).
 - Projects in design (\$55 million total project value).
 - Studies (\$2 million total value).
- Conducted approximately one hundred (100) final plan reviews for conformance with the DAS public school construction grants program requirements, serving more than fifty districts.

- Reviewed for eligibility nearly three hundred (300) change orders on DAS public-school construction grants program projects.
- Launched an initiative to reduce and eventually eliminate the change order review backlog of school construction projects.
- Provided technical support and assistance for collaborative efforts to reduce executive branch building greenhouse gas emissions including:
 - Serving on the State’s Technical Advisory Committee (TAC) to review and recommend potential energy efficiency projects for implementation.
 - Assessing available statewide procurement contracts for energy efficiency projects in coordination with the utility master agreement terms extension.
 - Continued collaboration with DEEP in development and updating of the Connecticut High Performance Building Standards regulations.
- Performed CEPA compliance reviews of DAS and client-agency projects, including 65 initial environmental reviews conducted through e-Builder and conducting public scoping for the Capital Area System Central (CAS) Plant Upgrades, and 18-20 and 30 Trinity Street Property Transfer projects.
- Hazardous Material Abatement Program administration noteworthy process improvements due to the successful migration into eBuilder include updated policy guidance, shorter authorization times, improved funding accountability through e-Builder. In Fiscal Year 2024, Technical Services processed 70 HazMat Program projects totaling more than \$1.1M for investigation and remediation activities at state facilities.

Fleet Operations

Fleet Operations serves more than 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 a year. Fleet Operations operates four inter-agency motor pools, three maintenance and repair garages, and an administration office to provide complete vehicle services via a professional staff of just 38.

Governing Statutes, Policy, and Executive Orders

- **CT General Statutes Sec. 4a-4 Control of State Property and Equipment** – (abbreviated) maintaining proper control of state vehicles and establishing inventory records and discover unused and improperly used or neglected equipment and shall authorize the transfer, use or disposal of such equipment.
- **CT General Statutes Sec. 4a-5a State agency uses of services provided by the Department of Administrative Services** – (Abbreviated) 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, shall 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.
- **CT General Statutes Sec. 4a-56 Purchasing Standards and Specifications** – (Abbreviated) develop standards and specifications for the purchase of motor vehicles
- **CT General Statutes Sec. 4a-67d. Purchase of cars, light duty trucks and buses.** - specifies that State light- duty fleet vehicles must be 50% battery electric vehicles by January 1, 2026, 75% by January 1, 2028, and 100% by January 1, 2030.
- **DAS General Letter No. 115** - governs the use of state-owned vehicles within the Executive Branch of state government.

General Fleet Data FY24

- Fleet Size: 3,732
- Vehicle Acquisitions: 696
- Vehicles sold at surplus: 844
- Routine Maintenance Orders: 6,468
- All Vehicle Service Orders: 13,498
- Body Repair Orders: 685

Improvements/Achievement 2023-24

- We achieved a 75% year-over-year increase in reimbursements for conducting Ford in-house warranty repairs, amounting to \$28,434. We are actively working to onboard additional original equipment manufacturers (OEMs) to our in-house warranty repairs program to reduce the operational costs of delivering vehicles to the dealer for warranty repairs that can be performed in-house, while being further reimbursed for technician labor.
- With the installation of global positioning system (GPS) units in our vehicles now complete, Fleet Operations can now notify agency transportation administrators of vehicle collisions to facilitate swift reconciliation and data gathering. This includes providing necessary assistance to staff at the time of an incident. As a result of receiving first notice of potential crash incidents through our telematics system, Geotab, we have observed a reduction in the time it takes to recover all required reports and information, allowing us to initiate the process of collecting reimbursements from third parties as needed.
- DAS Fleet Operations has received a Geotab® Innovation Award for Excellence in Safety, recognizing its leadership in utilizing connected vehicle technology and data insights to drive better outcomes. Winners are selected based on their implementation and performance compared to similar fleets, with a new category recognizing fleets for performance, management, innovation, and impact. The incorporation of Geotab telematics has sparked innovation within the fleet team, resulting in increased safety, efficiency, cost savings, and reduced vehicle miles traveled and greenhouse gas emissions for customers.
- Fleet Operations experienced a remarkable year with the acquisition of 686 new vehicles. This surge in vehicle procurement can be attributed to improved post-pandemic production levels and the easing of supply chain issues, resulting in higher production and delivery rates. This allowed Fleet to catch up on previous year's new vehicle delivery deficiencies. Each new vehicle undergoes a meticulous process, including inspection, set-up, installation of vehicle markers, equipment tags, and telematics devices, before being dispatched to clients. The sudden influx of vehicles occurred within a short timeframe, placing significant stress on staff and parking capacity. However, our dedicated team successfully navigated through these challenges, demonstrating resilience and excellence in their performance.
- By leveraging rebate funds from parts purchases, we transformed these resources into training opportunities offered by OEMs to address the growing number of EVs and hybrid vehicles entering our fleet. This proactive approach ensures that our fleet mechanics remain at the forefront of evolving technology as we integrate more of these vehicles into our operations. Furthermore, we extended some of these training opportunities to state police repair staff, allowing them to also benefit from the knowledge and skills gained from these sessions.
- Following an extensive three-year fleet and labor relations coordination, the executive branch light duty vehicle policy, known as General Letter 115, has been released. The new policy language improves upon the previous version with clarifying language additions as well as incorporates the new telematics language and progressive discipline language. The policy

intentions are to improve and reinforce the requirements for light duty vehicles during official business.

- We have made significant improvements at all our facilities from 2022 through to 2024. This includes updating all computers and landline phone systems to VOIP, transitioning to paperless processes with the introduction of tablets for customer use, and updating diagnostic computers to cover new vehicles and provide technicians with the latest information for efficient repairs. Additionally, mandatory training for EV and hybrid vehicles has been implemented. At our Wethersfield location, we have relocated lifts, upgraded fencing, repaired and relocated doors for safety, addressed ongoing roof repairs, and made electrical repairs and upgrades. In New Haven, we replaced and relocated air compressors, repaired electrical issues, upgraded fencing, and installed an awning to match our Norwich location. Overall, these upgrades have streamlined operations and enhanced safety across all our facilities.

Office of Legal Affairs, Policy and Procurement (OLAPP)

The Office of Legal Affairs, Policy and Procurement (OLAPP) provides legal, procurement and support services to the other units within the Division of Real Estate and Construction Services and the newly organized Office of Grants Administration through its Legal Affairs and Policy and Procurement Units. OLAPP continued to implement improvements to its policies, processes and contracts during FY 2024.

The **Legal Affairs Unit** provides legal services and advice to the other units within the division. In FY 2024, the Legal Affairs Unit supported the project management, regulatory compliance, technical services and properties and facilities management teams by:

- 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 memoranda of understanding with other state agencies.
- Advising on proposed legislation; and
- Performing legal research on contract issues.

In FY 2024, the Legal Affairs Unit also supported Statewide Leasing and Property Transfer by:

- Performing all legal work involved in Executive Branch leases for all agencies administered by DAS, license agreements, memoranda of understanding, and State real property purchase and sale agreements, including disposition of state surplus property and acquisitions for DAS and other executive branch agencies.
- Preparing all documents for legislative conveyances, including deeds and other required closing documents; conducting all real property closings for DAS; and
- Preparing utility and other easements for DAS properties and projects.

In addition, the Legal Affairs Unit provides legal support to the Office of Grants Administration. Legal support during FY 2024 included:

- Leading comprehensive review of school construction statutes and regulations with grants, plan review and audit teams for potential updates.
- Advising grants and plan review teams in a variety of circumstances such as internal legal and policy questions, external responses to legal and policy inquiries, and preparing template approval documents and other correspondence related to school construction grants.

- Reviewing documents and preparing responses to FOI requests.
- Assisting with the HVAC IAQ Grant Program by advising team regarding statutory requirements, reviewing external guidance, advising on internal policy and external responses to program inquiries, drafting approval documents and grant agreements, and reviewing applications.
- Developing the 2024 Priority List with the grants team; and
- Preparing the legislative proposal for the 2024 legislative session.

The Legal Affairs Unit also assists OLAPP’s Policy and Procurement Unit with solicitations, preparing and reviewing contracts, and assuring contract approval by the State Properties Review Board and the Office of the Attorney General.

In FY 2024, the Legal Affairs Unit assisted with execution of the following agreements:

Agreement Type	Number Executed	Total Value of Executed Agreements
On-Call Contracts	32	\$35,150,000
On-Call Amendments	26	\$7,200,000
Contracts	17	\$21,712,695
Amendments	15	\$1,587,865
CMR Agreements	2	\$2,636,024
Guaranteed Maximum Price Amendment	1	\$58,924,309
Work Authorization Order	2	\$40,461,318
Assignment & Assumption	1	\$0
Total Executed Agreements	82	\$167,672,211

Although oversight of the **DAS Project Support Services Unit (DAS PSS)** was transferred to Technical Services and Plan Review during FY 2024, OLAPP continues to review and process various projects, task letters, agreements and declarations in conjunction with DAS PSS.

In FY 2024, OLAPP reviewed and processed the following:

Category	Total Number Processed	Total Project/Contract/Request Value
Capital Building Construction Project Requests (including state trade labor contracts, public bids by agencies, DAS/CS administered projects and agency administered projects)	204	\$418,049,936
On-Call Consultant Task Letters (including DAS/CS administered projects and agency administered projects)	84	\$7,000,896

Construction Contract Agreements (including contracts, amendments, Guaranteed Maximum Price amendments, work authorization orders, and assignments and assumptions)	89	\$116,393,219
Declarations of Emergency	2	\$180,000
Total Projects, Contracts and Declarations Processed	379	\$541,624,051.00

The **Policy and Procurement Unit (P & P)** is responsible for all consultant and construction procurement for DAS capital projects, including developing and managing the processes and forms utilized for each project delivery method and consultant solicitations.

In FY 2024, P & P developed and managed advertisements on CTsource for the following major construction projects:

Facility	Project Number	Work
79 Elm Street, Hartford	BI-2B-354	Loading dock canopy
79 Elm Street, Hartford	BI-2B-354 (RE-BID)	Loading dock canopy
Capitol Avenue Complex 410, 450, 460, 470, and 474 Capitol Avenue, Hartford	BI-2B-451	Code compliance
Troop F 315 Spencer Plains Road, Westbrook	BI-N-356 (RE-BID 2)	Generator replacement
Troop A 90 Lakeside Road, Southbury	BI-N-359	Generator replacement and service upgrade
Jenkins-Waggoner Greenhouses 123 Huntington Street, New Haven	BI-P-093 (RE-BID)	Construction of a building
The Carl Robinson Correctional Facility 285 Shaker Road, Enfield	BI-T-6190	Energy audit implementation for two buildings
Salt Rock Campground Bathhouse 173 Scotland Road, Baltic	BI-T-620 (RE-BID)	Camp shower building
Building 8, Albert J. Solnit South Children's Center 915 River Road, Middletown	BI-YS-185	Solnit South roof replacement
SCSU Dorm Drive New Haven	CF-RS-373	Replacement of underground high temperature hot water piping
FED PN 0901105 Windsor Locks, CT	BI-Q-721	Aircraft storage maintenance hangar

In FY 2024, P & P developed and managed advertisements on CTsource for the following Requests for Qualifications and Requests for Proposals for Consultant Services, On-Call Services, and Construction Manager at Risk Services:

Facility	Project Number	Work
Cheshire Correctional Facility Somers, CT	BI-JA-496-CMR-B-RFP	Cheshire Complex heating and cooling system upgrade
Cheshire Correctional Facility Somers, CT	BI-JA-496-CMR-B-RFQ	Cheshire Complex heating and cooling system upgrade
Cheshire Correctional Facility Somers, CT	BI-JA-496-CMR-RFP	Cheshire Complex heating and cooling system upgrade
DOC 335 Bilton Rd., Somers, CT	BI-JA-508-ENG	Water treatment
Connecticut National Guard 139 Tower Ave., Groton, CT	BI-Q-733-ARC	Aircraft maintenance hangar additions and alterations
Seaside State Park	BI-T-623-ARC	Passive recreation development
Seaside State Park	BI-T-623-CA	Passive recreation development
Executive Order #21-3 Statewide	BI-T-624-ARC-B	HVAC Decarbonization Study – Phase I
Executive Order #21-3 Statewide	BI-T-624-ENG	HVAC Decarbonization Study – Phase I
On-Call Services Statewide	OC-DAS-ARC-0073-0079	Architectural consultant services
On-Call Services Statewide	OC-DCS-ANLY-AUD-0001-0002	Claims analysis / auditing consultants' services
On-Call Services Statewide	OC-DCS-CIV-SUR-LA-0048-0054	Civil engineering / surveying / landscape architect consultant services
On-Call Services Statewide	OC-DCS-Cx-0016-0020	Building and envelope commissioning agent consultant services
On-Call Services Statewide	OC-DCS-ENGY-0033-0036	Energy consultant services
On-Call Services Statewide	OC-DCS-MDE-0053-0057	Multi-Discipline Engineering (MDE) consultant services
On-Call Services Statewide	OC-DCS-MEP-0056-0060	Mechanical / Electrical / Plumbing (MEP) engineering consultant services
On-Call Services Statewide	OC-DCS-SCH-0021-0022	Scheduling & cost estimating consultant services
On-Call Services Statewide	OC-DCS-VEH-0032-0034	Vehicular parking consultant services

In FY 2024, P & P provided the following services to the Project Management Unit and Technical Services Unit in support of the design and construction of state facilities:

- Conducted training for DAS project management staff and outside contractors and consultants on consultant and CMR qualification and selection, construction bidding, and contracting policies and procedures.
- Oversaw and enforced statutory and regulatory requirements and policies for consultant selections and construction bidding and contracting.
- Oversaw quality control management of the construction bidding and contracting processes.
- Conducted and managed public bidding and procurement of construction contracts through general contractor or construction manager at risk delivery methods. Uploaded all bids, requests

for qualifications and proposals, and all resulting contracts and agreements on the State Contracting Portal in accordance with all statutory requirements. Developed and maintained written policies and procedures to ensure that information was posted to the State Contracting Portal in a timely, complete and accurate manner consistent with the highest legal and ethical standards of state government.

- Coordinated and managed bid protests and rejections.
- Spearheaded the incorporation into the construction bidding and contracting forms and processes the requirements of the federal government's Build America, Buy America Act, enacted as part of the Infrastructure Investment Jobs Act, the provisions of which dictate that, absent a waiver, none of the funds made available for a federal award for an infrastructure project may be obligated unless all of the iron, steel, manufactured products, and construction materials incorporated into the project are produced in the United States.
- Spearheaded the incorporation into the construction bidding and contracting forms and processes the requirements of Public Act 23-16 regarding Consumer Data Privacy and Online Monitoring, Public Act 23-204 regarding Prequalification Requirements, Public Act 23-205 regarding Agency Administered project thresholds, and Public Act 24-108 regarding revisions to the nondiscrimination contract provisions and references to codified statutes.
- Maintained, managed, and provided troubleshooting expertise with respect to the State Contracting Portal eProcurement platform and the DAS Consultant Performance Evaluation Application.
- Participated on the Sourcing Team for a new eProcurement solution to support integration with State of Connecticut current systems, implementation of a marketplace solution, contract administration, and supplier management.

Property and Facilities Management

The Property and Facilities Management team administers the operations, maintenance, and security of 48 state owned buildings including office building, garages, surplus property and a thermal plant. State buildings are located throughout the Hartford area and major cities in the state including Meriden, Mystic, New Britain, 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 million square feet of state-owned floor space in occupied and vacant state buildings. The building portfolio includes active office buildings, occupied campus facilities, laboratories, parking lots, the Connecticut Building at Eastern States Exposition, and surplus property. The unit provides a safe and efficient work environment for approximately 9,000 state employees from various agencies who occupy these facilities. Property management is provided by in-house staff and contracted property management firms.

The 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 Corrections inmate work crews. This group is responsible for

general maintenance, light housekeeping, special events, and providing audio/visual support for the Governor and Lt. Governor press events.

The Governor’s Residence Unit is charged with the maintenance and care of this 114-year-old building that is 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 vast majority of state agencies.

The Technical Services Unit develops and maintains a three-to-five-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.

The Technical Services Unit is also responsible for **The Capitol Area System “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.

Improvements/Achievements 2023-2024

- Facilities Management acquired State Police Troop H in Hartford in 2023. Various repairs and improvements have been implemented with a focus on improving safety and operations. We are currently in the planning phase for a major upgrade and restoration of the barracks and maintenance garage.
- Implemented several space redesigns and consolidation projects allowing for the Office of the Attorney General to consolidate operations from 110 Sherman Street, Hartford into the State Office Building in Hartford and removing 110 Sherman Street from DAS’s property portfolio.
- Began implementation of this facility management software that will help the Facilities Management group provide efficient and effective methods and technologies for managing maintenance work activities, protecting, and maintaining physical assets such as buildings and equipment, and providing an information resource, especially in the areas of work management and building maintenance. This will also bring uniformity of reporting on State buildings by various private property management firms hired by DAS.

Statewide Leasing and Property Transfer

The Statewide Leasing and Property Transfer Division’s portfolio consists of 1,874,254 square feet of office/courthouse/storage space for executive branch agencies and Judicial as of June 30, 2024. There

are 121 leases and 75 additional lease-outs/license/MOUs for a total of 196 agreements. In addition, the department also acquires and disposes (through sale and conveyance) of real estate for the same state agencies.

Improvements/Achievements 2023-2024

- Obtained multi-year savings, cost avoidance, and rental revenue of \$9.5 million for the 2024 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 (\$474,145 for FY 2024).
- Request for Proposals (RFP) issued in 2021 for the sale of 18-20 and 30 Trinity Street properties received six proposals and resulted in a preferred buyer, currently under a fully approved contract for \$1.1 million for conversion to apartments, is scheduled to close in December of 2024 (this is not included in FY 2024 savings).
- RFP issued in late June of 2021 for the sale of 129 Lafayette Circle, Hartford resulted in multiple offers with a preferred buyer which closed on June 25, 2024 (purchase price \$750,000).
- RFP for the sale of a former group home in Torrington resulted in a purchase and sale agreement at \$319,000 that transferred on September 18, 2023.
- Monthly temporary warehouse arrangement for the Department of Public Health to store PPE and other items, consisting of 127,529 square feet (according to the Hartford Business Journal, “The deal represents one of the largest recent leases signed in Greater Hartford”) was placed under lease by DAS providing certainty with a 3-year term ending on December 31, 2026, and saving \$2,875,530 over the term of the lease.
- 154 initial compliance inspections of leased sites, required by statute, were completed plus 224 re-inspections were done for a total of 378 inspections.

Office of Regulatory Compliance

The Office of Regulatory Compliance within Real Estate and Construction Services comprises the Office of the State Building Inspector (OSBI), the Office of the State Fire Marshal (OSFM), and the Office of Education & Data Management (OEDM). The highlights of the division’s FY24 activities are as follows:

Code Development: The DAS team, in conjunction with the Connecticut Codes and Standards Committee and the Connecticut Fire Prevention Code Advisory Committee, worked through FY24 on the adoption of the next state building, fire safety and fire prevention codes, and that work will continue through FY25. These codes will largely adopt the 2024 model codes from the International Code Council (ICC) and National Fire Protection Association (NFPA) and go into effect late 2025 or early 2026.

Code Development Meetings	#
Codes and Standards Committee Meetings:	11
Codes Amendment Subcommittee Meetings:	14
Fire Prevention Code Advisory Committee Meetings:	6
Code Change Proposals Received:	56
Other Correspondence Received:	8

OSBI Technical Services: The Office of the State Building Inspector provides support to building officials, design professionals, contractors and the general public. This unit reviews and responds to emails and phone calls related to general code questions, code related concerns, and formal interpretation requests overseen by the State Building Inspector.

OSBI Technical Services	#
Email Correspondence:	3,882
Phone Calls Received:	675
Interpretations Issued:	6

Appeals and Complaints: The Codes and Standards Committee hears appeals from parties aggrieved by the decisions of local or state building officials or fire marshals and complaints about licensed building officials. The FY24 totals were:

Requests Received	#
New appeals:	25
New Complaints:	4

Code Modifications: The state building, fire safety, and fire prevention codes allow for waivers of code requirements through requests for modification. These are reviewed by the OSBI and OSFM. The following modifications were processed in FY24:

Code Modifications	#
State Building Code (OSBI):	676
State Fire Codes (OSFM):	164
Total Modifications:	840

State Buildings - Code Compliance: OSBI and OSFM ensure state buildings are constructed and maintained in compliance with state building and fire codes. In collaboration with OSBI, the team reviews permit applications, issues final certificates, and perform design plan reviews and inspections for any new buildings, additions, and alterations permitted under OSBI. Threshold/statutory projects are buildings of a larger or more complex nature, as defined by Connecticut General Statute 29-276b, or other projects that require OSBI and OSFM’s oversight.

The team continues to utilize remote video inspections – first introduced in 2019 – resulting in significant ongoing savings in travel time and state vehicle use, while also providing much more responsive service to state construction projects. We continue to see the value in remote video inspections and the number of remote video inspections have increased almost 3-fold since last fiscal year.

OSFM team have been live with the new inspections’ software for recurring fire prevention inspections. OSBI continues the development with the software vendor to configure the online building permitting and construction inspections with new projects to go live by late 2024. This project was commenced in FY22.

The project intake, reviews, and approvals for FY24 were:

Construction Projects	#
New Projects Received:	123

Threshold/Statutory Projects:	1
Permits Issued:	104
Certificates of Occupancy Issued:	11
Temporary Certificates of Occupancy (TCO)	6
Certificates of Approval Issued:	28

The following state construction inspections were performed in FY24:

State Buildings - Inspections	OSBI	OSFM
Recurring Existing Building Inspections:	0	648
Construction Inspections (in-person)	1,508	565
Construction Inspections (remote video)	589	192
Sub-Totals:	2,097	1,405
Total Inspections:	3,502	

University of Connecticut Construction Oversight: OSBI oversees the University of Connecticut’s Fire Marshal and Building Inspector’s Office (FMBIO), which reported the following activities in FY24:

UConn Buildings	#
Permits Issued:	167
Field Inspections Performed:	1,367
Certificates of Occupancy / Approval Issued:	130

Notable Projects:

OSBI and OSFM are currently supporting a series of noteworthy projects this fiscal year, particularly those focused on energy efficiency and sustainability, which will save the state money over time. These ongoing construction projects include multiple energy audit implementation projects at 450 Capitol Avenue, various DOC and DCF facilities, and fuel cell projects at several state colleges producing hundreds of thousands of kilowatts. Additionally, Connecticut Green Bank is undertaking ground mount solar projects at four DOC facilities, generating hundreds of thousands of kilowatt-hours of energy. Notably, numerous EV charging stations are being installed at state facilities to provide more accessible vehicle charging options.

Our team is also assisting Bradley International Airport with several modernization projects aimed at enhancing vertical transportation amenities and improving passenger circulation and baggage handling systems. In the educational sector, Bullard-Haven Technical High School, currently under construction, is a brand-new threshold project that will serve approximately 900 students from grades 9 through 12. The school will feature state-of-the-art technology to prepare the newest generation of students for technological professions and is scheduled for completion in 2025. OSBI and OSFM are also collaborating with the UConn Fire Marshal and Building Inspectors Office on construction inspections for the South Campus Dormitory and Dining Hall and have begun schematic design review of the new Nursing School. The South Campus Dormitory and Dining Hall project will be a new seven-story building with 657 dorm rooms and a 500-seat dining hall, set for occupancy in August 2025.

Lastly, the team is anticipated to be providing building and fire code review and inspections services for the planned major renovations of the XL Center in Hartford later this year. The upgrades will include structural modifications, MEP (mechanical, electrical, and plumbing) upgrades and replacements,

seating modifications, a roof replacement, and complete renovations of the Level 31 and Level 61 concourses.

Boilers, Hot Water Heaters, Elevators, Escalators, etc.: OSBI is responsible for the certification and inspection of certain boilers, hot water heaters, elevators, escalators, ski-lifts, and other lifting devices. Key activities in FY24 were:

Equipment Inspections and Certification	Boilers, Hot Water Heaters etc.	Elevators, Escalators etc.
Equipment Inspected by State of CT Inspectors:	6,696	8,953
Equipment Inspected by Third Party Inspectors:	14,387	4,424
Sub-Totals:	21,083	13,377
Total Inspected:	34,460	
Total By State Inspectors:	15,649	

Total # of Registered Pieces of Equipment:	39,415	20,073
Total Fees Collected and Deposited (\$):	1,307,880.00	2,245,830.00
Number of Accidents Investigated:	2	29
Number of Remote Inspections:	132	0

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. The software is now anticipated to go live late 2024.

OSBI is also exploring opportunities for remote video inspections for the boiler and elevator inspection teams for certain re-inspection or violation removal inspections to expand on the savings of the travel time and state vehicle use. We have only begun this process recognizing the opportunities for these teams are limited due to the nature of the work.

Cranes and Demolition Codes Oversight: 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 FY24:

Cranes and Demolition Licenses	#
Crane Operator and Hoister Licenses (New):	235
Crane Operator and Hoister Licenses (Renewed):	416
Demolition Contractor Licenses (New):	74
Demolition Contractor Licenses (Renewed):	496

The team uses e-License software for crane operator, hoister and demolition operations, and has all but eliminated the need to for paper invoicing and applications and check processing.

Other Fire Safety Activities: OSFM administers the state’s Fire-Safe Cigarettes program and in FY24 processed 287 requests for approval.

Code Officials Education: 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-credentialing training, credentialing criteria, and continuing education credits.

In FY24 the following was accomplished:

Code Officials Training & Credentialing	#
Preparatory Training Programs Attendees:	176
Continuing Education Online Training Attendees:	8,555
Continuing Education Online Sessions Held:	68
Continuing Education Live Training Attendees:	734
Continuing Educations Live Sessions Held:	14
Credentialing Exams Administered:	297
Outside Credit Requests Processed:	6,563

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.

OEDM offered 41 distinct programs, including a two-day live program "*The Complete Permit Technician*" and another live, full-day program "*Energy Efficiency: Navigating Code Compliance and Best Practices*". Additionally, credit requests for outside programs have increased as the public has grown more comfortable and proficient with our learning management system and as we have formalized and simplified the process for organizations to submit outside credit reports for pre-approved training events.

Data Management: OSFM also managed the National Fire Incident Reporting System (NFIRS) for Connecticut’s 256 fire jurisdictions and maintained burn injury report information for all Connecticut health care providers, and hotel-motel fire safety compliance documentation.

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 gate keeper for reporting errors, while providing the office the ability 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. The management of this data transferred to the Office of the State Fire Marshal effective July 1, 2022.

Fire incident and burn injury reporting is not real time, so complete data for the first half of 2024 is not currently available. The following reports were filed in calendar year 2023:

Data Reports Filed	#
NFIRS:	337,146
Burn Injury Reports:	140

The OEDM learning management system software supports the department’s goal in providing continuing education seminars and tracking CE credits. They currently have nearly a thousand members of the public outside of the code enforcement community registered with the program and 249 members of the general public completed at least one OEDM program this year. The following active accounts are being managed:

OEDM Learning Management System:	#
Total Active User Accounts:	2,911
Existing and Prospective Fire Marshals:	1,127
Existing and Prospective Building Officials:	815

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.

Agency HR Business Partners

- Agency HR Business Partners collaborated with agency leaders to redesign select agency HR Business Partner areas to maximize resources and prioritize staffing and succession planning. This effort resulted in the consistent growth of vacancy fill rates over the last three years, and an eight year high for executive branch employee numbers.
- Agency HR Business Partner staff facilitated talent acquisition for executive branch agencies by managing recruitment and processing more than 7,000 filled positions. This effort equated to the largest number of executive branch employees (32,881 as of June 1, 2024) in at least eight years. Fiscal year 2024 marks the third consecutive year of record vacancy fill rates.
- The Agency HR Business Partner Division continued their work in a statewide recruitment process review and lean project in partnership with Deloitte Consulting.
- Agency HR Business Partners offered guidance to agency leaders on hiring provisions under PA 23-194, as well as designed related workflows for execution within their respective agencies. These adjustments resulted in a reduction of 15 days from the agency selection and hiring process timeline.
- Provided guidance on and managed the administrative process for the state’s biennial review of the telework program, which included receiving, disseminating, and tracking telework requests for all eligible executive branch employees.
- Processed key COLA adjustments and annual increases, as well as lump sum payments for all eligible employees, per the SEBAC 2021 contract.
- Select HR teams, for example the team assigned to the Department of Transportation, designed and implemented a detailed apprenticeship program in order to provide a pathway into state service and on-the-job training in skilled trades.

Equal Employment Opportunity (EEO)/Affirmative Action (AA)

- Provided EEO/AA services to 26 agencies.
- Developed multiple affirmative action plans for client agencies.
- Investigated complaints of discrimination made against client agencies.
- Conducted mediations for client agencies.
- 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.
- Partnered on the modernization of EEO/AA compliance in state functions by:
 - Deloitte project-hiring process improvement initiative
 - Streamlining and optimization of Affirmative Action plan reporting
 - Support of Senate Bill 984-An Act Accelerating the State Hiring Process
 - Rollout of “Understanding Domestic Violence Training” per Public Act 22-82

Talent Solutions

Job Boards and Digital Recruitment

- Posted positions (#) on the following specialized job boards and other services that scrub job postings.
 - Handshake - we are connected for free with more than 500 schools, many of which are historically black colleges and universities (HBCUs) and schools with large Latino and Asian student populations.
 - CampusCT - allows us to post entry level and seasonal jobs on their board for free.
 - HBCU Connect - paid job board connecting with largest network of students and alumni from HBCUs. During FY24, 1,200 jobs were posted with 1,344,954 active views and 287,587 active job clicks.
 - LinkedIn – our paid subscription was expanded to an enterprise solution, including unlimited recruiter InMail and job slots with multiple career pages.
 - InMail is a new feature. From January 1, 2024, to July 1, 2024, staff members utilized this tool and contacted 2,092 potential candidates for difficult to recruit for and specialized fields. The State of Connecticut Executive Branch LinkedIn account has seven LinkedIn Life pages showcasing the agencies we serve and 3 additional pages: Discovering Working for the State of Connecticut, Discover State of Connecticut Engineering and State of Connecticut is Hiring Nurses.
 - Connecticut Technical Education and Career System (CTECS) - We are able to post applicable opportunities on CTECS job boards for students and graduates.
 - CT Hires – We are able to on CT Hires job boards for difficult to fill jobs, especially in the trades.
 - CT Chambers of Commerce - The Central Connecticut Chambers of Commerce, the Chamber of Commerce Eastern Connecticut and Greater Norwalk Chamber of Commerce have agreed to post State of Connecticut jobs.
 - National Labor Exchange – This service includes an automatic feed to our jobs on the JobAps Online Employment Center.
 - Our jobs also appear daily on many other organizations including Google, Monster, Bing, Yahoo, and many others.
- In addition to the above, each recruitment also has outreach specific to the job title and occupational group as needed. We provide daily applicant assistance via phone and email. A Talent Solutions recruiter’s contact information is listed on every job posting.

Social Media

- Continues to operate the following channels to promote open positions and our value proposition for working in state government. Every JobAps job posting is automatically fed to social media, resulting in thousands of posts annually.
- Facebook: <https://www.facebook.com/stateofctjobs/> (6,300 followers)
- LinkedIn: <https://www.linkedin.com/company/stateofconnecticut/> (29,000 followers)
- X: <https://x.com/CTStateJobs/> (1,478 followers)
- Instagram: <https://www.instagram.com/ctstatejobs/> (1,615 followers)
- YouTube: <https://www.youtube.com/channel/UCGjJOsAJotznKyusSwnXeQ> (532 subscribers) *
- Indeed: <https://indeed.com/cmp/State-of-Connecticut/reviews>
- Glassdoor: www.glassdoor.com/Reviews/State-of-Connecticut-Reviews-E336976.html
- Google Careers: www.google.com

*YouTube: We've enhanced our YouTube channel with the purpose of educating and engaging applicants by creating videos which are used in job postings, applicant emails including list serves, social media posts and presentation.

Job/Career Fairs and Other Events

- Attended 65 job/career fairs. At these events, Talent Solutions hands out informational fliers and speaks with attendees to offer career advice and promote State of Connecticut employment options, pathways into state employment, career progression opportunities, and more.
- Planned, organized, and executed six college and university occupational partnership events. These panel events are designed to get students majoring in difficult to fill occupations to think about state employment during college, after graduation and/or throughout their career. Talent Solutions works directly with college deans and professors to organize these events. We invite occupational experts from our agencies to be on the panels and ask them to outline their professional journeys to students. They also engage directly with students during these events. Talent Solutions staff meets one-on-one with students to provide tools and state employment career counseling, including specific career trajectories during these events.

Implementation of New Legislation

- Helped Implement Public Act No. 23-194, An Act Accelerating the State Hiring Process. Talent Solutions partnered with agencies to implement workflows designed to leverage Public Act 23-194, including providing JobAps training to Human Resources and Hiring Managers.

Additional Talent Solutions Initiatives

- Developed hiring and outreach partnerships with industry-related LinkedIn Facebook groups, colleges and community colleges not participating in Handshake; accredited trades schools, veterans' organizations; bar associations, professional and technical organizations, chambers of commerce, and libraries.
- Made State of Connecticut recruitment related presentations to Advance CT Campus CT, the Connecticut Career Consortium, Hartford Promise, New Haven Works, executive branch agency Human Resources Business Partners, and DVA Municipal Veterans Representatives.
- Continued to partner with colleges, universities and high schools throughout the state and send them our postings, information about state employment and coordinate and hold events with them.

- Utilized data and metrics throughout the hiring and selection process, including Google Analytics, Job Source Reports, Indeed Hiring Insights to determine popular “key word” searches by occupation, and Textio (an augmented writing platform that’s designed to optimize job posts, candidate outreach and reduce bias with inclusive, on-brand language).
- Encouraged state employees, managers and leaders to be active in the recruitment process, including having a presence on social media (LinkedIn especially) and sharing postings with their networks and connections. The more participation the state has from this population the better chance it has of building candidate pools.
- Highlighted contractual negotiated pay increases on social media.
- Provided support to applicants. This includes troubleshooting, giving updates, providing advice, and answering any questions they may have.
- Administered the state’s applicant tracking system, JobAps, working with the vendor on troubleshooting technical issues, new releases, and enhancements to our product. Talent Solutions also provided four training sessions for JobAps users throughout the state.
- Worked with DAS Procurement and the DAS Business Office to extend the JobAps contract for an additional five years.
- Targeted email outreach. Use of licensing information to directly contact passive candidates and recruit for hard to fill roles:
 - Licensed Clinical Social Workers
 - Licensed Professional Counselors
 - Licensed Registered Nurses
 - Licensed Psychiatrists
 - Licensed Practical Nurses
 - Licensed Land Surveyors
 - 092 and 093 Education Administrators
 - Licensed Marital and Family Therapists
 - New York Licensed Registered Nurses
 - Licensed Medical Doctors
 - Licensed Pharmacists
 - Licensed Psychologists
 - Licensed Professional Engineers and Land Surveyors
 - Certified Public Accountants
 - Licensed Nurse Practitioners
 - Licensed Real Estate Appraisers
 - Licensed Stationary Engineers (OE-2 licensees)

Applicant Engagement

Talent Solutions created educational materials so that applicants better understand the State of Connecticut’s hiring and selection process and to improve the applicant experience.

- How to ‘Build your Master Application with the State of Connecticut’
- How to ‘Sign up for Job Alerts with the State of Connecticut’
- How to ‘Apply to a State of Connecticut Job Opening’
- ‘What Sets Us Apart – State of Connecticut Employee Value Proposition
- How to ‘Prepare for Your Interview’
- ‘State Employee Benefits Overview’
- ‘Navigating the State of Connecticut Application Process for Military Members, Veterans, and their Families’
- Highlighting Career Trajectories on YouTube:

- ‘Unlock Your Engineering Future: Endless Positions at the State of Connecticut’
- ‘Explore Endless Horizons in Nursing with the State of Connecticut’

Classification

- Revised 1,579 job classes (which include multiple hourly parentheticals of the same job class).
- Established 22 new job classes.
- Conducted an analysis and reported on degree requirements and pathway feasibility as required by Special Act No. 23-19.
- Worked with agencies to encourage the use of existing student, seasonal, trainee and/or developmental classes which are employment pathways to entry level positions necessary to create a “grow your own” infrastructure.
- Conducted research and provided information on 92 different occasions to assist state agencies in managing their respective operations.
- Leveraged technology to create a digital “classification” form for agencies to use to request job class establishments or revisions. The form automates the current manual process, improves efficiency and increases communication between stakeholders.
- Administered the state’s statutory and contractual employment rights for current and former employees.

Learning & Development

- The 2024 Aspiring Leaders Development Program achieved the following results toward leadership development and employee retention:
 - 100% increase in the number of participating in-scope agencies (8 in 2023; 16 in 2024)
 - 25% increase in the number of participants (20 in 2023; 25 in 2024)
 - Increased business acumen of the cohort by expanding the number of State of Connecticut facilitators by 100% (6 in 2023; 12 in 2024).
 - Promoted peer learning through development of Aspiring Leaders alumni panel discussion to share insights and takeaways with new participants.
 - Built collaboration and relationships across agencies through a group project directed at solving an identified business challenge in the state.
 - Drove success for agencies and teams by analyzing and developing strategic learning solutions including Workplace Violence Prevention training, ADA training for Benefits & Leaves COE, Offer training for HR Business Partners, and training for light duty drivers for DAS Fleet Management.
 - Consulted with agencies and teams on custom content deployment and learning campaigns on LinkedIn Learning to support agency initiatives and priorities including DAS, BITS, and the Department of Aging and Disability Services.

HR Policy & Information Systems

- Worked in partnership with agencies and functional units to create 13 automated workflows of varying complexities for users and employees.
- Reviewed 1,164 salary verification requests in UKG from agency HR partners.
- Verified 300 hiring rates from various bargaining units.
- Answered 192 HR policy related questions through our UKG request system.
- Processed 3,510 vacant position request (VPR) forms for in-scope agencies.
- Core-CT centrally mass-processed approximately 56,710 employment record updates upon agency request, allowing HR staff more time to focus on more critical tasks.

- Core-CT HR team is extensively involved with testing and decision-making for the major Core-CT upgrade that will transform our HR Information System.

Benefits & Leaves

- Analyzed and communicated approximately 8,100 medical leaves (approximately 675/month)
- Analyzed and communicated over 1,450 military leaves (approximately 120/month)
- Analyzed and processed over 1,200 retirements (approximately 100/month)
- Created and implemented a centralized military leave response form through UKG to process leaves more efficiently and offer better customer service.
- Conducted supervisory training for approximately 150 supervisors across various state agencies regarding their rights and responsibilities pertaining to employee leaves, especially the Family and Medical Leave Act.
- Recruited for and built process workflows for a centralized employee accommodation unit to service requests under the Americans with Disabilities Act and Pregnant Workers' Fairness Act.
- Attended multiple trainings on the newly enacted Pregnant Workers' Fairness Act to ensure the Executive branch is administering benefits to pregnant workers in accordance with federal law.

Workers' Compensation

- Processed over 4,500 workers' compensation claims.
- DAS continues to encourage agency light duty programs and assists in developing policy for the purpose of transitioning injured employees back into the workforce.
- Completed quarterly workers' compensation data and injury reports for budgeted agencies for the purpose of tracking and injury prevention.
- Collaborated with Attorney General's office to identify opportunistic claims for cost/benefit analysis in follow up to recommendations from the CREATES report, pursuant to Public Act 18-81.
- Encouraged agencies to hire qualified and credentialed safety professionals to promote a strong safety culture.
- Launched an initiative for field visits and outreach at agency locations to improve customer service and communication.
- Developed procedures for new requirements, required by the Workers' Compensation Commission.
- Created an internal training and development program for team members to improve deliverables to service clients.
- Restructured selective duty program processing procedures.
- Increased frequency of meetings with third-party administrator involving in-scope team leaders.
- Promoted injury prevention by safety consultations for agencies through facility walk-throughs and loss control initiatives, instituted new safety committees at several agencies.
- Provided oversight of the workers' compensation third-party administrator to ensure contract compliance.
- Contributed and encouraged agency loss control initiatives to reduce workplace injuries.

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.

Agency	Acronym	Approved	Denied
Department of Aging and Disability Services	ADS	592	9
Board of Regents	BOR	59	5
Commission on Human Rights and Opportunities	CHRO	219	2
CT Lottery Corporation	CLC	47	3
Office of the Chief Medical Examiner	CME	24	0
CT State Library	CSL	22	0
Department of Agriculture	DAG	59	0
Department of Administrative Services	DAS	834	11
Department of Children and Families	DCF	1254	126
Department of Consumer Protection	DCP	242	0
Department of Developmental Services	DDS	1154	11
Department of Energy and Environmental Protection	DEP	725	0
Department of Motor Vehicles	DMV	382	33
Department of Banking	DOB	160	0
Department of Housing	DOH	68	0
Department of Insurance	DOI	144	0
Department of Labor	DOL	2030	1
Department of Emergency Service and Public Protection	DPS	404	34
Department of Revenue Services	DRS	467	0
Department of Social Services	DSS	1587	39
Department of Veteran Affairs	DVA	43	6
Department of Economic and Community Development	ECD	91	0
State Elections Enforcement Commission	ELEC	19	2
Office of State Ethics	ETH	14	0
Freedom of Information Commission	FOI	9	1
Office of Healthcare Advocate	MCO	15	0
Department of Mental Health and Addiction Services	MHA	1500	117
Military Department	MIL	85	0
Office of Early Childhood	OEC	140	1
Office of Gov Accountability	OGA	9	0
Office of Higher Education	OHE	24	0
Office of Policy and Management	OPM	348	1
Office of the State Comptroller	OSC	484	0
Office of the State Treasurer	OTT	216	5
State Department of Education	SDE	273	0
CT Technical Education and Career System	TEC	35	2
Teacher's Retirement Board	TRB	29	0
Worker's Comp Commission	WCC	83	0

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 2024: **51,293**

Note: This total includes Connecticut State Colleges and Universities (CSCU), the University of Connecticut, the University of Connecticut Health Center, the legislative branch, the judicial branch, and quasi-public agencies. CSCU and UConn numbers fluctuate greatly from pay cycle to pay cycle,).

Number of employees in executive branch state agencies only:

Full-time: **29,949**

Part-time: **1,535**

Boards and Commissions

OFFICE OF THE CLAIMS COMMISSIONER

At a Glance

ROBERT F. SHEA, JR., *Claims Commissioner*

***Statutory authority* - Connecticut General Statutes sections 4-141 – 4-165c and 54-102uu**

***Office location* - 450 Columbus Boulevard, Hartford, CT 06103**

Number of full-time employees: 2; Number of part-time employees: 1; Number of part-time Special Deputies: 5

Mission

The mission of the Claims Commissioner’s Office is to quickly and efficiently evaluate certain legal claims that are filed against the State of Connecticut. The Claims Commissioner’s Office strives to issue fair and fast decisions.

Statutory Responsibilities

Pursuant to Connecticut General Statutes sections 4-141 – 4-165c, the Claims Commissioner’s Office is responsible for evaluating each legal claim filed against the State of Connecticut to determine whether it is just and equitable to waive the State’s sovereign immunity protection and to allow the person to recover monetary damages; or to allow the person to sue the State in Connecticut in Superior Court. During the 2024 Legislative Session, the Connecticut General Assembly enacted Public Act 24-44, which makes several helpful changes to the Claims Commissioner’s Office’s operating statutes. Under the new law, a person is now permitted to file a new claim electronically via email. A person who does not have access to email is of course still permitted to file a new claim via US Mail or via hand-delivery.

For a person who files a claim alleging that the person has been wrongfully incarcerated in a Connecticut correctional facility, the Claims Commissioner’s Office must evaluate pursuant to Connecticut General Statutes section 54-102uu whether the person is eligible for compensation, and if so, the fair amount of such compensation. During the 2024 Legislative Session, the Connecticut General Assembly enacted Public Act 24-106, which makes several changes to section 54-102uu.

Public Service

The Claims Commissioner’s Office continuously works with representatives of the Connecticut Legislature, the Governor’s Office, the Attorney General’s Office, the Inmate Legal Assistance Program, the Connecticut Innocence Project and the Connecticut legal community to develop improved procedures and systems to help our office efficiently process, evaluate, and issue decisions on legal claims that are filed against the State. We update our website to include informative and up-to- date information for members of the public who want to learn about the process of filing and pursuing legal claims against the State.

Importantly, the Claims Commissioner's Office has developed a very successful partnership with our public institutions of higher education. We have a great year-round internship program for law student interns from UConn Law School and paralegal student interns from our Community Colleges. Two of our recent paralegal interns obtained permanent full-time jobs with private law firms immediately upon completing their internships with the Claims Commissioner's Office.

We would like to expand our successful internship program.

Improvements/Achievements 2023-2024

To help the State save money, we have cancelled certain subscriptions that we were not using. In addition, we are leveraging cloud-based electronic storage and email communications to save money on paper and postage.

Many people who file legal claims against the State of Connecticut are not represented by attorneys, so the Claims Commissioner's Office is continuously reviewing our process to ensure that our process is understandable for any person who is not a lawyer and wants to file and pursue a claim.

Pursuant to the new law under Public Act 24-44, the Claims Commissioner's Office has implemented a new system where a person who has access to email can file a new claim electronically. We are also encouraging parties to communicate with our office via email if they have access to email. Of course, if a person does not have access to email, that person can communicate with us via US Postal System or via hand-delivery.

The Claims Commissioner's Office is working with a Connecticut Tech Company to digitize our older, paper-based final decisions. We hope to soon be uploading and posting these digitized decisions to our website.

STATE INSURANCE RISK AND 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, 2023-2024 - \$37,146,027.00

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, 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 2023/24

Worked with State agencies to manage property risks with an emphasis 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, the Connecticut State College and University System and other State agencies on insurance, contractual transfer, and risk management initiatives.

Consolidated all auto claims with the state's contracted Third-Party Administrator, Constitution State Services as of July 1, 2024. Prior to this date, CT Transit bus claims were handled by the contracted CT Transit bus operator. Centralizing the auto claims will result in greater transparency and administrative efficiency, with consistent evaluation, representation and claim management services provided by one entity to obtain the best results for the state. It is anticipated that this will also result in a cost savings to the state.

Worked with the Agent of Record and State's third-party claims administrator to identify automobile and highway liability accident trends and assisted Department of Administrative Services staff with the development of training tools to improve the safe driving habits of State employees.

Conducted three Large Loss automobile and highway liability claim reviews. Provided reserve, settlement authorization and litigation direction to the State's third-party claims administrator. Initiated the first phase of appraisals of state-owned properties with an outside vendor to obtain updated valuation data. Accurate data relating to replacement values, and construction, occupancy, protection exposure (COPE) information, will assist with appropriate placement of and pricing for property insurance coverage.

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. Connecticut State College and University 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 in the event of a loss. 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 primarily 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 \$37,146,027 of which \$16,143,328 represents self-insured retentions, deductibles and third-party administrative fee reimbursements in accordance with various insurance policy provisions. Reimbursements amounted \$ 5,102,977.83 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 \$290,000 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 \$627,064. Fees for auto claims were \$162,303 apportioned to the General Fund; fees for bus and highway claims were \$464,761 apportioned to the Special Transportation Fund. The Board is very pleased with the Third-Party Administrator, and 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.

2023/24 Insurance Expenditures

<u>Category</u>	<u>Amount</u>
Accident & Health	\$ 675,081.94
Agent of Record Fee	\$ 290,000.00
Aircraft	\$ 94,509.40
Fire & Extended Coverage	\$ 11,062,372.00
Liability, incl. Liquor Liability	\$ 2,120,851.05
STF -Highway/Bus/RR Liability	\$20,055,589.82
Motor Vehicles	\$ 7,152,159.55
Watercraft	\$ 102,617.00
Miscellaneous & Others	\$ 488,054.00
Surety Bonds	\$ 96,742.00
Appraisal Services	\$ 108,465.00
Administrative Expenses	\$ 2,563.08
TOTAL GROSS EXPENDITURES	\$ 42,249,004.83
LESS: REIMBURSEMENTS	\$ (5,102,977.83)
TOTAL NET EXPENDITURES	\$ 37,146,027.00

Status and Disposition of Claims

F.Y. 2023/24

A) Pending Claims Over \$100,000

Category	Claim Count	Total Outstanding
Automobile Liability	21	\$10,392,630
General Liability	1	\$560,000

B) New Claims Filed During F.Y. 2023/24

Category	Claim Count
	684
Automobile Liability	(341 CSS / 343 HNS)
General Liability	514

C) Settled Claims Over \$100,000

Category	Claim Count	Total Paid
Automobile Liability	20	\$7,613,377
General Liability	1	\$4,286,000

STATE MARSHAL COMMISSION

At a Glance

THOMAS A. ESPOSITO, Esq., Chairperson

Shirley Skyers-Thomas, Esq., Vice-Chairperson

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

Organizational structure – Commission members: Chairperson Appointed by the Governor, Thomas A. Esposito, Esq., Guilford; Appointed by the speaker of the House of Representatives, Salvatore Vitrano, Esq., Burlington; Appointed by the Pres. Pro Tempore of the Senate, Michael Desmond, New Haven; Appointed by the Senate Majority Leader, Shirley Skyers-Thomas, Esq., Bridgeport; Appointed by the Senate Minority Leader, Bryan Cafferelli, Esq., Fairfield; Appointed by the House Majority Leader, Alfredo Olivier, Manchester; Appointed by the House Minority Leader, John Vamos, Broad Brook; Appointed by the Chief Justice, Hon. Leo V. Diana, Manchester.

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.

Public Service

The State Marshal Commission is an Executive Branch commission operating within the Department of Administrative Services with independent decision-making authority. The Commission conducts several core functions, including setting training requirements, professional standards, audit policies, disciplinary protocol, restraining order rotations and administrative procedures for the efficient and fair operation of the state marshal system. By statutes, regulations and policies, the Commission also is involved in many functions, including but not limited to setting training requirements, professional standards, audit policies, disciplinary protocol, restraining order rotations and administrative procedures for the efficient and fair operation of the state marshal system.

Improvements/Achievements 2023-2024

- The agency was reorganized adding a Director of Operations in addition to a Staff Attorney and Special Investigator and operates as an Administrative Purposes Only agency within DAS.
- With the restructure of the agency, there has been a reduction in the complaint log from over eighty complaints dating back over five years, to a current complaint log of seven.
- Added an additional fleet vehicle for the Special Investigator to improve response to citizen and State Marshal needs throughout the entire state.

- Partnered with the Connecticut State Marshal Advisory Board to standardize a current recruitment process of State Marshals to comparable to Police Officer hiring standards.
 - Partnered with the Connecticut State Marshal Advisory Board to review and update the Connecticut State Marshal Manual to provide up to date transparency on the statutes and regulations a State Marshal must operate in the performance of their duties.
-

STATE PROPERTIES REVIEW BOARD

At a Glance

BRUCE R. JOSEPHY, Chairman
Jeffrey Berger, Vice Chairman

Established - 1975

Statutory authority - CGS § 4b-3

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

Number of SPRB employees assigned to support the Board – Two

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: Bruce Josephy, Chairman; Jeffrey Berger, Vice Chairman; John Valengavich, Secretary; Edwin S. Greenberg; Jack Halpert; 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 proposed by the Department of Administrative Services Statewide Leasing team. The Board approves both the selection of and contracts with architects, engineers and other consultants for major construction projects proposed by the Department of Administrative Services Real Estate and Construction Services team. In addition, the Board reviews, evaluates and approves the acquisition of development rights for farmland proposed by the Department 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.

Improvements/Achievements FY 2023/2024

- A total of 231 proposals were reviewed and acted on by the Board during this fiscal year.
 - 27% from the Department of Transportation
 - 51% from the DAS Division of Real Estate and Construction Services
 - 13% from the DAS Leasing and Property Transfer Unit
 - 9% from all other agencies
- The average time to review proposals was 26.22 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 118 consultant contracts reviewed by the Board for DAS Real Estate and Construction Services, 17 (14%) were requested to be reviewed on an “expedited basis” 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 29 DAS/Leasing proposals reviewed by the Board, two (7%) were requested to be reviewed on an “expedited basis” indicating to the Board an urgent need to act quickly, primarily due to a DAS lease expiring and relocation of a JUD office;
 - Of the 62 proposals reviewed by the Board for the Department of Transportation, eight (13%) were requested to be reviewed on an “expedited basis” indicating to the Board an urgent need to act quickly, due to forthcoming construction projects, legislative conveyances and public sales; and
 - Two proposals reviewed by the Board for the Connecticut Lottery Corporation were requested to be reviewed on an “expedited basis” indicating to the Board an urgent need to act quickly, primarily due the Lottery’s implementation of on-line gaming.
- It should be noted that the Board’s business was again 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 \$421,437.
- The Board’s staff continued to work with agencies such as the Department of Transportation (DOT), DAS Real Estate and Construction Services, DAS Leasing & Property Transfer Unit, Department of Agriculture (DoAG) and others to improve communication with the Board and reduce processing delays associated with the submission of the proposals and the administrative returns.

- The Board's staff worked with DoAG in an effort to assist the Agency with updating their Regulations that became effective in December 2023.
- The Board's staff continue to digitize older records to reduce the need for on-site file storage.
- The Board continues to work with DAS to reestablish the Board's independence while remaining under DAS for their administrative assistance with, among others, Human Resources, Budget Preparation and Accounts Payable. Original changes made in FY-10 pursuant to P.A. 09-7, Section 139 (September Special Session) included changes that expanded the SPRB Director's position to include a management role within DAS. This dual role conflicted with the Board's independent nature. This was resolved on February 1, 2024, as DAS reclassified the SPRB Director position to no longer have a role within DAS, and the Director now reports solely to the Members of the SPRB.
- The Board thanked Director Dimple Desai for his six years of service to the Board, as he transitioned to a position within DAS starting on February 1, 2024.
- With the help of DAS Human Resources, the Board was successful in hiring their new Director, Thomas Jerram, who already was staff to the Board as Real Estate Examiner.
- Also, with the help of DAS Human Resources, the Board was successful in hiring their new Architect Design Reviewer – beginning August 12, 2024 - who brings a lengthy architectural background to the Board.
- During the interim period of February 1, 2024, through August 11, 2024, the SPRB Director, in addition to the Director's regular responsibilities, had performed the responsibilities of the Architect Design Reviewer, resulting in the State saving approximately \$44,000 in wages, as well as an unknown savings for employment costs (benefits, taxes, etc.).
- Pursuant to CGS §1-225a, the SPRB is now in its fifth year of conducting its Regular Meetings solely by means of electronic equipment. The SPRB estimated that meeting via electronic equipment had resulted in saving the State approximately \$30,000 yearly in mileage reimbursement expenses for the Board Members' travel to and from Hartford.
- During FY-24, the SPRB held a total of 116 Meetings, of which 102 were Regular Meetings and 14 were Special Meetings to conduct Site Inspections of Connecticut Farms in conjunction with the Board's review of the State's Purchase of Development Rights to agricultural lands pursuant to CGS §22-26nn.

EMPLOYEES' REVIEW BOARD

At a Glance

DENNIS C. MURPHY, Esq., *Chairman*

Established – 1987

Statutory authority - CGS 5-201 – 5-202, Section 4-61dd

Regulations - Section 5-201-10 – 5-201-17 of the Regulations of the Connecticut State Agencies

Central office – 450 Columbus Boulevard, Hartford CT 06103

Number of members appointed to support the Board – five (5)

Organizational structure – The Governor shall appoint members of the board for terms of three years, or until their successors are appointed. No member shall serve more than two consecutive terms. No member of the board shall be an employee of the state. The Governor shall designate one member of the board to serve as chairperson. Each member of the board shall be paid at the prevailing rate as approved by the Commissioner of Administrative Services and the Secretary of the Office of Policy and Management for each day of service in lieu of expenses and shall hold office until a successor is appointed. A quorum of the board shall consist of three members. The board shall be within the Department of Administrative Services for administrative purposes only.

Board members: Dennis C. Murphy, Esq., Chairman; Matthew Borelli; Attorney Susan E. Halperin; Victor Schoen, Esq.; Alvin Wilson.

Mission

The Employees' Review Board mission is to decide personnel appeals of state managers and confidential employees or groups of such employees, who are not included in any collective bargaining unit of state employees. Appeals can involve such issues as dismissal, suspension, demotion, denial of promotion, lay off and claimed misapplication of a specific state personnel statute or regulation.

Improvements/Achievements 2023-2024

The Employees' Review Board is an adjudicative function, processing and hearing grievances from non-unionized employees. On an ongoing basis, we attempt to process grievances in an orderly and efficient matter. Board meeting agenda and minutes are regularly filed and available on our website.

[Employees Review Board \(ct.gov\)](http://employeesreviewboard.ct.gov)

Statutory Responsibility/Public Service

(a) Any employee who is not included in any collective bargaining unit of state employees and who has achieved a permanent appointment as defined in section [5-196](#) may appeal to the Employees' Review Board if such employee receives an unsatisfactory performance evaluation or is demoted, suspended or dismissed, or is aggrieved as a result of (1) alleged unlawful discrimination, unless a complaint is or has been filed by such employee with the Commission on Human Rights and Opportunities or the Equal

Employment Opportunity Commission, (2) unsafe or unhealthy working conditions, unless a complaint is or has been filed by such employee with the state or federal Occupational Safety and Health Administration, or (3) violations involving the interpretation and application of a specific state personnel statute, regulation or rule. Such employee must have complied with preliminary review procedures, except as otherwise provided in subsection (1) of this section. Such an appeal shall be submitted to the board not later than thirty days from the completion of the final level of the preliminary review procedure, provided the first level of the procedure shall have been initiated no later than thirty calendar days from the date of the alleged violation, except that in cases of dismissal, demotion or suspension the grievance must be submitted directly to the third level of the procedure and shall have been initiated no later than thirty calendar days from the effective date of such action.

(b) Any group of employees that is not included in any collective bargaining unit of state employees may file an appeal as a group directly with the Employees' Review Board if such group of employees is laid off or dismissed, or is aggrieved as a result of alleged unlawful discrimination, unless a complaint is or has been filed by such group of employees with the Commission on Human Rights and Opportunities or the Equal Employment Opportunities Commission, or unsafe or unhealthy working conditions, unless a complaint is or has been filed by such group of employees with the state or federal Occupational Safety and Health Administration, or violations involving the interpretation and application of a specific state personnel statute, regulation or rule, provided each member of such group (1) is appealing the same or a similar issue, as determined by the Employees' Review Board, (2) is a permanent employee, as defined in section [5-196](#), and (3) has achieved a permanent appointment, as defined in section [5-196](#). Such an appeal shall be submitted to the board not later than thirty calendar days from the specific incident or effective date of action giving rise to such appeal.

(c) Upon receiving an appeal, the board shall assign a time and place for a hearing and shall give notice of such time and place to the parties concerned. The hearing panel shall not be bound by technical rules of evidence prevailing in the courts. If, after hearing, a majority of the hearing panel determines that the action appealed from was arbitrary or taken without reasonable cause, the appeal shall be sustained; otherwise, the appeal shall be denied. The hearing panel shall have the power to direct appropriate remedial action and shall do so after taking into consideration just and equitable relief to the employee or group of employees and the best interests and effectiveness of the state service. The hearing panel shall render a decision not later than sixty calendar days from the date of the conclusion of the hearing.

(d) The employee or group of employees in any such case shall be furnished, upon request, with a copy of the transcript of the proceedings before the board. The chairman of the board shall establish a fair and reasonable fee per page to be charged for such transcript which fee shall not exceed the fee per page for a transcript charged by court reporters for the judicial district of Hartford. Notwithstanding any provision of law to the contrary, such fee shall not be waived for any party.

(e) Not later than ten days from the issuance date of a decision by a hearing panel sustaining an appeal, the appointing authority of the employee shall take such measures as are necessary to comply with the remedial action directed by the hearing panel.

(f) An employee or group of employees laid off or dismissed by reason of economy, lack of work, insufficient appropriation, change in departmental organization or abolition of position may file an appeal with the board only on the grounds that the order of layoff or dismissal has not been determined in accordance with the provisions of section [5-241](#), provided (1) such employee has initiated the third level of the preliminary review procedure not later than thirty calendar days from the effective date of

such layoff or dismissal, or (2) such group of employees submits such appeal to the board not later than thirty calendar days from the effective date of the layoff or dismissal.

(g) All matters involving examination, including application rejection, type of examination or results, compensation for class or classes, establishment of a new class or classes, classification of a position, occupational group or career progression level, compliance with health and safety standards and the Connecticut Occupational Safety and Health Act or alleged discrimination in cases where an appeal has been filed with the Commission on Human Rights and Opportunities, shall not be appealable under this section.

(h) The first level of the preliminary review procedure preparatory to the filing of an appeal from an alleged grievable action under subsection (a) of this section other than dismissal, demotion or suspension shall be the aggrieved employee's supervisor or department chief or other employee as designated by the employee's appointing authority. Such aggrieved employee shall present the employee's grievance in writing on a form developed by the Secretary of the Office of Policy and Management and the Employee Review Board which form shall contain a statement of the date the alleged violation occurred and the relief sought in answer to the grievance. The first level designee shall give said designee's answer to such employee not later than seven calendar days from the date the grievance is submitted to said designee or not later than seven days from the date of a meeting convened for the purpose of reviewing the grievance, in which case such meeting shall be convened not later than seven calendar days from the date the grievance is submitted.

(i) The second level of the preliminary review procedure preparatory to the filing of an appeal from an alleged grievable action under subsection (a) of this section other than dismissal, demotion or suspension shall be the aggrieved employee's appointing authority or designated representative. Such employee, upon receiving a response at the first level which the employee deems to be unsatisfactory, may proceed to this level by presenting the same form containing the first level answers not later than seven calendar days from the date the answer was given at the first level. The appointing authority or designated representative shall answer such employee not later than seven calendar days from the date the grievance is received or not later than seven calendar days from the date of a meeting convened for the purpose of reviewing such grievance, in which case such meeting shall be convened not later than seven calendar days from the date such grievance is received.

(j) The third level of the preliminary review procedure preparatory to the filing of an appeal from an alleged grievable action under subsection (a) of this section including dismissal, demotion or suspension shall be the Secretary of the Office of Policy and Management or the secretary's designated representative. The employee, upon receiving a response at the second level which the employee deems to be unsatisfactory, may proceed to this level by presenting the same form containing the first and second level answers not later than seven calendar days from the date the answer was given at the second level, except in the case of a dismissal, demotion or suspension in which case such employee must present the form, completed but without answers at lower levels not later than thirty calendar days from the effective date of such action. The Secretary of the Office of Policy and Management or the secretary's designated representative shall reply to such employee not later than thirty calendar days from the date such grievance is received or not later than fifteen calendar days from the date of a meeting convened for the purpose of reviewing such grievance, in which case such meeting shall be convened not later than thirty calendar days from the date such grievance is received.

(k) Employees shall be entitled to have representation of their own choosing at any or all levels of the review or appeal procedure. No verbatim records shall be required in the preliminary procedure and no oaths or affirmations shall be administered.

(l) Any state officer or employee, as defined in section [4-141](#), or any appointing authority shall not take or threaten to take any personnel action against any state employee or group of state employees in retaliation for the filing of an appeal with the Employees' Review Board or a grievance with any level of the preliminary review procedure pursuant to this section. An employee or group of employees alleging that such action has been threatened or taken may file an appeal directly with the board not later than thirty days from knowledge of the specific incident giving rise to such claim.

(m) Either the Secretary of the Office of Policy and Management or any employee or group of employees aggrieved by a decision of the Employees' Review Board may appeal from such decision in accordance with section [4-183](#). The board may intervene as a party in any appeal of its decision. Any employee or group of employees who prevails in a decision of the Employees' Review Board shall be entitled to recover court costs and reasonable attorney's fees if such decision is appealed by the Secretary of the Office of Policy and Management and affirmed by the court in such appeal.

(n) Any time limit set forth in this section may be waived by mutual written agreement of the employee or group of employees, or the designated representative of the employee or group of employees, and the Secretary of the Office of Policy and Management or the secretary's designee.
