



**Testimony of Melody A. Currey  
Commissioner of Administrative Services**

**Appropriations Committee  
February 16, 2016**

Good morning Senator Bye, Representative Walker, Senator Kane, Representative Ziobron and distinguished members of the Committee. My name is Melody Currey and I am the Commissioner of the Department of Administrative Services ("DAS"). I would like to start by giving you a brief overview of DAS and then I welcome any questions you may have.

Currently, the Department of Administrative Services has 663 authorized full-time General Fund positions, as well as 139 other-funded positions, and a 2015 General Fund appropriation of \$140,375,264, not including Workers' Compensation and State Insurance Risk Management claims funds and adjustments. In addition, DAS is responsible for several hundred construction and construction-related projects and bond fund allotments of over \$800 million.

DAS has a large number of distinct programs but our mission can be summarized in one sentence: Our goal is to provide timely, fair, competent, cost-effective services to address the needs of state agencies, municipalities, private industry, and the public.

Specifically, we have four core functions that cut across all of our programs:

- **Protect the public and the State** by developing and enforcing state building and fire codes, conducting inspections and providing training across the state, maintaining IT and physical premises security, and insuring and managing risk related to state buildings, employees, and other assets;
- **Reduce costs by eliminating redundancy through centralized services** such as collections, technology, construction services, procurement and other administrative functions;
- **Utilize specialized skills and expertise to assist agencies** to lower overall statewide costs, maximize revenues and create efficiencies; and
- **Foster economic growth in the State** through the timely management and completion of state building and public school construction projects.

In the Governor's proposed budget adjustments, DAS will need to annualize savings already identified in the 2016 deficit mitigation plan and budget lapses and achieve additional savings in order to ensure that we live within our means.

DAS will manage its limited resources by utilizing the following strategies:

- Identify non-core functions and reduce or eliminate them as appropriate;
- Continue to utilize LEAN techniques to streamline agency processes and improve oversight;
- Utilize technology to improve efficiencies;
- Reduce the number of stand-alone agency IT systems through multi-agency solutions; and
- Ensure maximum savings through the execution of statewide contracts.

I look upon this as a challenge but also an opportunity. Under this new economic reality, I am confident that, with the Governor's leadership and the hard work and creativity of my dedicated staff, DAS will find savings and avoid costs while continuing to provide necessary services to state agencies, municipalities, colleges, universities, vendors, non-profit organizations and the public at large.

I would be happy to answer any questions you may have.



DAS LEAN Events:

**School Construction Grant Process - DAS Division of Construction Services**

- This project looked at the entire school grants process (Applications, Payment and Plan Review) to see how we could simplify it, speed it up and make it more user friendly for our customers.
- Deliverables: As a result of this event, the team made great strides in reducing the number of non-value added steps, a reduction in the time to process application, payments and the overall plan review process. The plan review unit was physically moved closer in order to achieve higher efficiency and communication.
- The team continues to meet monthly to ensure goals are being met.

**Tuition Reimbursement Process - DAS Statewide HR**

- To map the statewide tuition reimbursement process to save resources by consolidating functions & eliminating multi-agency approach.
- Deliverables: A huge component of this event was to find a way to better educate Tuition Reimbursement Officers (TROs). The team will be conducting their first train the trainer event for TROs on March 16.
- Multi-agency effort.

**Supplier Diversity Program Certification Process - DAS Procurement**

- To improve the effectiveness and timeliness of the Supplier Diversity application review and certification process
- Deliverables: 600+ que reduced to 0 within 3 months.

**Catalogue Loading Process - DAS Procurement**

- To improve the catalog loading process in Core-CT (the state's financial system).
- Improvements include: 1) implementing "market-basket" philosophy to all contract catalog loads resulting in price reductions of up to 200% from prior contracts; 2) Significant reduction in catalog items to be loaded resulting in a reduction of the catalog load backlog; 3) creation of new reporting tools to more effectively manage the catalogs.
- The team also participated in a statewide LEAN showcase in April 2015 and have been researching long term catalog management solutions.

**Service Fulfillment Process for Requests for Application Hosting - DAS/BEST**

- To improve the timeliness, quality and efficiency of the process by which application hosting activities are completed, leading to the successful deployment of an agency application for agency business use.

**Travel Authorization Project - DAS Business Office**

- To create a universal travel policy that covers every employee from Commissioners to line staff that is efficient, streamlined, easy to use and understand and makes the

greatest use of current technologies. The travel policy should be more global in terms of its scope and all encompassing.

- Included multiple agencies.
- Internally-facilitated.

#### **Building and Fire Code Adoption Process - DAS Division of Construction Services and Commissioner's Office**

- Reviewed the current code adoption process in an effort to streamline and speed up current practices.
- Internally-facilitated.

#### **eDiscovery Practices and Standards -- DAS Procurement, Legal & BEST (Underway)**

- Championed by the Office of the Attorney General and DAS/BEST to address gaps and inconsistencies in agency eDiscovery practices.
- Key Objectives
  - Establish uniform statewide practices and standards for litigation process management and eDiscovery activities.
  - Minimize the financial risk of judicial sanctions that result from poorly handled discovery activities in civil or criminal matters.
  - Identify a common portfolio of technical tools that support statewide eDiscovery activities. Where practicable, seek the implementation of enterprise solutions.
  - Develop staffing recommendations that are considered essential and necessary for DAS to properly support statewide eDiscovery needs
- Electronic discovery (also called **e-discovery** or **eDiscovery**) refers to any process in which electronic stored information (ESI) or data is identified, preserved, collected, processed, reviewed, analyzed, with the intent of using it as evidence in a civil or criminal legal matter. eDiscovery practices are important to all litigation as well as the manner in which Freedom of Information (FOI) requests are handled by our state agencies. The state's enterprise email system is the principal target of legal discovery and FOI requests and is the subject of subpoenas seeking testimony on discovery matters associated with state email.

In addition, the agency is one of the main participants in the Statewide Process Improvement Steering Committee (LeanCT). As a member of the committee we routinely support statewide continuous process improvement initiatives and often send DAS employees with LEAN experience to other agencies as team members and/or guests. We've also made great strides in ensuring DAS employees have the appropriate support and tools necessary to maintain a culture of continuous process improvement.

Similar to last year, we'll also be participating in the annual "LEAN Showcase" in March at the Capitol.



## DAS - OVERVIEW

### Administration

- **Office of the Commissioner**
  - Legal / Legislative Unit
  - Affirmative Action / Equal Employment Opportunity Unit
  - Communications Office
- **Procurement Services**
  - Goods & Contractual Services Master Contracts used by all state agencies and in some cases, municipalities. Does not include Consultant Services.
  - Set-Aside/Supplier Diversity Certification
  - P-Card Program
  - Surplus (personal) Property Distribution
- **Statewide Human Resource Management**
  - Statewide HR Rules
  - Agency HR organizational support
  - Re-employment/SEBAC
  - Core-CT
  - State job classifications
  - State job examinations
- **Human Resources & Payroll**
  - Supports DAS and 11 SmART (Small Agency Resource Team) agencies
- **Collection Services**
  - Billing and Recovery Services for money owed to the State
- **Business Office**
  - Supports DAS and SmART agency clients
- **Fleet Operations**
  - Central Operation plus 3 garages – Wethersfield, Norwich & New Haven
- **Statewide Workers' Compensation Unit**
  - Manages the Third-Party Administrator for all State Employee WC Claims
  - Manages WC Claims budgets
  - Develops rules and processes for administering claims by State employees
- **DAS Print Shop** (reports into Communications)

- **Leasing/Purchases and Sales of State Property**
- **Facilities Management**
  - **Statewide Security**
  - **Property Management** (direct management and contracted out)
  - **Executive Residence**
  - **Capitol Area System (CAS) Unit**
- **School Construction Grants Office and Review Unit**
  - Applications / Approvals / Payments for State reimbursement of local school construction projects
  - Plan review of projects

### **Bureau of Enterprise Systems and Technology (“BEST”)**

- **Application Services**
- **Data Services**
- **Operations Services**
- **Platform Services**
- **Unified Communications**
- **Network Services**
- **Planning & Architecture**
- **IT Security**

### **Construction Services**

- **State Building Design & Construction**
  - Construction Project Management
  - Construction Contractor Prequalification
- **Regulatory & Technical Compliance**
  - Review of Construction Plans for Code compliance, etc.
  - Fire, Safety & Life Safety Codes
  - Office of the State Building Inspector
  - Office of the State Fire Marshal
  - Training / Certifications for Building Inspectors, Fire Marshals, etc.

### **Boards & Commissions**

These offices retain their own independent decision-making authority, but are staffed and supported by DAS:

- **State Properties Review Board**
- **State Marshal Commission**
- **State Insurance and Risk Management Board**
- **Office of Claims Commissioner**