



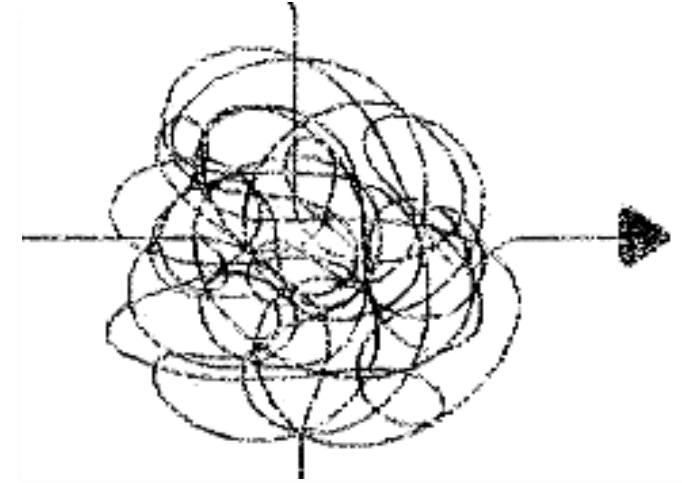
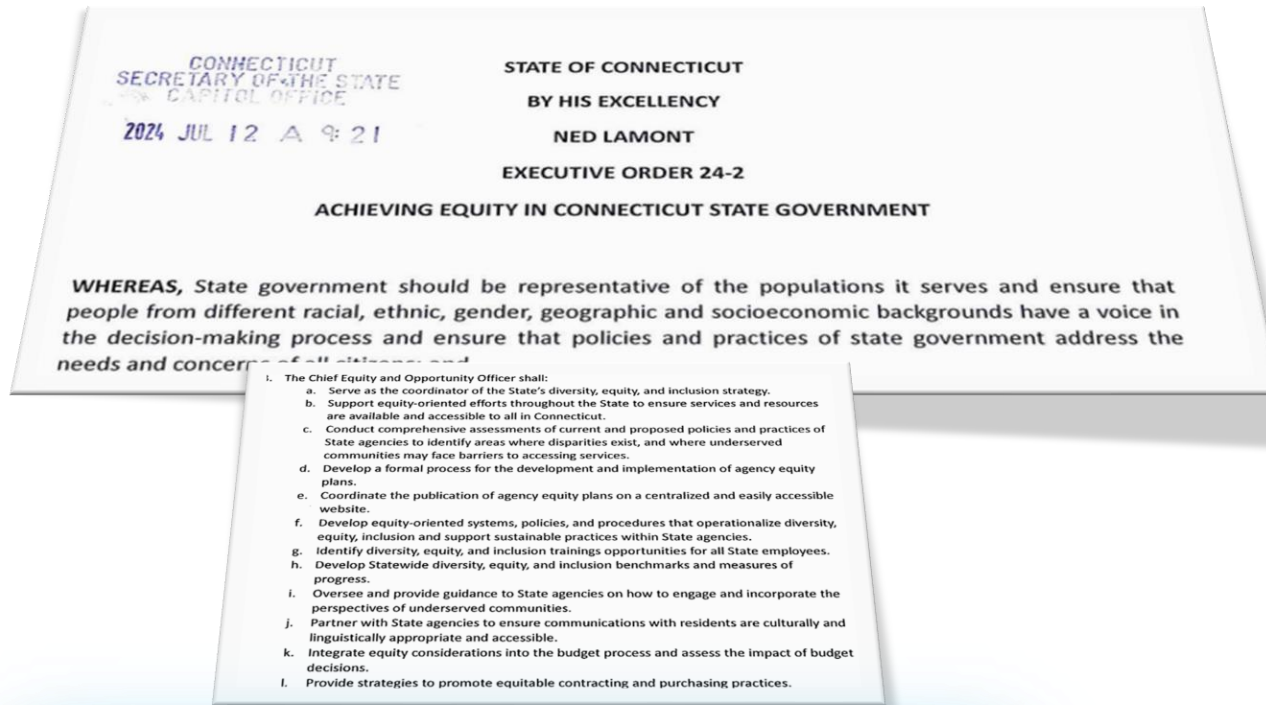
Governor's Council on Women and Girls Council Meeting

State Agencies Opportunity Plans

Mariana Monteiro
CT Chief Opportunity Officer

July 1, 2025

Clear Mission and a Challenging Environment



- ✓ Volatility
- ✓ Uncertainty
- ✓ Complexity
- ✓ Ambiguity

5. All State agencies will develop an agency equity plan

- Assess Policies, practices and procedures
- Develop/ Implement statewide training

Process

1



"Qui Transtulit Sustinet"
"Who Transplanted Still Sustains"

2

Listening

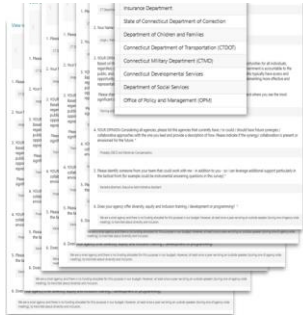
Governor and Lieutenant Governor



Access to Opportunity
Accountability
Affordability



Commissioners' inputs



3

On going Consultation



- Key Leaders and Stakeholders
- 1:1 Commissioners and Teams
- Sr Advisors
- Representatives – Legislators
- Unions officials
- Data Analytics / Digital Experts

5

Framing and Stabilizing Approach

4

Continuous Monitoring

Context: Federal Government
217 executive actions first 100 days -
including executive orders, proclamations and
memos - posted by the White House.



- SMEs Legal, Public Administration
- Functional Experts – L&D, CHRO, Labor Relations/ Legal
- Committees / Councils
- Equity Practitioners
- Governor's Fellows
- Communicators ..

Common Frame

- ★ ACCESS TO OPPORTUNITY
- ★ AFFORDABILITY
- ★ ACCOUNTABILITY

EXCELLENCE

An Employer



Recruit and retain top talent from **every community**.

Cultivate **respect and collaboration** so people **contribute, grow, and align** with the state mission

ACCESS TO OPPORTUNITY

A Service Provider



Lead with humility, shared commitment, and effectiveness in service to **listen to residents, remove barriers, and meet them where they are**.

Advance policy for social and economic progress to **create the conditions** for people and local changemakers to grow and thrive.

COMPETITIVENESS

A Growth Partner



Upholding Civil and Constitutional Rights

Common Context and Distinct Agency's Realities



Federal Grant Dependence (%)	Risk Level – content related (Budget Impact)	Impact on Residents	Programs in Critical Path	Probability of Finding Alternative Funding	Overall Risk Level
<5%	Low	Minimal	No Impact	Very High	Low
5-20%	Low-Medium	Moderate	Minor Impact	High	Medium-Low
20-30%	Medium	Significant	Moderate Impact	Medium	Medium
30-60%	High	Severe	High Impact	Low	High
>60%	Very High	Critical	Severe Impact	Very Low	Very High

Strategic Shift and Pragmatic Response

Strategic

Outcome-Focused approach

Agency's roles: employer, service provider and growth partner

Flexibility Within a Common Frame

Agencies shape priorities within a shared frame and expectations

Pragmatic

Responsive, Not Reactive

Focus on the work of servicing all residents - and not on the “words”

Community of Practice and Collaboration

Share, test, and adapt through ongoing collaboration and practical resources

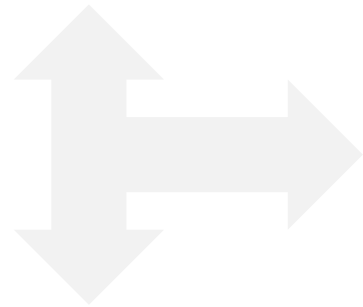
Strategic Shift and Pragmatic Response

Status Update

As 6/30

ALL AGENCIES WITH PLANS in Place

Strategic
Outcomes
Common Frame



Agency
Opportunity
Plans

★ ACCESS TO OPPORTUNITY

- ☐ Listen to residents—especially the most vulnerable – act.
- ☐ Remove barriers to access, inside and outside the system
- ☐ Meet people where they are

★ AFFORDABILITY

- ☐ Lower costs without compromising quality
- ☐ Simplify processes to make services easier to use / Cross agency collaboration

★ ACCOUNTABILITY

- ☐ Track metrics and share progress clearly
- ☐ Operate within allocated budgets and resources

Pragmatic
Responsive
Collaboration

Process

Budget
Check ins
Annual Digest

Metrics

Baseline
Year 1
Year 2

Self Check –Ins

October
February
June

Integration Repeatable Cycle

