Office of Policy and Management

At-a-Glance
Jeffrey R. Beckham, Secretary
Paul E. Potamianos, Deputy Secretary
Established: 1977
Statutory Authority: Conn. Gen. Statutes Sec. 4-65a et seq.,
Central Office: 450 Capitol Avenue, Hartford, Conn. 06106
Average number of full-time employees: 179
Recurring operating expenses, 2024-2025:
General Fund: $50,372,994.91 (includes $26,917,646.86 GF Grants-In-Aid)
Special Transportation Fund (STF): $691,147.18
Municipal Revenue Sharing Fund: $558,070,238.45
Insurance Fund: $500,126.35
Consumer Counsel and Public Utility Control Fund (PUC): $310,373.67
Mashantucket Pequot & Mohegan Fund: $52,513,292.34
Federal/Private Funds: $55,792,811.72
Capital Outlay: $175,511,694.77
Enterprise Fund: $2,339.80
Total: $896,765,019.19

Organizational Structure: OPM is composed of eight divisions that report to the Office of the Secretary: Administration, Budget and Financial Management, Criminal Justice Policy and Planning, Data and Policy Analytics, Health and Human Services Policy and Planning, Intergovernmental Policy and Planning, Office of Finance, and Office of Labor Relations.

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

Statutory Responsibility
OPM was established in 1977 in accordance with the Filer Commission's recommended reorganization of the Executive Branch. OPM superseded the Department of Finance and Control and was created to blend several previously disparate budgeting and planning functions into a single, cabinet-level agency. Among the State agencies, OPM has the unique role of providing staff assistance to the Governor as well as having oversight of operating agency activities. As outlined in Connecticut General Statutes: Section 4-65a, OPM is responsible "...for all aspects of state staff planning and analysis in the areas of budgeting, management, planning, energy policy determination and evaluation, intergovernmental policy, criminal and juvenile justice planning and program evaluation."

2024-2025 Accomplishments

The following is a list of various accomplishments by OPM for Fiscal Year (FY) 2025, by division and subject matter:

Office of the Secretary

The Office comprises the Secretary, Deputy Secretary, support staff, and several units with specialized functions overseen by an undersecretary or another senior employee. These specialized units include a focus on Strategic Initiatives and Accountability, Climate and Infrastructure coordination, Assets Management, Legislative Affairs, and Legal matters. Overall accomplishments include:

- Oversaw the implementation of the FY 2025 budget, which resulted in an estimated surplus of $2.2 billion and will enable an additional payment of approximately $1.4 billion toward the state's unfunded liabilities.
- Developed the Governor's budget proposal for FY 2026 and 2027, including Governor Lamont's innovative Early Childhood Endowment Fund.
- Led negotiations on the final FY 2026/2027 state budget.

- Legislative Affairs accomplishments include:

  - Supported passage of the Governor's budget and legislative proposals and coordinated agency legislative packages. Efforts began with policy development in the Fall of 2024 and continued throughout the committee process, including drafting and reviewing testimony, as well as working with legislators and stakeholders to advance bills out of committee and secure final votes in each chamber. Ensured agency actions and positions were aligned with the policies of the Governor and OPM throughout the legislative session.
  - Worked with the Governor's Office to track legislative committee meetings, public hearings, and House and Senate sessions. The Division was specifically responsible for leading coverage of the following committees: Appropriations, Finance, Revenue & Bonding, Insurance & Real Estate, Labor & Public Employees, and Planning & Development.
  - Tracked bills for the 2025 legislative session. During this session, 4,064 bills were introduced in the Connecticut General Assembly. 1,261 bills were given a public hearing, and 918 bills were reported out of their committee of origin. A total of 203 bills were passed in concurrence. Governor Lamont signed 198 bills, signed and line-item vetoed two bills, and vetoed three bills of the 2025 Regular Session.
  - Monitored various legislative working groups, reviewing and approving reports produced by agencies, and helping implement new laws as passed.

- Legal Unit accomplishments include:

    - Provided a broad range of legal analysis and advice to the Secretary and Deputy Secretary on budget, legislative, regulatory, administrative, contract, employment, FOIA, and litigation matters throughout the year.
    - Coordinated the drafting of several of the Governor's key legislative proposals for the 2025 legislative session.
    - Provided continuing legal analysis and advice on the distribution of federal COVID-19 relief funds and management responsibilities of subgrantees that received American Rescue Plan Act (ARPA) funding from the state.
    - Worked with OPM's Budget and Financial Management Division to review, provide comments about, and approve proposed regulations submitted by agencies for consideration prior to submission to the Office of the Governor and Office of the Attorney General (OAG) for final review.
    - Worked with OPM's Office of Finance to provide analysis and advice on the ongoing designation of West Haven as a Tier IV Municipal Accountability Review Board (MARB) municipality and assisted OAG with the defense of pending litigation and arbitration related to West Haven's oversight by MARB.
    - Provided legal advice on contracts to implement several of the Governor's key priorities, including, but not limited to, a contract to assist the state in monitoring a bankruptcy facing a large hospital group in the state.
    - Worked with several agencies to acquire an electronic health record system to allow better record access to achieve better patient outcomes and better patient management.
    - Worked with several regulatory agencies related to critical investigations concerning matters of public safety and the integrity of public governance structures.
    - Worked with OPM's IT staff in updating and creating new IT policies
    - Worked with OTG, OAG, and other state partners on matters related to the federal transition and new rules and guidelines occasioned by the change in presidential administrations.

- Strategic Initiatives and Accountability Unit accomplishments include:

    Managed several process improvement initiatives intended to yield efficiencies and/or cost savings to maximize opportunities to streamline state government. Specific projects underway include:
    - With the Department of Administrative Services (DAS), led a competitive process to select a vendor and execution of the contract to implement an Enterprise Grants Management Solution. The enterprise grant system is intended to automate the administrative process of the full lifecycle of a grant, including pre-award, award, post award, and close-out; improve customer relationship management of subrecipients by providing a portal that will be the primary environment used by the State to advertise subaward funding opportunities, accept funding applications, and manage subawards issued by agencies; increase the efficiency in managing programmatic and financial aspects of grants throughout the entire lifecycle; and provide statewide visibility into grant performance to support planning, analysis, and decision making across government.

- Completed the final draft of a statewide guide on grants management for executive branch agencies, scheduled to be released during FY 2026. This guide represents the first guidance on grants management promulgated by the State, and the guide reflects the feedback and recommendations from the executive branch and constitutional offices. The guide is intended to achieve a consistent and uniform approach in the administration and management of grants awarded to and by the state, improve compliance with state and Federal requirements, and improve the impact of programs and services funded through grants.
- Collaborated with the Office of Treasurer (OTT) and DAS to develop a strategy that maximizes electronic transactions at the least possible cost. Examples include lower fees and charges by increasing the volume of debit/credit processed by the centralized payment service, lower operational costs for processing transactions by increasing automated clearing house electronic payments and reducing check and cash transactions, and simplifying processes for residents that could yield improved revenue collections. There are several key activities underway that are expected to be completed in the coming months:
    - Development/implementation of a new payment orchestrator/payment widget to facilitate the collection of credit cards. Will process credit cards from consumers and include connections to state systems, providing the state with the flexibility to engage with multiple downstream gateways and processors.
    - Providing resources to agencies to enhance Payment Card Industry and best practice posture, including the creation of a state internal website that will contain guidance, polices, best practices, and resources (quarterly user group decks/recordings) for employees.
- Oversaw an independent review of Connecticut State Colleges and Universities (CSCU). This review produced data-driven recommendations for CSCU and the State to position and scale CSCU to meet projected student demand, to become more fiscally stable and operationally efficient, while improving student outcomes and meeting the workforce needs of Connecticut's economy.
- With the Data and Policy Analytics division, led a collaboration among the Commission on Human Rights and Opportunities (CHRO), DAS, and other stakeholders to identify opportunities to streamline the preparation, submittal, and review of state agency affirmative action plans that produced a series of recommendations in 2024. OPM, DAS, and CHRO continue to convene stakeholders quarterly to facilitate updates and discuss opportunities to advance recommendations, including but not limited to the implementation of a system intended to streamline CHRO Reporting. OPM led the completion of an agency template and a tool that facilitates standardized extracts of Census data.
- Facilitated approval of one pilot and ongoing support to four active pilots for programs proposed by Connecticut Innovations, Inc. for the testing of new and innovative technology, products, and services by Connecticut companies. These pilots position the state to quickly implement innovative technologies that state agencies, constitutional offices, and higher education need to enhance public health and safety, environmental protection, or economic development, as well as promote efficiency, reduce administrative burdens, or otherwise improve services.

- Climate and Infrastructure coordinator accomplishments include:

    - Created and instituted Connecticut's first Sustainability & Resiliency Week, which featured 29 Connecticut-focused events hosted by 21 Connecticut organizations and four federal agency events.
    - Prepared and submitted annual report to the legislature on the state's collection of the federal Clean Air Act fee and state expenditures during the preceding fiscal year associated with implementing the requirements of the federal Clean Air Act, improving air quality, and reducing transportation sector greenhouse gas emissions.
    - Served as OPM representative on a Department of Energy and Environmental Protection (DEEP)-led report as required pursuant to Public Act (P.A.) 24-31 on solar uniform capacity tax, a sequel to the report led by OPM in 2022-2023, pursuant to P.A. 22-14.
    - Led expansion, internal negotiation, and presentation to the Governor's of climate resilience bill, proposed to the legislature as SB 1245, An Act Establishing a Resilient Connecticut Strategy. The state Senate adopted this legislation into SB 9, An Act Concerning the Environment, Climate and Sustainable Municipal and State Planning, and the Use of Neonicotinoids and Second-Generation Anticoagulant Rodenticides. Negotiated bill language across stakeholders, prepared briefing materials, and supported final passage as P.A. 25-33.
    - Led internal development and negotiation, committee negotiations, and supported final passage of P.A. 25-84, An Act Enhancing Environmental Permitting Predictability.
    - Represent the administration to the Energy & Technology and Environment committees, including reviewing all testimony and reports submitted to these committees. In 2025, testimony submitted for these two committees amounted to almost 20% of all testimony from the executive branch. This included 91 pieces of testimony from 13 different agencies submitted to the Environment Committee. Reports submitted to these committees amounted to 14% of all reports submitted to committees.
    - Provided ongoing support to projects or concerns of statewide and Executive Branch importance, including but not limited to the solar siting, EV State Fleet coordination, and funding opportunities from the Inflation Reduction Act (including executive branch approach to IRA Elective Pay) and the Infrastructure Investment and Jobs Act. Developed executive branch policy for filing and collection of Direct Pay payments for eligible projects and a filing procedure with OTT for calendar years 2023 and 2024 filings.

- Assets Management Unit accomplishments include:

    - Partnered with the Connecticut Green Bank and DAS on identifying and implementing solar projects on state-owned property. In addition to working on several smaller solar projects, the Bureau identified two large-scale projects that have been selected by a vendor to construct solar farms that will generate approximately 20 megawatts of electricity annually. These solar farms will save the state more than $1 million annually over the next 20 years.
    - Served on the Connecticut Municipal Development Authority (CMDA) board helping to oversee its startup, and establishing policies and guidelines to ensure the statutory

mission is achieved in bringing housing to Connecticut municipalities' downtowns and transit-oriented areas.

- Continued to serve on the Connecticut Port Authority (CPA) board, representing Secretary Beckham, as well as the executive committee and Joint Technical Committee while assisting in the management of the completion of the State Pier Project in New London, and working with CPA's tenant, Gateway and subtenant, North East Offshore (NEO), in achieving a successful profit-making operating port for CPA.
- Worked closely with the Office of the Governor on identifying state-owned property suitable for housing development and initiating conversations with municipalities to help achieve Governor Lamont's housing initiative.
- Continued work on a space reduction project, working with DAS to reduce the state government's carbon footprint by utilizing modernized buildings and divesting buildings requiring substantial capital improvements.
- Served on the board of the Capital Region Development Authority (CRDA), assisting in the development of properties in the greater Hartford area for housing as well as overseeing the PeoplesBank Arena (originally known as the Hartford Civic Center and formerly known as the XL Center), Rentschler Stadium, and Adriaen's Landing. Continued as Project Comptroller for Rentschler and Adriaen's Landing projects. Identified a state-owned property and drafted conveyance bill legislation to transfer an underutilized office building, which will ultimately be transferred to CRDA within one year to be repurposed for housing. The Bureau also recommended the transfer of the Materials Innovation and Recycling Authority (MIRA) South Meadow site to CRDA for cleanup and future development.
- Served as a member of the GreenerGov steering committee working to ensure Governor Lamont's Executive Orders 1 and 21-3 are achieved in reducing carbon emissions, resource consumption, and waste, and adapting to the climate crisis by utilizing energy-efficient and renewable energy systems, among other sustainable actions.

Budget and Financial Management Division

- Produced the Governor's recommended budget for the FY 2026 – FY 2027 biennium and provided support to the OPM Secretary and staff of the Governor's Office during the 2025 legislative session.
- Provided detailed analytical support for various collective bargaining and employee compensation matters.
- Produced annual pension stress test report covering State Employees' Retirement System (SERS) and Teachers' Retirement System (TERS).
- Provided extensive support for credit rating agencies and investor calls related to the state's General Obligation and Special Tax Obligation bond sales, resulting in an elevation of the state's credit outlook.
- Completed all required federal reporting for pandemic-related funds, including the Coronavirus State Fiscal Relief Fund, the Coronavirus Capital Projects Fund, and the Governor's Education Emergency Relief Fund I and II grants.
- Maintained liaison with budget offices in neighboring states and nationally, both through direct communications as well as through the National Association of State Budget Officers, and benchmarked Connecticut policy proposals against actions in other states.

- Provided the sole voting management representative on the joint labor-management Health Care Cost Containment Committee, negotiating the management position with labor on state employee and retiree health care matters.
- Conducted four State Bond Commission meetings, allocating $2.21 billion in General Obligation bond authorizations.
- Negotiated P.A. 25-1 – the Early Childhood Education Endowment to support investments in expanding early care and education, specifically preschool access for families throughout the state. Initial investment in the endowment is up to $300 million in FY 2025.
- Supported the investment of almost $95 million in increased targeted special education funding over the course of the FY 2026 – 2027 biennium.

Office of Labor Relations

- Successfully negotiated the Connecticut State Police wage reopener for the final year of the NP-1 collective bargaining agreement.
- Successfully negotiated "Line of Duty" death benefit changes with the State Employees Bargaining Agent Coalition (SEBAC) as a direct result of two recent employee deaths.
- Negotiated and implemented the Apprenticeship Program at the Department of Transportation to help increase the pipeline of candidates within the NP-2 Maintainer job series.
- Commenced contract negotiations with 17 different unions.

Intergovernmental Policy and Planning Division (IGPP)

The Intergovernmental Policy and Planning Division (IGPP) Division includes two units - the Office of Responsible Growth (ORG) and the Assessment, Data Collection and Grants Management Unit.

- Assessment, Data Collection and Grants Management Unit
  - IGPP administered $709.7 million in state aid to municipalities through statutory grant programs, including Tiered Payment in Lieu of Taxes (PILOT), Distressed Municipalities, Mashantucket Pequot and Mohegan Fund grant, Municipal Grants-in-Aid program, Municipal Transition grant (Motor Vehicle Tax), and Supplemental Revenue Sharing grant.
  - IGPP administered several additional grant programs to assist municipalities, including $45 million Local Capital Improvement Program (LoCIP)- Grant, $9.9 million in LoCIP Entitlement, $30 million in Small Town Economic Assistance Program (STEAP), and $296,000 in Neglected Cemetery Grants.
  - The division processed more than $26.9 million in property tax relief programs, as well as claims for the homeowner's tax relief program, totaling an additional $ 17.6 million for which there was no municipal reimbursement.
  - Legislative change applicable to the Renters Rebate program application period resulted in maximizing the rebate provided to recipients.

- Amended and implemented the Governor's motor vehicle assessment changes originally established in P.A. 22-118, which changed the assessment process to the manufacturer's suggested retail price with a depreciation schedule effective October 1, 2024.
- Enhanced Special Tax District reporting by coordinating with the U.S. Census Bureau and created an interactive informational map indicating districts by type, date established, enabling legislation in Connecticut.

- Office of Responsible Growth
  - Completed the 2025-30 Conservation and Development Policies Plan and engaged the Continuing Legislative Committee on State Planning and Development to facilitate its adoption by the Connecticut General Assembly.
  - Completed the Connecticut Fair Share Housing study, per P.A. 23-207.
  - Developed an online resource guide for Neighborhood Revitalization Zones.
  - Awarded $2 million in Transit Oriented Development (TOD) grant funds to the CT Housing Finance Authority to recapitalize its Small Multifamily Community Development Financial Institution Loan Program, which helps to finance smaller, investor-owned rental properties in TOD areas.
  - Continued quarterly inter-agent meetings to improve coordination and processes around the administration of the Connecticut Environmental Policy Act.
  - Awarded $3 million in Regional Performance Incentive Program (RPIP) grants to foster regional shared services. Among the four awardees this year were two Regional Education Service Centers (RESCs) for the first time since the program's inception. Awards will support shared municipal administration and building code enforcement service projects sponsored by two Councils of Governments, financial and administrative services, and regional special education transportation services through two RESCs.

Criminal Justice Policy and Planning Division

- Issued the Needs Assessment Report on Higher Education in Correctional Facilities. The report provides a roadmap for increasing the state's drawdown of federal funds for constructive activity in prison, while significantly improving criminal justice outcomes.

- Led coordination efforts to develop and execute agreements for two projects:
  - OPM, DAS and Department of Corrections (DOC) that will lead to the implementation of a comprehensive, multi-site information technology system to facilitate the deployment of a modern, enterprise-grade, and scalable telecommunications and data network infrastructure, supporting the DOC services, including, but not limited to, those in support of contemporary learning capabilities for the inmate population, to supplement in-person learning opportunities for incarcerated students.
  - A collaboration between OPM and the University of Connecticut's School of Public Policy and Institute of Municipal and Regional Policy to implement comprehensive digital literacy programs for the incarcerated and technological access and education

to returning citizens who participate in halfway houses and/or re-entry programs. These digital literacy programs will enable all students to develop competencies that enhance education and career opportunities, increase access to healthcare and community resources, and cultivate social and civic engagement.

- Produced several research reports, including those described below:
    - A forecast of the state's total correctional population over the February 2025 to 2026 time period.
    - A report on prosecutor data examining the charges and cases disposed of by Connecticut courts in the 2023 calendar year.
    - A report on criminal justice trends that consolidates extensive analysis into a single source, includes review of crime, arrest, victimization, criminal cases, correction, and community supervision trends.
- Administered several federal and state grant programs to support improved outcomes in Connecticut's criminal justice system. Examples include the following federal programs: Edward Byrne Memorial Justice Assistance Grant Program (Byrne JAG), which contains the administration of funding to seek to meet requirements involving the federal Sex Offender Registration and Notification Act and the Prison Rape Elimination Act; the National Criminal History Improvement Program; the STOP Violence Against Women Formula Grant Program and the Sexual Assault Services Program; the Residential Substance Abuse Treatment program; and the Byrne State Crisis Intervention Program. Additionally, the division administered funding for the Body-Worn Camera and Dashboard Camera Grant Program to support municipal and campus police departments with a portion of the costs associated with purchases of body cameras, dashboard cameras, and digital storage.

<u>Health and Human Services Policy and Planning Division</u>

- Developed and negotiated several of the Governor's priority policies to improve healthcare affordability, including an insurance rate affordability review process and three prescription drug initiatives: capping generic and off-patent drug price increases at the rate of inflation, commissioning a feasibility study for Canadian drug importation, and allowing consumers to credit low-cost prescription drug purchases – such as those made using an ArrayRx or GoodRx discount card – toward their annual health plan deductibles. Initially introduced under HB 6870, the Governor's prescription drug proposals were adopted by the Human Services Committee's Bipartisan Prescription Drug Task Force and enacted under P.A. 25-167. These reforms will help protect Connecticut residents from excessive drug price increases and make essential medications more affordable and accessible. The insurance affordability review policy, which passed as part of P.A. 25-94, gives the Commissioner of Insurance new tools to reduce health insurance premium rate increase requests that are unaffordable for Connecticut consumers. Together, these policies represent meaningful progress toward a more affordable and accountable healthcare system in the state.

- Continued implementation of the Connecticut Partnership for Long-Term Care, the state's public/private partnership with private insurers, which educates Connecticut residents about long-term care planning and provides an innovative financing option. To date, over 73,000 applications have been received and over 60,900 policies have been purchased. The Partnership has responded to over 63,900 consumer and advisor information calls and directly educated over 124,000 residents about the need to plan for future long-term care costs. Over 7,350 policyholders have been approved to date to receive benefits under their Connecticut Partnership policy with over $1 billion in insurance claim benefits paid. It is estimated that because of the Partnership, the state's Medicaid program has saved over $151 million.

- Began implementation of the Medical Debt Erasure initiative in partnership with the vendor Medical Debt Resolution, Inc. (d/b/a Undue Medical Debt). As of June 2025, Undue has completed two rounds of debt abolishments, in which debt was purchased from providers and from the secondary market for less than 1% of its value. Through its debt purchasing contracts, Undue cancelled medical debt for Connecticut residents who either earn up to 400% of the federal poverty level or have medical debt valued at 5% or more of their annual income. Of the $6.5 million in ARPA funds that were allocated for this purpose under P.A. 23-204, approximately $739,000 has been expended to date. Over $135 million in debt has been abolished, benefiting nearly 125,000 Connecticut residents. OPM continues to hold quarterly meetings with Undue, and Undue continues to negotiate with hospitals and other providers to purchase additional debt portfolios that meet program criteria. The project is expected to be completed by December 31, 2026.

- In April 2024, $35.5 million in non-profit grant program (NGP) funds were allocated for Round 8 to support over 90 capital improvement projects at non-profit health and human service agencies across the state. The goal of the NGP funds is to enhance the efficiency, effectiveness, safety, and accessibility of health and human services provided by nonprofit organizations. As of June 2025, projects are progressing well, and $16,289,004.98 has been spent. These projects include facility modifications, renovations, improvements, and additions; new construction; health, safety, and Americans with Disabilities Act (ADA) upgrades; energy conservation measures; information technology systems; technology that encourages client independence; vehicle purchases; and property acquisitions. To date, OPM has managed eight rounds of nonprofit grants, awarding and overseeing over 740 grants with a total expenditure of $150,437,076, and they are currently preparing for the next round of grants expected in fall/winter 2025.

- Completed two research studies pursuant to P.A. 23-137, which was the Speaker's priority legislation in 2023. OPM was tasked with undertaking a study to analyze existing employment assistance programs for people with disabilities, as well as identifying opportunities for the state to increase employment opportunities in the future. The act also tasked OPM with researching new state statutory definitions for intellectual disability and developmental disability, determining whether Intelligence Quotient should be a factor in such definitions, and evaluating the level-of-need assessment tool currently used by state agencies. Community stakeholders and state agencies were engaged in the

development of both reports and in refining the recommendations. Both studies were submitted to the legislature ahead of the January 1, 2025, deadline.

- The Tobacco and Health Trust Fund received legislative approval of its most recent allocation plan in November 2024, to distribute an additional $14,394,77 million to support and encourage tobacco and nicotine use prevention, education, and cessation programs that use evidence-based best practices for state and community interventions, communication methods to disseminate health information to a wide audience; cessation interventions; surveillance and evaluation; and infrastructure, administration, and management. Since being reconstituted in June 2023, the Board has allocated $26.4 million in accordance with Tobacco cessation and prevention best practices identified by the Centers for Disease Control and Prevention to support cessation and prevention efforts, an amount equal to 90% of the total amount ($29.2 million) available for allocation by the previous iteration of the board over the seventeen years of their existence prior to disbanding in 2018. A competitive bid process has concluded, and contract development is underway.

Data and Policy Analytics Unit

- Advanced its mission to transform how Connecticut uses data to inform policy and improve outcomes for residents. This year, we made significant strides in data governance, research, and technology, while deepening our commitment to public transparency and agency support.
- DAPA published the 2025–2026 State Data Plan with an ambitious vision for improving access, coordination, equity, and data quality across agencies. The State of Connecticut was also honored with the Results for America Silver Certification and received accolades in the 2024 Digital States Survey for innovation and evidence-based governance.
- The P20 WIN system was rebranded as DataLinkCT, bringing interagency data sharing and research functions under a new identity. As part of the Responsible AI Framework, OPM and DAS launched an AI Advisory Group, which the Chief Data Officer co-chaired.
- In March 2025, Connecticut celebrated Open Data Day with more than 100 agency staff participating in lightning talks and training events. The open data portal added new datasets such as cannabis sales, school construction grant data, and data on the impact of the federal transition, while updating key resources like the Municipal Fiscal Indicators Dashboard to offer enhanced analytic capabilities. The ARPA Funding and Project Inventory Dashboard and the new Bipartisan Infrastructure Law Dashboard further supported transparency.
- The GIS Office completed the collection and processing of parcel and computer-aided mass appraisal (CAMA) data into a statewide dataset. It released the 2023 Imagery and Lidar data now hosted on CT Geodata Portal and CT ECO, published updated legislative maps, and launched an interactive Housing Data Hub. The GIS Office also began work on emergency management data and launched new geospatial tools in partnership with state agencies. Staff were appointed to the National Geospatial Advisory Council, the

board of the National States Geographic Information Council, and earned a Special Achievement Award from Esri.
- Through DataLinkCT, DAPA published an updated Disconnected and At-Risk Youth Report, providing new data to support youth programs and nonprofit coordination. DataLinkCT data continued to provide vital insight through the Postsecondary Labor and Earnings Dashboard, Roberta Willis Scholarship analyses, and national policy briefs. DataLinkCT also advanced the development of secure data sharing tools, including a secure data enclave and a consent management framework.
- Continued to support implementation of SPD-15 demographic standards and conducted a statewide Data Capacity Survey. A Nonprofit Data Intermediary Report underscored support for disconnected youth and community-based data needs. Throughout the year, the team hosted Evaluation 101 and Data Analysis workshops, led a popular R-Users Group, and delivered presentations at the Aspiring Leaders Program and national conferences.

Office of Finance

- Provides representation and administrative support to the municipal oversight boards Municipal Finance Advisory Commission (MFAC) and the MARB. The referral process to the MFAC and MARB was integrated using a consistent set of criteria to identify municipalities in fiscal distress. The MFAC oversees three municipalities: Derby, Hamden, and Plymouth. In addition, the Commission met with several municipalities regarding their delinquent audit filings. The MARB provided oversight of two municipalities: Hartford and West Haven.
    - Working with the OAG and OPM Legal Counsel to resolve litigation matters regarding the City of West Haven's Police Union pension plan. After many months of negotiation, the Police Union withdrew their lawsuit against the MARB.
    - With consultants' assistance, West Haven made significant improvements by completing three years of financial audits for FY2022-FY2024, closing critical audit findings, developing internal controls, policy and procedures, and extensive IT infrastructure and security controls.
    - Due to these improvements, on May 15, 2025, the City of West Haven was released from MARB Tier IV oversight.
- Reviewed approximately 700 municipalities, other local governments, and nonprofit organizations audit reports for compliance with the Municipal Auditing Act and State Single Audit Act. Worked with state agencies, grantees, and auditors to develop corrective action plans to resolve audit findings.
- Worked with several state agencies and certified public accounting firms to develop effective guidance for auditors conducting State Single Audits (SSA) for programs where nonprofit organizations are allowed to retain savings in accordance with P.A. 23-186.
- Managed the Fiscal Health Monitoring System (FHMS) that provides an electronic platform for municipalities to report their financial data used to assess their financial condition. A comprehensive five-year financial report for all 169 municipalities is disseminated on the CT Open Data Portal and used in the Municipal Fiscal Indicators (MFI) publication. The data is also benchmarked and ranked to allow comparisons among municipalities.

- Created a dedicated website that provides electronic access to municipal residents to review or download the adopted budget of any of the 169 municipal adopted budgets filed with OPM.
- A Best Practices Guide was developed and provided to municipalities to assist them in planning for the timely completion of their annual audits.
- Procurement continued to review and enhance the procurement policy and procedures and offer
  one-on-one agency trainings to produce quality cost-effective competitive procurements and adhere to state statutes related to Personal Service Agreements (PSA) and Purchase of Service Contracts (POS). This year's key accomplishments include:
  - Published the FY 2024 PSA and POS Annual Reports, monthly and Annual Procurement Waiver Reports which summarize the contracting activity of state agencies.
  - Worked with state agencies and the Office of the State Comptroller (OSC) to enhance the requisition module following the Core-CT modernization upgrade.
  - Revised the POS Part II Standard Contract Template and Core-CT with new statutory language.
  - Reviewed state agencies PSA and POS procurement requisitions including waiver requests.

- The IT Capital Investment Program received $65 million in FY 2025 to support state agencies with their modernization initiatives. The IT Strategy and Investment Committee reviewed 7 new projects. The IT program managed 44 active projects and continues to prioritize projects that involve multiple agencies. Noteworthy projects during FY 2025 include:
  - CT-Core Kronos/UKG Time and Labor Migration, led by the OSC, supporting the Department of Children and Families (DCF), Department of Veterans Affairs (DVA), Department of Emergency Services and Public Protection (DESPP), and DOC.
  - Certificate of Need Portal, led by the Office of Health Strategy (OHS).
  - Deployment of Digital Workflows for the Criminal Information Sharing System (CISS), led by the Connecticut Criminal Justice Information System (CJIS-CT).
  - Clean Slate Project Implementation, led by the Department of Emergency Services and Public Protection (DESPP).
  - Digital Accessibility Initiative and Digital Services (Phase 3) led by the Department of Administrative Services (DAS), Bureau of Information Technology Solutions (BITS).
  - Mainframe Refactoring and AAMVA State-to-State (S2S) Project, led by the Department of Motor Vehicles (DMV).
- OPM's State Analytical Reporting System (STARS) is a business intelligence and analytics system that provides the state with advanced analytical and reporting capabilities for its human capital and financial management transaction data in Core-CT. Key accomplishments during FY 2025 include:
  - Implemented and migrated Core-CT's large-scale Peoplesoft Application Upgrade to STARS.
  - Developed a new Uniform Data Services (UDS) application for the OPM Health and Human Services Division, which streamlines third-party reporting for the CT Partnership for Long-Term Care.
  - Developed multiple high-impact reporting Dashboards across state agencies included:

    - Federal Funds Impact Dashboard - offering detailed insights into the allocation, expenditure, and impact of federal funding changes.
    - Grants Management Dashboard - to support a new Grants Management System by providing a clear view of grant awards, spending, and project activities.
    - School Construction Grants Dashboard - delivering grant allocations, project costs, reimbursement rates and project statuses for all municipalities and school districts.
    - Equity and Opportunity Workforce Analytics Dashboard - provides data-driven insights into statewide workforce demographics, hiring trends, and equity metrics.
    - Workers' Claims Monitoring Dashboard - providing claim volumes, trends, and potential risk areas to facilitate decision making regarding workforce health, safety, and operational impact.
    - OSC Pension Dashboards - to support the team in managing the state's pension obligations more effectively.
  - Provided ongoing functional and technical training sessions and workshops to state agencies to support the creation of comprehensive data analyses, reports, and interactive dashboards in STARS.

Division of Administration

- OPM staffing has remained steady at pre-retirement wave levels. During FY 2025, the Human Resources unit successfully filled fourteen (14) positions, contributing to a consistently low vacancy rate across the agency. Recruitment efforts during FY 2025 have been notably effective, supported by innovative strategies such as the use of functional and relatable job titles in job announcements, as well as active promotion of vacancies through social media and professional networking platforms.
- Information technology initiatives during the fiscal year included:
  - Infrastructure improvements:
    - Migrated to latest versions of Windows server and other technologies
    - Implemented a new server environment
    - Implemented security improvements to further strengthen IT security
    - Implemented new networking environment to enhance OPM's redundancy
  - Development projects:
    - Developed an application to track impacts of federal policy and funding changes on businesses, nonprofits and municipalities
    - Developed an application to track OPM's software inventory
    - Implemented an agency deadline tracking program to ensure agency deadlines are met in a timely manner
- The Division of Administration continues to provide centralized administrative support to its sister divisions regarding grants management, including but not limited to:
  - Administration of the Nonprofit Grant Program, which pursuant to C.G.S. Section 4-12v provides Grants-in-Aid through a competitive process to selected private, nonprofit health and human service organizations that are exempt under Section 501(c)(3) and receive funds from the State (including Medicaid) to provide direct health and human services to State agency clients.
  - Administration of LoCIP, which distributes formula-based entitlement and grant funds to municipalities to reimburse the cost of eligible local capital improvement

projects such as road, bridge, or public building construction activities pursuant to C.G.S. Sections 7-535 through 7-538.
    - Administration of various Urban Act Grants, which pursuant to C.G.S. Section 4-66c provides funding to improve and expand state activities that promote community conservation and development and improve the quality of life for urban residents of the state.
    - Processed payments for various federal funds.

Information Reported as Required by Statute

- OPM remains committed to maintaining a workplace environment that is conducive to the well-being of all individuals and requires all new employees to attend training on diversity and inclusion, sexual harassment prevention, understanding domestic violence and workplace violence prevention. In order to make every good faith effort to achieve parity in the workforce, OPM utilizes affirmative action measures in all stages of the employment program. These measures include expansive recruitment efforts for vacancies whenever practical and possible.
- In accordance with Sec. 46a-68-78 of the Regulations of Connecticut State Agencies, OPM reviewed and determined no substantial updates were required to the Discrimination Procedure and the following policies: Affirmative Action, Individuals with Disabilities, Sexual Harassment, and Sexual Orientation. These policies and procedures are posted on OPM's Intranet/SharePoint Drive and are provided to new employees upon hire and to contractual contractors, interns and fellows upon the start of their contract/internship/fellowship with OPM and are annually distributed electronically to all employees.
- Thirteen (13) students participated in OPM's internship program in fiscal year 2025, representing eleven (11) different colleges and universities.
- OPM exceeded Small/Minority Business Enterprise and Minority Business Enterprise goals for the fiscal year.

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