

# Department of Administrative Services



## *At a Glance*

**MICHELLE GILMAN, Commissioner**

**Nick Hermes, Deputy Commissioner, Chief Human Resources Officer**

**Noel Petra, Deputy Commissioner, Real Estate and Construction**

**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, 2021: 756*

**Recurring operating expenses for 2020-2021**

DAS General Fund	\$	136,259,282
Capital Outlay*	\$	53,464,368
DAS Revolving Funds	\$	26,205,598
School Construction Grants	\$	75,857,536

**\*Includes Construction Services Bond Funds.**

**Organizational structure: DAS is organized into seven functional areas that report to the Commissioner: Human Resources, Real Estate and Construction, Bureau of Enterprise Systems and Technology, Procurement Services, Business Office and Legal & Legislative, and Communications.**

**The Office of the Claims Commissioner, the State Insurance and Risk Management Board, the State Marshal Commission and the State Properties Review Board are within DAS for administrative purposes but retain 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.

### **Human Resources**

#### ***Equal Employment Opportunity***

#### **Public Service**

The Department of Administrative Services is firmly committed to the principles and objectives of equal employment opportunity for all individuals. The Equal Employment Opportunity Unit coordinates and monitors the agency's programs and ensures compliance with the Americans with Disabilities Act, Title II and Title VII of the Civil Rights Act, the Connecticut Fair Employment Practices Act, state Affirmative Action regulations and Contract Compliance Laws, and other applicable laws and regulations. DAS is an Affirmative Action/Equal Employment Opportunity employer and has undertaken numerous steps this past year to effectuate equal opportunity in its hiring, promotions, training, and other employment-related duties, as well as in the provision of the programs and services that fall under the Department's authority. Details about these activities are too voluminous to relate in the Digest but are detailed in the Department's annual Affirmative Action Plan. The agency did not knowingly do business with any bidder, contractor, sub-contractor, supplier of materials, or licensee who discriminates against members of any class protected under C.G.S. Sec. 4a-60 or 4a-60a. The DAS Equal Employment Opportunity Unit partners with our client agencies to assure that agency programs are fair and equitable, provide equal employment opportunity, and comply with state and federal laws and guidelines. The Equal Employment Opportunity Unit fulfills these

goals by preparing and implementing affirmative action plans; collaborating in the selection and hiring process; providing a process for complaints of discrimination and educating staff about their rights and obligations in affirmative action policies and laws. It provides these services to twenty-six agencies:

- Board of Firearms Permit Examiners
- CT State Library
- Dept. of Administrative Services
- Dept. of Aging and Disability Services
- Dept. of Agriculture
- Dept. of Banking
- Dept. of Consumer Protection
- Dept. Economic & Community Development
- Dept. of Emergency Services and Public Protection
- Dept. of Energy & Environmental Protection
- Dept. of Housing
- Dept. of Insurance
- Dept. of Motor Vehicles
- Department of Veteran Affairs
- Judicial Review Council
- Judicial Selection Commission
- Office Child Advocate
- Office of Early Childhood Development
- Office of the Healthcare Advocate
- Office of the Victim Advocate
- State Contracting Standards Board
- State Dept. of Education
- The Office of the Governor
- The Office of the Lieutenant Governor
- The Paid Family and Medical Leave Insurance Authority

- Workers Compensation Commission

### **Improvements/Achievements 2021-2022**

- Counseled staff on equal employment opportunity matters and conducted training to heighten knowledge of equal employment opportunity laws and affirmative action goals.
- Developed and offered an EEO blog where readers can learn from EEO professionals about leading EEO strategies, best practices, trends, and State of Connecticut job opportunities.
- The EEO Blog focuses on providing both high-level advice as well as actionable guides so EEO, HR professionals and managers can find exactly what they need on Diversity inclusion innovation.
- Developed multiple affirmative action plans for client agencies.
- Investigated complaints of discrimination made against DAS and client agencies.
- Conducted mediations for client agencies.
- Engaged in multiple outreach events including:
  - 9th Annual Disability Resource Fair hosted by Capital Workforce
  - First annual Veterans and Hiring Expo
  - Hire Women in Tech Hartford
  - Urban League of Greater Hartford Employment Empowerment
  - University of Connecticut Job Fair
  - Central Connecticut State University Job Fair
  - Connecticut League for Nursing Virtual Student Day Sponsorship
  - Albertus Magnus College Career & Internship Fair
  - UConn Spring Career Fair

In Fiscal Year 2021-2022, 50.0 percent of the Department's employees were female and 50.0 percent were male, with the following composition: 68.2 percent white, 14.2 percent Black, 10.5 percent Hispanic, 6.6 percent Asian and Two or More Races 0.4 percent.

### ***DAS Human Resources/SmART***

#### **Public Service**

The Department of Administrative Services Human Resources/Small Agency Resource Team (SmART) is committed to providing consistent application, interpretation and execution of state statutes, regulations, policies, procedures, and collective bargaining union contracts. This unit partners with and delivers services to twenty-one client agencies, advising and guiding agency officials, managers, supervisors, and staff members on the administration of collective bargaining contract provisions, human resources policies and procedures, state and federal laws and regulations relating to employment to ensure that managers, supervisors, and employees understand and act in accordance with their rights and responsibilities under these provisions.

The DAS SmART HR Unit activities include but are not limited to maintaining employee personnel records, managing the processing of HRIS personnel and position actions to reflect changes in either positions and/or employment status, compensation, labor status and benefits, management and coordination of the recruitment and selection to ensure a fair and equitable process is followed, managing and coordinating employee benefits and annual open enrollment process, coaching supervisors and managers on properly, fairly and consistently managing employee performance and conduct,

investigating allegations of misconduct, representing the agency(s) in labor relation grievances as necessary. These services are provided to the below client agencies:

- Office of the Governor
- Office of the Lieutenant Governor
- Department of Administrative Services
- Board of Firearms Permit Examiners
- Connecticut State Library
- Department of Agriculture
- Department of Consumer Protection
- Department of Economic and Community Development
- Department of Housing
- Department of Insurance
- Department on Banking
- Judicial Review Council
- Judicial Selection Commission
- Office of Early Childhood
- Office of the Child Advocate
- Office of the Healthcare Advocate
- Office of the Victim Advocate
- Paid Family and Medical Leave Insurance Authority
- State Contracting Standards Board
- State Department of Education
- Workers Compensation Commission

### **Improvements/Achievements 2021-2022**

- Implemented and administered the States Final Telework policy
- Signed an MOU and began providing Human Resources services to an additional 200+ employees in the State Department of Education
- Signed an MOU and began providing Human Resources services to an additional 100+ employees in the Office of Early Childhood
- Coordinated, supported, implemented the transfers of and began providing Human Resources services to an additional 400+ Information Technology professionals from multiple agencies under IT Optimization
- Recruited and hired over 300 employees into vacancies
- Continued to successfully partner with the DAS Equal Employment Opportunity Unit in carrying out the day-to-day activities associated with affirmative action, civil rights, agency personnel functions, compliance, and staff development
- Revised the DAS orientation process to be more efficient and ensure new hires are provided access to mandatory trainings immediately
- Successfully implemented the provisions of the SEBAC salary adjustments as well as the extension of Item 2867-E to non-represented employees
- Continued to successfully partner with the Office of Labor Relations under HR Centralization in interpretation and implementation of Collective Bargaining contracts, investigations, disciplinary actions, Telework guidance, etc.

- Continued to navigate, support and education DAS and all SmART agencies on changing COVID-19 guidance

## ***Statewide Human Resources Management***

### **Public Service**

Statewide Human Resources Management establishes, maintains, and communicates a uniform and equitable system of human resources administration that attracts, assists, protects, and retains well qualified employees to provide effective and efficient services and programs so that agencies accomplish their respective missions.

- Continued the refinement of processes and workflows surrounding the centralization of Executive Branch Human Resources and Labor Relations functions, which occurred in August of 2020.
- Partnered with agency leaders to redesign select agency HR Business Partner areas to maximize resources and provide services in alignment with centralization, as well as to address staffing and succession planning.
- Agency HR Business Partner Staff facilitated talent acquisition for Executive Branch agencies by processing more than 6,646 filled positions. This effort equated to the largest number of transactions and hires in each the last ten (10) FYs.
- Continued to assist and support agencies through the COVID-19 pandemic. This included but is not limited to administering OLR/DAS COVID guidance to agencies, tracking, reporting, and tracing of COVID presumptive and positive employee cases, outlining return to work guidance and providing support to employees and their families through one-on-one meetings, EAP referrals and providing relevant COVID resources, analyzation and distribution of requested return to work schedules, as well as related schedule exceptions and ADA claims.
- Agency HR Business Partners played a significant role in delivering and managing the state workforce vaccine mandate. This included vetting and managing exemption requests for all agencies.
- Provided guidance on and managed the administrative process for the state's newly initiated 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.
- Participated in the roll out and management of streamlined, digitized human resources forms, including the virtual position request form via the United Kronos Group (UKG) software.
- Played a key role in the implementation of and on-going technical management of the Kronos timekeeping system within participating agencies.
- Managed the administrative movement of all positions related to IT Optimization, including building locations and timekeeping structures in the state's official Human Resources Information System, CORE-CT.
- Provided EEO/AA services to 26 agencies.
- Counseled agency staffs on equal employment opportunity matters and conducted training to heighten knowledge of equal employment opportunity laws and affirmative action goals.
- Developed and offered an EEO blog where readers can learn from EEO professionals about leading EEO strategies, best practices, trends, and State of Connecticut job opportunities.
- The EEO Blog focuses on providing both high-level advice as well as actionable guides so EEO, HR professionals and managers can find exactly what they need on Diversity inclusion innovation.
- Developed multiple affirmative action plans for client agencies.
- Investigated complaints of discrimination made against DAS and client agencies.
- Conducted mediations for client agencies.

- Implemented the LinkedIn Learning enterprise platform at 30 in-scope Executive Branch agencies/departments.
- DAS Learning & Development developed and released two new hire mandatory trainings on LinkedIn Learning: Responding to the Active Killer Training and Workplace Diversity and Inclusion Training. Agency sub-administrators have permissions in LinkedIn Learning to assign, track, and report training completion.
- The Aspiring Leaders leadership development program is under redesign and rebranding by DAS Learning & Development, with the new program kickoff scheduled for March, 2023.
- Made recommendations on employee growth and development as part of the DAS BITS Optimization Workstream.
- Continued to assist and support agencies through the COVID-19 pandemic.
- Posted on the following specialized Job Boards as well as feeds to Indeed and LinkedIn:
  - Handshake: The State of Connecticut has connected with 298 schools, many of which are historically black, Latino and Asian colleges.
  - LinkedIn Recruiter: 51 highlighted job slots and use of in-mail to reach passive candidates.
  - LinkedIn: New State of Connecticut branded page to promote our employee value proposition (EVP) and all recruitments.
  - Connecticut Technical High Schools (CTECS): Post applicable opportunities on CTECS job boards for students and graduates.
  - CTHires: Talent Solutions recruiters post on these job boards for difficult to fill jobs especially in the trade's areas.
  - CT Chambers of Commerce: The following agreed to post our jobs: Central CT Chambers of Commerce; Chamber of Commerce Eastern CT and Greater Norwalk Chamber of Commerce.
- Operated the following channels in order to promote open positions and our value proposition for working in state government (We automatically feed every JobAps job opening to social media, resulting in thousands of posts annually):
  - Facebook: <https://www.facebook.com/stateofctjobs/> (3,000 followers)
  - LinkedIn: <https://www.linkedin.com/company/stateofconnecticut/> (13,876 followers) LinkedIn job apply clicks have increased 100% year over year and total followers on LinkedIn have grown almost 800% over the past year
  - Twitter: <https://twitter.com/ctstatejobs> (1,322 followers - 20-25 tweets per month)
  - Instagram: <https://www.instagram.com/ctstatejobs/> (1,177 followers - 1,021 posts)
  - Pinterest: <https://www.pinterest.com/StateOfCTJobs/> (41 followers)
  - YouTube: <https://www.youtube.com/channel/UCGjJOsAJotztnKyusSwnXeQ> (354 followers)
  - Indeed: <https://indeed.com/cmp/State-of-Connecticut/reviews>
  - Glassdoor: [www.glassdoor.com/Reviews/State-of-Connecticut-Reviews-E336976.htm](http://www.glassdoor.com/Reviews/State-of-Connecticut-Reviews-E336976.htm)
  - Google Careers: [www.google.com](http://www.google.com)
- Attended the following job fairs:
  - September 7, 2021: Veterans & Diversity - Hiring Expo Dillon Stadium Hartford
  - September 24, 2021: Western New England University STEM
  - September 28, 2021: University of Connecticut
  - September 29, 2021: Fairfield University
  - October 7, 2021: Western Connecticut State University
  - October 12, 2021: Central Connecticut State University
  - October 19, 2021: Post University
  - November 3 & 4, 2021: Connecticut League for Nursing
  - November 16 & 18, 2021: Goodwin University
  - November 29, 2021: Women Hack Information Technology
  - January 26, 2022: CT SHRM

- February 1, 2022: University of Connecticut Internship/Co-op
- February 8, 2022: Central Connecticut State University All Majors
- February 23, 2022: Fairfield University
- February 24, 2022: Central Connecticut State University - Engineering, Manufacturing & Construction Management
- March 1, 2022: University of Connecticut Careers for the Common Good
- March 3, 2022: Quinnipiac School of Business and Engineering
- March 15, 2022: Bridgeport University College of Health Sciences & College of Business, Engineering and Education
- March 23, 2022: Eastern Connecticut State University
- March 29, 2022: University of Connecticut
- March 30, 2022: Albertus Magnus College
- March 30, 2022: University of Connecticut virtual
- April 5, 2022: Post University
- April 5, 2022: Central Connecticut State University
- April 20, 2022: Connecticut State University System Consortium
- June 21, 2022: Middlesex County
- Other Outreach:
  - High School Guidance offices: 34 high schools in Connecticut agreed to post State of Connecticut jobs and engage in future partnerships with Talent Solutions.
  - New Haven Works: Talent Solutions has partnered with New Haven Works to attract residents of New Haven to State of Connecticut jobs. Whenever a New Haven resident applies to a State job, career counselors at New Haven Works screen the application and forward their name and the recruitment number of the position they applied to. Talent Solutions staff communicates back to the New Haven Works recruiter with applicant status and career advice.
  - Connecticut Department of Consumer Protection Licensing database: Talent Solutions staff utilize the database and contact licensed professionals such as Elevator Inspectors, Architects and Professional Engineers.
  - CT Libraries: 17 libraries within Connecticut agreed to post State of Connecticut jobs and engage in future partnerships with Talent Solutions.
- Worked in daily partnership with the Office of Policy and Management/Office of Labor Relations to facilitate the implementation of SEBAC 2022 and Item 2867-E across all Executive Branch agencies.
- Created over 150 pay plans for 2021 and 2022 as a result of SEBAC 2022 and Item 2867-E.
- Created and implemented the VPR (Vacant Position Request) system in UKG for all in-scope agencies to submit requests through a consistent and uniform system (4,500 position requests from all in-scope agencies since 1/12/22).
- Core-CT centrally mass-processed approximately 39,000 employment record updates upon agency request allowing HR staff more time to focus on more critical, agency-focused HR tasks.
- Analyzed and communicated approximately 7,300 medical leaves (approx. 608/month)
- Analyzed and communicated over 1,085 military leaves (approx. 90/month)
- Analyzed and processed 1,970 retirements from 7/1/21 through 6/30/21 (approx. 205/month)
- Processed over 3840 workers' compensation claims.
- Revision to the Workers' Compensation Manual addressing policy and procedure statewide.
- Transitioned to UKG for WC file documentation and staffing vacancies.
- Completed fiscal year end under new budget structure that consolidated executive branch workers' compensation appropriations under DAS Statewide WC.
- Initial claim packet for injured employee has been revised and standardized among centralized pods.
- Conducted virtual workers' compensation file reviews. Tracking performance measures and rating system for third-party administrator relative to deliverables.



- Promoted injury prevention by safety consultations for agencies through facility walk-throughs and loss control initiatives, instituted new safety committees at several agencies and conducted ergonomic job hazard analysis at DMV facility.
- Provided quarterly workers' compensation data and injury reports for budgeted agencies.
- Provided oversight of the workers' compensation Third-Party Administrator (TPA) to ensure contract compliance.

### ***DAS Master Insurance Program***

#### **Public Service**

The Workers' Compensation unit administers the Master Insurance Program which offers all housing authorities across Connecticut the opportunity to obtain required insurance coverage through a sole source. Because housing authorities have similar assets and risks, they have the strength of a much larger entity when they are grouped together. As a single provider, DAS can offer higher limits of liability coverage at lower premium rates. All costs incurred by each housing authority directly affect its tenants; therefore, keeping insurance costs to a minimum helps reduce rental fees.

### ***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 **2022: 49,468**

*This total includes the Board of Regents of Higher Education, the University of Connecticut, the University of Connecticut Health Center, the legislative branch, the judicial branch and quasi-public agencies.*

- **2022** Number of employees in executive branch state agencies only: **29,278**
  - Full-time: **27,517**
  - Part-time: **1,761**

### ***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.

<b>Agency</b>	<b># Of Agreements Approved</b>
Department of Aging and Disability Services	337
Commission on Human Rights and Opportunities	66
CT State Library	87
Department of Agriculture	66
Department of Administrative Services	572
Department of Children and Families	1499
Department of Banking	139

Department of Corrections	131
Department of Consumer Protection	320
Department of Housing	53
Department of Insurance	186
Department of Labor	754
Department of Transportation	1213
Department of Revenue Services	459
Department of Economic and Community Development	169
State Elections Enforcement Commission	27
Office of State Ethics	14
Freedom of Information Commission	9
Office of Healthcare Advocate	17
Military Department	32
Office of the Attorney General	249
Office of Early Childhood*	N/A
Office of Gov Accountability	12
Office of Higher Education	17
Office of Policy and Management	139
State Department of Education*	N/A
Teacher's Retirement Board	30
Worker's Comp Commission	116

\*SDE and OEC did not come into DAS Smart purview until mid-2022. Therefore, DAS has no record of requests.

## **BUSINESS OFFICE**

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

### ***Fiscal Services***

### **Public Service**

The Business Office provides budget development and management, revenue accounting for DAS/Collections, purchasing, accounts payable, accounts receivable, payroll, grant administration, accounting, asset management, budget, revenue accounting for DAS/Collections, Print, Mail & Courier, development of small business set-aside goals, statewide telecommunication payments, p-card coordinator, travel administration and overall administrative services. These services are provided for DAS and several other agencies:

- Office of the Governor
- Office of the Lieutenant Governor
- Connecticut State Library
- Department of Agriculture
- Department of Consumer Protection
- Department of Economic and Community Development (*payroll only*)
- Department of Housing (*payroll only*)
- Teacher's Retirement Board (*payroll only*)
- Department of Banking (*payroll only*)
- Office of Governmental Accountability (which consists of 6 independent units)
- Paid Family and Medical Leave Insurance Authority (*payroll only*)

## **Improvements/Achievement 2021-2022**

- Managed funds in excess of \$1 billion including grants, state revenue, school construction projects, state bond projects, general fund, and specialized accounts. The Business Office continues to seek ways to collaborate and standardize processes whenever possible, to take advantage of economies of scale, and to promote efficiencies and cost-effectiveness. Increased attention has been concentrated on preparing the Division for the anticipated retirement wave. The strategy has been to focus the efforts on process improvements, streamlining workflows, cross-training, and succession planning, to provide some vision for processes in the future.
- Provided collaboration, fiscal support, and policy direction to all divisions of DAS and several other agencies. We have expanded our outreach to increase visibility and continue the efforts to market our user-friendly approach to our agencies and agency heads. We have made great strides in providing more of a comfort level to our agency contacts, so they know we are there to support their agency goals, missions, and objectives. These efforts will continue. We also continue to strive to provide excellent service and financial support to all sections, by communicating our desire to do the best we can to provide effective guidance, so they achieve success. This office was and continues to be, a critical cog in the state's response to the coronavirus pandemic. We assisted with purchasing testing kits and purchasing personal protective equipment (PPE) for the State of Connecticut.
- Continued ongoing fiscal strategy that allowed the office to devote limited resources to key functions within the agency.
- Continued the efforts in our visibility to be a central hub for the state of Connecticut to assist with the collaboration, coordination, and working with agency fiscal offices to support the Governor's initiatives for Information Technology Optimization, Digital Government, and various coordinated, information technology-related purchases and licenses.

### ***Print, Mail, and Courier Services***

#### **Public Service**

Central Printing provides printing services on a charge-back basis at greatly reduced rates, as compared to commercial printing. Annual revenues normally range between \$300,000-\$400,000 but as with most entities, these numbers have been impacted due to COVID-19. Besides printing the unit also provides graphic design services for the offices of the Governor, Lt. Governor, and multiple other executive branch agencies and quasi-public agencies. Mail and Courier operate as a free service to all state agencies, correctional facilities, colleges, courts, and court offices. Couriers deliver interoffice mail via multiple routes statewide and mail handlers sort and stamp all first class, presort, and certified mail for state agencies. Agencies save money and time by utilizing these central services, which include Fed/Ex/Certified/USPS and interoffice services.

## **Improvements/Achievements 2021-2022**

- As Covid continued into FY2022, Central Mail and Courier services began to provide services daily again and worked closely with all customers to ensure mail was picked up and delivered regularly, although most agency employees were still working remotely.
- DAS & DEEP mailrooms are currently co-operating out of 79 Elm Street, where they currently share many resources, saving the state money. DAS Mail has also taken on the metering services for two (2) DCF central locations and is in the process of taking on all remaining 12 DCF locations. This saves the state on meter rentals, supplies, and staff. DAS Mail will be working towards providing metering services for all nine (9) Workers Comp Commission locations for even greater cost savings to the state.
- Although DAS Central Printing continued to be a central source for all printing needs for agencies, printing reduced some since COVID as agencies were forced to rely on electronic communications and publications, per executive orders. Print staff is still assisting the Mail and Courier operations as needed.

## *Collection Services Division*

### **Public Service**

The Collection Services Division recovers money owed the state in public assistance cases and charges for support of persons cared for or treated in state humane institutions and provides billing and collection services for state agencies. Given the challenges brought forth by the COVID-19 pandemic, the Collections Division continued to deliver high recovery rates for the State of Connecticut.

### **Improvements/Achievement 2021-2022**

- Continued to process \$1.5 billion in paid claims. This was accomplished through continued strong partnerships with our business partners within the State of Connecticut and eliminating manual processes wherever possible by replacing those processes with effective use of technology.
- Large estate recovery (Probate), Legal Rep (Small Estate), and the Accident/Lien Units recovered approximately \$60 million combined. This was accomplished through cooperative efforts with the Connecticut Probate Administration and the Probate Courts within the State of Connecticut. Probate Administration is embarking on a new process that will enable DAS to receive Probate applications through the use of E-Filing. DAS anticipates that after the initial start of the process applications will be received in a shorter time and more accurately eliminating the need for manual services which we presently rely on.
- Small estate recovery (Legal Rep.) recovered over \$4 million which was accomplished by process changes and ongoing cooperation with the Connecticut Probate Courts. Small estate recovery will also benefit from the new E-Filing application process Probate Administration is undertaking.
- Through the use of technology DAS will be able to increase productivity ultimately increasing recovery amounts. This was accomplished mostly through manual processes. With the help of DAS Procurement and DAS BITS, Collections is in the process of updating its computer system which will greatly reduce any manual processes going forward and ultimately make our collections efforts more efficient and effective. Part of the upgrade consists of digitizing all physical case records, making them available remotely thus improving recovery efforts.
- The Billings Division works closely with our business partners within the State of Connecticut such as the Department of Developmental Services and the Department of Social Services. The challenge is focusing on the accuracy of billing, which the staff is continually monitoring, assessing, and making corrections. The focus on ongoing billing accuracy is a priority within the Billings Division. We are currently in the process of updating to a cloud-based version of Avatar, called My Avatar NX, which will improve processes by eliminating customizations that will improve repairs in an effort to minimize downtime and increase recovery.

## **REAL ESTATE AND CONSTRUCTION SERVICES**

The Real Estate and Construction Services area consists of the following: Fleet Operations, Leasing and Property Transfer, Legal Affairs, Policy and Procurement, Project Management, Property and Facilities Management, Regulatory Compliance and School Construction Grants and Review.

## *Fleet Operations Division*

### **Public Service**

Fleet Operations serves over 90 state agencies and departments by providing them with safe, adequate transportation for business purposes at the lowest cost to the state. On average, there are 3,500 light-duty fleet vehicles in operation logging more than 30 million miles a year. Fleet Operations operates four inter-agency motor pools, three maintenance and repair garages, and an administration office to provide complete vehicle services via a professional staff of just 38.

### **Improvements/Achievement 2021-2022**

- Successfully completed an extensive business case outlining the benefits of adding an automatic vehicle locator program (aka telematics, GPS) to each of the fleets 3500 vehicles. Implementation began in January of 2021 with an average install rate of 100 devices per week into fleet vehicles. Current installation completion percentage stands at 95%.
- Continued to maintain and provide uninterrupted light-duty services during the entire COVID19 Pandemic while including vehicle sanitizations.
- Successfully implementing a FORD In-House Warranty repair program on fleet vehicles and realizing approximately \$17,000 in reimbursements for warranty repairs. The warranty program significantly reduces the operational costs of delivering vehicles to the dealer for warranty repairs that can be performed in-house, while being further reimbursed from FORD for technician labor.
- In reference to the above, we have progressed substantially with discussions to have In-House Warranty repairs performed on GM vehicles as well.
- Fleet Operations was able to supply agency seasonal programs with hundreds of vehicles while traversing the vehicle and materials supply chain issues promulgated by COVID19, computer chip shortages, and the War in the Ukraine. Vehicle supplies and government concessions have been at an all time low with no let up for visible for the next few years.

#### Governing Statutes, Policy, and Executive Orders

- CT General Statutes Sec. 4a-4 Control of State Property and Equipment – (abbreviated) maintaining proper control of state vehicles and establishing inventory records and discover unused and improperly used or neglected equipment and shall authorize the transfer, use or disposal of such equipment.
- CT General Statutes Sec. 4a-5a State agency uses of services provided by the Department of Administrative Services – (Abbreviated) Each state agency, except (1) the agencies within the Legislative Department, (2) the Judicial Department, and (3) the constituent units of the state system of higher education, shall use the services of the Department of Administrative Services if the Department of Administrative Services can provide the goods or services at the lowest cost to the state.
- CT General Statutes Sec. 4a-56 Purchasing Standards and Specifications – (Abbreviated) develop standards and specifications for the purchase of motor vehicles
- CT General Statutes Sec. 4a-67d. Purchase of cars, light duty trucks and buses. - specifies that State light-duty fleet vehicles must be 50% battery electric vehicles by January 1 2026, 75% by January 1 2028, and 100% by January 1 2030.
- DAS General Letter No. 115 - governs the use of state-owned vehicles within the Executive Branch of state government.

#### *Leasing and Property Transfer*

### **Public Service**

The Statewide Leasing and Property Transfer Division's portfolio consists of approximately 1,801,737 square feet of office/courthouse/storage space for 50 state agencies, a negligible increase (less than .7%) from 2021 fiscal year. There are 128 leases and 75 additional lease-outs/license/MOUs for a total of 203 agreements. In addition, the department also acquires and disposes of real estate for the same state agencies.

## **Improvements/Achievements 2021-2022**

- Obtained multi-year savings, cost avoidance, and rental revenue of **\$6.22m for the 2022** fiscal year (cumulative total since 2011 exceeds \$100,000,000) by re-negotiating renewal rates, obtaining credits for the waiver of paint and carpet, canceling leases and reducing real estate taxes. Included in the number above, the division, leased-out state-owned space not currently needed by state agencies (**\$429,685** for FY 2022). In support of its client agencies the team completed 36 transactions related to leases, conveyances, acquisitions, lease-outs and memorandums of understandings.

The Division implemented cost-efficient, customer-focused initiatives and worked on many unique projects, one of kind transactions throughout the year providing its expertise to other agencies in a continuing effort to provide a high level of customer service to the agencies it serves:

- COVID -19 Activities (under Executive Order 7 (j)):
  - Hotel Agreements: Hotel rooms for the homeless shelter decompression effort (relocating the homeless out of shelters), the Statewide Leasing & Property Transfer team-maintained a contract for 75 rooms hotel rooms that continued in fiscal 2022.
  - The Homeless Coordinated Access Networks (CANS) across the state held a virtual tribute event on March 31, 2022, to honor the Departments of Administrative Services and Housing, and other key stakeholders in the Covid-19 response and recovery efforts over the past two years. David Rich, President & CEO, recognized DAS' Statewide Leasing and Property Transfer Staff, DAS Business office and OPM staff "for its extraordinary leadership in negotiating and maintaining contracts with hotels throughout the state to house the homeless during the pandemic and the incredible partnership that you all have provided to the CANS during these first two years of the pandemic"
- Savings of \$152,000 by reviewing tax invoices from lessors.
- The RFP issued in 2021 for the sale of 18-20 and 30 Trinity Street properties with proposals due July 9, 2022, resulted in a preferred buyer, currently under contract in the State's approval process.
- The RFP issued in late June of 2021 for the sale of 129 Lafayette Circle, Hartford resulted in multiple offers currently under review.
- The purchase of the CDECCA power plant which services 14 state- and privately-owned buildings in the Capitol Ave area of Hartford - Negotiated terms and conditions (original asking price was \$11.0m, final price \$7.1M) and contract signed and fully approved. Closing expected 9/30/2022. Will ultimately save the state money.
- Relocated agencies from poorly kept buildings in Middletown (WCC) and Meriden (DCF) to newly renovated facilities enabling both agencies to better fulfil their missions.

### ***Legal Affairs, Policy and Procurement (OLAPP)***

For the Fiscal Year 2021/2022, the Office of Legal Affairs, Policy and Procurement (OLAPP) continued to provide the legal, procurement and support services to the other units within the Division of Real Estate and Construction Services in a manner consistent with past years' performances. OLAPP managed during this time to implement improvements to its policies, processes and contracts.

DAS Project Support Services (PSS) manages the intake, processing, and tracking of all capital building construction project requests for Construction Services. For small construction projects (under \$350,000), an agency may submit a request to either use a pre-approved trade labor service contractor, or to proceed with work that is to be publicly bid. For larger construction projects, an agency may submit

a request for a capital building construction project to either be self-administered by the agency in accordance with CGS 4b-52 (a) or, if unable to self-administer, then DAS CS will administer the project on behalf of the agency.

In FY 2022, the volume of project requests initiated and/or revised through DAS PSS is as follows:

<b>Type of Project Initiated</b>	<b>Total Number Initiated</b>	<b>Total Value Projects Initiated</b>
State Trade Labor Contract	66	\$3,859,817
Public Bid by Agency	7	\$492,700
DAS/CS Administered Projects	34	\$109,597,223
Agency Administered Projects	58	\$41,922,142
<b>Total Projects Initiated</b>	<b>165</b>	<b>\$155,871,882</b>

DAS PSS administers the assignment process for an on-call consultant for capital building construction projects and assists in drafting and executing task letters for services to be provided by said on-call consultant.

In FY 2022, the volume of task letters executed by DAS PSS is as follows:

<b>Project Administration</b>	<b>Total Task Letters</b>	<b>Total Task Letter Value</b>
DAS/CS Administered Project	40	\$2,542,355
Agency Administered Project	46	\$2,438,355
<b>Total Task Letter</b>	<b>86</b>	<b>\$4,980,710</b>

DAS PSS manages the processing of all construction contract agreements for DAS Construction Services.

In FY 2022, the volume of contracts executed through DAS PSS is as follows:

<b>Agreement Type</b>	<b>Number Executed</b>	<b>Total Value of Executed Agreements</b>
Contracts	45	\$62,650,541
Amendments	20	\$1,458,811
Guaranteed Maximum Price Amendment	1	\$20,954,004
Work Authorization Order	0	\$0
Assignment & Assumption	1	\$0
<b>Total Executed Agreements</b>	<b>50</b>	<b>\$85,063,356</b>

DAS PSS also manages the intake and processing of requests for declaration of emergency. Pursuant to CGS 4b-52 (c) the Commissioner of Administrative Services may act upon the request of a state agency and declare that an emergency condition exists at any State facility. An emergency declaration authorizes an agency to restore facilities under their control and management without inviting bids as required under CGS 4b-52 (b). To be

considered for an emergency declaration, it is incumbent upon the agency to demonstrate that the condition adversely affects public safety or the proper conduct of essential government operations and that the condition is of such an emergency nature that an exception to CGS 4b-52 (b) is required.

In FY 2022, the volume of requests for declaration of emergency that were processed through DAS PSS is as follows:

Type of Project Initiated	Total Number of Requests for Declaration of Emergency	Total Value of Requests for Declaration of Emergency
Declaration of Emergency	2	\$1,551,949
<b>Total Requests for Declaration of Emergency</b>	<b>2</b>	<b>\$1,551,949</b>

In coordination with DAS Project Management and DAS Technical Services, DAS Project Support Services took over the process management of the Statewide Hazardous Abatement Program in May 2022. As a result, DAS PSS updated and reinstated Form 1165 – Request for Hazardous Materials Assistance, developed instructions for participation in the Statewide Hazardous Abatement Program, developed a workflow for the Hazardous Abatement Program process; began conducting the intake and processing of HazMat Program applications, and in coordination with DAS Design and Technical Services, assigning Consultants/Contractors to perform the work; and developed a HazMat Program Tracking sheet to track application submissions, the approval process for those submissions and the payment of invoices for work performed in FY 2022. Going forward this process will be managed by DAS Design and Technical Services with the hiring of a new Environmental Analyst to oversee the program.

In FY 2022, the volume of projects for which invoices were processed through the Hazardous Abatement Program is as follows:

Type of Project Initiated	Total Number of HazMat Program Projects Processed	Total Value of HazMat Program Projects Processed
Hazardous Abatement Program	159	\$6,544,919
<b>Total HazMat Program Projects</b>	<b>159</b>	<b>\$6,544,919</b>

In coordination with DAS Project Management and DAS Technical Services, DAS Project Support Services took over the process management for the Capital Expenditures Program (CapEx). As a result, DAS PSS developed Form 1100 – Agency Annual Capital Expenditures Request for agency’s to input their CapEx data; developed a policy statement for the CapEx, which requires that each agency prepare a Capital Expenditures Program Plan that covers a period of at least two years, is updated on an annual basis, and is subject to review and approval by the Commissioner of DAS or designee and the Secretary of OPM; and developed instructions for the CapEx, which includes a summary of the policy statement, a layout of the schedule for the annual submission of the CapEx, instructions for completing Form 1100 and a summary of the process for approval of each agency’s CapEx submission.

In FY 2022, the volume of projects submitted for approval by each client agency as part of their CapEx submission for FY 2023/FY 2024 is as follows:



<b>Client Agency</b>	<b>Total Projects</b>	<b>Total Project Cost</b>	<b>FY23 Request</b>	<b>FY24 Request</b>
Agricultural Experiment Station	3	\$19,022,564	\$17,922,564	\$100,000
Connecticut State Colleges & Universities	14	\$196,092,064	\$32,386,905	\$0
CT Technical Education & Career System	26	\$694,093,196	\$228,439,134	\$21,909,500
CT Military Department	9	\$18,006,724	\$2,070,000	\$1,240,000
DAS Facilities Management	149	\$151,945,250	\$28,234,450	\$61,960,000
Department of Children & Families	8	\$1,927,500	\$1,152,500	\$775,000
Department of Development Services	52	\$12,343,900	\$7,498,900	\$4,745,000
Department of Energy & Environmental Protection	58	\$158,115,000	\$26,265,000	\$52,000,000
Department of Emergency Services & Public Protection	39	\$60,760,165	\$17,499,000	\$16,632,500
Department of Mental Health & Addiction Services	13	\$43,291,794	\$13,860,957	\$29,220,000
Department of Motor Vehicles	3	\$1,600,000	\$1,600,000	\$0
Department of Agriculture	5	\$2,653,500	\$2,133,500	\$520,000
Department of Corrections	50	\$162,447,000	\$131,348,251	\$27,102,250
Department of Labor	4	\$1,450,000	\$1,450,000	\$0
Department of Veterans Affairs	10	\$27,983,400	\$7,952,738	\$500,000
Office of the Chief Medical Examiner	1	\$23,545,000	\$0	\$21,045,000
CT State Library	2	\$10,938,978	\$724,978	\$50,000
<b>Grand Total</b>	<b>446</b>	<b>\$1,586,216,035</b>	<b>\$520,538,877</b>	<b>\$237,799,250</b>

The Policy and Procurement unit (P&P) within OLAPP is responsible for all consultant and construction procurement for DAS capital projects. This responsibility extends to developing and managing the processes and forms utilized for each project delivery method, as well as for all consultant solicitations.

**The Major Construction Projects advertised on CTsource by P&P during the past fiscal year include:**

**BI-2B-472** FlexLab Renovations, DPH Lab - Rocky Hill, CT

**BI-2B-346-B** Energy Upgrades, DOC Central Office, 24/38 Wolcott Hill Rd., Wethersfield, CT

**BI-2B-418** Parking Garage Fire Protection Updates, 50-55 Farmington Ave, Hartford, CT

**BI-2B-419** HVAC System Updates & Efficiency Improvements, 50-55 Farmington Ave, Hartford, CT

**BI-CTC-565** Renovations and Improvements to "B" Wing, Norwalk CC, 188 Richards Ave, Norwalk, CT

**BI-JA-467** Water Storage Tank, Enfield Correctional Institution, Enfield, CT

**BI-MH-113** Sprinkler, Ceiling and Light Replacement, Connecticut Mental Health Center (CMHC), New Haven, CT

**BI-MH-140** Phase III Emergency Steam Pipe, Connecticut Valley Hospital (CVH), Eastern Drive, Middletown, CT

**BI-P-093** Greenhouses Renovations / Replacement, Connecticut Agricultural Experiment Station (CAES) Jenkins-Waggoner, 123 Huntington Ave., New Haven, CT  
**BI-Q-691** New Readiness Center, Connecticut Army National Guard (CTARNG), Putnam, CT  
**BI-RC-393** Kaiser Hall & Kaiser Hall Annex - Renovation & Expansion, Central Connecticut State University (CCSU), New Britain, CT  
**BI-RC-410** Charter Oak State College Relocation to CCSU, Central Connecticut State University (CCSU), 185 Main St, New Britain, CT  
**BI-RT-878D** Abatement & Demolition of Old School , Platt Technical High School, 600 Orange Avenue, Milford, CT  
**BI-SS-119** Roadway Improvements, State Record Center & Library for the Blind and Physically Handicapped, 198 West Street, Rocky Hill, CT  
**BI-T-611** Energy & Water Supply System Operating Improvement, Quinebaug Valley State Fish Hatchery, Plainfield, CT  
**BI-T-615** New West District Headquarters, Black Rock State Park, Watertown, CT  
**BI-T-618** HVAC Upgrade, Dinosaur State Park, 400 West Street, Rocky Hill, CT  
**CF-RD-308** Newbury Hall, Western Connecticut State University (WCSU), Danbury, CT

The Requests for Qualifications and Requests for Proposals for Consultant Services, On-Call Services, and Construction Manager at Risk Services advertised on CTsource by P&P during the past fiscal year include:

BI-2B-483-ARC OCME Expansion & Renovation (Office of the Chief Medical Examiner) Farmington, CT  
 BI-JA-485-CMR Exterior Door and Window replacement Osborn Correctional Facility, Somers, CT  
 BI-JA-496-ARC Cheshire Complex Heating and Cooling System Upgrades, Cheshire, CT  
 BI-N-357-ARC Reconstruction State Police Firing Range, Simsbury, CT  
 BI-RC-406-CMR Elihu Burritt Library Renovations and Addition (Library Annex) CCSU, New Britain, CT  
 CF-RD-317- CMR Pinney Residence Hall Envelope Repairs and Building Upgrades, Danbury, CT  
 CF-RD-317- CA Pinney Residence Hall Envelope Repairs and Building Upgrades, Danbury, CT  
 CF-RS-366-ARC-2 Chase Hall Renovation, SCSU New Haven, CT  
 OC-DCS-AUD-0022-0024 On-Call Construction Claims Auditor Services  
 OC-DCS-CA-0038-0044 On-Call Construction Administration Services  
 OC-DCS-CAM-0012-0016 On-Call Construction Administration Consultant (CAM) – Minor Capital Projects  
 OC-DCS-Cx-0011-0015 On-Call Building and Envelope Commissioning Consultant Services  
 OC-DCS-ENGY-0029-0032 On-Call Energy Consultant Services  
 OC-DCS-EST- 0001-0003 On-Call Construction Cost Estimator Services  
 OC-DCS-MDE-0047-0051 On-Call Multi-Disciplined Engineering Consultant  
 OC-DCS-MEP-0051-0055 On-Call Mechanical, Electrical & Plumbing Engineering Consultant  
 OC-DCS-VEH-0029-0031 On-Call Vehicular Parking Consultant

Besides conducting the solicitations mentioned above, P&P implemented major updates and improvements to its policies, procedures and forms during the past fiscal year:

**Executive Order No. 13G Implementation:** In accordance with Executive Order No. 13G (“EO 13G”): “COVID-19 Vaccination Status - Contractor Compliance Requirements”, P&P identified contract workers performing services on or in state property who would be required to provide the vaccination status of its employees and determined their compliance with EO 13G. As part of determining contractor compliance with EO 13G, P&P provided guidance to the contractor’s for completing the “Contractor’s Declaration Attestation” form on CTsource as well as monthly reminders (or notices of non-compliance) to complete the attestation form. In addition, P&P provided instructions and forms for contractors to (1) maintain COVID-19 vaccination and testing documentation for Subcontractors and Contract Workers; (2) verify the “Contractor’s Declaration Attestation” Form for Subcontractors; and (3) aggregate their Subcontractors’ and Contract Workers’ vaccination status on a monthly basis. Subsequently, P&P updated all documents for On-Call Consultant Request for Qualifications (RFQs), Consultant RFQs, Construction Bidding Documents, and

Construction Manager at-Risk (CMR) RFQs and Request for Proposals (RFPs) with respect to EO 13G, including the creation of a new “Infection Control Notice” for projects subject to EO 13G.

**E-Builder Construction Software Implementation:** The Division of Real Estate and Construction Services has contracted with, and is in the process of customizing and implementing, e-Builder Enterprise™ (“e-Builder”), a cloud-based, construction Program Management Information Solution (PMIS) for capital construction projects. As part of the customization and implementation of e-Builder, OLAPP was requested to provide regulatory oversight, process design services, reporting recommendations, and testing support for project initiation, consultant contracting, on-call consultant contracting, and construction contractor contracting for its capital construction projects.

**Construction Contractor Post-Bid Process Improvements:** As part of the new “e-Builder” software implementation for the department, P&P designed the Construction Post-Bidding Module, including all process details, layouts, and workflow from the closing of the construction bid on CTsource to the approval of the construction contract. In order to create this module, P&P reviewed and analyzed all steps of the Construction Post-Bid processes, procedures, and documents, and as a result, created and implemented significant improvements to the Construction Post-Bid processes, procedures, and documents, providing a more simplified and effective method of construction contracting.

The Legal Affairs unit was responsible for assisting P&P with the solicitations, preparing and reviewing the contracts mentioned above, and assuring contract approval by the State Properties Review Board and the Office of the Attorney General. Staff provided legal services and advice to other offices or units within the Division, including Project Management, the Office of the State Building Inspector, Office of the State Fire Marshal, the Office of School Construction Grants and Review, the Capital Area System unit, and Facilities Management on a variety of matters. Such services included advising project managers on issues arising during construction, managing claims, preparing easements in connection with capital projects, drafting decisions involving building code appeals to the Codes and Standards Committee, developing Memorandums of Understanding with other state agencies, advising on proposed legislation, and performing legal research on the contract issues.

### *Project Management*

## **Public Service**

### **Construction Service**

Project Management Unit within the Real Estate and Construction Services (RECS) oversees the design and construction of State facilities in accordance with 4b-51 C.G.S. Its responsibilities include:

- Coordinate the development of state facility contracting and construction policies.
- Coordination of project initiation, scope, and cost development with state agencies.
- Management of project finances.
- Management of project schedules.
- Selection of project consultants including architects, professional engineers, landscape architects, accountants, interior designers, environmental professionals, and construction administrators.
- Quality control management of the design and bidding material.

- Oversee public bidding and procurement of construction contracts through general contractor or construction manager at risk delivery methods.
- Directly oversee the construction, renovation, and repair of state facilities through professional project management staff.
- Managed processes for capital building construction project requests, the selection process for on-call consultants, task letters and emergency projects.

Project Management is supported by the Office of Legal Affairs, Policy and Procurement (OLAPP) and Technical Services, which provides legal services, develops and administers the competitive procurement policies and procedures.

### **Improvements/Achievements 2021- 2022**

Manages a project portfolio of over \$1.5 billion. \$120,600,000.00 in professional services and construction contracts were executed during this reporting period.

Major projects that finished construction include:

- BI-JA-465: York CI Central Plant and Piping Distribution System
- BI-CRE-001: CREC -- Ana Grace Academy of the Arts
- BI-RC-395: New Engineering Building at CCSU
- BI-RC-402: New Parking Garage at CCSU
- BI-RR-28: Prudence Crandall Museum Historic Renovation
- BI-N-355: DESPP Troop L (Litchfield) USAT Removal & Replacement
- BI-RT-877A: Ella Grasso Technical High School Athletic Fields
- BI-MM-53 Norwalk DMV Roof and HVAC

Major projects that are in construction include:

- BI-RT-878: Platt Regional Technical High School
- BI-RS-329: CSCU, Health and Human Services Academic Building at SCSU
- BI-MH-121: Greater Bridgeport Mental Health Center Garage Renovation
- BI-JD-364: Bridgeport Superior Court Building Roof Replacement
- BI-MH-140: Connecticut Valley Hospital Steam Line Replacement Phase 3
- BI-MH-345: DESPP Headquarters Re-Roofing
- BI-RS-337: CSCU, Business School Instructional Facility at SCSU
- CF-RD-303: CSCU, Berkshire Hall Food Service Dining Facilities at WCSU

DAS RECS Project Management is using construction manager at risk (“CMR”) project delivery methods to a greater extent than previously as a process improvement measure for better collaboration and on-time delivery of facilities. Post COVID-19 Pandemic supply chain disruptions have caused significant delays in numerous categories of construction material and equipment. A consequence of these disruptions is rapid increase in costs and delivery time durations of critical material. CMR project delivery provides a greater degree of flexibility for state facility projects to navigate these variables over the traditional General Contractor contract method.

DAS Project Management staff continue to successfully work a hybrid telework schedule at the office, construction jobsites and remote office. This work strategy reduces carbon emissions through less commute mileage while maintaining productivity.

Project Management began the replacement of its project management software system with a newer, more efficient system. The system planning phase is anticipated to conclude in July 2022 with design, testing planned for the remainder of 2022 and a roll out and department wide utilization in the first quarter of 2023.

## Public Service

The Division of Property and Facilities Management administers the operations, maintenance, and security of state-owned buildings. State buildings are located throughout the Hartford area and major cities in the state including Meriden, Mystic, Norwich, and Waterbury. The Division is responsible for the long-term management of these assets including the physical integrity of the property, operating expenditures, environmental conditions, preventative maintenance program as well as implementing capital improvements, administration of contracts for property management firms, service contracts, design consultants and security services.

**The Facilities Operation Unit** manages approximately 6 million square feet of state-owned floor space in occupied and vacant state buildings. The building portfolio includes active office buildings, occupied campus facilities, laboratories, parking lots, the Connecticut Building at Eastern States Exposition and surplus property. The unit provides a safe and efficient work environment for approximately 9,000 state employees from various agencies who occupy these facilities. Property management is provided by in-house staff and contracted property management firms.

**The Capitol Area System “CAS” Management Unit** operates the 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.

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

**The Governor’s Residence Unit** is charged with the maintenance and care of this 110-year-old building that is on the register of historic places. The unit is responsible for coordinating and overseeing public tours and weekly public use of the Residence by nonprofit organizations.

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

**The Technical Services Unit** develops and maintains a three-to-five-year capital improvement plan, ensures ADA compliance, life, and safety as well as environmental compliance. The unit is responsible for inspections and provides project management services for minor construction projects and repairs. The unit collaborates with various state agencies on planning, design and construction for minor office reconfigurations or relocations. The unit is staffed with a variety of design and construction professionals to provide a wide range of services to DAS properties and clients.

## Improvements/Achievements 2021-2022

- The Planning division handled the successful move of several DCF offices from leased sites into new office space; facilitated the relocation of DAS Division of School Construction from 450 Cap Ave complex to 450 Columbus Blvd. Planned and executed the consolidation of Statewide HR from locations around the State to 450 Columbus, creating a collaborative and flexible work space for a hybrid work force; space to become model for future reconfigurations in order to shrink State footprint of real estate holdings.

- In the process of completing phase 3 of our energy improvement and lighting upgrade project, expanding into (6) of our larger area facilities. Estimated energy reductions are expected to save approximately \$500,000 annually.

### **Regulatory Compliance**

The Division of Regulatory Compliance, in the Real Estate and Construction Services Division, is made up of the offices of the State Building Inspector (OSBI), State Fire Marshal (OSFM) and Education & Data Management (OEDM). The highlights of the division’s FY22 activities follow.

**Code Development:** During the 2021-22 fiscal year (FY22), OSBI and OSFM continued the development of the next *Connecticut State Building Code* and *Connecticut State Fire Safety Code*, in conjunction with the Codes and Standards Committee and its Codes Amendment Subcommittee. OSFM also worked in conjunction with the Fire Prevention Code Advisory Committee in the development of the next *Connecticut State Fire Prevention Code*. The meeting activities of those committees in FY22 were:

<b>Code Development Meetings</b>	<b>#</b>
Codes and Standards Committee Meetings:	11
Codes Amendment Subcommittee Meetings:	12
Fire Prevention Code Advisory Committee Meetings:	6
Correspondence Received:	7

The draft codes were released for public comment between January 31, 2022, and March 17, 2022, and a public hearing was held on February 23, 2022. As of July 1, 2022, the codes were awaiting approval by the legislature to go into effect on October 1, 2022.

**Appeals:** The Codes and Standards Committee also hears appeals from parties aggrieved by the decision of a local or state building official or fire marshal. FY21 totals were:

<b>Appeals Received</b>	<b>#</b>
New appeals:	19

**Code Modifications:** The state building, fire safety and fire prevention codes allow for waivers of code requirements through what are known as requests for modification, and these are required to be reviewed by the Office of the State Building Inspector and the Office of the State Fire Marshal. The following modifications were processed in FY22:

<b>Code Modifications</b>	<b>OSBI</b>	<b>OSFM</b>
State Building Code:	1,020	0
State Fire Codes:	0	293
<b>Sub-Totals:</b>	<b>1020</b>	<b>293</b>
<b>Total Inspections:</b>	<b>1313</b>	

**State Buildings - Code Compliance:** OSBI and OSFM have responsibility for ensuring state buildings are built and maintained to the state building and fire codes, performing design reviews and inspections on new, altered and existing state buildings. The project intake, reviews and approvals for FY21 were:

<b>Construction Projects</b>	<b>#</b>
New Projects Received:	81

(Number of those that are "threshold")*	1
Permits Issued:	54
Certificates of Occupancy Issued:	12
Certificates of Approval Issued:	51

\*The “threshold” projects noted above are those of a larger or more complex nature, as defined by the criteria set out in Connecticut General Statute 29-276b.

These new construction projects in FY22 added to ongoing projects from previous fiscal years. The following inspections were performed in FY22:

<b>State Buildings – Inspections</b>	<b>OSBI</b>	<b>OSFM</b>
Existing Building Inspections:	0	1,155
Construction Inspections:	1,372	1,085
Sub-Totals:	<u>1,372</u>	<u>2,240</u>
<b>Total Inspections:</b>	<b><u>3,612</u></b>	

Some of the many projects of note are UConn’s new South Campus Residential Hall, UConn’s Science 1 building, UConn’s new Hockey Arena, Bullard Havens Technical High School, Platt Technical High School, Bradley Airport’s Ground Transportation Center, the new Stamford Railway Parking Garage, and the National Guard Readiness Center in Putnam.

**Remote Video Inspections:** The team continued its use of remote video inspections – first introduced in 2019 – resulting in significant ongoing savings in travel time and state vehicle use, while also providing much more responsive service to state construction projects.

**State Buildings – Record Keeping:** In the first and second quarters of FY23, OSBI and OSFM will go live with new permitting and inspections software, consolidating existing records held in BizNet and regular Microsoft Office documents. This project was commenced in FY22.

That new software (CivicGov) will be deployed across OSBI and OSFM and will manage the intake, processing, review, inspections and closeout of construction projects by the team. It is anticipated to be fully implemented by October 1, 2022.

**University of Connecticut Construction Oversight:** OSBI monitors the performance of the University of Connecticut’s Fire Marshal and Building Inspector’s Office (FMBIO), which reported the following activities in FY22:

<b>UConn Buildings</b>	<b>#</b>
Permits Issued:	225
Field Inspections Completed:	773
Certificates of Occupancy / Approval Issued:	146

**Boilers, Hot Water Heaters, Elevators, Escalators, etc.:** OSBI is also responsible for the certification and inspection of certain boilers and hot water heaters, as well as elevators, escalators, ski-lifts and other lifting devices, with the following key activities in FY22:

<b>Equipment Inspections and Certification</b>	<b>Boilers, Hot Water Heaters etc.</b>	<b>Elevators, Escalators etc.</b>
Equipment Inspected by State of CT Inspectors:	4,919	4,606

Equipment Inspected by Third Party Inspectors:	13,147	0
Sub-Totals:	<b>18,066</b>	<b>4,606</b>
Total Inspected:	22,672	
<b>Total By State Inspectors:</b>	<b>9,525</b>	

Total # of Registered Pieces of Equipment:	40,338	19,654
Total Fees Collected and Deposited (\$):	1,354,580	2,252,070
Number of Accidents Investigated:	1	20

The elevator and boiler teams are developing software solutions to provide customer portals that will enable the submission and recording of payments, and the issuance of invoices and certificates, to greatly reduce the manual processing currently required. The software is anticipated to go live in early 2023.

**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 FY22:

<b>Cranes and Demolition Licenses</b>	<b>#</b>
Crane Operator and Hoister Licenses (New):	148
Crane Operator and Hoister Licenses (Renewed):	524
Demolition Contractor Licenses (New):	149
Demolition Contractor Licenses (Renewed):	488

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

**Other Fire Safety Activities:** OSFM also administers the state’s *Fire-Safe Cigarettes* program and in FY22 processed 108 requests for approval.

**Code Officials Education:** The Office of Education and Data Management (OEDM) performs all credentialing responsibilities including training, testing and records maintenance for OSBI and OSFM.

OEDM licenses building code enforcement officials, certifies fire code officials and fire investigators, provides mandated continuing education training for code officials, and offers code-related instruction to individuals in the allied trade and design professions. OEDM tracks pre-accreditation training, credentialing criteria, and continuing education credits. In FY22, the following was accomplished:

<b>Code Officials Training &amp; Credentialing</b>	<b>#</b>
Preparatory Training Programs Attendees:	67
Continuing Education Webinar Attendees:	6,417
Continuing Education Webinars Held:	19
Credentialing Exams Administered:	251

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.

To support these training activities, the OEDM Learning Management System (LMS) went live on May 2, 2022. OEDM offered four webinars through the LMS in June, and the outside Credit application process has been popular. There is a learning curve on both sides of the LMS: our constituents are gradually getting used to the new system, and our staff is learning the LMS and devising workflows with the intent of providing efficient, accurate service.



**Data Management:** OEDM also managed the National Fire Incident Reporting System (NFIRS) for Connecticut’s 256 fire jurisdictions and maintained Burn Injury Report information for all Connecticut health care providers, and Hotel-Motel Fire Safety compliance documentation. The following reports were filed in FY22:

<b>Data Reports Filed</b>	<b>#</b>
NFIRS:	278,627
Burn Injury Reports:	146

FEMA introduced a new eNFIRS reporting system for fire incidents, and OEDM opted to implement the model where each fire jurisdiction enters its data directly into the federal database. This eliminated OEDM as the gatekeeper for reporting errors, yet still provided for the office to track jurisdictions that are delinquent in reporting and to access the national database for statistical reports. OEDM trained the local fire jurisdictions in the use of the new eNFIRS system. The management of this data was transferred to the Office of the State Fire Marshal effective July 1, 2022.

***School Construction Grants and Review***

**Public Service**

The Office of School Construction Grants and Review (OSCGR) is responsible for grant administration and design review for all public school construction projects seeking State School Construction Grant reimbursement, payment of vendors for CTECS projects, administration of the new school HVAC grant program and other related tasks.

**Improvements/Achievements 2021-2022**

- Made a total of \$315,993,678 in School Construction Grant fund payments, including both grants to school districts and vendor payments on CTECS projects.
  - Note: Since most Priority List projects take multiple years to complete, most of the current year payments are made for prior year funding authorizations.
  - Note: The total in payments included payments for the two special case CREC projects paid by Construction Services.
- Conducted approximately 225 plan review meetings for various local, regional and RESC projects, as well as for projects for Grasso Tech, Platt Tech and Bullard-Havens Tech.
- Continued to advance the office’s use of Office 365 and other online tools for document filing, process organization and reporting, and eliminated paper-based processes.
- Processed grant applications resulting in the Commissioner-recommended Priority List of school construction projects consisting of 9 new projects, with a maximum total project cost totaling \$537,684,828 with a maximum state grant amount of \$184,370,861.
- Processed approximately 42 Non-Priority List projects, consisting primarily of roof replacement and code projects.
- Continued development of a more efficient and simplified process for the design review of school construction projects.
- Began development of the new school construction HVAC program.
- Completed the School Facilities Survey required under state statutes and supported the department in completing and submitting the required statutory report.
- Provided clerk support for the School Building Projects Advisory Council.

# **Bureau of Information Technology Solutions (BITS)**

## **Public Service**

Under Chapter 61 of the Connecticut General Statutes, the Bureau of Information Technology Solutions (BITS), previously known as BEST, 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 2021-2022**

### **Overall**

Fiscal year 2021 marked a significant milestone as the planning efforts to consolidate technology resource in the state began to be put into operation. The investments in growing employee skills in both technical disciplines, customer service and management have created a more responsive technical capability within the state. A significant effort was placed on workforce development that generated measurable impact for this new team

Significant milestones include:

- Over 31,000 units of training taken by technology staff
- All managers and supervisors participated in a management development program
- Employees embraced the core behaviors of:
  - o One the Outcome
  - o Be one Team
  - o Make it Better

### **BITS – Application Services**

- o Improved Agency Websites to make information easier to find and use
  - DOL, DMV, DAS HR
  - COVID, Immunization & Vaccine Portals
  - DCP Cannabis & Gaming
  - SDE Certifications and EdSight
  - CHRO Affirmative Action and Hate Crimes
  - OHE Steam Program Awareness
  - DSS Heating & Utility Assistance
  - DSS Abortion Rights
  - OTG Social Equity Council
  - OHS Health Score
  - DECD Arts Portal
- o One Stop Service Development to lessen the burden of residents to understand where services are provided in the state. Reduced the need for individual agencies to duplicate efforts saving time and money.
  - Jobs
  - Health
  - Transportation
- o Introduced an Enterprise chatbot to guide and assist users and lower agency support costs. Deployed to:
  - Business (SOTS, DOL, DRS, DECD, DCP)
  - DPH (Covid, CTWiz)
  - DCP – Live Chat
  - SDE – Bureau of Certification
- o Improved how people engage with the State of Connecticut DAS State
  - Began a paper to digital forms initiative to increase accuracy and reduce manual data entry
  - Introduced Enterprise Accessibility improvements across web properties including a feedback tool for residents of all abilities.

- Explored and implemented translation services to improve state content availability across more languages prominent within the citizen base.
  - Created an Enterprise Search Engine Optimization (SEO) strategy to improve searchability of state content and services
- Made finding state services and information easier for residents
  - Created eligibility screeners and online tools to help residents understand what benefits may be right for them
    - OEC Care4Kids
    - HHS benefits screener
    - Jobs career exploration tool
    - DCP gaming self-exclusion tool
- Implemented a flexible Enterprise Design System to speed up website delivery and lower the burden of support

### **BITS - Digital Opportunities**

- Partnered on major agency application and service redesigns:
  - Secretary of State (Business Registry Service)
  - Department of Motor Vehicles (Digital Services)
  - CT Paid Leave (Digital Services)
  - Department of Economic and Community Development (Digital Services)
- Assisted in guiding agency digital modernization efforts
  - Office of Policy & Management (Data & Municipal Services)
  - CT Governor’s Workforce Council (Digital One Stop)
  - Department of Social Services (Salesforce Implementation)
  - Department of Agriculture (Grant Portal)
  - Department of Housing (Grant Portal and Case Management)
  - Department of Veterans Affairs (Digital Forms Assessment)
  - Office of Early Childhood (Service Portal)
- Partnered on Web content and redesign efforts across 50 different web properties supporting 28 different agencies
  - Incorporated standard design elements
  - Improved user experience
  - Built information architecture and service taxonomy

### **BITS – Compute Services**

- Transformed a highly manual and unstable process for producing the “COVID-19 Daily Governors Report” to a fully automated data analytics portal leveraging a combination of on-prem data points and cloud-based analytics tools.
- Stabilized the COVID-19 data reporting pipeline resulting in higher availability, reliability, and data quality.
- Expanded on our MuleSoft integration to improve communication between our COLLECT and DMV Registration applications.
- Completed security enhancements to our AWS/Azure cloud offerings, including redundant networks, and secure firewalls.
- Deployed next generation security solution to DAS infrastructure.
- Expanded our data encryption to include the Mainframe VTLs and distributed systems backup and recovery environment to meet strict IRS audit safeguards.
- Deployed a new backup solution for our database and applications data.
- Fully automated our database server builds, providing a consistent image and standard for building database services going forward.
- Updated our Mainframe software licensing model to reduce our year-over-year spending.
- Consolidated, all VMware licenses, and support contracts under one statewide enterprise agreement (EA), to extend our support coverage and reduce year-over-year spending.

- Lifecycle Management
  - Upgraded 324 databases to the current standards
  - Upgraded 342 servers to the current standards

## **BITS Architecture & Strategy**

### Support Agency initiatives

- CT Paid Leave: Collaborated on Claims management initiation with third-party administrator
- Labor: Collaborated on FMLA Appeals process and ReEmployCT launch
- Consumer Protection: Architecture guidance for the implementation of Gambling Self-exclusion with Identity Proofing
- Criminal Justice: Established Azure Government Cloud tenant
- Multiple Agencies:
  - Body Camera solutions for law enforcement
  - Windows Virtual Desktop to facilitate remote working
  - Over 50 Cloud Services approved since July 21
- CT Military: Invoice processing through Robotic Process Automation
- Heath Strategy: Collaborated on rollout of Analytics
- Education: Collaborated on migration of 40+ applications
- Comptroller's Office: Collaborated on planning for migration of the ERP solution to cloud
- Agriculture: Collaborated on developing Grants Management Portal
- Technical High Schools: Camera system implementation solution reviewed and approved

### New Enterprise Capabilities / Enhancements for the State

- Identity Management Platform (ForgeRock)
  - Zero Downtime Deployment capability through a major upgrade
  - Close to 450,000 user identities now, a five-fold or over **550%** increase in the past year
  - Identity Proofing Solutions evaluated and recommended
- MuleSoft Integration Platform
  - API adoption has doubled, providing valuable services to residents that reduce long term system support costs
  - Established C4E and working with agencies for process maturity
- Salesforce
  - Enhanced capabilities for chatbot interaction through content-based knowledge management
  - Adopted solutions for scanning inbound documents for viruses
  - Enforcement of Multi-Factor-Authentication to increase security for Salesforce access
  - Email security enhancements through implementation of Domain Keys Identified Mail (DKIM)
  - Architecture guidance on Document Generation Solution to SOTS

## **BITS - Infrastructure Services**

### IT Optimization

- Infrastructure Services has formed six, specialist, Center of Excellence teams: Infrastructure Services Oversight, Core Network and Security, Edge Network, IT Facilities, Wide Area Network, and Unified Communications. Each team brings a diverse agency heritage, combined with modern, technology expertise.
- The specific disciplines and areas of responsibility for each Center of Excellence team, represent the vision of the organization structure, and framework, needed in order to build focused depth of skill, over time, whilst incrementally moving towards greater standardization of deployed technologies.

### Core Network and Security

- Continued migrating users from on-premise, Multi-Factor Authentication onto cloud-based NPS.

- Completed a Posture Assessment Process for VPN client devices available to agencies who need or request it.
- For selected agencies, completed a VPN Split-Exclude/split-tunnel process for all O365 Applications to lift the load on the state VPN connections improving speed for the end user.
- Additional 15 new Web Application Firewall policies with the latest signatures and attack patterns on application load balancers.
- Continuous updates of the SSL cipher suite on the application load balancers to include the latest cipher's eliminating security risks.

#### Edge Network

- Continued expansion of power-over-ethernet, data network, switch infrastructure, at approximately sixteen sites, with predominant focus on sites in queue for conversion to enterprise voice-over-IP platform.

#### Wide Area Network

- Provisioned approximately 33 additional circuits over the Public Safety Digital Network (PSDN) to a wide range of state, municipal and non-profit public safety entities to transport critical public safety communications data. Increased resiliency and regionalization of emergency services and allowed the cancellation of numerous costly wire-line and broadband services.
- Completed the relocation of four (4) PSDN 911 PSAP and seven (7) non-PSAP PSDN locations without any errors, delays, or downtime.
- Increased overall network stability by replacing approximately 60 end-of-life, 2800 series routers for all agencies.
- Transitioned off older, and costly ADSL/T1/ATM WAN data circuits to newer technology of Switched Ethernet Services for a minimal cost per site.
- Migrated, repurposed, and decommissioned the Wide Area Network along with the associated data circuits for the Department of Developmental Services and Security of the State satellite offices.

#### IT Facilities

- Disaster Recovery and Business Continuity environments were upgraded for the Board of Regents, Higher Education, and the University of Connecticut at into the state's Groton Data Center. Replaced the Mainframe backup with a more robust unit located the Springfield Data Center.
- Performed the physical installation of the new IBM z15 Mainframe, IBM 7770 virtual tape solution and DS8910 Enterprise class high-performance storage system at the Groton Data Center, in conjunction with decommissioning and proper disposal of the legacy Mainframe equipment.
- Performed facility network data cabling assessments and re-cabling, at approximately sixteen sites, with predominant focus on sites in queue for conversion to enterprise voice-over-IP platform.

#### Unified Communications

- Continued modernization of the State's voice-over-IP, telephone system. Additional migrations, of varying size, completed this fiscal year, total sixteen, many bond-funded, are as follows: DMHAS SATU New Haven; DMHAS CMHC New Haven; DMHAS CRMHC Hartford; DMHAS GBMHC Bridgeport; DHMAS SWCMHS Bridgeport; DDS Cheshire; DDS Stratford; CT Library for the Blin; CT Library Hartford; DESPP Troop F Westbrook; DHMAS CVH Middletown; WCC Middletown; DPH lab; DEEP Dinosaur Park; DCF Meriden; DEEP Ft Trumbull.
- Provided consultation and technical assistance to agencies in many initiatives and projects that result to optimization and cost savings.

#### **BITS - Security Systems and Operations**

- Published the Connecticut Cybersecurity State Strategy
- Executed multiple Statewide phishing campaigns to aid in building a strong security culture and purchased a new security awareness and anti-phishing tool with SANS.org.

- Began the process of the Optimization of cybersecurity resources across the agencies.
- Provided facilitation of audits for State agencies that are required to follow Federal Regulatory Compliance standards which include but is not limited to FTI, CMS, SSA, HIPAA, and PCI.
- Partnered with Federal Agencies to share and disseminate critical and informational cyber security alerts to our state agencies.
- Expanded our security monitoring capabilities and began the process of adding response automation (SOAR).
- Improved external and internal email trust by implementing DMARC standards for email security that also helps reduce instances of forged email.
- Replacing outdated antivirus technology with a new solution to stop breaches, ransomware and cyber-attacks.
- Expanding our primary vulnerability management tool to all in-scope agencies.
- Participated in GridEx tabletop exercise against the energy grid with the National Governor's Association and Cyber Yankee with the National Guard.
- Partnering with OPM on a tool to help manage the workflow in our policies and standards.

### **BITS – Workforce Enablement**

Device support/Management:

- Formulate standards for all devices supported under BITS
- Provide standards for Hybrid work environments
- Finish the new security agent deployment
- Provide standards for Virtual Desktops and start migrating to common platforms

Messaging:

- Migrate all on-premises public folders to the cloud
- Provide standards for Mobile access to cloud collaboration tools
- Start migration to common Mobile platforms

Help Desk:

- Finish conversion of BEST Helpdesk to the CT Service Desk
- Plan for and migrate all ticketing systems in use at BITS agencies
- Migrate content to new Knowledgebase for self-help
- Investigate chatbot functionality for the Service Desk

## **PROCUREMENT PROGRAMS and SERVICES**

### **Public Service**

The Procurement Division is charged with the purchase, lease or contract for supplies, materials, equipment and contractual services, as cited in C.G.S. §4a-51 for executive branch state agencies and the purchasing, leasing and contracting for all information system and telecommunication system facilities, equipment and services for state agencies in accordance with C.G.S. §4d-2. It currently administers over 900 active contracts associated with over 2500 suppliers. In FY 21-22, the total agency spend through DAS administered contracts was \$956,246,311 with 1,952 active contractors. The Procurement Division administers the set-aside program (also known as Supplier Diversity Program, C.G.S. §4a60g), the state and federal surplus programs (C.G.S. §§4a-57a and 4a-66), the construction contractor prequalification program (C.G.S. §§4a100 and 4a-101), and the Purchasing Card (P-card) program (C.G.S. §4-98(c)). Legal staff assigned specifically to Procurement Services support these programs.

Procurement teams support our mission of pursuing excellence in public service by delivering value-added procurement programs and services by creating efficiencies, introducing smart technologies,

acting with integrity and providing collaboration and strategic leadership. Continued focus on spend management, cost reduction and streamlined processes has achieved savings and efficiencies for our customers.

## **Improvements/Achievements 2021-2022**

### ***COVID-19 Response***

Procurement operated with a heightened sense of urgency and focus to support statewide COVID-19 pandemic efforts.

COVID-19 OTC Rapid Antigen Test Kits – Led the effort to source and supply DPH and other agencies with more than 3 million over-the-counter rapid antigen tests

DPH Emergency Stockpile Warehouse Transition – In conjunction with DPH and other agencies, successfully demobilized the New Britain emergency warehouse facility, distributed over 45,000 square feet of non-essential PPE to eligible recipients, and implemented a new PPE stockpile management plan.

Other accomplishments include:

- Created the first comprehensive DAS Procurement Process Manual, encompassing all programs and services within the division, designed to be accessed by staff via internet, housing all updated forms/documents, processes, and a way to suggest updates/corrections/changes to those processes
- Extensive research and demonstration for new software solutions for Procurement programs in anticipation of replacing the legacy software in place for Small Business Certification / Construction Prequalification / Surplus Programs.
- Implemented changes to the Small Business Certification process required by the Governor’s Modernization Bill aligning state program definitions of “SMALL “to be consistent with the federal program.
- Contract Team Leader Don Casella was elected to the NASPO ValuePoint Executive Council in February. In this role, Connecticut will play a leadership role in the administration of more than fifty multi-state contracts, leveraging the expertise and buying power of the many states and other participating entities. Connecticut’s participation with NASPO ValuePoint has resulted in the receipt of administrative fees to the General Fund of \$370,260.96 for FY 21/22.
- Implemented new Sourcing Team approach to ensure all stakeholders are identified and included at the outset of every solicitation, including active consideration of opportunities for participation by registered small and minority businesses.
- Contract [21PSX0027](#) for electric vehicle supply equipment (EVSE) services, infrastructure and planning was awarded June 16, 2022. This contract supports Governor Lamont’s sustainability goals outlined in [Executive Order No. 1](#). This contract with ten suppliers is available for use by all using state agencies, municipalities, cities and towns.
- Contract [21PSX0163](#) for environmentally preferable cleaning products was awarded March 11, 2022 to C&C Janitorial Supplies, Inc. which is a certified Connecticut, woman, minority owned business. This is open to all using state agencies, municipalities, cities and towns.

## ***Supplier Diversity***

- Certified approximately 946 Connecticut owned small and/or minority businesses through the Set-Aside Program consisting of 421 SBE and 525 MBE companies. - (July 1,2021 to June 30, 2022)
- Organized and participated in several Virtual events bringing together several Small Businesses to discuss the State of Connecticut S/MBE certification program. - Partnering with CT Small Business Development Centers, Connecticut Procurement Technical Assistance Centers, and several of the State Small Business advocacy organizations. The implementation of new legislation required a focus on specific outreach to educate and provide the CT Small Businesses information on the Federal System of Awards Management onboarding process. SBE/MBE outreach included :
  - A series of webinars partnering with the CT Small Business Administration and CT Procurement Technical Assistance Center. (PTAC) with a focus on the state application process and the federal registration process.
  - Multiple Press events across the state reviewing the new application process and offering resources and partnerships with the CT Small Business Administration.

Working with the DAS, BITS developed a custom reporting tool in the STARS system to capture the spending with Small/Minority Businesses utilizing federal dollars. The reporting tool was implemented during this fiscal year to all state agencies utilizing the CORE financial system.

## ***P-Card Program***

- Earned rebate of \$1,449,565.40 based on contract usage of 183 groups comprised of state agencies, universities, municipalities, schools and non-profits.
  - o \$1,034,840.05 was deposited to the State's General Fund
  - o \$414,725.35 was issued to individual client entities and municipalities that piggyback on our contract.
- Implemented the P-Card program for eight (8) new Client Entities during 2021.
- Moved to electronic signatures on all documents, including bank documents, during the pandemic, and this continues to be the process for all new and current business.

## ***State Surplus***

- Total sales/revenue of \$3,568,918.88 for FY 2022.
  - o Sold 1,249 property auctions totaling \$359,524.76 in State revenue during FY 2022
  - o Reallocated 428 lots (approx. 20,788 items) of property within state agencies, municipalities, and non-profits – saving the state from new purchases.
- Sold 813 vehicles totaling \$3,209,394.12 in State revenue during FY 2022
- Working with DPH and the National Guard, rapidly surplussed and distributed approximately 45,000 sf of excess supply in a matter of weeks. DAS Procurement Surplus support expedited the posting and auction process, and many of the items were distributed to other state agencies



and communities. This process involved a quick turnaround time, and rapid planning and execution, and saved the State over \$250,000 in staff time and supplier costs associated with the relocation and storage of these items.

### ***Construction Contractor Prequalification***

- Prequalified 805 construction companies
- Generated revenue of \$569,458.34

## **LEGAL, LEGISLATIVE AND COMMUNICATIONS**

### **Public Service**

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

### **Improvements/Achievements 2021-2022**

- Co-chaired the Executive Order 1 Steering Committee, assisting agencies to develop and implement plans to achieve the energy efficiency goals established in Governor Lamont's executive order. As part of this initiative, completed ASHRAE Level 2 energy audits of 35 state buildings and began the design and construction phases of several solar projects across the state, including at technical high schools, Department of Correction facilities, the State Office Building located at 165 Capitol Ave, and the Kensington Fish Hatchery.
- Processed over 400 Freedom of Information requests (FOIA) and continued to fulfill the agency's safety risk determination role for other agencies under FOIA.
- Reviewed, analyzed, and provided guidance to employees on various provisions of the State Code of Ethics.
- Handled communications with legislators and kept DAS and other state agency employees informed on various related issues through our internal channel of communications.
- Managed the DAS legislative program, developing legislative proposals, drafting testimony, advocating on behalf of the agency with legislators and other stakeholders, and coordinating with the Governor's office, OPM and other agencies to achieve the administration's goals, including legislative approval of a new DAS Commissioner and the passage of proposals to:
  - Give DAS the authority to purchase the Capitol District Energy Center Cogeneration Associates (CDECCA) energy production plant;
  - Create a new grant program to support indoor air quality improvements in school buildings;
  - Update school construction statutes; and
  - Provide funding to improve Wi-Fi connectivity and broadband in public spaces, including municipalities and libraries.
- Provided legislative updates to interested constituencies through the DAS blog.
- Coordinated with various internal and external stakeholders to implement new legislative mandates, including, for example, the convening of working groups related to digitizing State Building Code records and creating apprentice programs for individuals pursuing careers and building officials.
- Represented the Commissioner on the Statewide Process Improvement Steering Committee.

- Oversaw the development of Memorandums of Understanding between DAS and other executive branch agencies for purposes of HR centralization, IT optimization, and the cooperative and efficient delivery of state services in general. Assisted other agencies in providing responses to CHRO and FOI-related issues.
- Surveyed agencies to determine the level of need for Freedom of Information Act management software; coordinated effort to procure enterprise-level solutions and began the rollout of software statewide.
- Worked with the federal Social Security Administration to ensure compliance with federal regulations and laws regarding the safeguarding of data.
- Coordinated with Commission on Human Rights and Opportunities to launch an independent disparity study of the State of Connecticut's contracting practices and procedures to determine whether women and minority-owned businesses are underutilized in state contracting relative to the actual impact and role of Small and Minority Businesses (SBE/MBE's) in Connecticut's economy.
- Liaised with the Office of the Governor and the Attorney General's Office on various legal matters.

### *DAS Communications*

- Handled all internal and external communications to the public, press, and legislators and kept DAS and other state agency employees informed on various related issues through our internal channels of communications.
- Maintained DAS's Twitter, Facebook, Instagram, and LinkedIn accounts and took a more active role in getting out information on social media about DAS.
  - DAS Twitter: <https://twitter.com/ConnDAS>
  - DAS Facebook: <https://www.facebook.com/CTAdministrativeServices>
  - DAS LinkedIn: <https://www.linkedin.com/company/ctdas/>
- Collaborated with the Governor's office on DAS-focused press events on Statewide Human Resources, Cybersecurity and Information Technology.
- Assisted DAS procurement in using social media to promote some of their higher-profile RFP announcements to increase exposure.
- Continued to work with a statewide communications group (ESF-15) during the COVID-19 pandemic to share DAS-related information and order necessary supplies for DAS.
- Continued to manage the content on the DAS website including assisting other DAS business units in writing/editing/updating their website content.
- Published 21 new blog posts to disseminate positive agency accomplishments.

# **INDEPENDENT BOARDS AND COMMISSIONS**

## **STATE MARSHAL COMMISSION**

### *At a Glance*

**Shirley Harrell, Esq., Acting Chairperson**

**Office Location – 450 Columbus Boulevard, Suite 1403, Hartford, CT 06103**

**Organizational structure – Commission members: Chairperson Appointed by the Governor, VACANT; Appointed by the speaker of the House of Representatives, Salvatore Vitrano, Esq., of Burlington; Appointed by the Pres. Pro Tempore of the Senate, Michael Desmond, New Haven; Appointed by the Senate Majority Leader, Shirley Harrell, Esq., Bridgeport; Appointed by the Senate Minority Leader, Bryan Cafferelli, Esq., Fairfield; Appointed by the House Majority Leader, Mildred Torres-Ferguson, Meriden; Appointed by the House Minority Leader, John Vamos, Broad Brook; Appointed by the Chief Justice, Hon. Susan A. Connors, Old Lyme.**

### **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.*

### **Statutory Authority**

Pursuant to C.G.S. § 6-38b and other provisions in Chapter 78 of the General Statutes, the State Marshal Commission is responsible for:

- Establishing professional standards, including training requirements and minimum fees for executions and service of process;
- Equitably assigning the service of restraining orders to state marshals in each county and working to ensure that such restraining orders are served expeditiously;
- Finding vacancies and appointing new state marshals to fill said vacancies;
- Investigating complaints and, after an administrative hearing, imposing discipline for violations of the State Marshal Standards of Conduct including reprimand, suspension and badge revocation; and
- Reviewing and auditing state marshal client fund accounts.

### **Public Service**

The State Marshal Commission (SMC) is a non-partisan commission that oversees the appointment, training, and conduct of state marshals – independent contractors who are hired by the general public to serve civil process including restraining orders, collect funds under post-judgment executions, and conduct evictions. The Commission adopts policies to regulate the conduct of state marshals and serves as an impartial arbiter of complaints against marshals to ensure that marshals comply with all applicable laws and policies, that critical judicial orders such as restraining orders are timely served, and that clients receive the service for which they have contracted in a correct and timely and efficient fashion.

### **Improvements/Achievements 2021-2022**

- The Commission initiated a statewide campaign to recruit a new class of state marshal candidates. This group of candidates will be the first state marshals appointed in Connecticut since 2016. The selection process was modernized to include a public posting advertised on the DAS Jobs website; use of an outside vendor to administer the state marshal examination - at no cost to the state; transitioning the state marshal

examination from a paper format to computerized test; and use of state of the art automated systems to conduct criminal, financial and social media background checks.

- The Commission has continued its ongoing project to update the 2017 State Marshal Manual. The 2022 State Marshal Manual incorporates pending statutory changes that take effect on October 1, 2022.

## **STATE INSURANCE AND RISK 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, 2021-2022 - \$25,390,074.22**

### **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, monthly 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 2021/22**

- Worked with State agencies to manager property risks. Emphasis was 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, Board of Regents and other State agencies on insurance, contractual transfer, and risk management initiatives.
- Provided updated contract language for the Department of Administrative Services Procurement Division for use in the goods and services contract template and delivered an insurance presentation to the Procurement Division staff.
- Worked with the Department of Administrative Services Fleet Operations and State's third-party claims administrator to identify automobile and highway liability accident trends and develop training tools to assist in the safe driving habits of State employees.
- Conducted three Large Loss automobile and highway liability claim reviews. Provided reserve, settlement authorization and litigation direction to the State's third-party claims administrator.
- Worked with the Department of Administrative Services to develop and issue a Request for Proposal, and entered into a three-year contract effective July 1, 2022 for a third-party claims administrator for automobile and highway liability claims management services.
- Consulted with the State Auditor's Office and Comptroller's Office to evaluate each State agency's financial control to assist in determining appropriate fidelity bonding limits for State Public Officials.
- Worked with the Department of Administrative Services to develop and issue a Request for Proposal for Appraisal services for real property owned by the State to assist with the determination of insured values and a solution for the management of construction, occupancy, protection exposure (COPE) information to assist with securing property insurance coverage.

### **Information Reported as Required by State Statute**

As statutorily required, the Board continues to assess the feasibility of self-insurance (including deductibles and retentions) as a possible alternative to commercial insurance. Under the present program, these cost-effective risk assumptions are maintained by incorporating retentions and deductibles in property and liability policies. Deductibles and/or self-insured retentions are used to reduce the overall cost of risk.

The property insurance program is subject to a \$250,000 per occurrence deductible for most State locations. UConn campuses, Board of Regents locations, Connecticut Valley Hospital and the New Haven Rail Yard are subject to a \$1,000,000 deductible. The deductible is the responsibility of each state agency. This deductible allows the Board to purchase catastrophic coverage at a cost-effective rate. The insurance program provides proactive engineering services to help avoid or mitigate property damage within the deductible. This insurance program with an emphasis on self-retention and engineering has been highly successful.

The Board continues to utilize a \$4,000,000 self-insured retention on the casualty program. The \$4,000,000 self-insured retention is the responsibility of the Board. Claims within the self-insured retention are trended, developed and estimated with the assistance of independent actuarial projections. Claim payments have been 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 \$29,430,687.17 of which \$6,783,402.72 represents self-insured retentions, deductibles and third-party administrative fee reimbursements in accordance with various insurance policy provisions. Reimbursements amounted to \$4,040,612.95, 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 \$279,583.37 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 \$586,225. Fees for auto claims were \$155,275 apportioned to the General Fund; fees for bus and highway claims were \$430,950 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.

#### **2021/22 Insurance Expenditures**

<b><u>Category</u></b>	<b><u>Amount</u></b>
Accident & Health	\$ 678,309.40
Agent of Record Fee	\$ 279,583.37
Aircraft	\$ 88,117.00
Fire & Extended Coverage	\$ 8,951,438.00
Liability, incl. Liquor Liability	\$ 1,912,634.68
Highway/Bus/RR Liability	\$11,685,243.03

Motor Vehicles	\$ 5,397,065.69
Watercraft	\$ 86,109.00
Miscellaneous & Others	\$ 251,407.00
Surety Bonds	\$ 100,780.00
<b>TOTAL GROSS EXPENDITURES</b>	<b>\$29,430,687.17</b>
<b>LESS: REIMBURSEMENTS</b>	<b>\$(4,040,612.95)</b>
<b>TOTAL NET EXPENDITURES</b>	<b>\$25,390,074.22</b>

### Status and Disposition of Claims

F.Y. 2021/22

#### A) Pending Claims Over \$100,000

Category	Claim Count	Total Outstanding
Automobile Liability	30	\$9,863,313
General Liability	1	\$ 206,773

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**B) New Claims Filed During F.Y. 2021/22**

Category	Claim Count
Automobile Liability	352
General Liability	669

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**C) Settled Claims Over \$100,000**

Category	Claim Count	Total Paid
Automobile Liability	14	\$2,577,085
General Liability	1	\$ 129,637



# STATE PROPERTIES REVIEW BOARD

## *At a Glance*

**EDWIN S. GREENBERG, Chairman**

**Bruce Josephy, Vice Chairman**

**Established - 1975**

**Statutory authority - CGS § 4b-3**

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

**Number of DAS employees assigned to support the Board - 2**

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

**The Board members are: Edwin S. Greenberg, Chairman; Bruce Josephy, Vice Chairman; John Valengavich, Secretary; Jack Halpert; Jeffrey Berger and William Cianci.**

## **Mission**

*The mission of the State Properties Review Board is to provide oversight of State real estate activities, acquisition of farm development rights, and the hiring of architects, engineers and other construction-related professionals, as proposed by state executive branch agencies. In accomplishing this legislative mandate, the Board provides guidance and assistance to State client-agencies to ensure that transactions are done in a prudent, business-like manner, that costs are reasonable, and that proposals are in compliance with State laws, regulations and procedures.*

## **Statutory Responsibility**

Pursuant to Conn. Gen. Stat. § 4b-3, the Board reviews plans for transactions involving the acquisition, construction, development, assignment to and leasing of offices and other facilities for various agencies of the State. The Board reviews proposals involving the lease or sale of state-owned real estate to third parties. The Board approves both the selection of and contracts with architects, engineers and other consultants for major construction projects proposed by the Department of Construction Services. In addition, the Board reviews, evaluates and approves the acquisition of development rights for farm land proposed by the Commissioner of Agriculture.

Pursuant to Conn. Gen. Stat. § 8-273a, the Board hears appeals from any aggrieved party concerning the amount of compensation paid by the Department of Transportation for outdoor advertising structures.

Under the provisions of Conn. Gen. Stat. § 13a-80i, if requested by an eligible property owner, the State Properties Review Board schedules a mediation conducted by a panel of three designees from the Office of Policy and Management, and the Departments of Administrative Services and Energy & Environmental Protection. The mediation panel is tasked with assisting the Department of Transportation to reach an agreement concerning the sale of real estate to the eligible owner.

## **Public Service**

In review and approving the various transactions proposed by the client-agencies, the Board has the opportunity to modify and improve the proposals to ensure that they reflect market prices favorable to the state, are financially prudent, and conform to state laws. The Board typically achieves quantifiable savings to state taxpayers, usually in excess of the costs of Board operating expenditures.

### **Improvements/Achievements 2021-2022**

- A total of 186 proposals were reviewed and acted on by the Board during this fiscal year.
  - 45% from the Department of Transportation
  - 39% from the DAS Division of Construction Services
  - 14% from the DAS Leasing and Property Transfer
  - 2% from all other agencies
- The average time to review proposals was 27.20 calendar days per contract (including weekends and holidays).
- In order to assist agencies with their urgent projects, the Board reviewed the following proposals within an average of eleven (11) days:
  - Of the 72 consultant contracts reviewed by the Board for the Real Estate and Construction Services, six (about 8.3%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to expiration of consultant’s contracts or to meet a specific construction deadline;
  - Of the 26 DAS/Leasing proposals reviewed by the Board, five (about 19%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to DAS leases expiring;
  - Of the 84 proposals reviewed by the Board for the Department of Transportation, four (about 5%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to forthcoming construction projects;
  - Two proposals reviewed by the Board for the Connecticut Lottery Corporation were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due the Lottery’s implementation of on-line gaming; and
  - One proposal reviewed by the Board for the Board of Regents was requested as ‘Rush’ as Quinebaug Community College was offered a gift of real estate and the Donor requested the expedited process.
- 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 tax payers’ funds.
- The Board’s recommendations resulted in quantifiable annual taxpayer savings in third party transaction costs of approximately \$278,397.41.
- 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.

- During COVID 19, the Board quickly adopted work from home and social distancing policies. It has been conducting its business via telephone conference since March 19, 2020. In some instances, we also had guests present at these telephone conferences. The Board made sure that there were/are no impacts or delays on agency projects/proposals from the Board side because of this COVID 19 situation.