

Department of Administrative Services



CONNECTICUT Administrative Services

At a Glance

MICHELLE H. GILMAN, Commissioner

Nicholas Hermes, Deputy Commissioner, Chief Human Resources Officer

Darren Hobbs, Deputy Commissioner, Real Estate and Construction Services

Eleanor Michael, Deputy Commissioner

Mark Raymond, Deputy Commissioner, Chief Information Officer

Established - 1977

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

Central office - 450 Columbus Boulevard, Hartford, CT 06103

Number of employees as of June 30, 2025 – 1,124

Operating expenses for 2024-2025 –

DAS General Fund	\$	308,305,952
DAS Transportation Fund	\$	26,118,721
DAS Banking Fund	\$	1,027,008
DAS Insurance Fund	\$	1,708,388
DAS Consumer Counsel	\$	174,776
DAS Workers' Compensation	\$	1,165,770
DAS Technical Services Revolving Fund	\$	803,037
DAS General Services Revolving Fund	\$	45,990,632
Capital Outlay*	\$	78,078,558
DAS Revolving Funds	\$	35,542,155
School Construction Grants	\$	581,708,252

***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 2024-2025

BITS – Agency Success

- Enterprise e-License improvements, including:
 - Cleaned and converted the Department of Consumer Protection (DCP) Liquor data to support legislative changes.
 - Enhanced SmartForms for mobile inspections, enabling case and contact creation.
 - Added credentials, online services, and migrated data for:
 - Office of the State Fire Marshal’s Fire Safe Cigarette Program
 - Department of Labor (DOL) Apprenticeship Program
 - Upgraded eLicense Enforcement documents.
 - Improved name search and lookup enhancements.
 - Integrated Bank of America’s new Automated Clearing House (ACH) payment platform.
 - Deployed the Department of Energy and Environmental Protection (DEEP) Pesticide Mobile Inspection solution.
- Expanded use of the enterprise Travel Authorization application to include additional agencies: Department of Agriculture (DoAG), Office of the Attorney General (OAG), Office of Early Childhood (OEC), Department of Emergency Services and Public Protection (DESPP), Department of Labor (DOL), State Department of Education (SDE), and the Department of Revenue Services (DRS).
- Implemented Procurement CT Gateway solutions for:
 - Prequalification
 - Small/Minority Business Enterprises (S/MBE)
 - State Surplus Property and Vehicles
- Deployed GovQA Payment and Invoicing Module for DESPP, DAS, and the Workers' Compensation Commission (WCC).
- Streamlined the DCP Off-Track Betting and Lottery reporting with automated financial data loading.

- Enterprise Telework Solution – Expanded implementation of an electronic telework request solution for employees to request telework and supervisors/managers to approve/deny.
- In partnership with DAS:
 - DAS School Construction Grants and Construction Services Document Digitization: Digitized construction files into an electronic document repository, streamlining document management.
 - Implementing a new facilities management system to support building management and preventative maintenance.
- Implemented a data consolidation and analysis system for the Internal Audit Division.
- In partnership with the Department of Labor (DOL):
 - Provided the public with online access to the Public Document Library Board of Labor Relations decisions and Mediation and Arbitration grievance awards.
 - Implemented an online application for employers to report their new hires to the National Directory as required by Federal and State regulations.
 - Implemented fraud analysis services for Unemployment Insurance claims risk detection, prevention, and investigation.
 - Implemented Unemployment Insurance claimant registration, real-time, and online fraud detection services.
- In partnership with the Department of Mental Health and Addiction Services (DMHAS):
 - DMHAS pharmacy software - The pharmacy systems at three (3) inpatient DMHAS facilities have been updated to HIPAA compliant software.
 - DMHAS Opioid Settlement Application - This application was developed to monitor and report on projects funded by the national opioid settlement case which will be managed by DMHAS, in coordination with the Opioid Settlement Advisory Committee (OSAC).
 - DMHAS Overtime Scheduling Stop Gap Solution – This new application replaces legacy technology and allows facilities to have a global view of the overtime being scheduled on an ongoing basis. It provides approval notification support via email to personal/work addresses, security policies to secure user data, and system integrity.
- In partnership with the Department of Children and Families (DCF):
 - DCF Fleet Scheduler application - Simplifies vehicle bookings for staff, clearly tracking who's driving, what and when, helping to enforce General Letter 115. This saves time, prevents mix-ups, and keeps operations running smoothly.
- In partnership with the Department of Veterans Affairs (DVA):
 - CT VETS Application - Launched a new Progressive Web Application (PWA), providing one-touch access for crisis support and essential Veteran services.
 - “Connecticut Veterans Affairs Sends” Newsletter- Launched informational newsletter allowing Veterans and their families to subscribe, providing easy access to the latest news and highlights from the DVA.
 - Virtual Tour of Skilled Nursing Facility and residential facilities for veterans, making it easier for potential Veterans to explore the campus remotely and envision themselves in their new living space no matter how far away they are.

- In partnership with the State Department of Education (SDE):
 - SDE Automated Student Rostering Enhancements to the Public School Information System (PSIS). Continued to streamline and automate student rostering across multiple online vendors for statewide assessments and the CT-Special Education Data System (CT-SEDS). This enhances the customer experience for districts and schools by ensuring timely and accurate data in systems that provide test access to students, and for special education coordinators and other staff when creating Individualized Education Programs (IEPs) and related items in CT-SEDS.
- In partnership with the Office of Early Childhood (OEC):
 - OEC Continual improvements to the Referral System - Implemented a HIPAA-certified online form to improve efficiency in our Birth to Three referral process, which is currently manual and reliant on faxed submissions from providers.
- In partnership with the Department of Consumer Protection (DCP):
 - Implemented a Project Portfolio Management tool to manage and provide visibility to all BITS projects across all partner agencies. Includes detailed project planning templates for all projects managed by the BITS Project Management Office (PMO).

BITS – Compute Services

Modernization and Centralization of Infrastructure

Compute Services completed the migration of all in-scope distributed virtual environments to the state’s centralized Shared Services Platform. As a result, we are now hosting more than 3,600 virtual servers, effectively supporting the IT needs of more than 40 state agencies. This strategic centralization effort enabled us to:

- **Decommission more than 200 physical servers**, freeing up valuable space and reducing energy usage across agency offices.
- **Close four (4) mini data centers**, reinforcing our commitment to a more sustainable and efficient statewide IT footprint.
- **Implement centralized patch management**, significantly enhancing our security posture across the virtual infrastructure.
- **Position the state to realize further savings** by eliminating redundant licensing costs, with projected reductions to materialize during the FY2026 renewal cycle.

Cost Avoidance and Optimization through Contract Oversight

Amid a challenging economic landscape marked by rising inflation and software price increases, our team proactively addressed inefficiencies in contract and license management. Through careful analysis and restructuring of decentralized support models, we:

- Identified and eliminated **duplicate licensing across agencies**.
- Avoided more than **\$2.2 million in recurring costs** related to overlapping or underutilized software contracts.

These savings directly translate into greater fiscal flexibility and allow us to reinvest in critical state IT initiatives.

BITS – Digital Government and Operational Excellence

Improving the lives of Connecticut residents through 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 to promote more successful customer interactions and build 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 and commissions.
 - 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 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 agency governance.
- Multiple agency projects in low-code development platforms:
 - SDE comms tracking
 - Department of Economic and Community Development (DECD) business tax portal
 - CT hate crimes submission app
 - CT Clean Slate request form
 - Power Platform training for 18 agencies
- Data Visualization platform:
 - Consolidated and supported dedicated environments for four agencies
- Bulk email platforms:
 - Multiple agencies integrated and trained for targeted email campaigns and bulk emailing needs
- Website Content Management System platform:
 - Enhanced tagging and search capabilities for state websites
- Service Center platform:
 - Optimized applications for service delivery (Health.ct.gov)
 - Improved accuracy and quality of responses or state chatbot
- Quality Assurance (QA) and product monitoring tools:
 - Improved QA tracking process and monitoring of multiple websites and digital services

BITS – Enterprise Architecture

Enterprise projects:

- Provided architecture and implementation support for agency projects: Enterprise Care and Case Management (ECCM), DOL New Hires, Child Support Enforcement System Modernization Project (CCSES+), Social Worker Administration Network (SWAN), etc.
- Provided governance for agency and statewide Artificial Intelligence (AI) including the launch of the AI Enablement Lab to promote responsible and effective use of AI in Connecticut and a pilot of ChatGPT.
- Launched “Generative AI In the Public Sector” training for CT employees in partnership with InnovateUS.

New enterprise capabilities/enhancements for the state:

- Citizen Identity Services:
 - Increased the total number of citizen accounts by 50% to 1,500,000 users.
 - Integrated with key agency initiatives, including CT-KIND and DOL New Hire Reporting.
- Enterprise Application Program Integration (API) platform:
 - Onboarded key resident-centric agency initiatives, including the DSS Opportunity Center and DEEP REACT.
- Platform Efficiencies:
 - Standardized internal user/employee logins Single Sign-On (SSO).
 - Standardized templates /deployments; saves time for each project; helps resolve issues faster.
 - Standardized resident identity integrations across the agency projects.

BITS – 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

Enhanced network security and reliability by completing 32 core network and security initiatives, including upgrades to firewalls, VPN infrastructure, and authentication systems to strengthen identity management and access controls.

- Improved Multi Factor Authentication for network services
- CJIS-CT added disaster recovery firewall services.
- Move the Department of Public Health (DPH) network server resiliency for DHCP services.
- DPH lab – organizing cabling & switch environment.
- DRS – improved cloud networking for Software as a Service provider.
- Supported DSS Opportunity Center.
- Secretary of the State (SOTS) Voter Registration application move to cloud.
- Provided network support for the Division of Criminal Justice (DCJ) new office in Shelton, moved from Cheshire.
- Department of Developmental Disabilities (DDS) Norwalk phone upgrade.

- DDS Danbury phone upgrade.

Edge Network

Improved agency connectivity by delivering 34 edge network projects, expanding Wi-Fi coverage, upgrading switches and firewalls, and supporting field office technology enhancements.

- Commission on Human Rights and Opportunities (CHRO) switch refresh.
- CHRO Bridgeport and Norwich merging to Enterprise.
- DAS 55 Farmington Wireless AP upgrade.
- DAS Garages 3 (three) locations VoIP enterprise merge.
- DAS Fleet switch refresh.
- 490 Capitol Plant Pump House network connectivity.
- DAS – 165 Capitol Avenue HVAC control server upgrade.
- DEEP switch replacement Phase 2 (25 sites).
- Western District Headquarters (HQ) updating equipment, connectivity.
- Bail Bondsman – adding Wi-Fi to 3 DESPP state troop locations.
- DESPP Meriden Campus – adding 12 Wi-Fi APs.
- DESPP – Real-Time Crime Unit 450 Columbus Boulevard, Hartford.
- Body Worn Camera’s upgrades.
- Switch replacements for DOL locations.
- DOL – American Job Center.
- DPH renew/refresh Cabling Infrastructure to support hybrid environment.
- Replace WIC Local Area Network (LAN) switches – DVA Establish WAN 196 West Street Building 18 Rocky Hill Voice and Internet.
- Security Camera upgrade/replacement project.
- OPM 450 Capitol Avenue, Hartford switch refresh.
- Governor’s residence Wi-Fi Health Assessment.
- DSS – move to a temporary site at 146 Hartford Road, Manchester.
- Surplus/scrap equipment from 92 Farmington Avenue, Hartford.
- DPH – 410 Capitol Avenue, Hartford switch assessment.
- DESPP Brainard phone upgrade and merge to Enterprise.
- Department of Correction (DOC) Wethersfield closets edge switch upgrades.

Wide Area Network

Modernized wide area communications with 18 projects focused on replacing legacy circuits with high-speed Ethernet and fiber solutions, refreshing core routers, and integrating multiple agencies into the executive domain WAN for unified oversight.

- Capitol Area System (CAS) Loop buildings - Add to the state network (formerly Capitol District Energy Center Cogeneration Associates (CDECCA Pump House).
- Trinity Street building(s) sale/closure.
- DEEP switch replacement Phase 2 (25 sites).
- Network Report Bandwidth allocation and usage @ CT State Police (CSP) Troops.
- DESPP – WAN connectivity Cheshire Internet Crimes Against Children (ICAC).
- Related projects: Public Safety Data Network (PSDN) site move, North Branford Police Department (PD) July 2024; PSDN site move, Lisbon Fire Department (FD) 2024; PSDN site move, Wallingford PD December 2024; PSDN site move, New Canaan PD June 2025.

- Establish Wide Area Notification System (WAN) connectivity for two new Nutmeg Federal Credit Union (FCU) Department of Motor Vehicles (DMV) sites.
- DVA Establish WAN 196 West Street, Building 18, Rocky Hill Voice and Internet.
- Governor's residence Wi-Fi Health Assessment.
- SOTS establish additional polling location @ UCONN Storrs.
- Workers Compensation Commission (WCC) WAN Network refresh – Cisco.
- PSDN Removal of Bethany RT from network to Woodbridge FD.
- Round 2 COLLECT/CJIS-CT 25 router replacements.
- CJIS-CT Security Compliance for BITS-Infrastructure Services.
- Surplus/scrap equipment from 92 Farmington Avenue, Hartford.

IT Facilities

Optimized IT facilities through 14 projects that audited and remediated power and cooling systems, upgraded data center standards, and improved compliance with physical security and regulatory requirements.

- Improved networking for data center computing in Groton and Springfield.
- Scheduled preventative Springfield data center power maintenance.
- Groton data center, Connecticut Education Network (CEN) equipment install/upgrade.
- DAS 55 Farmington Avenue, Hartford communications room rack/power evaluation.
- Surplus/scrap equipment from 92 Farmington Avenue, Hartford.

Unified Communications

Advanced unified communications capabilities with 23 initiatives, including contact center deployments, phone system upgrades, cloud-based call handling solutions, and enhanced communication tools to support remote and on-site operations.

- Department of Aging and Disability Services (ADS) Helpdesk contact center set up.
- Reduce e-fax infrastructure cost.
- CHRO Bridgeport and Norwich merging to Enterprise.
- Connecticut State Library (CSL) Middletown upgrade phone system.
- CT Technical and Education and Career System (CTECS) 39 Woodland Street, Hartford deplatform.
- DAS Garages 3 locations Voice Over IP (VoIP) enterprise merge.
- Trinity Street, Hartford building(s) sale/closure.
- DCP Helpdesk contact center setup.
- Interactive Voice Response (IVR) call flow and set up User Acceptance Testing (UAT) environment.
- DSS IVR upgrade.
- DSS LAN switch refresh.
- DCJ new office in Shelton, moved from Cheshire.
- DOL – Benefit Payment Control Unit (BPCU) new contact center.
- Prepared Live DEEP Dispatch.
- DDS Norwalk phone upgrade.
- DDS Danbury phone upgrade.
- DEEP Thomaston Garage.
- RightFax upgrade.

- DCF Norwalk phone upgrade.
- DESPP Brainard phone upgrade and merge to Enterprise.

BITS – Security Systems and Operations

- Improved our Endpoint Detection and Response (EDR) capabilities by initiating the adoption of data loss prevention and identity protection as additional features that can detect, identify, and remediate cybersecurity problems before they become an issue.
- Improved security log ingestion, storage, and analytics.
- Implemented statewide email filtering solution that provides best-in-class malicious email, spam, malware, and business email compromise protection to all@ct.gov emails.
- Deployed a new security awareness training solution and frequent periodic security training sessions to all executive branch employees.
- Improved our incident response by executing a cyber disruption tabletop exercise, generating an after-action improvement plan.
- Chartered and launched a Policy Advisory Group to establish a process of updating and publishing statewide Information Security Policies. Published updated password management policy.
- Supported key agencies in modernizing and centralizing security tools and services, achieving measurable cost savings.

BITS – Workforce Development

Deepen leadership skills and accelerate leadership development for strategic impact: 100% of the BITS management team completed a 360-degree Leadership Effectiveness Analysis assessment process. The tool measures twenty-two leadership behaviors and six core leadership functions, creating an insightful profile that is a scientifically proven development tool. Participants gathered data on their leadership strengths and gaps from their boss, peers, and direct reports. Individual profiles were generated and reviewed. Each participant has selected one specific leadership behavior to receive mentorship in. Sixteen peer-led learning groups have been formed for leaders with strong scores on the profile to mentor leaders with lower leadership scores. A composite group profile for the management team was produced, and three common areas for leadership development were identified for deep development during fiscal year 2025-2026.

Foster connection and skill-building through scalable mentorship program: BITS launched a six-month pilot mentorship program designed to nurture talent at every level of the organization. The program paired nine mentors with 18 mentees and was intentionally designed to be mentee-led, giving the participants ownership of their experience and encouraging authentic, tailored development. We equipped mentors and mentees with thoughtfully curated training and guidance materials, hosted virtual orientation sessions, and created a resource-rich SharePoint hub to support ongoing success. Throughout the pilot, participants engaged in over 90+ hours of mentorship with built-in flexibility that allowed the program to integrate seamlessly into employees' schedules. After two rounds of feedback, 88.5% of participants reported feeling more connected, confident, and better prepared for the next stage in their career. Mentees shared that

their mentors helped them “overcome challenges”, broaden their “leadership perspective”, and build “confidence” in their roles. Mentors likewise found the experience fulfilling, noting the program’s thoughtful design and expressing interest in taking on more mentees in future rounds. The mentorship program is scheduled to double in size for FY 2025-2026, reinforcing BITS culture of learning, connection, and professional growth.

Build peer-to-peer managerial relationships and deepen managerial skills through quarterly manager retreats: Since 2022, BITS’ 70+ managers have participated in 12 quarterly in-person Manager Retreats, covering over 36 total learning workshops on topics such as leadership development, technology optimization, cultural advancement, and peer-to-peer relationship-building. A total of over 25 agency leaders have joined to share their unique insights about their agency, its mission and their technology priorities. The focus for the retreats in 2026 is four additional deep dives with agency partners, leadership development in achieving a strategic vision, the implementation of the IT Technology Roadmap, and transition of work to a fully optimized Bureau of Information Technology Solutions.

BITS – Workforce Enablement

Device Support:

- Improved conference room technology for an improved hybrid work environment across agencies. A total of 19 conference rooms across eight agencies were either upgraded or outfitted audio-visual technology.
- More than 14,000 computers upgraded to Windows 11 since February 2025 in preparation for the Windows 10 operating system end of support.

Device Management:

- Drove reduction of security vulnerabilities across agency devices with patching policy applied through the enterprise device management tool.
- Completed refresh of virtual desktop licensing (5000+) for savings of >\$200K.

Messaging & Collaboration:

- Automated email license assignment to gain savings of \$200k yearly.
- Implemented email quarantine solution allowing end users to self-manage misdirected email.
- Expanded education series for using common State of Connecticut products.
- Moved product support for productivity software to a new service provider for savings of \$1.5m over a three-year period.

Customer Experience:

- Continued efforts to move DAS-BITS supported agencies to a centralized IT service portal. 15 BITS agencies migrated this fiscal year along with all non-BITS agencies.
- New change management process implemented to provide a centralized calendar view of IT system changes.
- Automated five manual processes with an IT service portal, including automation of ticket creation for potential security alerts from systems.
- Implemented a structured procedure for technology system failures to provide

timely restoration of services and communications to those impacted.

ServiceDesk:

- Migrated 10 agencies to call center technology, including live agent services provided by the BITS Service Desk. Previously, these agencies provided support via voice mail, which delayed the resolutions.

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Business Office

The DAS Business Office consists of Fiscal Services, Collection Services, Print, Mail, and Courier Services, and the Office of 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 Paid Family and Medical Leave Insurance Authority (*payroll only*)
- Connecticut State Library
- Department of Agriculture
- Department of Banking (*payroll only*)
- Department of Consumer Protection
- Department of Economic and Community Development (*payroll only*)
- Department of Housing (*payroll only*)
- Teachers' Retirement Board (*payroll only*)
- Office of Governmental Accountability (which consists of six independent agencies)

Improvements/Achievements 2024-2025

- Managed funds more than \$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.

- With many new staff members in place, we are encouraging collaborations within units to learn and document processes and procedures to streamline each area.
- 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. 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 providing support for the Governor's initiatives, digital government, and various coordinated information technology-related purchases and licenses.
- Collaborated with 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. This has been a continued success into SFY 2025.
- Collaborated with the BITS team to pilot a streamlined employee reimbursement application with a go-live date of July 1, 2025. In doing so, this will eliminate significant email traffic, giving a more transparent view of where reimbursements are in the process before getting paid out to the employee.
- We continue to work as a team to support each area within DAS and are always willing to help find a solution to a problem.

Project Accounting

Public Service

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 include:

- 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 2024-2025

- Established a 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.
- Noticeably improved communication between the Business Office and the RECS Project Managers, as well as response times with our partner agencies.
- Established an enhanced standard for State Bond Commission submissions/reviews, including the provision of justifications for requests.
- Made significant gains on closing legacy projects and have established a protocol for coordination on future project closures with the RECS support team.

Print, Mail, and Courier Services

Public Service

Central Printing offers printing services at significantly reduced rates compared to commercial printing. The utilization of in-house resources for graphic design work in the past year has resulted in an increase of \$164,000 in annual revenues in FY 2025, 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, presorted, and certified mail for state agencies. Agencies are able to optimize cost and time by utilizing these central services, which include FedEx, Certified mail, USPA, and interoffice services. Moreover, the Couriers facilitate pickup service at ten different AAA and Nutmeg Credit Union locations on behalf of the Department of Motor Vehicles.

Improvements/Achievements 2024-2025

- 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) 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 other state agencies on our current daily routes, yielding substantial cost savings for the state.
- DAS Central Printing serves as the primary resource for all agency printing needs. Agencies are encouraged to utilize the DAS Print Shop as a cost-saving measure for the state.

Collection Services

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/Achievements 2024-2025

- Successfully processed over \$1.9 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 \$52 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 \$2.5 million through process improvements and ongoing cooperation with the Connecticut Probate Courts, benefitting from the new e-filing application process initiated by the Probate Administration.
- Transitioning from a paper file system to a scanning system has streamlined access to files, significantly reducing case processing time. The implementation of digital mail scanning has further expedited case completion processes and automated manual processes. The final stages of the RFQ for the computer system update are expected to enhance efficiency and effectiveness in collections.

- Collection Services has been working closely with business partners within the State of Connecticut, emphasizing the importance of billing accuracy. Kick-off took place July 1, 2025, to update to a cloud-based version of Avatar, called My Avatar NX, aimed at enhancing processes, eliminating customizations, minimizing downtime, and increasing recovery. This represents a strategic investment in improving operational efficiency and enhancing service delivery.
- The division's strategic focus on leveraging and fostering collaborative partnerships has yielded significant improvements across various divisions, positioning us for increased productivity, efficiency, and effectiveness in our operations.

Office of Grants Administration

Public Service

The Office of Grants Administration (OGA) oversees grant administration for all Connecticut public school building projects seeking state funding under Chapter 173 of the Connecticut General Statutes. We proudly support 169 municipalities, 17 regional school districts, and six (6) Regional Educational Service Centers (RESCs) throughout the project application process and post-award management, ensuring accountability, efficiency, and long-term success.

The team's primary responsibilities include:

- Evaluate all Priority and Non-Priority List applications, and other school construction-related projects.
- If an application is not approved, the office provides feedback to the school district outlining missing or incorrect information to support future resubmissions.
- Upon award approval, complete the award set-up by creating a purchase order contract in Core-CT.
- Review and approve estimated and final payment requests submitted by school districts.
- Process Core-CT security roles for Local Education Agencies (LEAs) and Regional Educational Services Centers (RESCs)
- Review and process miscellaneous requests requiring the DAS Commissioner's approval, such as project cost increase requests and emergency status designations.
- Provide guidance to school districts regarding Core-CT functionality and respond to inquiries related to the grant administration.

Improvements/Achievements 2024-2025

- A new standard has been established requiring that all payment requests submitted by school districts through the Core-CT system be reviewed and responded to within 30 days of receipt. Since February 2024, this standard has been consistently met for estimated payment requests, and efforts are underway to achieve the same level of timeliness for final payment requests.

- All applications are reviewed promptly, and determinations are issued in a timely manner.
- Customer communication and response times have significantly improved.
- Between December 2023 and fiscal year 2025, fourteen (14) standard operating procedures (SOPs) have been developed.
- The team has reviewed and processed approximately \$582 million in payments during Fiscal Year 2025.

#

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 2024-2025

- Handled all external communications to the public, DAS stakeholders, and the media. Messaging included:
 - Joint messaging with the Office of Workforce Strategy on combined workforce development efforts.
 - Efforts by DAS Procurement to utilize innovative means – such as reverse auctions – to maximize value for taxpayers.
 - Cybersecurity awareness outreach, including highlighting specific scams.
 - Opening of Henry Barnard Hall at Central Connecticut State University.
 - Launch of the S/MBE dashboard.
 - Highlighting the work of the DAS Print, Mail, and Courier Services team.
 - Recognizing the work of the Office of the State Building Inspector and the Office of the State Fire Marshal staff.
 - Promoting the Connecticut Digital Summit.
 - Opening of the Applied Innovation Hub at Central Connecticut State University.
 - Highlighting the DAS Facilities team’s role at the Big E Connecticut Building.
 - Topping off ceremony for the Connecticut National Guard’s Putnam Readiness Center
 - Celebrating Connecticut’s A-rating on the biennial Digital States Survey.
 - Promoting the Governor’s Fellowship Program, which is administered by DAS.
 - Announcing the appointment of a new state fire marshal.
 - Highlighting the role of DAS Facilities in the Governor’s Residence’s annual holiday open house
 - Creating several fire safety videos in collaboration with the state fire marshal.

- Groundbreaking ceremony for a DAS-administered renovation project at the Department of Veterans Affairs that will provide temporary housing for veterans and their families who are facing homelessness or are at risk of it.
- Highlighted progress on DAS’s efforts to install solar arrays at agency-owned buildings.
- Celebrating the sale of 18-20 and 30 Trinity Street in Hartford.
- Switching-on ceremony for seven solar arrays at Connecticut Department of Correction facilities across the state.
- 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:
 - 285 “Infograms,” or informational email messages sent to all DAS employees.
 - 10 DAS Newslines, regular newsletters informing legislators of happenings across the agency.
 - More than 25 job opportunity postings sent to all DAS employees and shared on DAS social media channels.
 - Assisted DAS Project Management in using social media to promote more than 20 of their higher-profile projects to increase exposure.
 - Received an aggregate total of 395,541 impressions, 35,777 engagements, and 21,874 link clicks on DAS social media posts.
 - Between July 1, 2024, and June 30, 2025, sent a total of 519 social media messages, including 124 on X, 156 on Facebook, 36 on Instagram, and 203 on LinkedIn.

#

Internal Audit Division

Over the past year, several significant milestones have been achieved within the Internal Audit Division (IAD) and the School Construction Audit Unit (SCU).

The Internal Audit Division provides an invaluable service to the entirety of DAS by partnering with each division and subdivision in evaluating their divisional control environment and governance while assisting leadership in the review or development of solid policies and procedures. Standardizing processes allows each division to stay in compliance with applicable laws, regulations, and sound business practices.

Improvements/Achievements 2024-2025

Notable achievements within the IAD over the past year include:

- Assisted DAS business units in identifying operational issues and implementing corrective actions.
- IAD partnered with Fleet Services and Statewide Human Resources Learning and Development to create an impactful video and training for all authorized fleet drivers within the Executive Branch.
- IAD partners with the DAS Ethics Liaison to provide a conduit for employees to seek guidance or ask questions about any ethics-related issues.
- IAD joined with the Business Office and senior leadership, working towards a more efficient and effective asset control system.
- IAD joined with the Auditors of Public Accounts (APA) and the State Contracting Standards Board to ensure timely and accurate responses to audit questions or findings.
- The IAD continues to supplement a full-time audit staff of one with interns from our local colleges. This partnership provides invaluable learning to those students with an accounting major, and these students have provided incredible value to the IAD.

The SCU conducts audits on complex, completed school construction projects that receive state grants. The SCU evaluates compliance with applicable statutory, regulatory, and grant requirements. Additionally, the SCU determines whether the correct reimbursement rate was used to reimburse the Local Education Agency (LEA) and if state funds were managed properly. Furthermore, the SCU audits aim to verify that the project was completed within the approved budget and timeline.

Notable accomplishments within the SCU over the last year include:

- Completed (92) assignments.
 - (29) Desk Reviews Completed
 - (21) Limited-Scope Audits Completed
 - (42) On-Site Audits Completed
- Within the (92) completed assignments, the audit team questioned an additional \$40,896,991 of ineligible costs versus what was voluntarily disclosed by the LEA.
- The audit team improved its completed assignment output by 43.15% versus FY24.

- We continue to make minor adjustments to the audit program to increase efficiency and ensure clear guidance drives each audit step.
- The SCU team and the grants team (Office of Grants Administration (OGA)) continue to meet weekly to ensure that we, as an organization, are speaking with “one voice” to our constituents.
- The SCU team remains committed to outreach to each of the LEA’s under audit. Through this continued communication, there are fewer questions at the end of an assignment because of constant open, honest dialogue.
- Guidance from the Assistant Director and Director of Internal Audit is continually memorialized within the unit’s shared drive. By sharing this guidance with OGA (and vice versa), both teams remain aligned.

#

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 2024-2025

- 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:
 - Broaden municipal authority to appoint acting building officials;
 - Allow the State Building Code to preempt state law on handicapped parking spaces under certain circumstances for Electric Vehicle (EV) charging;
 - Prohibit an elevator or escalator from receiving a certificate of operation renewal if it is deemed unfit for operation or has any outstanding violations;
 - Increase the value threshold from \$100,000 to \$300,000 for a DAS consultant contract or task letter that requires approval by the State Properties Review Board (SPRB);
 - Require certain DAS real estate notices to be posted online instead of through newspaper advertisements;
 - Increase the project value threshold from \$5 million to \$7.5 million, which determines whether a construction services selection panel must have three or five members;
 - Remove the requirement that DAS gets various notices from probate courts;
 - Repeal certain report requirements;
 - Remove the Connecticut Technical Education Career System (CTECS) from Chapter 173, thus eliminating the requirement that CTECS projects undergo the school construction process and allowing them to just follow the state building construction project process;
 - Repeal the standalone Heating, Ventilation, and Air Conditioning (HVAC) grant and merge it with the existing non-priority list grant;
 - Authorize \$40 million in Fiscal Year (FY) 26 and \$20 million in FY 27 in new General Obligation (GO) Bonds for the installation of solar photovoltaic systems on state property;
 - Authorize \$42 million in FY 26 in new GO Bonds for upgrades and modernization of the Capitol Area System (CAS);
 - Authorize \$16 million in FY 27 in new GO Bonds for the purchase of equipment, minor improvements, and other associated costs for a new data center and;
 - Authorize eight school construction state grant commitments totaling \$172.4 million toward total project costs of \$265.7 million and reauthorize one project with an additional estimated cost of \$50.7 million.
- Held quarterly meetings of the School Building Project Advisory Council (SBPAC). 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 the cost of construction, as well as best practices from other states.

- Served as Vice-Chair of the Connecticut Paid Leave Authority (CTPL) and regularly attended and often led board meetings.
- Co-Chaired the Executive Order 1 (EO1) 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 2 of the statewide decarbonization study for retrofitting existing fossil fuel-based equipment to be fossil fuel-free in March 2025.
 - 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 four rounds of solar projects in various stages, from construction to design, ready to be installed. Round one projects at several DOC facilities across the state in Somers, Enfield, and Cheshire were completed at the end of 2024 and the beginning of 2025.
 - DAS has been awarded Non-Residential Renewable Energy Solutions (NRES) incentives from Eversource on three solar projects at 24/38 Wolcott Hill Road, Morgan Street Garage, and 340 Capitol Avenue.
 - DAS is preparing to construct electric vehicle charging stations for DAS Fleet-owned vehicles at four locations across the state and is developing a roadmap for future installations across state properties. Installation of EV chargers at one of our first locations, Torrington Courthouse, began in the spring of 2025 and was completed in July 2025.
 - DAS, in consultation with DEEP, has amended the 23PSX0258 Waste and Recycling Contract to include language on food scrap diversion, which took effect June 2025. This update will allow state agencies to comply with Executive Order 21-3, Sec. 3a, requiring state agencies to implement a “food waste diversion program,” if practicable. This update also coincides with EO1 to reduce our waste by 25% by 2030.
- Processed approximately 650 Freedom of Information (FOIA) requests and continued to fulfill the agency’s safety risk determination role for other agencies under FOIA.
- Supported 32 agencies in their use of the GovQA, and enterprise-level FOI management platform.
- Assisted other agencies in providing responses to the Commission on Human Rights and Opportunities (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

DAS is focused on workforce development to address critical staffing gaps across state agencies and ensure the continuity of public services. By investing in skills training, recruitment pipelines, and modernized Human Resources practices, DAS aims to build a more resilient, diverse, and future-ready workforce that can meet the evolving needs of Connecticut residents. Over the last year, the DAS Commissioner's Office took part in various workforce development activities, including:

- Continued the classification and compensation study with the Office of Policy and Management (OPM)/Office of Labor Relations (OLR) to ensure the state continues to offer competitive wages, especially for non-bargaining management roles.
- Maintained 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.
- Participated in the National Governors Association Skills in the States Initiative to promote skills-based hiring and retention in the public sector. Connecticut, through DAS, participated in this community of practice alongside 22 other states and one territory. The work focused 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.
- Established partnerships with Connecticut and New England-based universities to launch a structured internship program aimed at attracting emerging talent into public service. This initiative not only helps build a pipeline of skilled candidates for future state workforce needs but also provides students with meaningful, hands-on experience in government operations, fostering early interest in civil service careers and addressing long-term succession planning challenges.
- Managed the Governor's Fellowship Program in partnership with the Office of the Governor (OTG). DAS oversees the day-to-day operations, including recruiting applicants and coordinating placements within executive branch agencies. DAS also helps manage the program's funding structure, with agencies covering half of each fellow's contract and the other half supported by contributions from Yale University and Social Impact Partners. The program has operated since 2020, bringing on cohorts of six to seven fellows approximately twice a year, and recent cycles have received between 40 and 70 applications, reflecting growing interest and competitiveness. In addition, DAS, in collaboration with Yale's Tobin Center, supports professional development opportunities for fellows throughout the year, including training sessions, speaker series, and events at the State Capitol.

#

Procurement Programs and Services

The Procurement Division is responsible for purchasing, leasing, or contracting supplies, materials, equipment, and contractual services for executive branch state agencies, as outlined in C.G.S. §4a-51. It also oversees purchasing, leasing, and contracting for all information and telecommunication system facilities, equipment, and services, in accordance with C.G.S. §4d-2.

DAS Procurement contracts are also available for use by towns, municipalities, and political subdivisions within the state. In FY 25, total agency spend through DAS-administered contracts reached \$1,096,084,606, with 1,504 active contracts.

The Procurement Division also facilitates:

- Small and Minority Business (S/MBE) spend reporting program (C.G.S. §4a-60g)
- State and Federal Surplus programs (C.G.S. §§4a-57a and 4a-66)
- Construction Contractor Prequalification Program (C.G.S. §4a-100)
- Purchasing Card (P-Card) program (C.G.S. §4-98(c), in collaboration with the Office of the State Comptroller

These efforts are supported by internal legal and process management staff.

Procurement teams advance our mission of pursuing excellence in public service by creating efficiencies, leveraging smart technologies, acting with integrity, and providing collaborative and strategic leadership. The ongoing focus on stakeholder engagement, spend management, and continuous process improvement continues to result in cost savings, increased efficiency, and enhanced service delivery.

Procurement Forums

Continued quarterly meetings with executive branch agencies to provide procurement updates and training. The most recent session had 168 attendees and included training on the revised GL71 policy, effective July 1, 2025.

Rebates

DAS procurement contracts generated \$774,997.91 in administrative fees, which were deposited into the General Fund for FY25.

CT Gateway (23PSX0172)

The Procurement Division prioritized modernization by contracting *Autocene* to migrate from the legacy *BizNet* platform to a cost-effective, cloud-based solution. Applications launched in FY25:

- Construction Contractor Prequalification Certification (includes contractor evaluations)
- S/MBE Certification
- CT State Surplus Program
- Business Engagement Module
- Federal Surplus is expected to launch in Q1 FY26

Public Safety Communications Products, Services, and Solutions (25PSX0125)

Hosted a 'matchmaker' event with 29 local suppliers and NASPO master contract holders to support public safety radio supply. The event also fostered supplier-staff collaboration to address unmet needs.

Rental of Temporary Air Conditioning Units (25PSX0162)

Partnered with the Department of Correction to rapidly execute a priority/emergency contract for Osborn Correctional due to construction timelines and extreme summer temperatures.

Medical Services Managed Service Provider & Vendor Management System (23PSX0113)

This statewide contract enables medical staff augmentation through a Managed Service Provider (MSP) framework. A matchmaker event introduced 19 MSPs and 22 staffing agencies, fostering early partnerships prior to the RFP process.

Grant Management System (24PSX0086)

The State contracted with Euna to implement a Grant Management System (GMS) covering the full lifecycle of state and federal grants. Features include:

- Centralized portal for subrecipient engagement
- Deployment across 11 agencies over 12–18 months

Computer Equipment, Peripherals and Related Services (23PSX0163)

On July 16, 2024, DAS held its first reverse auction under NASPO ValuePoint with Dell, HP, and Lenovo. Results:

- \$2.9 million in savings
- Covered six key categories with standardized configurations, improving cost efficiency and performance

Business Outreach

S/MBE Certification Program:

- 2,159 certified S/MBEs, 1,229 of which are MBEs (↑8.7% from 2024)

Site Visits:

- 34 site visits

Sourcing:

- 79 sourcing projects (↑12.9% from 2024)

Outreach Events:

- 75 events: 35 trainings, 13 clinics, four Train-the-Trainer, five matchmakers, 13 resource tables, five networking events

S/MBE Spending Allocation Reporting:

- Team B provided technical support and training
- 1 team member was assigned to each agency

Open Data Portal

Provides visual and historical demographic data for small, minority, women, and disabled owned businesses across Connecticut.

P-Card Program

Annual rebate: **\$2,160,335.98** from 200 client entities. This is reported based on the calendar year, not the fiscal year.

- **\$1,573,164.08** to State's General Fund
- **\$587,171.90** to 90 municipalities/non-state clients
- New P-Card contract with U.S. Bank (replacing JPMorgan Chase)
- Managed via U.S. Bank Access Online
- OSC oversees executive branch cardholders

State Surplus

FY25 Revenue: **\$6,458,534.00**

- Property: 2,388 auctions = **\$582,268.38** (Property revenue rose by **\$176,029.24 (+43.34%)** over FY24)
- Vehicles: 1,007 sold = **\$5,876,265.62** (Vehicle revenue increased **\$525,632.45 (+9.82%)** over FY24)

Federal Surplus

FY25 Savings for Donees: **\$1,297,802.97**

- 8 Eligible Donees (5 Public Agencies, 3 VOSB)
- 7 Federal surplus items received
- Major cost savings for our aviation training program at the Connecticut Technical Education and Career System with the acquisition of a Bell 206 helicopter.

Construction Prequalification Program

- 764 Businesses prequalified
- Generated **\$737,437.50** in revenue

#

Real Estate and Construction Services

Office of the Chief Architect: Real Estate and Construction Services, Design and Building Construction, Construction Support Services, Technical Services, and Plan Review

Real Estate and Construction Services (RECS) is the state's owner's project manager for vertical construction with a project portfolio of approximately \$2.17B. In addition, RECS Technical Services and Plan Review are responsible for the technical review of municipal school construction grants with an approximate program value of \$3.5B (active projects in design or construction). Consistently applying 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 and Judicial branches. These services include managing consulting architects and engineers, overseeing 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.

Real Estate and Construction Services, Design and Building Construction

The Design and Building Construction Unit within the Real Estate and Construction Services (RECS) oversees the design and construction of State facilities in accordance with Connecticut General Statutes (C.G.S.) § 4b-51. Its responsibilities include:

- Coordinate project initiation, scope definition, and cost development with State agencies.
- Coordinate and manage project finances.
- Coordinate and manage project schedules.
- Administer contracts for professional service consultants, including architects, engineers, landscape architects, accountants, interior designers, environmental professionals, and construction administrators, to achieve 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.
- Directly oversee the construction, renovation, and repair of State facilities.
- Manage capital building construction project requests, including review of supporting documentation, recommendations for approval, selection of on-call consultants, and issuance of task letters. Assist State Agencies with project development and emergency project completion.

Improvements/Achievements 2024-2025

Continuing work supporting statewide decarbonization, alternate energy heating and cooling sources are incorporated into DAS-led designs per the Governor's Executive Order and new Public Act mandates. Construction continues on the new Bullard Havens Technical High School, with substantial completion planned for the last calendar quarter of 2025. Support for project formulation for additions and renovations to the Office of the Chief Medical Examiner and the Whiting Forensic Hospital replacement has resulted in identifying critical capital needs for both facilities.

During this reporting period, DAS is responsible for a project portfolio of over \$2.17 billion in total project value (all project phases). Several highlighted major construction projects that began construction during this report period include:

- BI-Q-721 AASF New Aircraft Storage Building at the Army National Guard Aviation Base in Windsor Locks
- BI-YS-185 Solnit South Roof Replacement Project in Middletown
- BI-MH-152 Battell Hall Elevator Modernization at CVH in Middletown
- BI-MH-164 Connecticut Valley Hospital Steam Line Trenching and Environmental Soil Removal Phase in Middletown
- BI-RC-403 Memorial Hall Renovations at CCSU
- BI-RD-317 Pinney Hall Envelope Repairs and Chiller Replacement at WCSU
- BI-RS-373 Dorm Drive High Temperature Hot water Loop Replacement at SCSU
- BI-C-300 DVA Campus Boiler Replacement at Rocky Hill
- BI-C-304 DVA Housing Project at Building 51 in Rocky Hill
- BI-P-093 Connecticut Agricultural Experiment Station Greenhouses Renovation and Replacement in Hamden
- BI-2B-414 Capitol Area System (CAS) Selective Demolition in Hartford
- BI-2B-499 Electric Vehicle Charging Stations (EVSE) Installations at various State Sites.
- BI-N-359 DESPP Troop A Generator Replacement in Southbury
- BI-N-360 DESPP CSP POST Training Academy Chiller Replacement in Meriden

Several highlighted major construction projects reached substantial completion during this report period, including:

- BI-MH-121: Bridgeport Health Center Parking Garage Reconstruction in Bridgeport
- BI-P-093 Connecticut Agricultural Experiment Station Greenhouses Renovation and Replacement in Hamden
- BI-T-620 Salt Rock Campground Bathhouse, Sprague
- BI-MH-164 Connecticut Valley Hospital Steam Line Trenching and Environmental Soil Removal Phase in Middletown
- BI-RC-406 Burritt Library Renovation and Annex at CCSU
- BI-SS-119 State Library Campus Roadway Improvements in Rocky Hill
- BI-N-356 DESPP Troop F Generator Replacement in Westbrook

Real Estate & Construction Services worked closely with DAS Procurement’s Contractor Prequalification Unit to update the contractor evaluation process and system. The new platform was released for use in June of 2025, and use is already underway with positive feedback. Any contractor submitting a bid on a publicly funded construction project costing over \$1 million must prequalify with DAS if performing work in designated classifications. Statutorily, per C.G.S. § 4a-101, contractors are subject to evaluation by the awarding authority; however, these evaluations were not always submitted to DAS under the previous process. The new platform allows state staff to initiate final evaluations without needing the contractor to begin the process. This is a key improvement over the last platform, which often created challenges in closing out projects. The updated platform provides for several other enhancements over the former process, including additional rating and criteria content, required commenting for ratings, a web-based platform with an efficient login process, helpful hints and notes for evaluators to assist them throughout the process, and several other improvements, including access to and review of past evaluations.

Construction Support Services

Construction Support Services (CSS) manages the intake, processing, and tracking of all Capital Building Construction Project requests; administers the assignment of On-Call Consultants for said projects and assists in drafting and executing task letters for services provided; manages the processing of all Construction Contract agreements; 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 DAS/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 project management software system and CORE-CT.

Achievements/Improvements 2024-2025

- Processed one hundred fifty-six (156) new Capital Construction Project Requests totaling \$139.5M.
- Processed sixty-six (66) Capital Construction Project Request Revisions totaling \$313.4M.
- Processed one hundred fourteen (114) task letters totaling \$12.5M.
- Processed eighty-four (84) Contracts and Amendments totaling \$105.2M.
- Administered the biennial Capital Expenditures Program Plan.
- Completed the closeout and reconciliation of one hundred one (101) Capital Construction Projects.
- Drafted the 0175 Trimble Unity Construct (TUC) Guidance Document, a training manual for DAS/RECS project management software system.
- Developed twenty-seven (27) new construction management process workflows and updated sixteen (16) existing workflows.
- Closed out seventy-three (73) Agency Administered projects, and twenty-eight (28) additional legacy DAS Administered projects. This represents a 300% increase over the prior year’s project closeouts.

In Fiscal Year 2025, the Construction Support Services (CSS) Unit made significant advancements in developing the Trimble Unity Construct (TUC) project management software system. CSS designed or refined numerous process workflows to streamline project management procedures, reduce manual effort, and increase consistency across projects. Many steps were automated to eliminate the potential for human error and to replace legacy DAS Library forms. CSS continues to work closely with DAS/RECS Management and staff to ensure that processes remain relevant and evolve with operational needs.

In FY 2025, CSS launched a new policy enforcement initiative to ensure the timely submission of closeout packages for Agency Administered projects. Simultaneously, CSS established a process to manage the closeout of legacy DAS-administered projects. This initiative includes documentation of efforts to retrieve missing or unsigned closeout and financial reconciliation materials, with senior management sign-off confirming exhaustive efforts were made. The enhanced process also integrates Budget Office and Purchasing into the Closeout workflow, improving coordination with CORE and centralizing documentation. One hundred one projects were closed, representing a 300% increase over the previous fiscal year.

Technical Services and Plan Review

The Technical Services and Plan Review Unit is critical in advancing quality, sustainability, and compliance across DAS-administered and supported construction and grants efforts. The unit delivers technical leadership and oversight in the following areas:

- Review State-administered vertical construction plans and specifications to ensure conformance with internal quality standards, building component requirements, design best practices, and applicable agency and State high-performance and sustainability requirements.
- Ongoing refinement of standardized design criteria and sustainability policies for State building construction.
- Eligibility review of construction documents – plans, specifications, addenda, change orders, and site acquisition information – for municipal school projects under the DAS Public School Building Projects Grants Program, with:
 - An active portfolio of 235 projects totaling \$3.5B, including:
 - 78 priority projects totaling \$3.45B
 - 157 non-priority projects totaling \$227M
 - Provision of project management services for technically focused initiatives related to facility master planning, consolidation, relocation, and reduction of greenhouse gas emissions.
 - Identifying and evaluating impacts for compliance with the Connecticut Environmental Policy Act (CEPA) for DAS and client agencies.
 - Administration of the DAS Hazardous Material Abatement Program.

Achievements/Improvements 2024-2025

- Conducted 80 quality assurance reviews on DAS-administered construction projects, strengthening statewide quality control.

- Led interagency implementation of sustainability and decarbonization initiatives, including initiating Phases II-IV of the statewide Executive Branch Decarbonization Study.
- Delivered technical project administration for key initiatives:
 - Advanced \$22M in interagency energy reduction projects into construction.
 - Managed two design projects totaling \$8.1M
 - Oversaw two active studies totaling \$2M, and completed two additional studies totaling nearly \$1M
- Completed approximately 90 final plan reviews for the Public School Building Projects Grants Program, supporting over 50 school districts and ensuring program eligibility.
- Streamlined specification review processes by aligning practices with statutory authority, eliminating unnecessary state-level procurement approvals, and significantly reducing turnaround times while maintaining full regulatory compliance.
- Reviewed 450 change orders under the Public School Building Projects Grants Program:
 - Representing over \$75M in value
 - Reflecting a 50%+ increase in review volume over the prior fiscal year
 - Reducing the change order review backlog to its lowest levels in over a decade, with complete resolution targeted for the next fiscal year
- Completed major updates to 10 program forms, consolidated or eliminated three, and updated three program web pages to improve clarity and user experience.
- Supported Executive Branch decarbonization efforts through:
 - Participation in the state’s Technical Advisory Committee (TAC) to evaluate and recommend energy efficiency projects
 - Updates to the 0450 Capital Projects High Performance Building Guidelines (HPBG) manual to incorporate the DAS Sustainable Construction Policy and adherence to the International Green Construction Code for applicable projects.
 - Ongoing collaboration with DEEP to develop and refine the Connecticut HPBG regulations.
- Performed 133 CEPA and environmental compliance reviews of DAS and client-agency projects, including several solar projects administered through the Connecticut Green Bank.
- Continued improvements to the Hazardous Material Abatement Program through full integration with Trimble, resulting in:
 - Updated policy guidance
 - Shortened authorization times
 - Improved funding oversight, transparency, and documentation
- Processed 123 HazMat Program projects totaling more than \$1.85M for investigation and remediation activities at State facilities, including completing interior remediation of the former Bergin Correctional Facility in Mansfield and the former Cedarcrest Hospital in Newington.

Division of Regulatory Compliance

The Division of Regulatory Compliance within the Real Estate and Construction Services Division 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 FY25 activities are as follows:

Code Development: The team is currently developing the next edition of the Connecticut state building, fire safety and fire prevention codes, which are anticipated to go into effect in 2026. They will replace the current 2022 state codes.

Code Development Meetings:

- Codes and Standards Committee Meetings: 11
- Codes Amendment Subcommittee Meetings: 17
- Fire Prevention Code Advisory Committee Meetings: 6

Appeals: The Codes and Standards Committee hears appeals from parties aggrieved by the decisions of local or state building officials or fire marshals. The FY25 totals were:

- New appeals: 19
- Complaints: 1

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 FY25:

- State Building Code (OSBI): 747
- State Fire Codes (OSFM): 157
- Total Modifications: 880

State Buildings - Code Compliance: OSBI and OSFM ensure state buildings are constructed and maintained in compliance with state building and fire codes, performing design reviews and inspections on new, altered, and existing state buildings. The project intake, reviews, and approvals for FY25 were:

- New Projects Received: 131
- (Threshold/Statutory Projects) *: 0
- Permits Issued: 98
- Certificates of Occupancy Issued: 10
- Temporary Certificates of Occupancy (TCO): 8
- Certificates of Approval Issued: 70

*Threshold/statutory projects are 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.

Inspections for FY25:

Existing Building Inspections:	0 (OSBI)	681 (OSFM)
Construction Inspections (in person):	1,575 (OSBI)	450 (OSFM)
Construction Inspections (remote video):	544(OSBI)	259 (OSFM)
Sub-Totals:	2,119 (OSBI)	1,390 (OSFM)
Total Inspections:	3,509	

Notable Projects: Significant projects include the Bullard Havens Technical High School, various projects at Bradley International Airport, Connecticut Green Bank solar projects for the Technical High Schools, EV Charging Stations at multiple locations throughout the State of Connecticut, DVA temporary housing improvement projects , DEEP - Eastern Pequot Tribal Nation Community Center, and DEEP - Golden Hill Paugussett Tribal Nation Community Center.

Remote Video Inspections: The team tripled its utilization of remote video inspections compared to last year, resulting in significant savings in travel time and state vehicle use, while providing more responsive service to state construction projects.

- Remote Inspections (OSBI): 544
- Remote Inspections (OSFM): 259

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:

- Permits Issued: 154
- Field Inspections Completed: 895
- Certificates of Occupancy/Approval Issued: 137
- Current Open Permits: 224

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 FY25 were:

Inspected by State Inspectors:	#
Boilers, HW Heaters, etc.:	6,736
Elevators, Escalators, etc.:	9,003
Inspected by Third Party Inspectors:	
Boilers, HW Heaters, etc.:	14,238
Elevators, Escalators, etc.:	0
Sub-Totals:	
Boilers, HW Heaters, etc.:	20,974
Elevators, Escalators, etc.:	9,003
Total Inspected:	29,977
Total by State Inspectors:	15,739
Total # of Registered Pieces of Equipment:	
Boilers, HW Heaters, etc.:	39,179
Elevators, Escalators, etc.:	20,440
Total Fees Collected and Deposited:	
Boilers, HW Heaters, etc.:	\$1,307,404.00
Elevators, Escalators, etc.:	\$1,407,270.00
Number of Accidents Investigated:	
Boilers, HW Heaters, etc.:	6
Elevators, Escalators, etc.:	18

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 FY25:

Cranes and Demolition Licenses	#
Crane Operator and Hoister Licenses (New):	161
Crane Operator and Hoister Licenses (Renewed):	670
Crane Registrations (New)	110
Crane Registrations (Renewed)	331
Demolition Contractor Licenses (New):	70
Demolition Contractor Licenses (Renewed):	579

The team increased from one inspector to two in FY25 and eliminated the backlog for testing and retesting of crane operators. The team also expanded its use of e-License software for crane operators, hoisters, and demolition operations, and has all but eliminated the need for paper invoicing, applications, and check processing.

Other Fire Safety Activities:

The Office of the State Fire Marshal (OSFM) received and tracked 149 burn injury reports. C.G.S. Sec. 19a-510a requires all health care providers to submit reports of specific types of burn injuries and other injuries caused by fireworks to the local fire marshal and to the State Fire Marshal. The State Fire Marshal then prepares a summary report for the General Assembly and for distribution to the local fire marshals. This requirement began in 1987 and OSFM is working with the Department of Public Health to update this statute to reduce redundant reporting requirements, protect patient privacy, and provide more accurate and meaningful information in the annual report.

OSFM is also the program administrator for the National Fire Incident Reporting System (NFIRS), and in calendar year 2024 municipal fire departments reported 406,456 incidents. Of these incidents 11,167 were fires, 257,894 were rescue/EMS calls, 49,127 were false alarms, and 19,867 hazardous condition calls. The remainder were severe weather, service calls, or “good intent” calls for service. Of the 2,492 building fires reported, 1,159 occurred in one/two family homes and 358 in multifamily homes. The most reported area of origin was the kitchen or cooking area, followed by bedrooms and garages. Smoke alarms were reported “present” at 715 fire calls, and they operated at 511 calls. The alarms were effective at alerting occupants at 374 incidents. Data reported was incomplete as to the reasons for smoke alarm failures.

There is a new National Emergency Response Information System (NERIS) which is rolling out across the country through the calendar year 2025. CT will “onboard” to this system in October 2025. OSFM is engaged in the onboarding process with local fire departments and more comprehensive and timely data about fire and emergency responses will be available in 2026. OSFM also administers the state’s Fire-Safe Cigarettes program and in FY25 processed 333 requests for approval from manufacturers.

OSFM aids other state and local agencies including plan review and construction inspections for agency-run construction projects, technical assistance to local fire marshals on complex issues, and the issuing of flame effects certificates.

- Local Fire Marshal Assists 235
- State Police FEIU Assists 73
- State Agency Assists 256

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 FY25 the following was accomplished:

Code Officials Training & Credentialing	#
Preparatory Training Programs Attendees:	401
Continuing Education Online Training Attendees:	5624
Continuing Education Online Sessions Held:	61
Continuing Education Live Training Attendees:	713
Continuing Educations Live Sessions Held:	18
Credentialing Exams Administered:	625
Outside Credit Requests Processed:	8776

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.

The process for earning Building Code Official licenses was modularized at the start of 2025, including all testing and assessment sessions as well as Pre-Licensure Training Program (PLTP) classes. OEDM has offered over 30 days for examinations since this transition, a significant increase over the once-per-quarter examination, and two sessions at the close of PLTP.

OEDM offered 34 Distinct Career Development Continuing Education Programs, including a mix of live programs ranging from 90 minutes to full-day programs. Additionally, credit requests for outside programs continue to increase as the public has grown more comfortable and proficient with our Learning Management System (LMS) and as we have formalized and simplified the process for organizations to submit outside credent reports for pre-approved training events.

OEDM has made efforts to partner with the International Code Council and other high-quality code training providers such as Shums Coda for presenting longer and more in-depth continuing education training for Code Officials. These have included 3-hour and full-day live programs, the amount of which offered has increased dramatically since last 2024. We also have made inroads in working with other State Agencies and educational institutions, such as working with Department of Veterans Affairs and Central CT State University (CCSU) to host programs, working with CCSU to discuss educational technologies for hybrid classes and training, and working with people at Capital Community College to develop an educational pathway that could lead to Code Compliance careers.

Data Management: OEDM has 3,412 active user accounts on the OEDM Learning Management System, including 1,237 existing and prospective Fire Officials, 879 existing and prospective Building Officials, and over 1,300 members of the public outside of the Code Enforcement community. 912 members of the general public completed at least one OEDM program this year.

OSBI/OSFM Technology Achievements 2025

The Office of the State Fire Marshal team implemented the use of tablets to access the inspection software for recurring fire prevention inspections. The State Buildings team has implemented the use of tablets in the field to track inspections.

OSFM has begun utilizing shared forms to track interagency enforcement activity. OSFM has also implemented DocuSign in order to sign modification decisions, flame effects certificates, and other forms. This has improved our ability to track the documents through the signature process as well as to provide a quicker turnaround when people are working remotely or are on the road for inspections. The fire safe-cigarette registrations are now managed through eLicense.

The team continued development with a software vendor for construction inspections to configure the online building permitting and construction inspections with new projects to go live by late 2025. The department has invested in tablets for the building inspectors and fire and life safety specialists to expedite inspection reporting while in the field. Once the permitting and inspection software is launched, the tablets will provide them with immediate access to the platform to input inspections in real time.

The team is also exploring the use of the same software to expedite and streamline the modification application and review process. The project is anticipated to go live in a month or two and will be evaluated over the coming months on its effectiveness and necessary updates to the process.

Both the Elevator and Boiler Bureaus are in the process of implementing new software solutions to streamline operations and enhance customer service. This system will provide an online customer portal for submitting applications for new permit installations, making payments, and

issuing invoices and certificates, which will significantly reduce the need for the manual processing being used today. The software is expected to have a soft launch in coming months.

Additionally, OSBI has been promoting the use of remote video inspections for the boiler and elevator inspection teams for limited re-inspection or violation removal inspections to expand on the savings of the travel time and state vehicle use.

Lastly, the team has leveraged Microsoft tools to help automate and monitor inspection data for both the Elevator Bureau and state building construction projects. This allows the agency to efficiently track and analyze weekly and annual inspection totals, supporting more accurate reporting and helping inform staff planning.

The Office of Education and Data Management (OEDM) transitioned to entirely computerized testing and examinations to improve access to critical licensing examinations and increase flexibility for program completion. By leveraging the existing Learning Management System (LMS) for examination development and delivery, OEDM has moved from offering licensing exams once per quarter to several times per month and reduced turnaround time for exam grading from two weeks to often same-day results. The change also has offered special examination sessions for municipalities with an urgent need. Additionally, because exams are now entirely digital, the need for several hundred printed pages per exam session, printed score reports, and cumbersome old-fashioned bubble sheets has been eliminated. Everything is housed and tracked electronically, with exams and testing items verifiable and editable on the fly, and with score results able to be referenced within the system at both the session and the user level.

Similarly, OEDM continues to offer online training classes at the continuing education level, and to use electronic documents housed in the OEDM LMS to support live, in-person programs. This hybrid approach has not only allowed for better integration and availability of information but made routine administrative functions such as attendance and credit tracking much easier, more expedient, and less prone to error.

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 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 2025.

The **Legal Affairs Unit** provides legal services and advice to the other units within the Division. In FY 2025, 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;
- Updating agency regulations;
- Managing claims;
- Preparing easements in connection with capital projects;

- Supporting committees within the agency for administrative purposes, such as the Codes and Standards Committee, by coordinating meetings, hearings and complaints, drafting decisions for appeals, and handling record retention and communication to and for the Committee;
- Developing Memoranda of Understanding with other state agencies;
- Advising on proposed legislation and implementation of new Public Acts; and
- Performing legal research on contract issues.

In FY 2025, 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 2025 included:

- Leading comprehensive review of outdated school construction 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;
- Reviewing the 2025 Priority List with the grants team; and
- Preparing the legislative proposal for the 2025 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 2025, the Legal Affairs Unit assisted with execution of the following agreements:

Agreement Type	Number Executed	Total Value of Executed Agreements
On-Call Contracts	29	\$36,250,000.00
On-Call Amendments	6	\$1,500,000.00
Contracts	6	\$11,406,808.00
Amendments	10	\$4,081,342.27
CMR Agreements	1	\$124,670.00

Guaranteed Maximum Price Amendment	2	\$34,257,315.00
Purchase of Existing Art	26	\$318,950.00
Total Executed Agreements	80	\$87,939,085.27

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 2025, P & P developed and managed advertisements on CTsource for the following Major Construction Projects:

Facility	Project Number	Work
Aircraft Storage-FED PN 0901105 Windsor Locks, CT	BI-Q-721	Maintenance Hangar
CT DVA 287 West Street, Rocky Hill, CT, 06067	BI-C-300	Boiler Replacement
Central Connecticut State University 1615 Stanley Street, New Britain, CT	CF-RC-403	Memorial Hall Renovations
Capitol Region Mental Health Center (CRMHC) 500 Vine Street, Hartford, CT	BI-T-619L	Energy Audit Implementation Program
Albert J. Solnit South Children's Center 915 River Road, Middletown, CT	BI-YS-185	Solnit South Roof Replacement - Building 8
CAS CDECCA Plant Upgrades- 490 Capitol Avenue, Hartford, CT	BI-2B-414	Equipment Demolition
DVA Veteran Housing 287 West Street, Rocky Hill, CT, 06067	BI-C-304	Improvement Project- Building #51
Battell Hall Middletown, CT	BI-MH-152	Elevator Modernization
DCF State Receiving Home - 36 Gardner Street, East Windsor	BI-T-619L	Energy Audit Implementation Program
CSP/POST Training Academy 285 Preston Ave., Meriden CT	BI-N-360	Chiller Replacement
Capital Avenue Complex 410, 450, 460, 470, 474 Capitol Avenue, Hartford, CT	BI-2B-451	Code Compliance
CT Eastern State Expo Bldg. 1305 Memorial Drive, West Springfield, MA	BI-2B-487	Renovations

York Correctional Institute 201 West Main Street, Niantic CT Springfield, MA	BI-HH-50	Large Animal Barn Restroom
Enfield Superior Courthouse 111 Phoenix Ave, Enfield, CT, 06082	BI-JD-343B	Roof and HVAC Repairs
Capital Avenue Complex 410, 450, 460, 470, 474 Capitol Avenue, Hartford, CT	BI-2B-451 (RE-BID)	Code Compliance
York Correctional Institute 201 West Main Street, Niantic CT Springfield, MA	BI-HH-50 (RE-BID)	Large Animal Barn Restroom
Connecticut Valley Hospital 1000 Silver Street, Middletown, CT, 04567	BI-MH-148	Main Transformers Replacement
The Carl Robinson Correctional Facility 285 Shaker Road, Enfield, CT	BI-T-6190	Energy Audit Implementation Program
The Carl Robinson Correctional Facility 285 Shaker Road, Enfield, CT	BI-T-6190 (RE-BID)	Energy Audit Implementation Program
Albert J. Solnit South Children's Center 915 River Road, Middletown, CT	BI-YS-185 (RE-BID)	Solnit South Roof Replacement - Building 8
Uncas on Thames 401 West Thames Street, Norwich, CT	BI-2B-481	Uncas on Thames Chiller Replacement
CT Fire Academy - Repairs to Burn Buildings A & B 34 Perimeter Road Windsor Locks, CT	BI-N-351	Repairs to Burn Buildings A & B

In FY 2025, P & P developed and managed advertisements on CTsource for the following Requests for Qualifications for Architectural Services, Engineering Services, Construction Administration Services, and On-Call Services:

Facility	Project Number	Work
Greater Bridgeport Community Mental Health Center (GBCMHC), 1635 Central Avenue, Bridgeport, CT	BI-MH-139-ARC	Greater Bridgeport Community Mental Health Center (GBCMHC) Sprinkler System and Related Renovations
Heublein Tower, Talcott Mountain State Park, Summit Ridge Drive, Simsbury, CT	BI-T-626-ARC	Heublein Tower Preservation and Restoration Study

Cheshire Correctional Institution, 42 Jarvis Street Cheshire, CT	BI-JA-496-CA	Cheshire Complex Heating and Cooling System Upgrade
Bridgeport Correctional Center, 1106 North Avenue, Bridgeport, CT	BI-JA-510-ENG	Bridgeport CC Air Conditioning and Electrical Upgrade
Hartford Correctional Center, 177 Weston Street, Hartford, CT	BI-JA-512-ENG	Hartford CC HVAC Implementation
On-Call Services Statewide	OC-DCS-CA-0046-0049	Construction Administration Consultant Services
On-Call Services Statewide	OC-DCS-STR-0049-0054	Structural and Threshold Limit Review Engineering Support Services
On-Call Services Statewide	OC-DCS-CAM-0017-0021	Construction Administration Consultant (CAM) (Minor Capital Projects)

In FY 2025, 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 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 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.
- Spearheaded the incorporation of the construction bidding and contracting processes as one seamless process in the electronic construction project management software.
- Coordinated and managed bid protests and rejections.
- Spearheaded the incorporation into the construction bidding and contracting forms and processes the requirements of Public Act 25-168 regarding prevailing wage provisions for off-site custom fabrication and good faith efforts to employ minority contractors.
- Spearheaded the incorporation into the construction bidding and contracting forms and processes the requirements of the Federal Government’s directives for 2025.
- Maintained, managed, and provided troubleshooting expertise with respect to the State Contracting Portal eProcurement platform, the electronic construction project management software, and the DAS Consultant Performance Evaluation Application.
- Updated, uploaded, and maintained design and construction forms and manuals on the state website. Managed website content related to Construction Services and Project Procurement.

Property and Facilities Management Division

The Property and Facilities Management team administers the operations, maintenance, and security of 48 state-owned buildings including office buildings, 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 the Eastern States Exposition and surplus property. The unit provides a safe and efficient work environment for approximately 9,000 state employees from various agencies who occupy these facilities. Property management is provided by in-house staff and contracted property management firms.

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

The Governor's Residence Unit is charged with maintaining and caring for this 114-year-old building, which is on the register of historic places. The unit is also responsible for coordinating and overseeing public tours and nonprofit organizations' weekly use of the Residence.

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

The Technical Services Unit develops and maintains a three-to-five-year capital improvement plan, ensures ADA compliance, life and safety, and 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 2024-2025

- Managed over \$12.9 million in bonding during the fiscal year for improvements to state buildings. This work included HVAC building upgrades, energy improvements, roof replacements, building envelope repairs, ADA improvements, security enhancements, and building life safety upgrades.
- Began implementation of 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.
- Initiated a project to modernize CAS with various upgrades, energy-efficient improvements, and modernization of the plant.

Fleet Operations Division

Fleet Operations supports over 90 state agencies and departments by delivering safe, cost-effective, and mission-ready transportation solutions. With an average of more than 3,800 light-duty vehicles logging over 34 million miles annually, the program ensures agencies can carry out their duties reliably and efficiently. Fleet Operations manages four inter-agency motor pools, three full-service maintenance and repair garages, and a centralized administrative office, providing end-to-end fleet services with a dedicated team of just 38 professionals. Despite limited staffing, the division consistently meets high operational demands, responds rapidly to agency needs, and maintains a strong focus on safety, accountability, and continuous improvement.

General Fleet Data FY25

Total Active Fleet Size: 3,838 vehicles

New Vehicle Acquisitions (FY): 646 units

Vehicles Retired via State Surplus Sales: 672 units

Preventative Maintenance Orders Completed: 6,581

Total Service Orders Completed: 15,434

Reported Vehicle Accidents: 808 incidents

Cost of Damages Billed to Agencies (Service Transfers): \$1,949,616

Improvements/Achievement 2024-25

- Expanded the in-house warranty repair program this year, resulting in a 32% year-over-year increase in reimbursements from Ford, totaling \$37,661.
- Successfully launched in-house warranty repairs for GM vehicles, securing an additional \$8,352 in reimbursements. These efforts reduce operational downtime and transportation costs associated with dealer visits, enabling us to recover technician labor costs directly from OEMs, maximizing both efficiency and value for the state. As these programs gain traction and are further integrated across garages, we anticipate continued growth in both cost savings and service capacity.
- Fleet Operations experienced another remarkable year with the acquisition of 646 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 the previous year's new vehicle delivery deficiencies. Each new vehicle undergoes a meticulous process, including inspection, setup, installation of vehicle markers, equipment tags, and telematics devices, before being dispatched to clients. The sudden influx of vehicles occurred within a short time frame, placing significant stress on staff and parking spaces. However, our dedicated team successfully navigated through these challenges, demonstrating resilience and excellence in their performance.
- In collaboration with the DAS Statewide Learning and Development team, Fleet Operations launched new statewide training initiatives focused on fleet vehicle use and safety. The program includes mandatory General Letter 115 training as well as Distracted Driving courses provided by Safety National. In its first eight months, the initiative successfully trained over 11,000 state employees, ensuring compliance with General Letter 115 requirements governing the use of Connecticut's light-duty fleet. The training also equips participants with practical safe-driving strategies and refreshers applicable to both state-owned and personal vehicles used for official duties.
- Fleet Administration, in coordination with DAS Fleet Garages, received 226 seasonal vehicle requests from over a dozen state agencies and successfully fulfilled 165 of them, a nearly 75% fulfillment rate. This large-scale effort took place over just three months and required garages to balance seasonal preparations with ongoing routine maintenance for the state's existing fleet. All seasonal vehicles were safety-inspected and repaired as needed before deployment, ensuring they were ready for immediate use. Agencies served included the Connecticut Agricultural Experiment Station, DEEP, and, in an emergency response, the Department of Public Health, which required 16 vehicles to be mobilized rapidly during a nursing home strike to support staff and protect resident safety. This accomplishment underscores Fleet's ability to respond quickly and effectively while maintaining the reliability of regular fleet operations statewide.

Statewide Leasing and Property Transfer Division

The Statewide Leasing and Property Transfer Division's portfolio consists of 1,855,646 square feet of office/courthouse/storage space for the Executive and Judicial Branch agencies as of

June 30, 2025. There are 120 leases and 81 additional lease-outs/license agreements for a total of 201 agreements plus 34 Memorandum of Understandings. In addition, the department also acquires and disposes (through sale and conveyance) real estate for the same state agencies.

Improvements/Achievements 2024-2025

- Obtained multi-year savings, cost avoidance, and rental revenue of \$1,822,406 for the 2025 fiscal year by re-negotiating renewal rates, obtaining credits for the waiver of paint and carpet, canceling leases, selling surplus real estate, and reducing real estate taxes. Included in the number above is leased-out state-owned space not currently needed by state agencies.
- Properties located at 18-20 Trinity Street and 30 Trinity Street in Hartford sold for \$1.1 million. The sale will redevelop and convert the buildings into 104 much-needed housing units and promote the south side development of Bushnell Park to bridge neighborhoods with downtown Hartford.
- About 35% of the Statewide Lease portfolio has been on a month-to-month tenancy. Last year's efforts reduced these contracts to 27%, which reflects a significant improvement across the portfolio. This protects state-leased locations from legal exposure and improves leased location conditions and lessor obligations.
- An acquisition on behalf of the Connecticut Military Department (CTMD), included four parcels in Old Lyme, which added 126 acres to Stones Ranch Military Reservation. The acquisition of additional space is a significant value to the primary training site and supports the CTMD's ability to increase the quality and effectiveness of the training provided to Connecticut's service members and first responders.
- Statewide consolidation efforts include two Lease terminations last year and an ongoing 450 Columbus Boulevard Consolidation Project, which aims to consolidate state-owned buildings and maximize the use of state-owned space.
- Sec 83. Subsection (a) of section 4b-34 of the Connecticut General Statutes was revised, which benefits the lease approval process and provides an additional annual savings of about \$30,000 per year in paper advertising.
- 100 inspections of leased sites required by statute were completed, plus 47 reinspections were done for a total of 147 inspections.

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Statewide Human Resources Management

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 Human Resources Business Partners

- The Agency Human Resources (HR) Business Partner division provided complex human resources support to over 33,000 state employees in FY 2026 (count as of 7/1/2025).
- Collaborated with agency leaders to redesign select agency HR Business Partner areas to maximize resources to prioritize staffing and succession planning, and HR services.
- Facilitated talent acquisition for Executive Branch agencies by managing recruitment and processing more than 5,000 filled positions. This effort continued to drive the largest number of Executive Branch employees (33,098 as of June 1, 2025) in at least nine (9) years.
- The Agency HR Business Partner project management team continued work on improving and digitizing facets of the state hiring process, based on findings from the 2023-2024 Deloitte Consulting report.
- This team also worked to catalogue and standardize human resources forms and processes across “in-scope” agencies to drive efficiencies for both HR staff and state employees.
- Guided and managed the administrative process for the state’s bi-annual telework program, which included receiving, disseminating, and tracking telework requests for all eligible Executive Branch employees.
- Processed key COLA adjustments and annual increases (AIs), as well as lump sum payments for all eligible employees, per the SEBAC 2021 contract.
- Select HR teams, for example, the Department of Transportation, continued work on a joint-effort apprenticeship program, providing pathways into state service and on-the-job training in skilled trades.

Equal Employment Opportunity/Affirmative Action (EEO/AA)

- Provided EEO/AA services to 26 agencies.
- Developed and administered 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 a Series of EEO Educational Programs with industry-leading guest speakers who shared their insights with DAS employees to further their professional development by expanding their knowledge on various EEO-related topics impacting the State of Connecticut.
- Participated in job/career fairs. Assisted the Talent Solutions team in circulating informational fliers and speaking to attendees to offer career advice and promote State of Connecticut employment options, pathways into state employment, career progression opportunities, and more.

- Equal Employment Opportunity Administrator continued to be an integral member of the Governor’s Council on Women and Girls (“CoWaG”) or (“Council”) which aims to aid and bring light to issues women face in the state of Connecticut.
- Partnered on the modernization of EEO/AA compliance in state functions by:
 - As part of the Deloitte recommendation, initiated the project of automation of the EEO reporting and documentation for applicant justification into JobAps. This project will eliminate manual parts of the process, help document, track and encourage communication between stakeholders and standardize the affirmative action documentation process;
 - Continued collaboration with the Office of Policy Management and the Connecticut Commission on Human Rights and Opportunities to modernize Affirmative Action plan reporting into online application platform; and
 - Served as Commissioner Gilman’s designee as Statewide ADA Coordinator and participated on the Executive Branch ADA Roundtable Workgroup.

Talent Solutions

Job Boards

- Handshake – we are connected for free with over 1,175 schools, many of which are historically black colleges and universities and schools with large Latino and Asian student populations.
- HBCU Connect – Job board connecting with the largest network of students and alumni from Historically Black Colleges & Universities (HBCUs). Between 7/1/24- 6/30/25 - 759 jobs posted, 776,035 viewed job postings, and 810,836 viewed our “company.”
- LinkedIn – From July 1, 2024, to June 30, 2025, posted 3,218 jobs with 703,234 views and 49,864 clicks.
 - LinkedIn InMail: During this time period, 22 staff members utilized this tool and contacted 4,969 potential candidates, many of whom were for difficult-to-recruit-for jobs and specialized fields.
 - The ‘State of Connecticut Executive Branch’ LinkedIn account has eight (8) LinkedIn Life pages showcasing the agencies we serve (General Government, Health Services, Human Services and Public Safety and Environmental) and additional pages: ‘Discovering Working for the State of Connecticut,’ Life at the State of Connecticut,’ State of Connecticut Engineering,’ and ‘The State of Connecticut is Hiring Nurses!’
- CT Technical High Schools (CTECS) – Post applicable opportunities on CTECS job boards for students and graduates.
- CT Hires – Post on these job boards, including for difficult-to-fill jobs, especially in the trades.
- WorkforceDiversity.com – Job board with the following sites included: HispanicDiversity.com, VeteransConnect.com, DisabilityConnect.com, WomensJobCenter.com, BlackJobCenter.com, OutandEqual.com, AllDiversity.com, LatinXjobs.com and LGBTQConnect.com.
- CT Chambers of Commerce – The following post our jobs: Central CT Chambers of Commerce; Chamber of Commerce Eastern CT and Greater Norwalk Chamber of Commerce.

- National Labor Exchange – Automatic feed to our jobs on the JobAps Online Employment Center.
- Developed 62 hiring and outreach partnerships with industry-related LinkedIn Facebook groups, colleges and community colleges not participating in Handshake, high school guidance departments, accredited trades schools, Veterans’ organizations, bar associations, professional and technical organizations, chambers of commerce, libraries, etc., and send them a daily email of open jobs.
 - In addition to the above, each recruitment has outreach specific to the job title and occupational group as needed. We provide daily applicant assistance via phone and email. A Talent Solutions talent acquisition specialist’s contact information is listed on every job posting.

Social Media

Talent Solutions operates the following channels to promote open positions and our employer value proposition for working in State government. We automatically feed every JobAps job posting to social media, resulting in thousands of posts annually.

- [Facebook](#): (9,100 followers, an increase of 2,800 over last fiscal year)
- [LinkedIn](#): (37,623 followers, an increase of 8,623 over last fiscal year)
- [X](#): (1,437 followers)
- [Instagram](#): (1,967 followers, an increase of 352 over last fiscal year)
- [YouTube](#)*: (641 subscribers, an increase of 109 over last fiscal year)

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

Job/Career Fairs Attended by Talent Solutions

- July 20, 2024: Latino Fest
- August 13, 2024: New Haven Works
- August 21, 2024: Waterbury American Job Center
- September 11, 2024: Bridgeport American Job Center
- September 13, 2024: DESPP Law Enforcement Recruitment Fair
- September 17, 2024: UConn All University Career Fair
- September 18, 2024: Hartford Athletic Hiring Expo
- September 21, 2024: Bridgeport Latino POP-UP Fest USA 2024 (second annual)
- September 24, 2024: University of Hartford Fall Career and Internship Fair for all majors
- September 25, 2024: Fairfield University’s Fall Career Fair
- September 26, 2024: Capital Workforce Partners, Asnuntuck Community College and Town of Enfield Job Fair
- October 1, 2024: ECSU Fall Career Fair
- October 8, 2024: CCSU All Majors Career Fair
- October 8, 2024: Sacred Heart University Career and Internship Fair
- October 8, 2024: University of Bridgeport Fall Career Fair
- October 16, 2024: Albertus Magnus Criminal Justice and Public Service Career Fair
- October 16, 2024: Quinnipiac University Fall Career Fair
- October 21, 2024: University of St. Joesph’s Nursing Career Fair

October 22, 2024: Fairfield University's Nursing Career Fair
 October 23, 2024: CCSU Engineering and Manufacturing Fair
 October 28, 2024: SCSU Nursing Career Fair
 October 30, 2024: Middlesex County Job Fair
 October 30, 2024: WCSU Nursing Fair
 November 14, 2024: Goodwin University Fall Healthcare and Human Services Career Fair
 January 9, 2025: New Haven Promise
 January 14, 2025: Winter Break Career Fair: UConn-Hartford
 February 5, 2025: Ellis Tech, Danielson Career Fair
 February 11, 2025: CCSU Spring '2025 ALL MAJORS' Career and Internship Fair
 February 18, 2025: Hartford American Job Center
 February 18, 2025: Sacred Heart University Career and Internship Spring 2025 Fair
 February 19, 2025: CCSU Engineering and Manufacturing Career Fair
 February 20, 2025: University of New Haven – STEM Career Fair
 February 21, 2025: Yale Common Good and Creative Career Networking Event
 February 26, 2025: SCSU Business, STEM and Manufacturing Career and Internship Spring 2025 Fair
 February 26, 2025: DESPP In the Community
 February 27, 2025: University of Hartford – Health Professions and Bio Science Takeover Day
 February 27, 2025: SCSU – Healthcare and Public Health Spring 2025 Fair
 February 27, 2025: SCSU – Social Work, MFT and Counseling Spring 2025 Fair
 February 28, 2025: Post-Secondary Career Expo – Valley Regional High School
 March 5, 2025: CCSU Social Work 2025 Career Fair
 March 7, 2025: Manufacturing Job Fair
 March 12, 2025: Bridgeport American Job Center
 March 12, 2025: UConn-Stamford Spring Career Fair
 March 18, 2025: Lincoln Tech March Allied Healthcare Career Fair
 March 19, 2025: Waterbury American Job Center
 March 27, 2025: University of New Haven Healthcare Career Fair
 March 28, 2025: UConn-Storrs Spring Career Fair
 March 31, 2025: ESCU Spring Fair
 April 2, 2025: Spring 2025 Greater Danbury Career Fair (Co-sponsored by Danbury Chamber and WCSU)
 April 2, 2025: Quinnipiac Manufacturing, Engineering, Technology Fair
 April 3, 2025: Goodwin Healthcare and Human Services Fair
 April 9, 2025: Middlesex County Job Fair
 April 9, 2025: CCSU Criminal Justice and Public Safety Career Fair
 April 9, 2025: New Haven Works
 April 10, 2025: University of New Haven Criminal Justice Industry Career Fair
 April 23, 2025: Platt Tech Career Fair
 April 24, 2025: Bullard-Haven Career Fair
 April 29, 2025: New Haven Works
 May 15, 2025: Recruit Former Federal Workers Fair
 May 28, 2025: Hamden American Job Center
 June 5, 2025: Urban League of Greater Hartford Annual Employment Empowerment Expo
 June 12, 2025: Department of Labor Federal Workforce Recruitment Event

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, etc.

College and University Occupational Partnership Events

These events are designed to get students thinking about employment at the State of Connecticut during college, after graduation and/or throughout their career. Talent Solutions works directly with college deans and professors to organize events. We invite occupational experts from our agencies to be on panels for certain events and ask them to outline their professional journeys to students. Panel members also engage directly with students during these events. Talent Solutions staff meet one-on-one with students to provide tools and offer state employment career counseling, including specific career trajectories during these events.

- October 24, 2024: CCSU “Master Application Workshop” event.
- November 7, 2024: Central Connecticut State University School of Engineering, Science and Technology panel event. The panel included engineers, scientists and information technology professionals from DAS, DPH, DESPP, DOT and DEEP.
- December 4, 2024: UConn Public Policy Graduate Student Event.
- March 5, 2025: University of Hartford – Job fair facilitated by Talent Solutions for UHart students to interact exclusively with State agencies, including State Library, DAS, ADS, DOB, DCF, DDS, DECD, DESPP, DEEP, DRS, DMHAS, DOT, SOS, OWS.
- January 29, 2025: UConn School of Public Policy Workshop and Career Counseling - Representatives from Talent Solutions met with UConn students and discussed State employment opportunities, what the State can offer, and provided other helpful resources to be used in the recruitment process.
- February 24, 2025: University of Connecticut Nursing Panel event – Talent Solutions planned, organized and facilitated the third annual UConn Nurse Executive Panel Event with senior class nursing students (within the UConn School of Nursing). Nurse Executives from DDS, DOC, DSS, DCF and DMHAS acted as panelists and gave the students an overview of their agency, their current job and career journey. Accompanying the presentation was a slide deck developed by Talent Solutions. Following the presentation, the Nurse Executives met with students to answer questions and provide career advice and support. UConn published the following article about this event; [Unlocking Career Potential: Nursing Roles in Connecticut’s Executive Branch](#)
- April 4, 2025: Yale School of Public Health – “Master Application Workshop.”
- April 15, 2025: CCSU “Master Application Workshop” event.

Connecticut Technical High School Partnership Events

These “career tip workshops” are designed to highlight State of Connecticut employment opportunities, help students create Master Applications in JobAps and provide recruitment related information and resources (i.e. fliers that highlight occupational areas with associated State job classes and other materials that help guide students through the application process). Talent Solutions worked directly with the principals at the high schools to schedule and facilitate these events.

- January 28, 2025: A.I. Prince Technical High School

- February 27, 2025: Norwich Technical High School
- March 3, 2025: Howell Cheney Technical High School
- March 6, 2025: Platt Technical High School
- March 11, 2025: H.H. Ellis Technical High School
- March 25, 2025: Bullard Havens Technical High School
- May 1, 2025: Windham Technical High School
- May 13, 2025: Bristol Technical High School

Other Recruitment Events

These events are designed to highlight State of Connecticut employment opportunities, help applicants create Master Applications in JobAps and provide recruitment related information and resources.

- September 20, 2024 and October 10, 2024: Attended the CT DVA Stand Down and Employing US Vets Conference for Veterans.
- September 17, 2024: Careers in Correction Expo - Talent Solution conducted a “Master Application Workshop” event at DOC to help applicants create Master Applications in JobAps and to highlight DOC career opportunities.
- January 15, 2025: Conducted a “Master Application Workshop” for DOT employees.
- January 24, 2025: Conducted “Master Application and State Employee Tips Workshop” for DOL employees.
- May 22, 2025: New Haven Promise – Conducted a “Master Application Workshop.”
- Spring 2025: Conducted eight “Master Application Workshops” at DOL’s American Job Centers.
- June 17, 2025: Presented to DAS employees during the Commissioner’s Town Hall our new Life at the State of Connecticut (Employer Value Proposition site) and applicant tips for state employees.

Additional Talent Acquisition

- Talent Solutions developed a request form for agency Human Resources to use when requesting position postings. The form is housed within UKG and automates the previously manual Excel request form. This technological solution enables better tracking and communication between stakeholders, including Human Resources and Hiring Managers throughout the hiring process. Action items (stakeholder assignments), including attachments are now easily shared between HR and Hiring Managers. There is also a chat box that allows the parties to directly communicate with each other, including making edits, providing additional recruitment and outreach-related information and sharing ideas in real time.
- Talent Solutions worked with JobAps and Agency HR professionals to develop an electronic offer process that allows an applicant selected for hire to accept or decline a job offer within JobAps. If the applicant declines a job offer, there will be a place to select the reason for declination. This functionality will eliminate manual parts of the selection process, reduce duplicative transactional activities, capture additional metrics for reporting and planning purposes, and will allow the State to document, track, and improve applicant engagement and communication.

- Talent Solutions worked with JobAps to implement Text/SMS Notice Alerts. Applicants can ‘opt-in’ to receiving Text/SMS alerts when certain hiring and selection notices are sent. This technological solution enhances applicant engagement and improves communication.
- Created a new ‘[Military Talent Page](#)’ in JobAps that highlights what the State has to offer to those who serve and their families. It has job information, testimonials, videos about the application process, and more.
- Created a new ‘[Applicant Reference Library](#)’ in JobAps to help market the State as an employer of choice and to improve applicant engagement and experience. It’s a collection of tools, tips, videos, FAQs and other resources designed to guide applicants through the selection process.
- Created career trajectories on job postings and fliers to highlight upward mobility and to showcase that applicants aren’t just applying to a job, but rather a career with the State of Connecticut. “Start. Stay. Grow.” Also created career trajectories on YouTube (Engineering, Science and Technology; Nursing, etc.).
- [Created recruitment videos](#), including “a day in the life of a state employee,” occupational videos, testimonials, etc. to provide applicants with in-depth insight into State employment and the opportunities available.
- Created an ‘[Internship Page](#)’ on JobAps to highlight internship opportunities with State agencies.
- 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.
- Worked with CT State Police (CPS) HR Consulting and DESPP to promulgate the following State Police promotional exams: October 2024: State Police Master Sergeant and November 2024: State Police Sergeant. Also posted and promulgated the State Police Major in May 2025.
- Utilized data and metrics throughout the hire and selection process, including from LinkedIn, Google Analytics, Job Source Reports, CT Open Data Portal, Indeed Hiring Insights to determine popular “key word” searches by occupation to influence recruitment algorithms 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 advised them to share postings with their networks and connections. The more participation the State has from this population the better chance it has of building candidate pools.
- Administered the State’s applicant tracking system, JobAps. We work with the vendor on troubleshooting technical issues, new releases, and enhancements to our product. Talent Solutions also provides training and troubleshooting to JobAps users throughout the State.
 - JobAps training was conducted for HR Professionals on 10/23/24, 12/13/24, 3/19/25, 5/21/25, 6/11/25 and 6/18/25.
- Targeted email outreach. Use of licensing information to directly contact passive candidates and recruit for hard to fill roles:
 - Licensed Plumbers
 - 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 selection process and to improve the applicant experience.

- Provided daily support to applicants. This includes troubleshooting, giving updates, providing advice, and answering their questions.
- Created a new [Employer Value Proposition Page](#) on the DAS Website to highlight all that State employment has to offer. This is also included on the Life at the State of Connecticut page on the JobAps Online Employment Center.
- Created agency-specific landing pages for hard to recruit for job classes, including DCF Social Workers and Social Worker Trainees and CTECS Food Services.
- Talent Solutions worked with JobAps to enhance communication with applicants by providing more status updates throughout the entire recruitment process via the [Personal Status Board \(PSB\)](#). This technological solution enhances applicant engagement and communication and it documents, tracks and provides transparency by providing applicants status updates regarding their submitted applications
- Created a new '[Benefits Page](#)' in JobAps that highlights State benefits, including retirement, healthcare, vacation, misc., etc.
- Created a "[Tips for current state employee applicants \(PDF\)](#)" page to provide State employees additional information regarding the State's selection process.
- Worked with HR Policy to update the UKG Employee Portal with talent acquisition related information and articles for State employees.
- Created educational material for applicants, including:
 - "[Step-by-Step: How to Create your UserID and Master Application](#);"
 - "[Tutorial: How to Build your Master Application](#);"
 - "[Land Your Dream Job: Interview Tips](#);"
 - "[How to Apply for a State of Connecticut Job Opening](#);"
 - "[Navigating the State of CT Application Process for Military Service Members, Veterans and their Families](#);"
 - "[Tutorial: How to Sign Up for Job Alerts](#);"

- [“What Sets Us Apart – State of Connecticut – Employee Value Proposition.”](#)
- Created and printed educational flyers for events including a Spanish version of the main career fair flyer. Other flyers include Engineering careers & highlighted agencies; Nursing careers & highlighted agencies. The flyers have a QR code with instructions for the JobAps Registration process and steps to create a Master Application.

Classification

Maintained the state’s classification system to support the state’s position specific recruitment model.

- Currently working with a vendor to conduct a market study for all non-represented job classes (with a projected conclusion of FY 26). The study is comparing executive branch non-represented compensation to that of comparable job classes in other state branches of government as well as other similarly situated state governments.
- Revised 1,084 job classes and established 14 new job classes.
- Researched, reviewed and provided feedback, analysis and/or guidance to state agencies regarding classification questions or issues.
- In FY 24, the Classification Unit worked with HR Policy to develop a new workflow in UKG to improve and streamline the classification request process, piloting the tool to eight agencies. Following feedback and refinement, full implementation was completed in early FY 25, with all agencies in-scope of HR centralization added to the system. Job Aids with step-by-step instructions were created and provided to users, including HR Professionals. This technological solution replaced the manual excel request form and enables better tracking and communication between stakeholders. There is also a chat box that allows the parties to directly communicate with each other, including making edits, providing additional information and sharing ideas in real time.
- Delivered multiple trainings to HR professionals, including on the classification system, its processes, expectations for classification transactions and Freenames.
- Scanned all hard-copy job class history files into an electronic system and sent approximately 1,700 hard-copy history files to the State Archives.
- Facilitated the authorities governing Freenames rights for filling positions within JobAps. This process includes research, correspondence, phone calls and providing support to employees and state agencies.

Out-of-Scope HR Consultation

- Provided consultation and strategic services to State agencies out-of-scope of HR Centralization on a range of talent acquisition topics, including position management, job postings, classification, etc.

Learning & Development (L&D)

- The 2025 cohort of the Aspiring Leaders Development Program included 23 participants from 14 in-scope Executive Branch agencies. Since L&D redesigned the program in 2023, 68 leaders from 21 in-scope Executive Branch agencies have participated in the program.
- In collaboration and consultation with DAS Fleet Operations and the Commissioner’s Office, the Learning & Development team analyzed, designed, developed, and implemented State

of Connecticut General Letter 115 Driver and Agency Transportation Administrator rollout curriculum, completed by over 11,000 in-scope Executive Branch employees. The objectives of the curriculum are to promote safe driving practices, reduce and prevent accidents and driving violations, and ensure proper use and care of a state-owned fleet vehicle.

- Analyzed, designed, and is in the process of finalizing learning solutions for the Benefits & Leaves COE which includes ADA and FMLA for managers and supervisors. Also, for HR Business Partners, finalizing a learning solution on making an offer.

Human Resources Policy & Information Systems

- Worked in partnership with agencies and functional units to create 11 automated workflows of varying complexities in UKG for users and employees.
- Reviewed 1,088 salary verification requests in UKG from agency HR partners.
- Verified 237 hiring rates from various bargaining units.
- Answered 174 HR policy-related questions and inquiries through our UKG request system.
- Completed 1,022 HR-related transactions through our UKG request system.
- Processed 3,434 vacant position request (VPR) forms for in-scope agencies.
- Processed 186 promotions by reclassification forms for in-scope agencies since its go-live in November 2024.
- The Core-CT HR team were key contributors in terms of design, testing, etc. to the major Core-CT upgrade that went live in Fall 2024.
- Core-CT HR centrally mass-processed approximately 56,710 employment record updates upon agency request, allowing HR staff more time to focus on more critical tasks.

Benefits & Leaves

Leave Administration

- Analyzed and communicated approximately 8,200 medical leaves (approximately 683/month)
- Analyzed and communicated over 1,350 military leaves (approximately 112/month)
- Analyzed and processed over 1,700 retirements (approximately 144/month)
- Conducted training for supervisors across various state agencies, focusing on their rights and responsibilities under the federal and state Family and Medical Leave Act and other leave-related policies.
- Implemented legislative updates regarding benefits for employees killed in the line of duty and leave entitlements for service member employees engaged in military training.
- Partnered with Learning and Development to create an FMLA e-learning resource for in-scope agency leaders.

ADA Accommodations

- Worked collaboratively with agencies and HR Policy/Information Systems to streamline ADA accommodation workflows and enhance data collection and reporting capabilities with UKG.

- Processed over 276 ADA accommodation requests, ensuring employees received appropriate and timely support.
- Collaborated with the Learning & Development team to develop training modules on ADA employee accommodations.
- Engaged in relevant ADA and disability inclusion trainings to stay informed on effective practices in administering workplace accommodations.
- Visited the DMV Wethersfield facility to better understand the work environment and improve the support provided to agency staff through the accommodation process.

Workers' Compensation

- Processed over 3,349 workers' compensation claims, providing coordinated assistance to injured employees across all in-scope agencies.
- Developed in-house training materials for Workers' Compensation liaisons, now accessible on SharePoint, to guide processing in Core-CT such as the Health and Safety Module.
- Delivered live training sessions—both in-person and via Teams—to supervisors and managers to reinforce proper incident reporting procedures and clarify roles within the process.
- Collaborated directly with agency HR departments to implement or improve light-duty programs, encouraging their adoption to support employee recovery while reducing costs for state agencies.
- Partnered with HR Policy and Info Systems to develop a new self-service module in Core-CT that allows employees to submit Workers' Compensation incident reports directly through the system.
- Completed quarterly workers' compensation data and injury reports for all budgeted agencies to support tracking, trend analysis, and injury prevention efforts.
- Encouraged agencies to hire qualified and credentialed safety professionals to strengthen their internal safety culture, with the Department of Correction being the most recent participant.
- Conducted safety consultations, including facility walk-throughs and loss control initiatives, to assist agencies in identifying hazards and reducing workplace injuries.
- 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 Name	Acronym	Approved	Denied
Department of Aging and Disability Services	ADS	520	1
Agricultural Experiment Station	AES	46	0
Commission on Human Rights and Opportunities	CHRO	150	3
CT Lottery Corporation	CLC	51	4
Office of the Chief Medical Examiner	CME	11	0

CT Siting Council	CSC	4	0
CT State Library	CSL	58	0
Department of Agriculture	DAG	62	0
Department of Administrative Services	DAS	1763	0
Department of Children and Families	DCF	2998	359
Department of Consumer Protection	DCP	427	2
Department of Developmental Services	DDS	1210	7
Department of Energy and Environmental Protection	DEP	731	5
Department of Motor Vehicles	DMV	292	42
Department of Banking	DOB	199	0
Department of Correction	DOC	305	12
Department of Housing	DOH	92	0
Department of Insurance	DOI	234	0
Department of Labor	DOL	1245	6
Department of Public Health	DPH	1063	7
Department of Emergency Service and Public Protection	DPS	2519	27
Department of Revenue Services	DRS	466	1
Department of Social Services	DSS	3729	41
Department of Veteran Affairs	DVA	99	7
Department of Economic and Community Development	ECD	111	0
State Elections Enforcement Commission	ELEC	29	0
Office of State Ethics	ETH	15	0
Freedom of Information Commission	FOI	14	0
Office of Healthcare Advocate	MCO	32	0
Department of Mental Health and Addiction Services	MHA	1612	105
Military Department	MIL	50	0
Office of the Attorney General	OAG	532	0
Office of Consumer Council	OCC	27	0
Office of Early Childhood	OEC	69	0
Office of Gov Accountability	OGA	13	0
Office of Higher Education	OHE	26	0
Office of Health Strategy	OHS	45	0
Office of Policy and Management	OPM	349	0
Office of the State Comptroller	OSC	500	0
Office of the State Treasurer	OTT	155	0
State Department of Education	SDE	345	0
Teacher's Retirement Board	TRB	44	0
UConn Health	UHC	33	0
University of Connecticut	UOC	44	0
Worker's Comp Commission	WCC	125	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 2025: **54,753**

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: **30,844**

Part-time: **1,494**

#

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: 3; 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 and 54-102uu, the Claims Commissioner's Office is responsible for evaluating certain legal claims 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 claimant to recover monetary damages; or to allow the claimant to sue the State in Connecticut Superior Court. Every year, approximately 400 legal claims are filed in the Claims Commissioner's Office.

For a claimant who files a claim alleging that the claimant has been wrongfully incarcerated in a Connecticut correctional facility, the Claims Commissioner's Office must evaluate the claim pursuant to section 54-102uu whether the person is eligible for compensation, and if so, the fair amount of such compensation. The Claims Commissioner's Office currently has eight (8) pending claims for wrongful incarceration.

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, the Connecticut Ombudsperson for the Department of Correction 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. We will soon be offering a NEW service on our website where members of the public can search: (1) our prior decisions, (2) the list of documents filed in certain individual claims.

The Claims Commissioner’s Office has developed a very successful partnership with our Connecticut community colleges. We have a great year-round internship program for paralegal student interns from our community colleges across the State. Our partnership works great for everyone – the Claims Commissioner’s Office receives high-quality, professional help on our claims; and in turn, the Claims Commissioner’s Office helps our paralegal interns obtain permanent full-time jobs with private law firms immediately upon completing their internships with us. We are grateful for the opportunity to work with the wonderful paralegal students from our community colleges.

Improvements/Achievements 2024-2025

To help the State save money, we have cancelled certain subscriptions and are leveraging cloud-based electronic storage and email communications to save money on paper and postage. We are currently working with State officials to analyze the most efficient and cost-effective use of our resources to get more claims decided fairly and efficiently.

Many people who file legal claims against the State 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 claimant who is not a lawyer and wants to file and pursue a claim. Our primary goal is to ensure that all people feel like they are treated fairly by the Claims Commissioner’s Office.

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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 – four (4)

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

Cases heard in Fiscal year 2024-2025 – four (4)

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.

Mission

The Employees' Review Board's 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 issues such as dismissal, suspension, demotion, denial of promotion, layoff, and claimed misapplication of a specific state personnel statute or regulation.

Improvements/Achievements 2024-2025

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.

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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 2024-2025 - \$32,535,020.48

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 2024-2025

- 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.
- Worked with the Agent of Record and State's third-party claims administrator to identify automobile and highway liability accident trends. This information has been developed into reports which are shared with agencies periodically and reviewed to discuss ways in which risks may be mitigated.
- Working with agencies, identified insurance policies that are no longer needed and thus were non-renewed, resulting in savings to the SIRMB and agency budgets.
- 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 second phase of appraisals of state-owned properties with an outside vendor to obtain updated valuation data. Accurate data relating to replacement values, construction, occupancy, protection exposure (COPE) information, will assist with appropriate placement of and pricing for property insurance coverage. The appraisals conducted last year resulted in corrected valuations with an overall decrease of \$2.5B, which helps to mitigate the cost of the property insurance purchased by the state.

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 (there is a \$500,000 deductible associated with all escaped liquid damage claims). Connecticut State College and University locations, Connecticut Valley Hospital and the New Haven Rail Yard are subject to a \$1,000,000 deductible. The deductibles are the responsibility of each state agency in the event of a loss. The deductible levels allow 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 \$37,758,351.30 of which \$25,230,263.32 represents self-insured retentions, deductibles and third-party administrative fee reimbursements in accordance with various contract and insurance policy provisions. Reimbursements amounted to \$5,227,544.82 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 \$289,999.96 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 \$970,425. Fees for auto claims were \$177,800 apportioned to the General Fund; fees for bus and highway claims were \$792,425 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.

2024-2025 Insurance Expenditures

<u>Category</u>	<u>Amount</u>
Accident & Health	\$ 1,062,828.36
Agent of Record Fee	\$ 289,999.96
Aircraft	\$ 78,861.00
Fire & Extended Coverage	\$ 10,527,444.00
Liability, incl. Liquor Liability	\$ 2,286,001.96
STF -Highway/Bus/RR Liability	\$ 15,319,802.60
Motor Vehicles	\$ 7,815,011.72
Watercraft	\$ 122,997.00
Miscellaneous & Others	\$ 133,249.00
Surety Bonds	\$ 105,049.00
Appraisal Services	\$ 14,600.00
Administrative Expenses	\$ 2,506.70
TOTAL GROSS EXPENDITURES	\$ 37,758,351.30
LESS: REIMBURSEMENTS	\$ (5,223,330.82)
TOTAL NET EXPENDITURES	\$32,535,020.48

Status and Disposition of Claims

Fiscal Year 2024-2025

A) Pending Claims Over \$100,000

Category	Claim Count	Total Outstanding
Automobile Liability	36	\$ 7,856,889
General Liability	2	\$ 813,000

B) New Claims Filed During F.Y. 2024-2025

Category	Claim Count
Automobile Liability	818
General Liability	590

C) Settled Claims Over \$100,000

Category	Claim Count	Total Paid
Automobile Liability	17	\$6,026,102.95
General Liability	0	

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STATE MARSHAL COMMISSION

At a Glance

THOMAS A. ESPOSITO, Esq., Chairperson

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

Organizational structure – Chairperson, Thomas A. Esposito, Esq.

Members: Salvatore Vitrano, Esq.; Jackson Schipke; Melanie Dykes; Hon. Leo V. Diana; Michael Desmond; Tyler Mack.

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.

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.

- From September 1, 2024 – December 31, 2024, the position of State Marshal was posted on the DAS website. There were more than 300 applications received for the position of State Marshal for all counties in the state.
- In the months of June and July of 2025, 12 new State Marshals in Fairfield, Hartford, Middlesex, New London and Tolland counties. The current list that was established is valid for 2 years and more appointments are scheduled for the second half of 2025.
- The State Marshal Commission and the State Marshal Advisory Board updated and approved a new 2025 State Marshal manual that outlines all policy, procedures and state statutes.

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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 (2)

Organizational structure - The State Properties Review Board consists of six (6) members, appointed on a bi-partisan basis; three (3) are appointed jointly by the Speaker of the House and the President Pro Tempore of the Senate; and three (3) are appointed jointly by the Minority Leader of the House and the Minority Leader of the Senate.

Board members: Bruce Josephy, Chairman; Jeffrey Berger, Vice Chairman; Mark A. Shiffrin, Secretary; Eric Coleman and Russell Morin. There is one (1) vacancy.

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 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 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.

Board Membership Changes FY-25

The Board announced the unexpected passing of Edwin S. Greenberg (Ed), Past Chairman of the State Properties Review Board, on September 19, 2024. Ed was appointed by William A. DiBella and Robert M. Ward on August 1, 1995 and had just started his 30th year with the Board. During his tenure, he was first elected as Secretary in November 2002 and subsequently elected as Chairman in February 2008, succeeding then Chairman Pasquale A. Pepe.

In October 2024 the Board welcomed the appointment of Mark A. Shiffrin of New Haven with his initial term ending June 30, 2027. Mark was appointed by the Minority Leaders Stephen Harding and Vincent Candelora.

In October 2024 the Board thanked retiring Member William Cianci of East Granby for his five years of service.

In December 2024 the Board thanked retiring Member Jack Halpert of Stamford for his eight years of service.

In March 2025 the Board thanked retiring Member and Secretary John Valengavich of New Britain for his 14 years of service.

In January 2025 the Board welcomed the appointment of Eric Coleman of Hartford with his initial term ending June 30, 2026. Eric was appointed by Senate President Pro Tempore Martin M. Looney and Speaker of the House Matthew Ritter.

And in March 2025, the Board welcomed the appointment of Russell Morin of Wethersfield with his initial term ending June 30, 2027. Russ was appointed by Senate President Pro Tempore Martin M. Looney and Speaker of the House Matthew Ritter.

The Board welcomed Jyoshna Rath as Staff to the Board in the Architectural Design Reviewer 2 position, bringing an extensive architectural background in support of the Board.

Improvements/Achievements 2024-2025

- A total of 205 proposals were reviewed and acted on by the Board during this fiscal year.
 - 32% from the Department of Transportation
 - 46% from the DAS Real Estate and Construction Services
 - 15% from the DAS Leasing and Property Transfer
 - 7% from all other agencies
- The average time to review proposals was 18.43 per contract (including weekends and holidays), down from 26.22 calendar days in FY-24.
- In order to assist agencies with their urgent projects, the Board reviewed the following proposals within an average of eleven (11) days:
 - Of the 94 consultant contracts reviewed by the Board for DAS Real Estate and Construction Services, four (4.3%) were requested to be reviewed on an “expedited basis” indicating to the Board an urgent need to act quickly, primarily to meet a specific construction deadline;
 - Of the 30 DAS/Leasing proposals reviewed by the Board, three (10%) were requested to be reviewed on an “expedited basis” indicating to the Board an urgent need to act quickly, primarily due to DAS leases expiring;
 - Of the 66 proposals reviewed by the Board for the Department of Transportation, four (6.1%) 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
- 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 staff continued to work with agencies such as DOT, DAS/Real Estate and Construction Services, DAS/Leasing & Property Transfer, DoAg and others to improve communication with the Board and reduce processing delays associated with the submission of the proposals and the administrative returns.
- The Board’s staff continue to digitize older records to reduce the need for on-site file storage.
- The Board finalized their 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.
- Pursuant to CGS §1-225a, the SPRB is now in its sixth year of conducting its Regular Meetings solely by means of electronic equipment. The SPRB’s 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-25, the SPRB held a total of 114 Meetings, of which 104 were Regular Meetings and 10 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.

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