

# **CHALLENGES FOR CHANGE**

## **QUARTERLY PROGRESS REPORT**

**PREPARED FOR:  
GOVERNMENT ACCOUNTABILITY  
COMMITTEE**

**January 3, 2011**

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# SUMMARY OF NET SPENDING REDUCTIONS

Challenge Name	GF Target	Revised 12-17-2010		Notes
		Current Admin Allocation FY 2011		
		Gross	GF share	
<b>Charter Units</b>	2,000,000	<b>2,000,000</b>	<i>detail</i>	
Forrest Parks & Recreation - Forestry			161,000	
Forrest Parks & Recreation - Parks			187,000	
Sub-total FPR			348,000	
Tax Department			36,000	
BGS - Fleet (statewide travel)			247,790	
BGS - Postal (statewide postage)			262,434	
Liquor Control			0	
Labor			0	
<b>Total Charter Units</b>	2,000,000	<b>2,000,000</b>	<b>894,224</b>	
<b>Performance Contracts</b>	2,600,000	<b>2,709,927</b>	<b>2,553,200</b>	(Statewide)
<b>Regulatory</b>	360,000	<b>360,000</b>	<b>360,000</b>	Office of Water Programs
<b>Economic Development</b>	3,030,000	<b>965,600</b>	<i>detail</i>	
ACCD - Administration			78,820	
ACCD - Economic, Housing and Community Development			435,486	
Downtown Transportation and Capital Improvement			16,034	
ACCD - Fund				
ACCD - Tourism and Marketing			210,222	
Agriculture			54,818	
AHS - DCF - Office of Economic Opportunity			15,691	
Labor - Programs			66,241	
Next Generation Initiative Workforce Education Labor - Training Fund			65,025	
Labor - Adult Technical Education Program			20,525	
DII			2,738	
<b>Total Economic Development</b>	<b>3,030,000</b>	<b>965,600</b>	<b>965,600</b>	
<b>Human Services</b>				
AHS-GC F&M Allocation - FY10 Carryforward		15,185,950	4,943,026	
OVHA Care Coordination		652,000	212,030	
OVHA - 340B critical care hosp -FQHC outpatient		1,000,000	325,200	
OVHA Clinical Utilization Review Board		4,000,000	1,300,800	
OVHA DAIL - Nursing Home Utilization Reduction		5,000,000	1,626,000	
DCF - Creative Workforce Solutions		1,300,000	1,040,000	
DCF - Integrated Family Services		5,200,000	2,447,864	
DCF -General Assistance Vocational Rehab		150,000	150,000	
DCF - Reach-Up Intensive Family Engagement		420,000	420,000	
DCF Office of Child Support		0	0	
DCF Modernization		26,100	26,100	
DCF CDD - Childrens integrated services		100,000	100,000	
MH - forensic evaluation		200,000	200,000	
Designated Agency Challenge Ideas		6,139,088	1,996,432	* 2%/1% reduction (\$4.1m/\$1.5m state)/ SFI and other changes
RFP - Community Driven Initiatives		2,000,000	2,000,000	EFMAP Investment: \$2 million
Corrections (Challenges +S.292)		7,028,548	7,028,548	* Combined impact of S.292 and Challenges. EFMAP Investment: \$3.1m
<b>Total Agency of Human Services</b>	23,816,000	<b>48,401,686</b>	<b>23,816,000</b>	
<b>Education</b>	6,070,000	<b>17,330,000</b>	<b>6,066,375</b>	GF transfer to EF
<b>Current Working Allocation Total</b>	<b>42,906,000</b>	<b>71,767,213</b>	<b>34,655,399</b>	
		<b>Act 146 Target FY 2011</b>	<b>37,887,254</b>	
		<b>Remaining Unallocated / Unidentified</b>	<b>3,231,855</b>	net of direct applications
* \$1.0 million GF moved from Designated Agencies line to Corrections for reduction in seriously functionally impaired in Corrections (impact is in Corrections budget).				

# CHARTER UNITS CHALLENGE

## CHARTER UNITS – TAX

### CHALLENGE LEAD:

Ellen Tofferi – Acting Commissioner Tax Department

### NARRATIVE

The Tax Department is on schedule to meet both of the Challenge targets - Compliance and Collections, and Electronic Filing of Tax Returns. The Department will report in more detail in the January 15, 2011 reports due to the House Committee on Ways and Means, and the Senate Finance Committee.

### INVESTMENT

Investment	Target	Spent/ Committed	Comments
FY 2011	\$0	\$5,434	Encrypted e-mail software licenses
FY 2012	\$0	\$0	Net determined.

### OUTCOMES & MEASURES

#### Outcome 1

Meet challenge target of reducing spending or generating entrepreneurial revenue \$0.036 million in general funds in fiscal year 2011.

#### Measure 1a

General Fund Spending

#### Measure 1b

Entrepreneurial Revenue

##### Measure 1(a):

The Department will be tracking 2011 GF spending (1a) on postage with the goal of reducing it by \$25,000 because of the use of encrypted e-mail. An additional 2011 GF savings of \$10,000 is expected to be realized by mandating the filing of W-2s electronically by businesses, reducing the need for a temporary employee.

##### Measure 1(b):

The Tax Department does not have entrepreneurial revenue, but it believes that the implementation of a data warehouse will allow for more sophisticated uses of its current databases resulting in enhanced compliance revenue (FY2012).

#### Outcome 2

Increase employees' engagement in their work.

## Measure 2

Level of employee engagement. (See survey results page X of X)

## Outcome 3

Produce outcomes for Vermonters that are the same as or better than outcomes delivered prior to redesign.

## Measures 3

- i. Taxpayer satisfaction
- ii. Personal income tax revenue owed that is collected, as measured by the amount of income tax revenues above the amount currently estimated. – measures compliance

### Measure 3(i):

The Department is developing a survey to measure taxpayer satisfaction.

### Measure 3(ii):

Measurement of compliance is tied to Outcome 1 above – enhanced revenue.

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\* \* \* END \* \* \*



## CHARTER UNITS – BGS FLEET

### *CHALLENGE LEAD:*

- a. Gerry Myers, Commissioner - BGS

### *NARRATIVE*

Fleet Management Services (FMS) staff continues their outreach and education to agencies and/or departments in order to assess and meet their vehicle needs. While some interactions provide FMS staff with the opportunity to save the department money by suggesting a more cost effective utilization of their current vehicles, FMS staff are also taking any opportunity to advise the customers regarding the cost savings associated with replacing reimbursed mileage with FMS vehicles.

### *INVESTMENT*

<b>Investment</b>	<b>Target</b>	<b>Spent/ Committed</b>	<b>Comments</b>
FY 2011	\$0	\$0	
FY 2012	\$0	\$0	

### *OUTCOMES & MEASURES*

#### **Outcome 1**

Meet challenge target of reducing spending or generating entrepreneurial revenue of \$2 million in general funds in fiscal year 2011 and \$4.5 million in general funds in fiscal year 2012.

#### **Measure 1a**

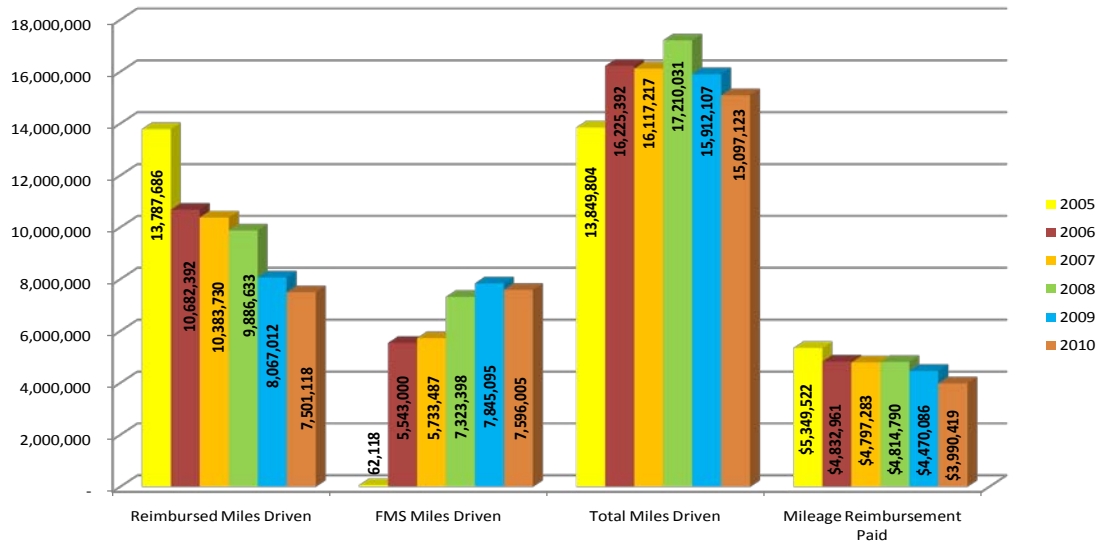
General Fund Spending/Expenditure Reduction

#### **Measure 1b**

Entrepreneurial Revenue/Expenditure Reduction

[Continues next page]

## 2005 – 2010 Reimbursed Miles\* & FMS Miles...



Mileage Reimbursement is paid to employees at Federal Reimbursement Rate  
 Reimbursed Miles: Represents in-state mileage reimbursed to state employees only (source DHR)

### Measure 1(b) Baseline & History

Department	# Employees over 13000 miles	Total # of Employees	Ave Miles Each Drove	Total Miles	Total Cost	Potential Savings /w Lease Vehicle for Each Driver
DCF	5	655	14,421	72,107	\$ 38,508.15	\$ 7,788.92
VTrans	32	710	21,871	699,874	\$ 376,409.30	\$ 123,867.81
Agriculture	6	59	20,459	122,751	\$ 65,450.85	\$ 16,790.11
BISHCA	9	73	16,535	148,815	\$ 79,089.45	\$ 20,147.50
DOC	1	389	13,311	13,311	\$ 7,064.05	\$ 1,076.19
DAIL	18	285	16,531	297,549	\$ 158,540.75	\$ 39,552.17
Health	1	343	15,051	15,051	\$ 7,941.25	\$ 1,766.96
Labor	6	174	19,514	117,081	\$ 62,396.75	\$ 22,482.27
<b>TOTALS</b>	<b>78</b>	<b>2688</b>		<b>1,486,539</b>	<b>\$ 795,400.55</b>	<b>\$ 233,471.93</b>
DWF/2010-07-02						

### Measure 1(a) & (b)

**Outcome 2**

Increase employees' engagement in their work.

**Measure 2**

Level of employee engagement (see Survey Results page X of X)

**Outcome 3**

Produce outcomes for Vermonters that are the same as or better than outcomes delivered prior to redesign.

**Measure 3**

Customer satisfaction: Can employees still do their job serving VTers?

---

\* \* \* END \* \* \*

# CHARTER UNITS – BGS POSTAL SERVICES

## CHALLENGE LEAD:

Gerry Myers, Commissioner – BGS  
 Deb Ferrell - BGS

## NARRATIVE

The BGS Postal Center data shows that the Postal Center has saved agencies/departments \$1,243,975 – mainly in Central Vermont -- over the past six fiscal years (FY 2005 thru FY 2010). That is an average savings to the State of \$207,329 per year. The Postal Center staff's increased education and outreach efforts during FY 2010 to make customers aware of the savings (a/k/a avoided costs) available through cost-effective mailing processes – automation and mail piece design – have resulted in a doubling in the savings from FY 2009 (\$162,974) to FY 2010 (\$352,364). It should be understood that while the Postal Center is saving departments (the State) money, the Postal Center forfeits the 26.6 percent handling fee on those savings and as a result reduces operating revenue and elevates its internal services deficit.

A FY 2009 and FY 2010 comparison of the statewide postage costs indicate that the total amount of statewide postage decreased by \$373,781 (from \$7,212,409 to \$6,838,628). Concomitantly, the amount paid to outside vendors in FY 2010 increased by \$49,441 (from \$4,134,169 to \$4,183,610), and the amount paid to BGS Postal Center decreased by \$423,222 (from \$3,078,240 to \$2,655,018). It is unclear whether this annual data is an indication that agencies are sending out less mail, increasing electronic communication, or cutting back on the number of postal meters, permits, etc. In order to make that determination, the Postal Center will need to survey departments to ascertain their business practices.

## INVESTMENT

Investment	Target	Spent/ Committed	Comments
FY 2011	\$0	\$0	
FY 2012	\$0	\$0	

## OUTCOMES & MEASURES

### Outcome 1

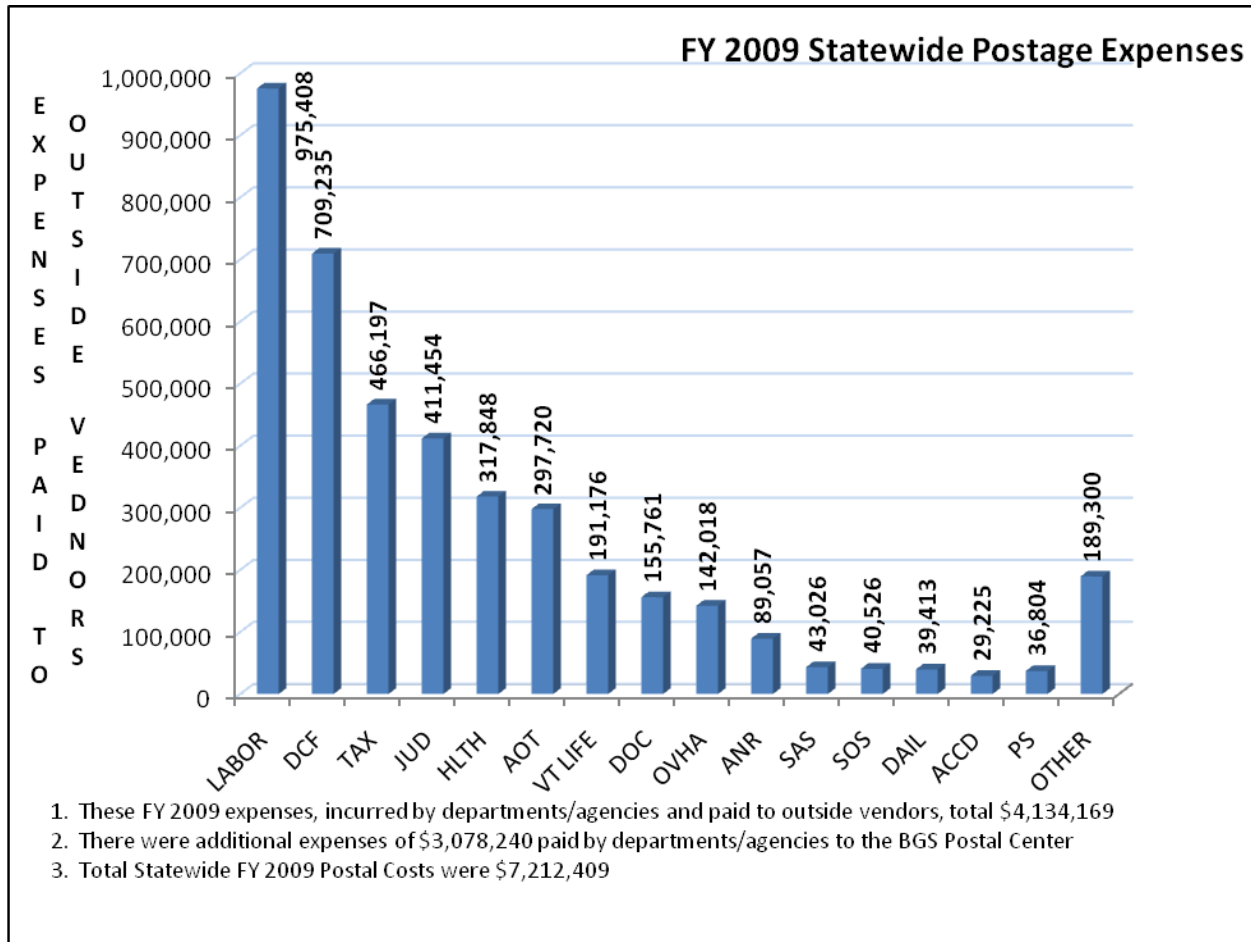
Meet challenge target of reducing spending or generating entrepreneurial revenue of \$0.262 million in general funds in fiscal year 2011.

### Measure 1a

General Fund Spending

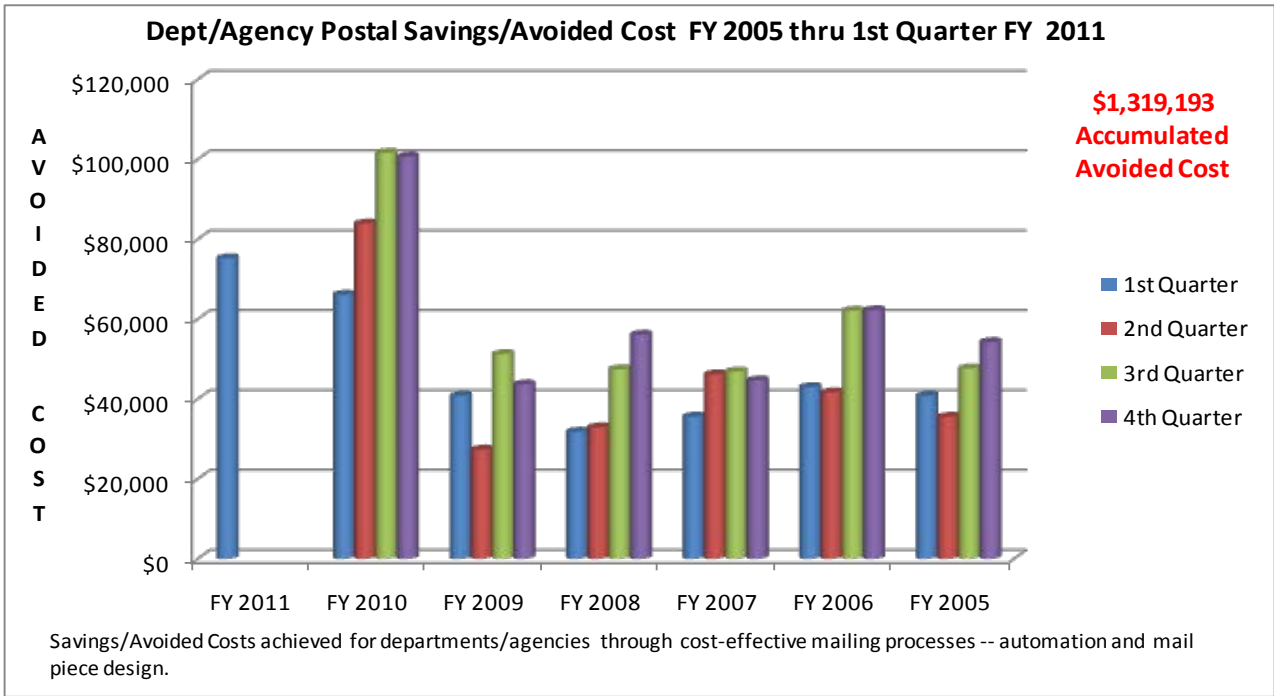
**Comment:**  
 A document detailing **Types of Mail Rates** is attached as **Appendix I**

**Measure 1b**  
**Entrepreneurial Revenue**

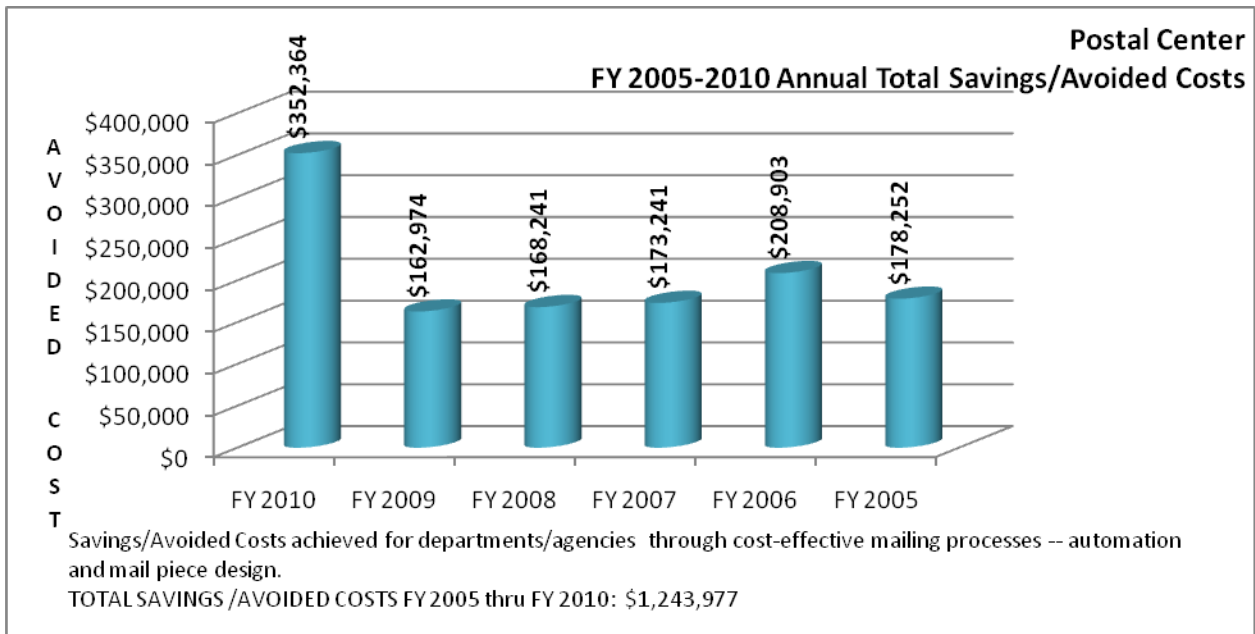


Measure 1(a) & (b) Baseline

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Measure 1(a) & (b)



Measure 1(a) & (b)

## **Outcome 2**

Increase employees' engagement in their work.

Ensuring that employees are nurtured and engaged in the work required to help the BGS Postal Center succeed in this Challenges initiative will be critical to its success. All Postal Center employees are aware of the challenge goal to increase the Postal Center services where appropriate and feasible in order provide State departments and/or agencies savings realized through avoided postage cost. All Postal Center employees are aware of the current postal packaging practices that impact postal costs. All Postal Center employees recognize, during processing, when a mailing might be done in a more cost effective manner and bring that to the attention of supervisors. All Postal Center employees recognize errors in outgoing mail that should be brought to the attention of the associated department and/or agency.

Staff members routinely participate in education and outreach efforts intended to assist agencies and departments to decide whether migrating their mail needs to the BGS Postal Center by eliminating redundant and duplicative internal mail services are programmatically and fiscally appropriate for their mission. Staff members continuously scrutinize mail to educate the customer regarding the most cost-effective method of sending their mail through automated mail and designing the mail piece to economize on postal rates.

## **Measure 2**

Level of employee engagement (see Survey Results page X of X)

**Comment:** Chronology of internal meetings attached as Appendix II

## **Outcome 3**

Produce outcomes for Vermonters that are the same as or better than outcomes delivered prior to redesign.

## **Measure 3**

Customer satisfaction: Can employees still do their job serving VTers?

**Comment:** Chronology of external meetings, education and outreach attached as Appendix III.

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\*\*\* END \*\*\*

## CHARTER UNITS – LIQUOR CONTROL

### *CHALLENGE LEAD*

Mike Hogan – Commissioner Liquor Control

### *NARRATIVE*

Initiative: To implement a gift card sales program in our liquor agencies. Customers will be able to purchase and recharge gift cards which can be redeemed for purchases of liquor at any State Liquor Agency.

Note: As no other state entities offer gift cards, there are no existing templates for the project's design. Therefore, DLC has had to create its own project design from the ground up.

Background: After the legislative approval of Act 146 relating to the Challenges for Change, DLC:

- Identified and contacted potential gift card providers
- Defined the resources necessary to implement the program
- Created and refined the design of the project

Early in the project, it became clear that there would essentially be two distinct components of the program:

1. Identifying and contracting with a program provider or processor
2. Finding a programmer who could write the code necessary to connect the DLC's in-house POS system with the provider's system

DLC worked with the Office of Purchasing & Contracting on an RFP for a provider, outlining the specifications of work to be done, which was issued in August. Simultaneously, an SOW (Statement of Work) for a programmer was issued to all appropriate businesses already under contract with the State (following the advice of the Department of Information and Innovation).

Current Status of the Project: The RFP for a gift card program provider received just one respondent - TD Bank - with other potential providers declining to respond, after realizing the relatively small size of the proposed program. Unfortunately, the SOW for the necessary programming received no respondents, though repeated requests were issued to potential suppliers. With the aim of opening up the bid process to a broader market, an RFP for a temporary, contracted programmer was issued in October. Only one company – ten7ten – responded. Both TD Bank and ten7ten will require contracts for services rendered. Currently, a contract with ten7ten is in process. When complete, we can begin the next phase of our project. Simultaneously, DLC will need to contract with TD Bank. Once this second contract is in place, TD Bank (the processor) can work with ten & ten (the programmer) to finish the project and create a system that can issue and redeem gift cards at all 77 liquor outlets around the state.

At this point, no funds for the project have been requested from the Challenges for Change initiative. It is estimated that start up costs will be around \$65,000 (\$12,000 to the card processor and \$53,000 for the programming).



## ***INVESTMENT***

<b>Investment</b>	<b>Target</b>	<b>Spent/ Committed</b>	<b>Comments</b>
FY 2011	Revenue Neutral	\$0	An RFP for a card processor was issued and we had one respondent (TD Bank). Another RFP was issued for a programmer to link the processor's system to our point of sale system and we received one response (ten7ten). Currently, we are in the contracting process with ten7ten, however the contract has not been finalized therefore, no funds have been formally committed to date.
FY 2012	\$0	\$0	

## ***OUTCOMES & MEASURES***

### **Outcome 1**

Meet challenge target of reducing spending or generating entrepreneurial revenue of \$0 million in general funds in fiscal year 2011.

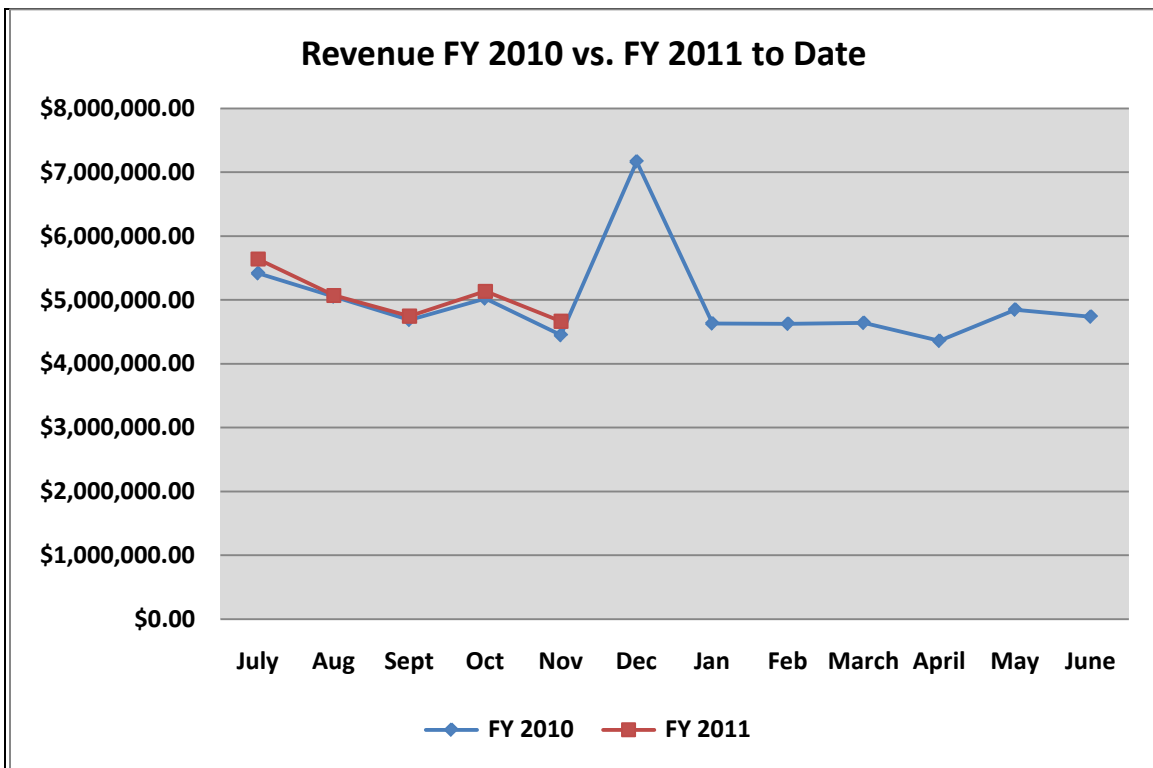
### **Measure 1a**

General Fund Spending

### **Measure 1b**

Entrepreneurial Revenue

[Continues next page]



Measure 1(b)

## Outcome 2

Increase employees' engagement in their work.

## Measure 2

Level of employee engagement (see Survey Results page X of X)

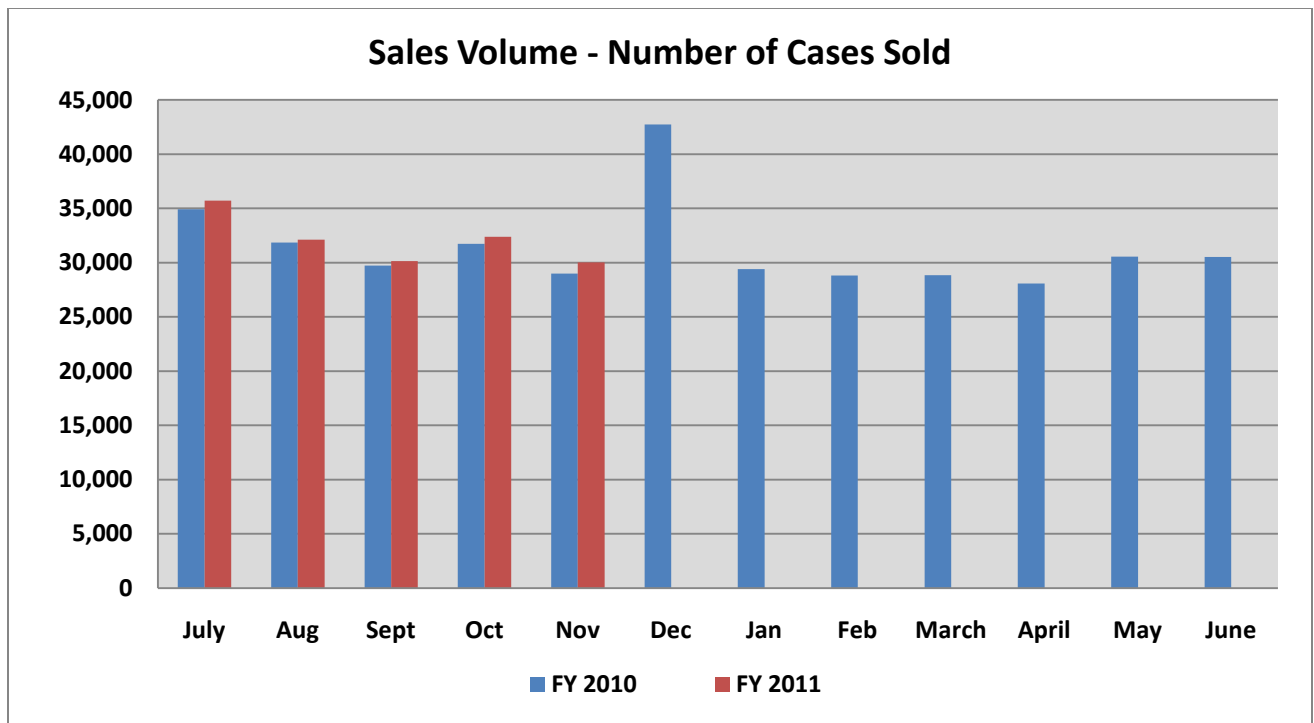
## Outcome 3

Produce outcomes for Vermonters that are the same as or better than outcomes delivered prior to redesign.

## Measures 3

- i. Sales figures (quantity and price data);
- ii. Profit-to-cost ratio.

**Note:** Measure 3i Chart shows quantity data as this is a truer indicator of sales volume than sales dollars as dollars include price increases.



Measure 3i – Baseline & Current to Date

Performance Measure 3b - Profit to Cost Ratio (Cost of Gift Card Program Versus Revenues Generated)												
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
<b>Gift Card Sales</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>												
<b>Costs Associated with Program</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Fees</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Hosting</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Transaction</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Annual</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cards</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cost</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Shipping</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Profit/Loss</b>	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Measure 3(ii)

Comment: The above chart will be completed as data becomes available.
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\* \* \* END \* \* \*

# CHARTER UNITS – DEPARTMENT OF LABOR

## CHALLENGE LEAD:

Val Rickert, Acting Commissioner VDOL; and Steve Monahan , Director Worker's Compensation & Safety Division

## NARRATIVE

The department has signed a performance based contract with a business process consultant – Biscaye Consultants Ltd. On December 10, 2010 W.C. program staff had the initial meeting with the consultant. A work plan was developed:

TENTATIVE BUSINESS PROCESS WORK PLAN		
11-Jan-11		mapping team meets with consultant to map existing processes
12-Jan-11		
13-Jan-11		Consultant interviews with outside participants in the W.C. system
25-Jan-11		mapping team meets with consultant to map existing processes
26-Jan-11		
27-Jan-11		Consultant interviews with outside participants in the W.C. system
8-Feb-11		mapping team meets with consultant to develop streamlined processes
9-Feb-11		
22-Feb-11		mapping team meets with consultant to develop streamlined processes
23-Feb-11		
8-Mar-11		mapping team meets with consultant to develop streamlined processes
9-Mar-11		
22-Mar-11		mapping team meets with consultant outside input obtained
23-Mar-11		

[Continues next page]

## INVESTMENT

Investment	Target	Spent/ Committed	Comments
FY 2011	\$35,000	\$31,000	Business process consultant. Expect contract, if approved to cost about \$31,000
FY 2012	\$225,000	\$0	This is the estimated cost of developing the new w.c. database; requested but not yet approved.

## OUTCOMES & MEASURES

### Outcome 1

Meet challenge target of reducing spending or generating entrepreneurial revenue of \$0 million in general funds in fiscal year 2011.

**Comment:** The Workers' compensation program is primarily a special fund. An assessment on employer's workers' compensation premiums provides revenue to the funds. The last few years, because of the economic downturn, these revenues have dropped dramatically requiring a sharp increase in the assessment. The long-term goal is to stabilize the fund and cushion against sharp increases or decreases in the assessment.

### Measure 1a

General Fund Spending

**Comment:** The legislature appropriated \$308,212 to the Workers' Compensation program to cover the cost of hiring 4 limited service fraud/misclassification/compliance investigators. A goal of the charter unit is to develop opportunities to move the cost of these investigator positions to the special fund and return \$308,212 to the general fund, while maintaining a stable assessment. Insurers report the total amount of workers' compensation premium written to BISHCA and VDOL each year. The assessment is then established assuming level funding. The assessment must be approved by the Legislature annually.

### Measure 1b

Entrepreneurial Revenue

**Comment:** No entrepreneurial revenue is anticipated. It is expected that there will be penalties issued for fraud/misclassification/non-compliance that will be paid to the general fund.

### Outcome 2

Increase employees' engagement in their work. (see

### Measure 2

Level of employee engagement (see Survey Results page X of X)

**Comment:** All workers' compensation employees have been told about the charter unit plan and the desired outcomes. The plan itself is based at least in part on staff suggestions provided over the last few years.

Five employees attended training on value mapping processes to better prepare them for work with the business process consultant.

Workers compensation staff had the initial meeting with the consultant. A work plan was developed. A process team has been established to work directly with the consultant to map existing processes, analyze problem areas, and develop solutions that eliminate waste.

### **Outcome 3**

Produce outcomes for Vermonters that are the same as or better than outcomes delivered prior to redesign.

### **Measures 3**

- i. Average time for resolution of disputed workers' compensation claims;
- ii. Accuracy and timeliness of indemnity payments;
- iii. Accuracy and timeliness of medical bill payments.

#### **i. Average time for resolution of disputed workers' compensation claims:**

The resolution time of all claims has not been tracked in the past. Only the time period between referral to the formal hearing docket and the final decision has been tracked, and not consistently. The ultimate result of this project will allow tracking of all claims from first report of injury to resolution. The length of time will be calculated using the database ultimately developed.

#### **ii. Accuracy and timeliness of indemnity payments:**

If we are able to develop a system that will allow electronic filing of information by insurers we will be able to track this. The length of time will be calculated using the database ultimately developed.

#### **iii. Accuracy and timeliness of medical bill payments:**

This information was not reported to the department in the past, but recent legislative changes establishing specific time frames in which to accept or reject a medical claim, and requiring notice to the department when it does so will permit the department to begin tracking this.

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\*\*\* END \*\*\*

## CHARTER UNITS – FOREST, PARKS & RECREATION

### *CHALLENGE LEAD:*

Sarah Clark, Commissioner FPR

### *NARRATIVE*

The Department of Forests, Parks and Recreation continues to negotiate charter unit flexibilities with the Administration. Revenue through November 30<sup>th</sup>, 2010 is tracking on target to meet the revenue goals laid out in the charter unit legislation. Utilization for the 2010 park season exceeded growth expectations. The Department continues to define its charter unit program.

### *INVESTMENT*

<b>Investment</b>	<b>Target</b>	<b>Spent/ Committed</b>	<b>Comments</b>
FY 2011	\$25,000	\$25,000	Targeted on-line marketing program for State Parks.
FY 2012	\$0	\$0	Not determined.

### *OUTCOMES & MEASURES*

#### **Outcome 1**

Meet challenge target of reducing spending or generating entrepreneurial revenue of \$2 million in general funds in fiscal year 2011 and \$4.5 million in general funds in fiscal year 2012.

#### **Measure 1a**

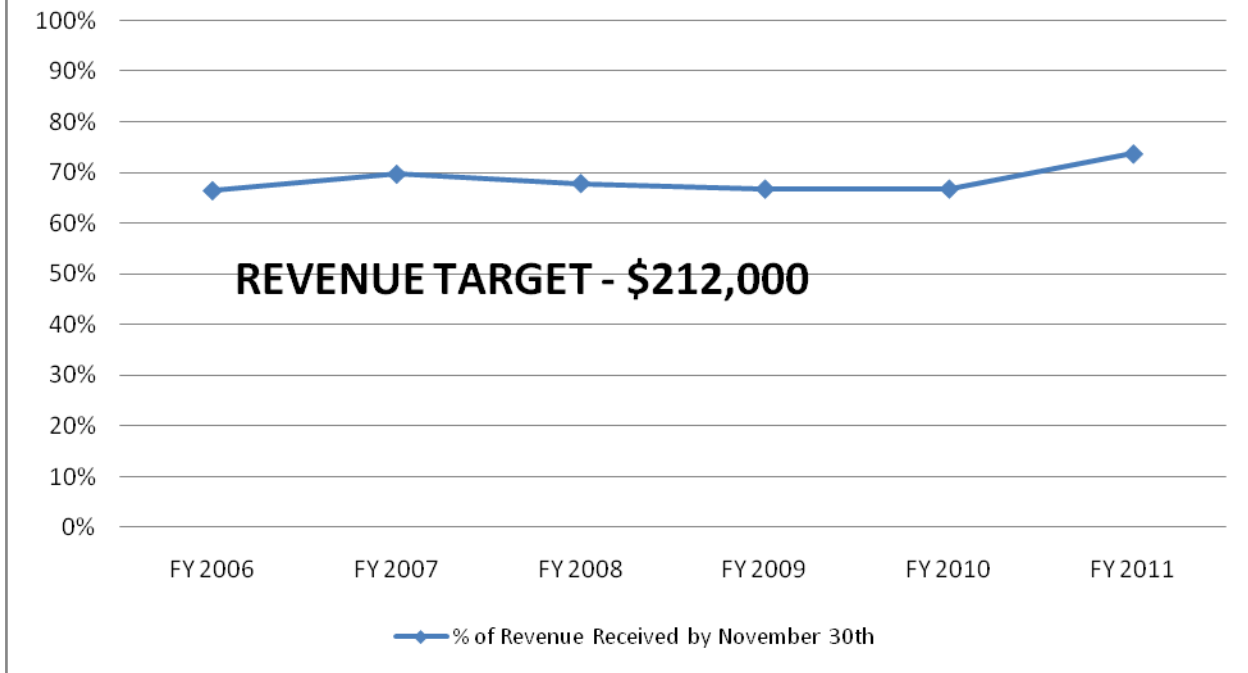
General Fund Spending

#### **Measure 1b**

Entrepreneurial Revenue

[Continues next page]

## VT State Parks - Revenue from the Sale of Services



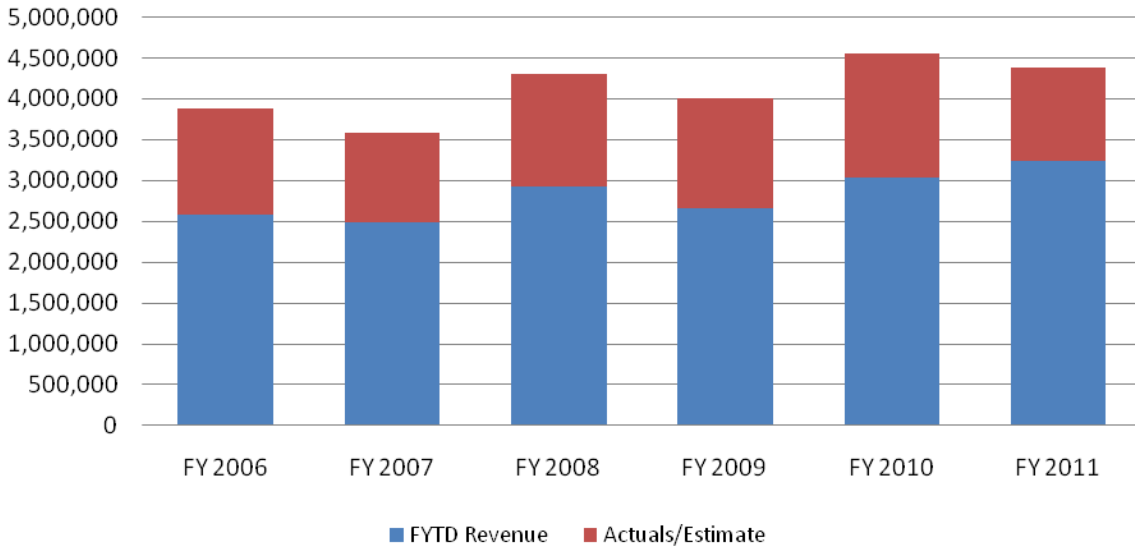
### Measure 1b History & Current to Date

**Comment:** The chart above shows that Vermont State Parks has collected 74% of budgeted revenue as of November 30<sup>th</sup>, 2010. This compares to an average collected by November 30<sup>th</sup> of the previous five years of 67%. As of November 30<sup>th</sup>, the parks system is on target to meet its entrepreneurial revenue goal of \$212,000.

[Continues next page]



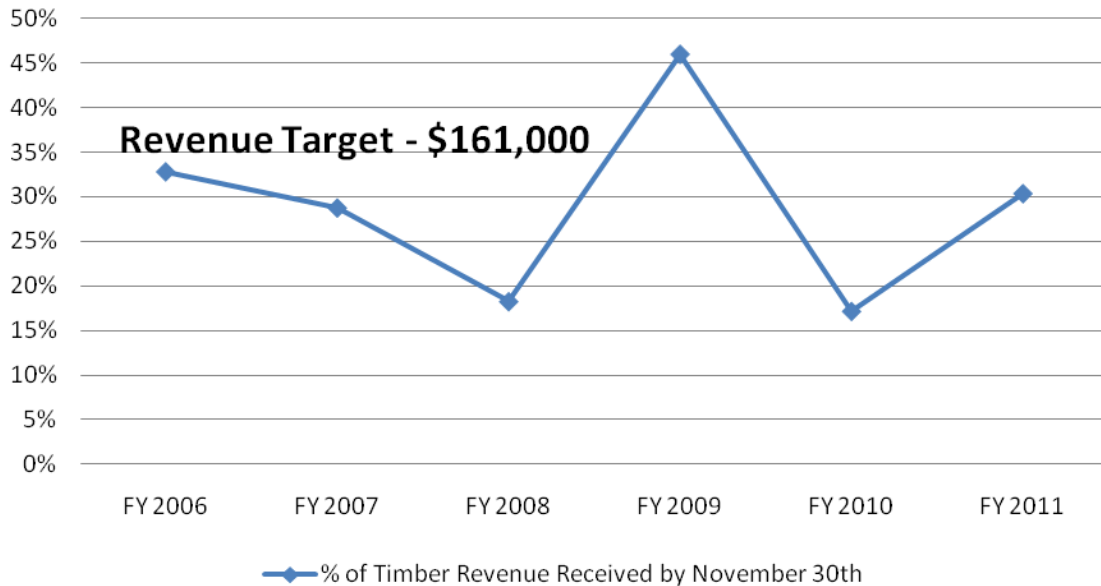
## VT State Parks - Revenue from the Sale of Services - thru November 30th



**Measure 1(b) History & Current to Date**

**Comment:** The chart above portrays fiscal year-to-date revenue collection relative to total annual revenue collected over the past six years.

## Forestry - Revenue from the Sale of Timber



**Measure 1(b) Baseline**

**Comment:** The chart above shows that the Forestry division has collected 30% of budgeted revenue from timber sales as of November 30<sup>th</sup>, 2010. However, variability in this data makes it hard to determine a future pattern.

## **Outcome 2**

Increase employees' engagement in their work.

### **Measure 2**

Level of employee engagement (See survey results page X of X)

Traditionally, the Department of Forests, Parks & Recreation has engaged employees in fostering an entrepreneurial approach to some of the Department's programs. From the inception of the Charter Unit concept, employees have helped set priorities related to meeting these financial targets. FPR management continues to update staff on the status of the Charter Unit initiative.

In addition, a seasonal incentive program proposed as part of the FPR Charter Unit initiative is still under development with Agency of Administration. This program will provide modest financial incentives that directly link the performance of the Parks seasonal workforce, who operates Vermont's 52 state parks, to achieving ambitious visitation targets.

## **Outcome 3**

Produce outcomes for Vermonters that are the same as or better than outcomes delivered prior to redesign.

### **Measure 3**

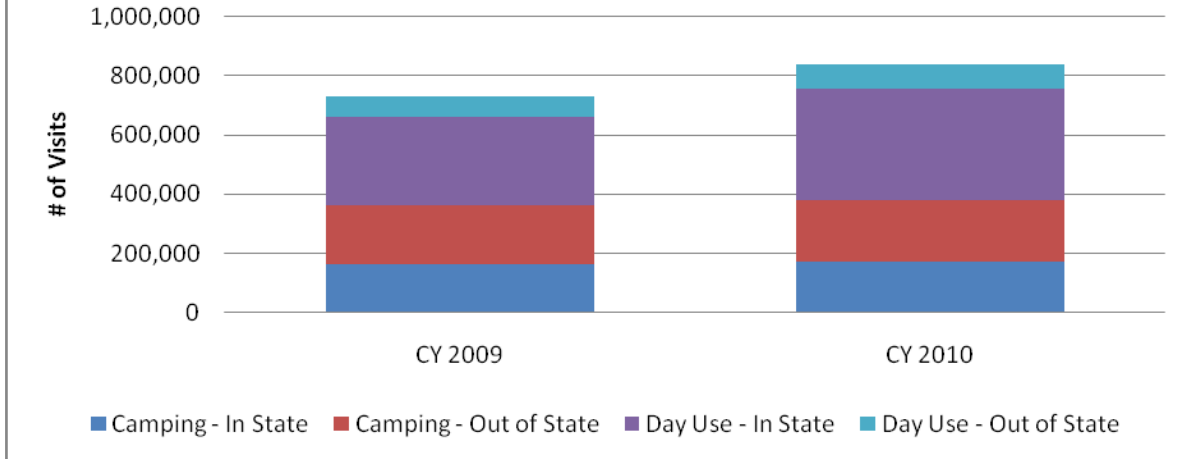
Total Park utilization.

Please note, for the Department of Forests, Parks & Recreation this represents total Park utilization. The visitation pattern will tend to follow behind visitor satisfaction and reflect the degree of satisfaction over the long-term. Data for satisfaction will be compiled at the end of calendar year.

The chart below shows that State Park utilization is up over 14% from CY 2009. This surpasses the utilization increase target of 10% detailed out in the charter unit initiative.

[Continues next page]

## Vermont State Park Utilization - 14.6% Increase - thru October 11th



Measure 3 – Baseline & Current to Date

\*\*\* END \*\*\*

## Charter Units – Employee Engagement Survey

With the assistance of the Department of Human Resources (DHR), an employee engagement survey was developed. The Gallup Q-12 poll was not used as this is a proprietary survey. DHR advised that any survey used would have to be voluntary and anonymous or would be subject to labor contract negotiations. In order to maintain anonymity, protect respondents, and assure that Charter Units would be at “arms length” throughout this process, DHR handled distribution of the survey, as well as receipt of the responses, and tabulated the results. Following is a summary of the survey questions, scoring, and distribution. The actual survey results by Charter Unit are shown on the next page.

### Charter Unit Satisfaction Survey

- (1) I enjoy performing the day-to-day activities of my job.
- (2) I have a clear understanding of my job duties.
- (3) My supervisor clearly communicates to me my job performance standards and expectations.
- (4) My supervisor provides to me regular feedback on my job performance.
- (5) My supervisor provides to me the help, training, and guidance I need to improve my job performance.
- (6) I have the materials, tools and equipment I need to perform my job effectively.
- (7) I have a clear understanding of my department's mission and goals.
- (8) I have a clear understanding of how my goals are linked to my department's overall goals.
- (9) I am satisfied with the overall communication within my department.
- (10) Employees in my department are encouraged to share and exchange ideas on how to improve the delivery of services and/or create efficiencies in work processes.
- (11) My fellow employees are committed to doing quality work.
- (12) My department's mission/goals make me feel my job is important.
- (13) In general, I am very satisfied with my job.
- (14) Department?
- (15) What is your supervisory status?

Department	# Sent	# Returned	Response Rate
BGS – Fleet	8	5	62.5%
BGS – Postal	11	5	45.5%
Tax	160	90	56.3%
Liquor Control	50	25	50.0%
Labor: Workers Compensation & Safety Division	17	13	76.5%
Forests & Parks	98	72	73.5%
Fish & Wildlife	120	81	67.5%
Total	464	291	62.7%

## Charter Unit Survey Report

Scoring: 5 = Strongly Agree; 4 = Agree; 3 = Neither Agree nor Disagree; 2 = Disagree; and 1 = Strongly Disagree.

Department		Question 1: I enjoy performing the day-to-day activities of my job.	Question 2: I have a clear understanding of my job duties.	Question 3: My supervisor clearly communicates to me my job performance standards and expectations.	Question 4: My supervisor provides to me regular feedback on my job performance.	Question 5: My supervisor provides to me the help, training, and guidance I need to improve my job performance.	Question 6: I have the materials, tools and equipment I need to perform my job effectively.	Question 7: I have a clear understanding of my department's mission and goals.	Question 8: I have a clear understanding of how my goals are linked to my department's overall goals.	Question 9: I am satisfied with the overall communication within my department.	Question 10: Employees in my department are encouraged to share and exchange ideas on how to improve the delivery of services and/or create efficiencies in work processes.	Question 11: My fellow employees are committed to doing quality work.	Question 12: My department's mission/goals make me feel my job is important.	Question 13: In general, I am very satisfied with my job.	Grand Mean by Charter Unit
BGS-Fleet	Mean	4.00	3.60	3.80	3.40	3.20	3.60	4.20	3.80	3.20	3.00	3.60	3.80	3.60	3.60
	# Responses	5	5	5	5	5	5	5	5	5	5	5	5	5	
BGS-Postal	Mean	4.00	4.20	4.40	4.00	4.00	3.20	3.80	3.80	3.40	3.60	3.20	3.60	3.80	3.77
	# Responses	5	5	5	5	5	5	5	5	5	5	5	5	5	
Fish & Wildlife	Mean	4.12	3.91	3.40	3.26	3.32	3.32	3.78	3.49	2.43	2.59	4.04	3.95	3.65	3.48
	# Responses	81	81	81	81	81	81	81	81	79	80	80	79	81	
Forests and Parks	Mean	3.99	4.28	3.75	3.38	3.46	3.50	3.90	3.71	2.86	3.31	4.08	3.81	3.72	3.67
	# Responses	72	72	72	72	71	72	72	72	72	72	72	72	72	
Labor: Workers Comp & Safety Division	Mean	4.08	4.46	3.62	3.38	3.38	3.23	3.92	3.85	3.31	3.62	3.92	4.15	4.08	3.77
	# Responses	13	13	13	13	13	13	13	13	13	13	13	13	13	
Liquor Control	Mean	3.96	4.20	3.44	3.21	3.36	3.60	4.16	4.04	2.75	3.42	3.71	3.96	3.67	3.65
	# Responses	25	25	25	24	25	25	25	25	24	24	24	24	24	
Tax	Mean	4.10	4.09	3.56	3.39	3.49	3.63	4.02	3.80	2.91	3.27	3.64	3.73	3.82	3.65
	# Responses	90	90	90	90	90	87	90	90	90	90	90	90	88	
Total	Mean	4.06	4.11	3.57	3.34	3.42	3.48	3.93	3.71	2.78	3.12	3.87	3.85	3.74	3.62
	# Responses	291	291	291	290	290	288	291	291	288	289	289	288	288	

# Performance Contracting & Grant Making

## *CHALLENGE LEAD:*

Susan A. Zeller, Deputy Commissioner - Finance & Management  
Deb Damore, Manager of Purchasing & Contracting - BGS

## *NARRATIVE*

The initial training session held in April, 2010 was less than successful; attendees did not feel the trainer could translate “general” performance measure theory into “Vermont specific” application for their departments, programs, and/or contracts. This training was a “packaged” and inexpensive training program obtained through the NIGP (National Institute of Governmental Purchasing). Based on the initial session, subsequent sessions were cancelled. Members of the Steering Team then developed a PowerPoint presentation and began meeting directly with departments in mini-training sessions. These mini-trainings were intended to help departments understand the basics of performance measures and how they could be incorporated into the contracts that would be written at the beginning of FY 2011. Simultaneously, and after consulting with The Summit, the Steering Team began developing an RFP to find a consultant to develop training specific to Vermont agencies and departments. The RFP was released and one of the three respondents was selected; a contract was executed and workshop development is being finalized. Four two-day workshops are scheduled for 2011 as follows: January 24-25; January 31- February 1; February 17-18; and March 3-4. The initial workshop is targeted at the Challenge Team members - a group of cross-departmental staff who very involved with contracts and grants – representing: Human Services – Central Office; Department for Children & Families; Education; Attorney General’s Office; Transportation; Public Safety; Department of Environmental Conservation; Information & Innovation; Finance & Management; BGS-Central Purchasing; and Forrest, Parks & Recreation. These Team Members are intended to become subject matter experts for their departments. The workshops will use actual contracts, with names and identifying information redacted, as workshop case studies. The workshops will also include training for the PIEmatrix® process management tool. In addition, a “Performance Contracting & Grant” website is under development which will host training material, examples, status reports, news, etc.

Modifications have been made to VISION to track whether a contract contains performance measures and the estimated funding source(s) split. For each new contract and/or new amendment entered into VISION, the performance data must be provided or the contract will not be accepted by the system. At year end, this data will allow us to survey each department for a report on money saved and whether the contractors met or failed on the performance measures. The modifications took longer than anticipated and were not in place for the first quarter of FY 2011. Working with departments, the Steering Team went back and manually entered the performance information on a majority of contracts entered into VISION during FY 2011. Several “stragglers” (111) remain and the Steering Team is working to obtaining and entering the performance information for those contracts.

Previously, VISION had not been used to collect data on grants, except for the information required for federal Subrecipient grants. VISION modifications that will allow the Subrecipient module to be used for federal Subrecipient reporting, as well as new reporting required by the Federal Funding Accountability & Transparency Act of 2006 which went into effect October 1, 2010, and for performance grant reporting are in the design phase and are planned to be in place for FY 2012.

## Investment

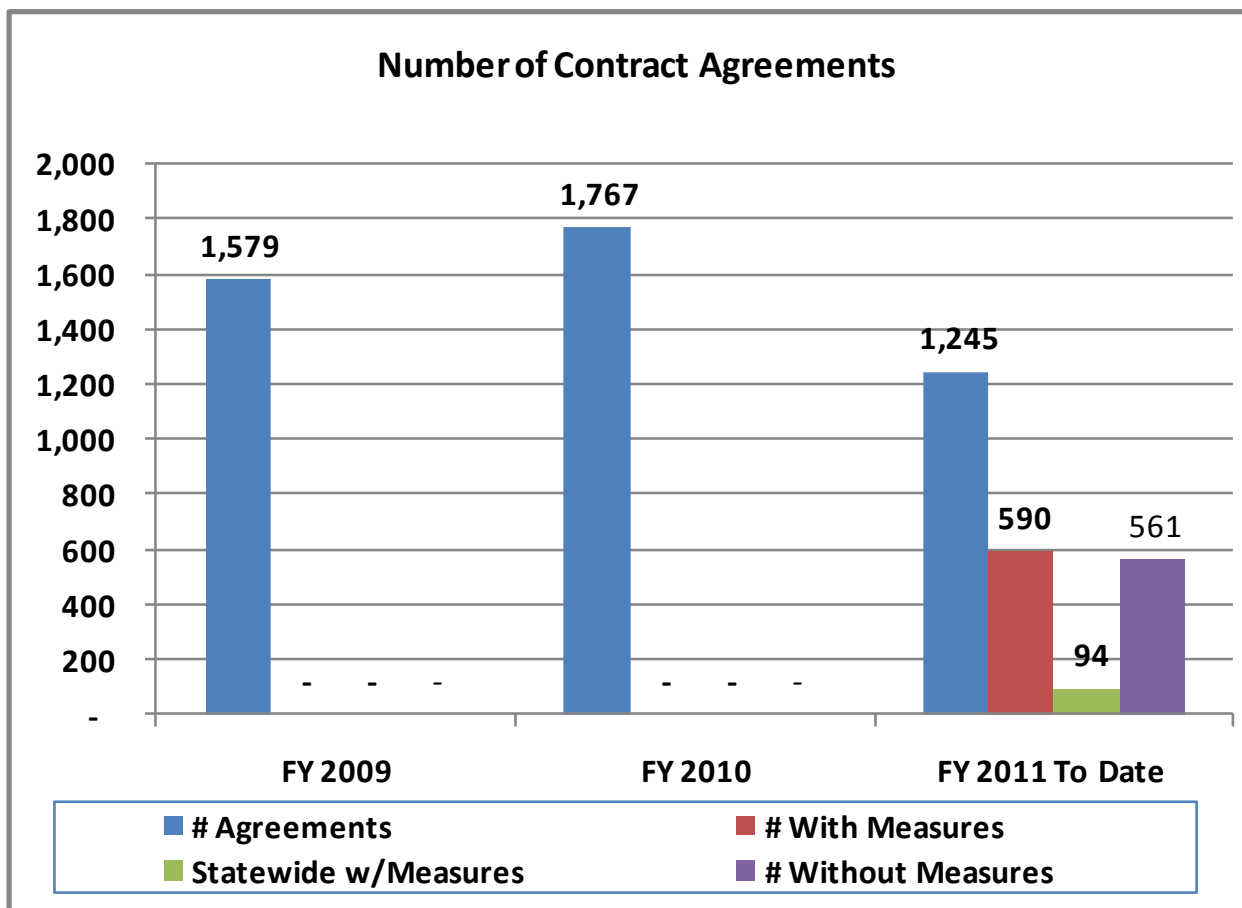
Investment	Target	Spent/ Committed	Comments
FY 2011	\$500,000	\$125,854	\$14,879 initial training; \$35,975 for PIEmatrix® process management software which will be used to create a management tool/training system for all the steps needed to do a performance contract and/or grant; and \$75,000 contract for 4 workshops & course development (1/2011 – 3/2011).
FY 2012	\$500,000	\$0	

## Outcome 1

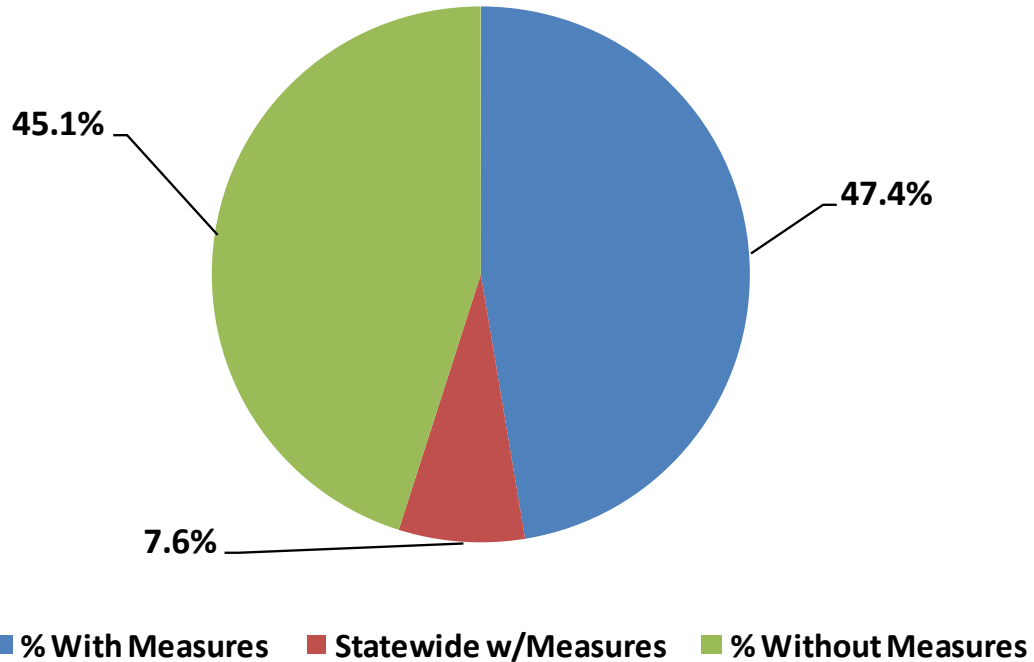
Increase use of performance contracts with the goal of converting \$70 million of contracts to performance contracts.

### Measure 1

Percentage of contracts with payment tied to performance measures.

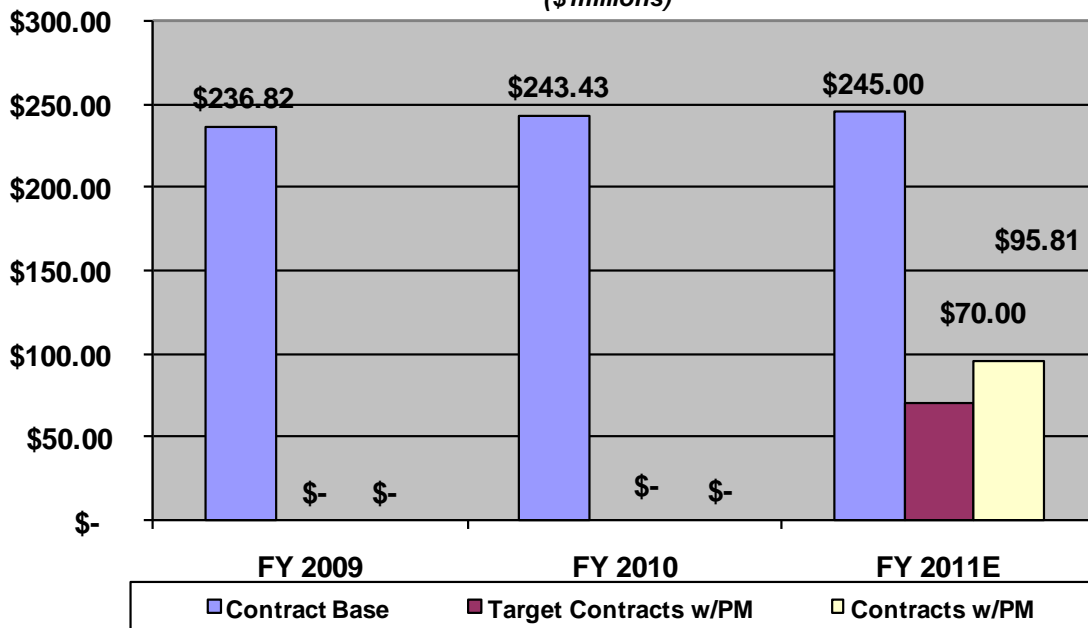


### FY 2011 Estimated Contracts To Date



Measure 1

### Value<sup>(a)</sup> of Contracts with Performance Measures (\$ millions)



(a) Does not include the \$ value of "statewide" service and commodity contracts which do not have a set maximum amounts; rather they are based on contracted rates or specified price lists.

Measure 1



## Outcome 2

*Contractors and grantees meet performance targets specified in contracts.*

### Measure 2

The Rate of performance targets met by contractors/grantees.

**Comment:** The VISION system has been modified to “tag” each contract as including Performance Measures or not. In advance of June 30<sup>th</sup>, each department with Performance Measure Contracts, based on this list from VISION, will receive a survey and be required to report as to each contractor performance as: 1) Fully met measure(s); 2) Partially met measure(s); or 3) Measure(s) not met.

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\*\*\* END \*\*\*

# HUMAN SERVICES CHALLENGES

## *CHALLENGE LEAD:*

Patrick Flood, Deputy Secretary Agency of Human Services

## *NARRATIVE*

### **AHS Secretary's Office**

#### **Challenges for Change Community Initiative Proposals:**

20 proposals were submitted, 11 were forwarded to the Secretary by the Challenges for Change Board. AHS began discussions with bidders about performance based contracts with one bidder subsequently withdrawing their proposal. AHS is in the process of writing performance based contracts for the remaining providers. Projects should be ready to start no later than Feb 1.

Designated Agencies and the Seriously Functionally Impaired population.

Substantial developmental work has been done with the Designated Agencies (DA's) in partnership with Corrections (DOC). Each DA has a list of anyone identified as SFI likely to be released to their catchment area. Contacts are being made with facilities to begin reentry planning and several individuals have been successfully released. Progress is also being made diverting likely SFI individuals from incarceration.

### **Department of Mental Health (DMH)**

#### **Initiative: DA – Adult Outpatient (AOP) Restructuring:**

A series of five public forums with multi-stakeholder representation have occurred between October and December. The forums were facilitated by service recipients, providers, and DMH representatives. Through a combination of large and small work group discussions, a consensus proposal is emerging. The proposal offers six fundamental points of program design all of which would move the Adult Outpatient, Substance Abuse and CRT programs forward into a more responsive, flexible service array. The design elements of the proposal are: 1) welcome entry – no wrong door, 2) common intake and assessment process, 3) peer supports and services are a core capacity, 4) case management available to people who need it, and 5) a state-wide quality improvement team will review how well we achieve these goals and suggest QI initiatives. The facilitator team will work to draft the legislatively required report. The working group will be convened one more time to review and provide feedback on the draft report in early January.

#### **Initiative: DA – Allow Deemed Status to Accredited DA's:**

Allocation of the \$50,000 savings target was identified to DA s and accepted in late September. In early October, no future changes were anticipated. Other work groups exploring paperwork efficiencies and simplification continued; but there were no additional savings linked to this initiative.

#### **Initiative: DA – Continue Implementation of Dartmouth Supportive Employment (SE) Model:**

In October, interest was gaining on developing a learning collaborative among the 10 SE programs that addresses their training and skill-building needs. DMH and VR met to discuss the best approach for highlighting the new financial incentives available to agencies that achieve higher employment outcomes using quality SE services and began planning for an interactive video conference with DA

Executive Directors and employment staff that took place in mid-December. In early December, DMH also submitted a grant application to SAMHSA focused on providing additional benefits training and supported employment training/support to non-employment staff as a way to enhance existing SE efforts and increase outcomes. The Performance Indicator Project (PIP) Reports on Supported Employment outcomes released for 4<sup>th</sup> quarter of FY10 indicated a 1% increase from the previous quarter.

**Initiative: DA – Substance Abuse and Mental Health Services:**

In September, areas related to substance abuse and mental health integration naturally flowed into the discussions of adult program redesign. This integration initiative became part of the Adult Services Redesign workgroup which met regularly. Any recommendations in this area will be incorporated into the Adult Services Redesign report to be presented to the Legislature.

**Initiative: DA – Mental Health – 2% Reduction:**

This \$1.3 million initiative was achieved through DA allocation reduction in the FY '11 budget.

**Initiative: DA – Reduce documentation and paperwork per PHPG:**

A memorandum of administrative simplifications in treatment planning documentation was jointly developed by AHS Commissioners and Directors with input from Designated Agencies and distributed in late October. There was agreement between the DA's and AHS leadership to form a new workgroup to further explore next steps in paperwork reductions. In mid-December, Beth Tanzman and Patrick Flood convened the first work group meeting to establish best practices in clinical records and to identify areas for potential reform. ADAP, DS, and MH program leaders participated. The group discussed the current uses of the clinical record including for non-clinical purposes such as billing, compliance monitoring and risk management. Various approaches to organizing the identification of best practice in clinical records were discussed. Group members committed to soliciting regular feedback from local program standing committees and from the State committees to insure consumer and family participation. The group will convene again in January to organize a working process to identify best practices and areas that are ripest for reform.

**Initiative: DA – Reducing psychiatric length of stay:**

This initiative rolled into the discussion of the Adult Redesign work group in early October. In November, planning to begin this effort via CRT case management as a short term mechanism to do this work was proposed. As of planning efforts through December, meetings will also take place with AOP directors and discussion with VT Council. Adult Outpatient Programs have been very critical of this effort thus far. Presentation to CRT Directors is to occur in early January.

**Initiative: DA – Bulk Purchasing Options for DA's and SSA's:**

This \$25,000 savings was agreed to by DA's and taken in the FY '11 budget.

**Initiative: DA – Integrate DA Psychiatry & Behavioral Health Services into FQHC's:**

From October through December, discussions have occurred among DMH, DHVA, and DA's on Blueprint as a possible pathway for increasing this collaboration. Issues regarding billing and payment remain to be clarified to help develop this as a model. The following DA's: LCC, WCMHS, NKHS, HC, and HCRS, are continuing development in this area, but have not made substantial changes during this time period.

**Initiative: DMH – Forensic Evaluation:**

The Work Group met in September and discussed areas of concern identified since passage of the law. In November, the work group reviewed a preliminary data report on individuals referred to VSH for forensic evaluation and the disposition of each of these cases. There were a total of 20 admissions for the year in mid November. So far, 4 defendants were not been admitted to VSH after being referred by the court for an inpatient forensic evaluation. All 4 were returned to DOC under a bail mittimus. There are no identifiable trends, but the numbers are lower overall for observations for the year.

Discussions have involved the development of a more common understanding of the current process and points of view about how well the intersection between evaluation for court purposes and treatment functions. The group will seek input from the judiciary regarding the impact of the legislation on the court process. The group agreed to meet quarterly and to invite a Judge and Court Administrator to the meetings.

**Initiative: IFS – Reductions in Psychotropic Medication Use:**

The Children's Psychotropic medication workgroup has met between October and December. A draft report is nearing completion for presentation to the Legislature in January. The draft report will incorporate recommendations for both adults and children.

**Department of Vermont Health Access (DVHA)****Direct Care Coordination (CC):**

The Department of Vermont Health Access (DVHA) has expanded its direct care coordination capacity in Franklin and Rutland counties to improve health care and medical outcomes for beneficiaries with significant medical needs while reducing health care costs. Rutland and Franklin counties were selected using the geographic distribution of the Medicaid population and the *Blueprint's* financial modeling.

Currently, five of the six new clinical staff has been hired to expand upon the work of the existing care coordination teams. The new staff is collocated in high volume primary care offices, specialty practices, and in hospitals to assure DVHA achieves its *Challenges* goal of increasing the number of beneficiaries it serves by 3.8%. The providers and hospitals are highly supportive of the initiative and have indicated they value the additional assistance and data the care coordinators provide to them.

DVHA care coordinators continue to use the APS case management system as their primary resource for documentation and data mining. Although the care coordinators have the ability to access and chart their interventions in DocSite, some technical and contracting issues delayed refinements that ultimately will enable the DocSite system to fully meet the needs of the Medicaid CC pilot areas. A plan of action has been developed to assure the needs of the Medicaid pilot are addressed in an expedited manner.

Lastly, UVM has completed the evaluation design for the pilot. In addition to assessing differences in the pilot counties before and after implementing the initiative, the pilot counties will be compared with Bennington and Orleans counties, which were selected as comparisons because of similarities with the pilot counties in size, demographics, and utilization patterns. The short-term evaluation will focus on emergency department visits and hospital admissions, with a particular focus on Prevention Quality Indicators (PQIs).

**340B Pharmacy C4C Initiative:**

The initiative charged DVHA with encouraging Vermont's eight Critical Access and three Sole Community Hospitals (who are newly eligible to participate in the federal 340B discount pharmacy program) to enroll with the federal Office of Pharmacy Affairs (OPA) as eligible Covered Entities and then to "carve in" Medicaid to ensure the state benefits from lower drug pricing. In addition, DVHA is working with already enrolled Covered Entities (Federally Qualified Health Centers and Fletcher Allen Health Care) to increase their 340B utilization and pass through the savings to Medicaid. DMH has a C4C initiative focused on alignment between Covered Entities and the Designated Agencies to achieve the same end: increased utilization of 340B for Medicaid beneficiaries who are clients of the DA's.

Seven of the eleven Vermont hospitals newly eligible for participation in 340B are enrolled as of 1/1/11. After troubleshooting a number of technical challenges, DVHA is in the final stages of designing a workable system for 340B providers to "carve in" Medicaid to pass through the 340B discounts to the State. An initial proposed State Plan Amendment (SPA) was withdrawn in early December in response to feedback from providers, but a revised SPA will be posted early in the New Year so that the State can begin sharing in the savings obtained through 340B.

**CURB Initiative:**

The Clinical Utilization Review Board (CURB) was created to examine existing medical services, and emerging technologies, and relevant evidence-based clinical practice guidelines and make recommendations to the Department of Vermont Health Access (DVHA) regarding coverage, unit limitations, place of service, and appropriate medical necessity of services for the Vermont Medicaid program. The board is comprised of 10 members with diverse medical expertise appointed by the governor upon the recommendation of the commissioner of DVHA. Input to selection was provided by the Vermont Medical Society, the University of Vermont Office of the Dean, and other state and public stakeholders. The medical director of DVHA serves as state liaison and moderator for the CURB.

The CURB convened for its first meeting on October 20, 2010 and has met monthly for a total of three meetings through 2010. The CURB duties and responsibilities include identifying opportunities to improve quality, efficiency, and adherence to evidence-based clinical practice guidelines, and making recommendations to the commissioner of DVHA regarding the most appropriate mechanism to implement the recommended utilization controls for provision of evidence-based clinical practice guidelines. DVHA provides CURB members per diem compensation for each meeting and food service for dinner before the meeting. DVHA filled one full time position to provide data support to the CURB to start in January, 2011. DVHA has responded to the CURB requests for data in the interim through currently employed data analysts.

Over the past three meetings, the DVHA medical director presented the CURB an overview of the guiding principles of Medicaid coverage, a review of utilization controls, and a review of program costs for medical services. The Clinical Unit director presented the steps for evaluation of prior authorization requests, exception requests, appeals, requests for non-covered services, and pharmacy authorizations and DVHA use of proprietary sources for medical criteria and coding manuals. The CURB members have provided suggestions regarding transportation services, emergency room services, services provided by geographic area, use of case management, reduction of administration barriers, provider incentives to increase participation, ambulance services, and personal care services.

The CURB members also requested data regarding out-of-state services. Currently DVHA only requires prior authorization for inpatient services out-of-state. The CURB was presented data on total number of outpatient services provided out-of-state, services provided and reimbursed to each state, the composite list of services provided to beneficiaries by specific coded service, and the specific providers for each state. The board members provided suggestions to ensure appropriate use of out-of-state services which will be summarized and presented for implementation by DVHA at the January 19, 2011 meeting. The CURB began discussions on the use of the negative pressure wound closure system for Vermont Medicaid beneficiaries and mechanisms to ensure that evidence-based clinical practice guidelines are followed by providers. Given the delay in the start of the CURB meetings until October, DVHA is still assessing whether the projected \$4 million in net gross savings can be achieved for FY11.

## **Department of Children and Families (DCF)**

### **Reach Up Intensive Family Engagement:**

The Challenges for Change initiative associated with Reach Up was a directive to create a specialized case management program for Reach Up families on sanction. Although no savings were associated with this item, the goal was to achieve savings that would equal the cost of the program (\$420,000) by reducing the Reach Up caseload as people exited the program through employment. The procurement process began with a Request for Proposal that went out in June, 2010. A consortium of Community Mental Health Agencies had the winning bid proposal. After discussion the consortium decided that it could not enter into the performance based contract that was outlined by DCF. Considering this and the difficulty in recouping the savings to pay for this program it was decided to revisit this initiative in the next legislative session.

### **Office of Child Support - New Hire Reporting:**

State law requires that employers report newly hired staff in a timely fashion to the Department of Labor (DOL). Recently, the Legislature reduced the required employer reporting period from twenty days to ten days in hopes of creating more accurate information and compliance with the law.

Employers submit reports directly to the Department of Labor. The Office of Child Support has proposed a technology interface with DOL in order to monitor compliance with this newly changed law in order to ensure that child support wage withholding is done in a timely fashion. Our expectation is that this will enhance our ability to recoup court ordered child support payments and stabilize income for many Vermont families dependent on child support. OCS continues to assess what specific IT work will be required to develop the interface and to implement a data matching system.

### **Office of Child Support - License Suspension:**

The Legislature gave the Office of Child Support concurrent jurisdiction with the Family Courts to suspend driver's licenses administratively for non compliance with child support orders. Currently, we are working to develop the necessary protocols to use to ensure timely and accurate suspension of licenses and a concurrent process for referral to our county sheriffs in those cases of non-compliance. Full implementation of this initiative will require IT support and coordination with the Department of Motor Vehicles and the Family Court. OCS has initiated a complete assessment of the necessary IT project process but the assessment is not yet complete. We are anticipating implementation by February 1, 2011.

**Office of Child Support - Collaboration with County Sheriffs for Child Support Collection:**

The Challenges for Change initiative associated with child support was a directive to work with county sheriffs to improve child support enforcement. Although no savings were associated with this initiative, we are expecting that enhanced enforcement will result in additional child support collections for families in excess of the costs associated with contracting with county sheriffs. To date, we have finished the procurement process and have a signed contract with the Chittenden County Sheriff which outlines a process for statewide referrals for delinquent support payments through a single point of contact. We have begun to implement this process and have submitted over 100 cases in which we have been unable to locate the responsible individuals or in which warrants need to be served. Chittenden Sheriffs have located or developed leads on a number of those submitted cases and have already picked up 3 individuals on warrants. Recoupment costs from those three individuals have already totaled \$2500. The Office of Child Support is tracking outcomes for this initiative specific to the activities performed by sheriffs and to the total child support collections for cases that have been referred. Future activities for sheriffs will include sending notices to noncompliant individuals. OCS is also considering initiating a statewide roundup for un-served warrants in order to enhance compliance with existing child support orders. We will continue to track the outcomes for this initiative and to refine our collaboration with county sheriffs.

**Child Development Division - Automation of the Child Care Financial Assistance Program Eligibility Determination:**

The purpose of this initiative is to transfer the financial eligibility determination function from individual community providers to the Economic Services Division using elements of processes that are being modernized under the auspices of the STEER project, or ESD Modernization. To date the project charter, business requirements document, and project implementation plan are completed. An RFP for the IT work necessary to create an interface between two existing data systems within the Department to allow for the centralization of eligibility determination closed with only one bid received. The amount of the bid was not realistic or fiscally manageable. A newly written RFP will be ready to post by January 15, 2011. Stakeholder meetings were held in every region to assist in the development of transition plans. The positions required to transfer the work into DCF have been recruited and five conditional offers of employment were made with an anticipated start date of 1/10/11.

The current budget for this project is \$400,000 for the IT work. Some of the work will be done in house. The savings committed for this fiscal year was \$26,000. With full implementation the projected savings for FY 2012 is \$600,000. The current administration is aware that the incoming administration may require a review and re-evaluation of the pace of this project. Decisions must be made by January 7, 2011 as any change in the initiative will require contract extensions and 30 day notification to parents and providers.

**Child Development Division - Children's Integrated Services:**

The work of the three stakeholder groups convened in September 2010 [Group I: Regional Integration of CDD Services; Group II: Child Care Referral and Financial Assistance System; and Group III: Early Childhood and Afterschool Program Consultation, Quality Improvement & Professional Development] has been completed. Groups I & III met 4 times each and Group II met 5 times. 70 – 75 participants took part in the discussions, including 23 registered or licensed CC providers. Each group discussed, clarified, defined and refined the original charge to the group. They identified key questions and gathered information from a variety of sources. There was an

agreement that consensus was not possible in a short time frame– the goal was to unearth issues and identify areas of agreement and differences of opinion/perspective. Information about the discussions was available on the CDD website throughout the process. Each group examined many sides of each issue and produced recommendations for the future. The work of the three groups was presented in an open state-wide meeting via Vermont Interactive Television (VIT) on December 15, 2010. Many positive comments regarding the process and products of the groups were received from VIT meeting participants.

As part of the information gathering effort, CDD worked with partners to create and disseminate two surveys.

One survey was for parents asking about where they get information about child care and how they select providers. Over 1000 parents responded in a three week period. A preliminary report on their responses is available on the CDD website and a more detailed final report is being finalized. A significant number of parents identified themselves and said they were willing to continue the conversation about Child Care. CDD and Kids Are Priority 1 plan to work together throughout the winter and spring to convene focus groups of parents to better understand their needs, constraints and priorities related to child care and child development services. The second survey was developed using information from Group II. It was developed to ask child care practitioners about their professional development needs, challenges, preferences and priorities. It will be disseminated to a broad array of providers in the first week of January and results will be posted on the CDD website in February. Final reports and data from both surveys will be used to inform ongoing discussions about CC Resource & Referral recommended by the Stakeholder Groups.

Eight products in all were produced by the three groups. These include reports, plans and recommendations. Final drafts are available on the CDD website. All products are being reviewed and formatted and will be available in final form on the CDD website by the first week in January. An evaluation of the process will also be distributed to all participants.

CDD staff will present materials to the DCF Commissioner and AHS Secretary in preparation for a report due to the legislature on January 15, 2011.

### **Children's Integrated Services (CIS) Phase I Implementation:**

On November 1, 2010 full integration of CIS through a single fiscal agent was successfully implemented in 3 AHS regions: Lamoille, Franklin/Grand-Isle, and Rutland. The three pilot regions are working closely with the CIS State Team from CDD to identify and resolve any issues that arise.

On December 6 & 7, CDD sponsored a two day conference entitled 'Moving CIS Forward' at Lake Morey Inn in Fairlee, VT. Over 150 community partners from all regions of Vermont attended. The first day revolved around the work to date on a framework for integration and the experience of the three pilot regions in the first blush of implementation. The presentations from the pilots were both informative and positive. Teams from individual regions had an opportunity to meet together to discuss next steps and ask questions relevant to their particular regions of pilot staff and CIS State Team staff who circulated during Regional Team meetings. The second day was detailed review of the One Plan being integrated in CIS across the state.

The CDD State Team is now working closely with pilots and providing technical assistance to individual regions planning for full integration. A timeline for moving forward toward state-wide



implementation has been proposed by CDD and is included in C4C Stakeholder Group II recommendations. Child/family as well as process outcomes have been identified and are being tracked as implementation moves forward. The CIS State Team will convene and support a vibrant inter-active Learning Community for CIS partners in all regions.

The work remains closely connected to the Integrated Family Services (IFS) planning in AHS. CIS State Team members participate on IFS planning committees and IFS leaders work with and advise the CIS State team on technical aspects of integration and financing.

\$100,000 savings was achieved in SFY11 by restructuring of statewide contracts for highly specialized services related to CIS. Will be maintained in SFY12

## **Department of Disabilities, Aging and Independent Living (DAIL)**

### **Creative Workforce Solutions:**

The Creative Workforce Solutions (CWS) initiative continues to make excellent progress coordinating employment services and employer outreach for all AHS programs. The twelve local CWS employment teams established in July 2010 are all operating and ten Business Account Managers are in place supporting all the sites. On November 9<sup>th</sup> CWS held a second Employment Institute pulling over 300 CWS team members together across two sites and was a major opportunity to obtain provider and stakeholder input and build local ownership. In October 2010 CWS rolled out Salesforce an electronic employer account management system. Salesforce will allow CWS and AHS to track employer outreach and contacts statewide and will be a powerful tool to help manage employer relations. In December, 148 Salesforce licenses were issued to local CWS team members across the state. Eventually we expect up to 250 CWS team members to be using Salesforce. In addition this quarter, a CWS outcome tracking tool was Beta tested by the Barre CWS team and will be rolled out statewide in January. This tool will allow CWS to track employment outcomes for CWS consumers far more effectively than was previously possible. Finally, this quarter, a letter of agreement was developed between CWS/VR and the Vermont Department of Labor which commits both entities to develop and sign an MOU and Operational Plan that will define how they will work together to serve job seekers with barriers to employment.

### **Initiative Update:**

- Establishment by the Department of Disabilities, Aging and Independent Living (DAIL) of a process to provide clinically eligible elders, who meet initial financial eligibility criteria, prescribed by the department with Choices for Care services while their eligibility for such services is being determined.
- DDAS incorporated transitional language into SFY 11 grants and contracts laying the groundwork for the implementation of performance-based contracting and has been meeting with grantees and contractors to identify measurable outcomes and negotiate performance-based payment mechanisms. Several grants and contracts are already performance-based, with the remainder slated to become effective in SFY 12.
- An Adult Family Care (AFC) stakeholder group including a broad range of interested parties has been convened to provide input into the core elements and reimbursement for AFC. This work is being folded into a CMS Money Follows the Person demonstration grant application aimed at rebalancing long-term care, which will provide additional resources to develop and implement AFC within the Choices for Care (CfC) 1115 Waiver.

- Simplified financial eligibility processes for CfC have been formalized and will be implemented January, 2011. Procedures have been developed to ensure the necessary reporting and tracking across DAIL, DCF Economic Services Division (ESD), DVHA, HP and AHS. The workgroup will reconvene in early 2011 to evaluate implementation and the need to make adjustments, as well as to examine more closely the clinical aspects of the eligibility determination process that are tied to financial eligibility.
- Interdepartmental team to serve clients of the department of disabilities, aging and independent living with mental health needs - This initiative has been co-led by DAIL and DMH, with stakeholder input obtained through the DAIL Advisory Board. A draft Memorandum of Understanding has been developed to address coordination of services between the two departments; and additional stakeholder input will be sought in early 2011 before finalizing the agreement.
- The initiative to reduce appropriation for developmental services by a total of 1.0 percent in the designated agencies has been completed. A report has been posted on the DAIL website detailing the impact of the reduction.
- Development of new residential options for individuals with developmental disabilities as described in the state system of care plan - A decision to take the estimated \$150,000 savings from this year's appropriation was finalized in October in negotiations with the Designated Agencies' renewal of the Master Grant. This initiative will be incorporated in the local and State Developmental Services system of care planning process this fiscal year.
- The initiative to analyze new service models for high-cost clients with developmental disabilities will be incorporated into the local and System of Care Plan planning process this fiscal year. DAIL will consider any new, more cost effective options that may be identified.
- **New Activity approved in FY 11** - Contractors have been brought on board and received training in conducting risk assessments to determine the level of risk of each individual with developmental disabilities who poses a risk to public safety. This is a very labor intensive process that will result in a comprehensive assessment and summary for each individual followed by the identification of possible opportunities to reduce costs in serving individuals.

## **IFS Initiatives**

### **Initiative: IFS – Reductions in Inpatient Psychiatric Hospitalization:**

DVHA has been authorized to hire a position to assist in this effort. As of the end of December that position is under recruitment. Additionally, all departments have begun to explore additional rate tiers for inpatient care in order to support children in inpatient care who do not meet the highest level of acute care, but who require a higher level of care to remain stable while waiting for a home and community based or step down residential care placement. Finally, through the enhanced family service initiative, communities have been engaged to determine what is needed locally to appropriately divert children from inpatient hospitalization.

### **Initiative: IFS – Reduction in Admin. Requirements:**

A memo regarding changes to documentation requirements for all AHS funded children services delivered in the designated agency system was finalized in October and retro-actively effective to July 1<sup>st</sup> 2010. These changes representing 60% of the IFS funded services and a streamlined a significant amount of redundancy in the children's MH system. For example, DCF and DMH have agreed to mutually accept each others requirements for home and community based Medicaid

services, eliminating the need for providers to keep 2 files or switch requirements if the child moves in and out of custody. AHS continues to fine tune requirements related to several programs using a new bundled rate finance model. These models are being used to streamline billing for a package of services to specific target populations. In addition to these changes AHS has completed an inventory of the elements currently required across all departments for intake and assessment. The goal is to create a core common set of elements and definitions to reduce conflicts and redundancy across departments. We are also mapping the process from intake to service completion for Children's Integrated Services, Children's Health and Support Services and Enhanced Family Services to create a uniform process and reduce confusion for families. Lastly we will continue to look at reporting, documentation and auditing requirements related to PNMI funded services in order to align those requirements with the new licensing regulations and further streamline those requirements. The ultimate goal is to get away from work processes that take time away from measuring outcomes and responding to technical assistance needs and quality improvement activities.

**Initiative: IFS – Reduce Out of Home Placement:**

We were fortunate to receive all expense paid assistance from Casey Family Programs in facilitating a 2 day community planning event that was very successful. All 12 regions participated with equal representations from parents and professionals. Regions presented redesign options for key child and family programming with the goals of engaging the full family needs in much earlier and more holistic fashion. Additionally, a separate family meeting was held to continue to engage family members in all pieces of the design and implementation. Three regions have volunteered to become early adopters of a new integrated model of service delivery (Lamoille, Brattleboro, and Addison). Early adopters will begin implementation work with the state staff in early 2011 with a target of redesigns in place for the last quarter of FY 2010.

**Initiative: IFS – Repurpose Woodside as Secure Residential:**

Data analysis of the admissions for the last year indicates that it is still viable to re-purpose Woodside into a treatment focused facility. A study outlining the current and proposed status along with necessary legislative changes will be distributed by January 15<sup>th</sup> to the legislative committees of jurisdiction. Final approval and decisions will be made by the legislature.

**Initiative: IFS – Reductions in Psychotropic Medication Use:**

Members of the Psychotropic Medications Workgroup met several times this quarter. They reviewed Medicaid claims data from DVHA on mental health medication prescribing (single and multiple agents) for children ages 0-6, 7-12, and 13-17 for six months of calendar year (CY) 2007 compared to the same six months of CY2010. (Medication classes included antidepressants, antipsychotics, and ADHD medications but did *not* include anticonvulsants, anxiolytics or sedatives/hypnotics.). Final recommendations will focus on the off label use of the drug Serequol. Recommendations have been sent to the DVHA Drug Utilization Board to disallow all off label uses. It is projected that annualized savings will be at least 10% of the total drug spend or about 300K annually. Workgroup members will continue to meet to develop best practice protocols for ADHD and Anxiety/Depression medication protocols for children.

**Initiative: IFS – Integrated Intake and Program Operation Between DAIL and VDH Programs for Children:**

We have eliminated the 6 months review requirement for families receiving children's personal care services. Any family that feels their situation has changed may request a review to determine if more hours are needed at any time. This one change has resulted in 140,000 in FY11 savings. While this suspension of review is in place, the AHS is working with the VT Family Network to host a

series of regional Family Focus Groups to discuss strengths and challenges of current CHASS programs. Families have been universally supportive of the core CHASS initiatives. In addition, families offered constructive suggestions for our work as we go forward. The CHASS Team is also drafting a new CPCS Assessment tool that will provide more integrated information to the AHS and be used for multiple program eligibility determinations.

**INVESTMENT**

Investment	Target	Spent/ Committed	Comments
FY 2011	\$0	\$0	
FY 2012	\$0	\$0	

**OUTCOMES & MEASURES**

**Outcome 1**

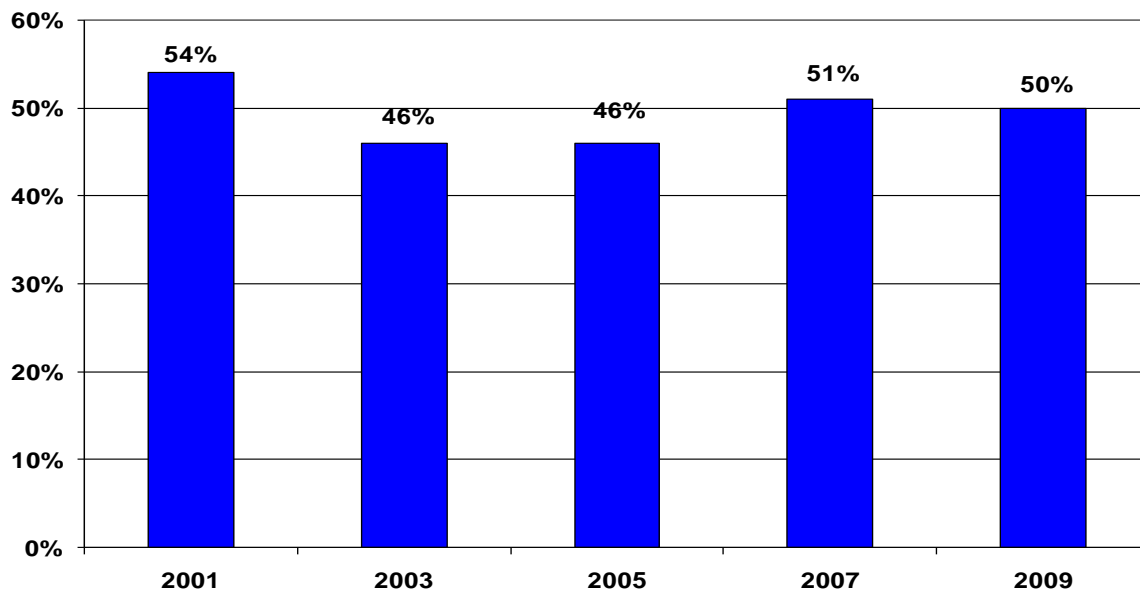
Children, families, and individuals are engaged in and contribute to their community's decisions and activities.

**Measures 1**

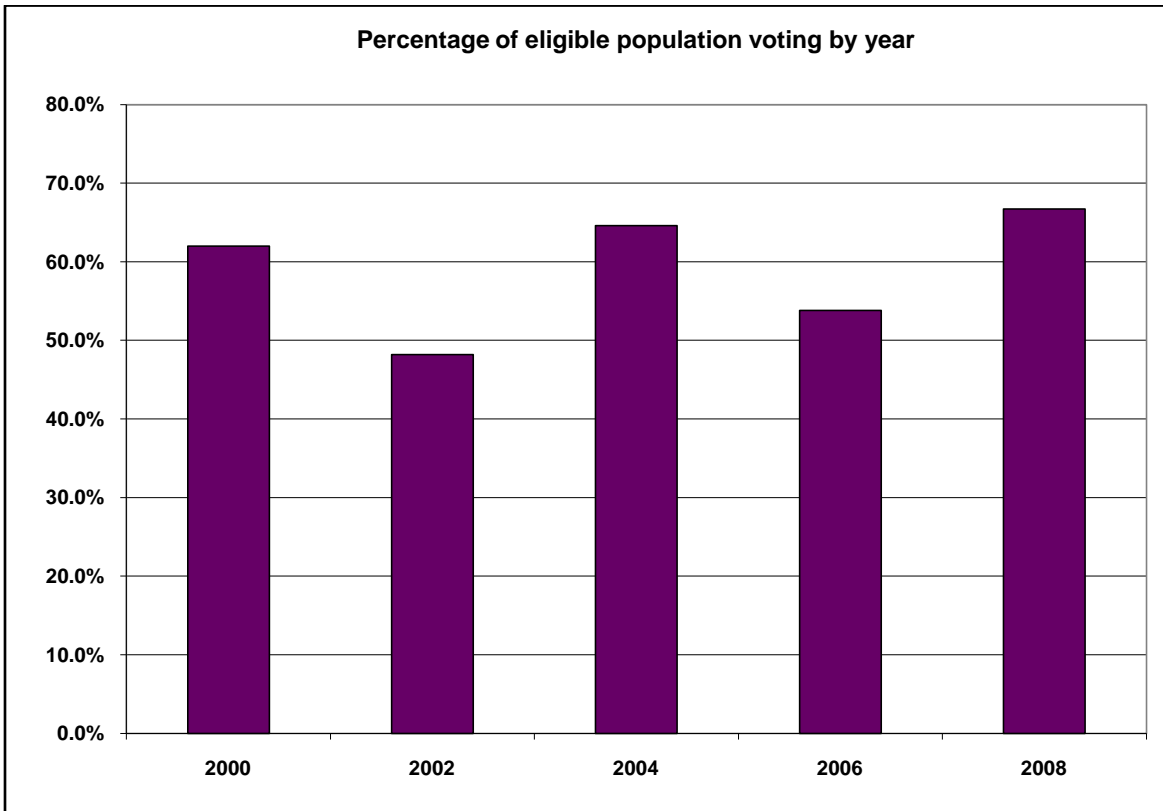
- i. Percent of students who report they feel that students help decide what goes on in their school;
- ii. Percentage of eligible population voting in general and local elections;
- iii. Percent of towns/districts/regions with reparative boards;
- iv. Number of clients serving on AHS policy boards.

▪

**Percent of students who report they feel that they help decide what goes on in their school**



Measure 1(i) Baseline & History



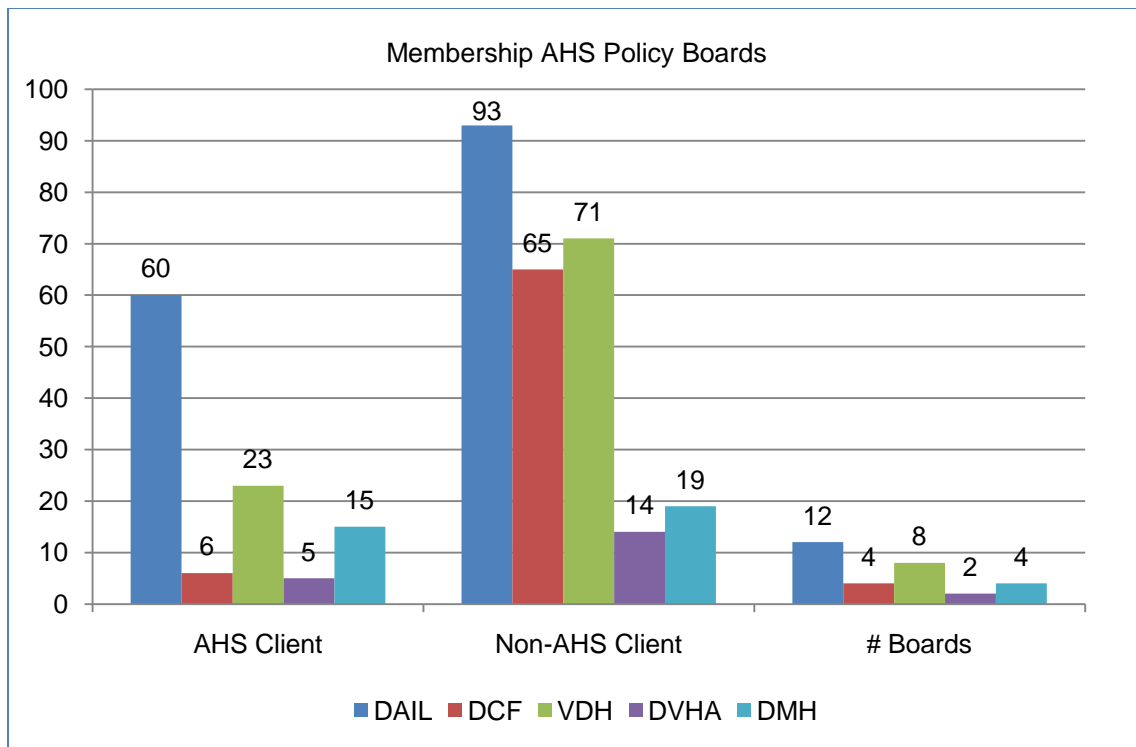
**Measure 1(ii) History**

[Continues next page]

Reparative Boards by County		# Towns		% per County w/Bds.
County	Town Name	With Boards	By County	
Addison	n/a	0	23	0.0%
Essex	n/a	0	19	0.0%
Grand Isle	Grand Isle	1	5	20.0%
Franklin	St. Albans*; Highgate; Richford	3	15	20.0%
Lamoille	Morrisville; Cambridge; Johnson; Stowe	4	10	40.0%
Chittenden	Burlington*; Colchester; Essex*; Milton: Shelburne; Hinesburg*; So. Burlington*; Williston*; Winooski*	9	18	50.0%
Rutland	Rutland*	1	28	3.6%
Bennington	Bennington <sup>1</sup> Manchester	2	17	11.8%
Orleans	Newport*	1	19	5.3%
Caledonia	Hardwick*; St. Johnsbury*	2	17	11.8%
Washington	Barre*; Montpelier*; Northfield; Waterbury	4	20	20.0%
Orange	Randolph*	1	17	5.9%
Windsor	Windsor; Chester; Hartford*; Springfield*; White Rover Jct.	5	24	20.8%
Windham	Bellows Falls*; Brattleboro	2	23	8.7%
	<b>Total</b>	<b>35</b>	<b>255</b>	<b>13.7%</b>
*DOC-funded Community Justice Center or Program; All other Board locations administered directly by the county P&P office.				

Measure 1(iii)

[Continues next page]



Measure 1 (iv)

## Outcome 2

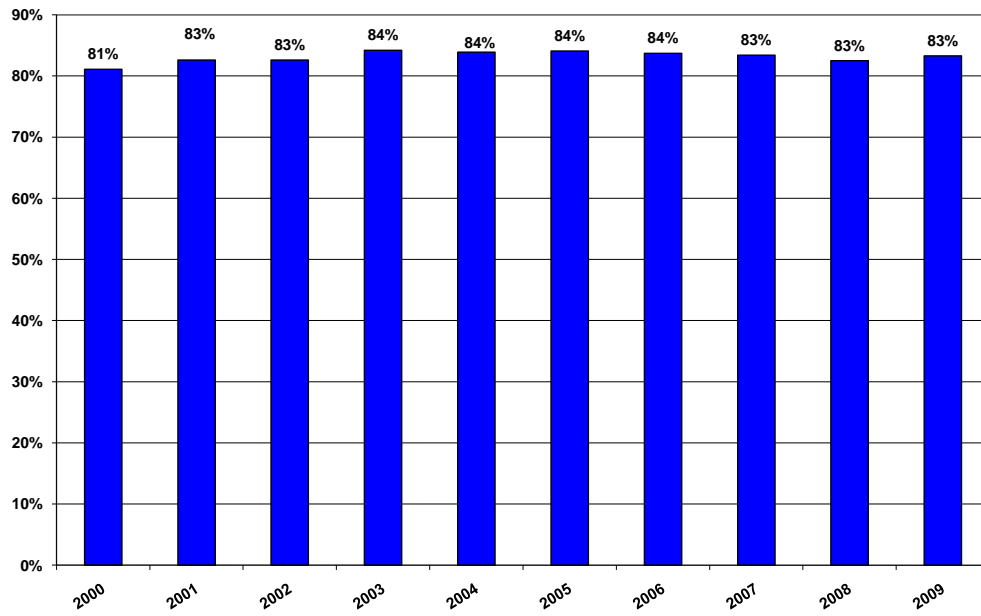
Pregnant women and children thrive

### Measures 2

- i. Percent of women receiving prenatal and natal care.
- ii. Percent of well-child visits in the first 15 months of life in the care in the Global Commitment to Health Medicaid Waiver Population.
- iii. Percent of low birth weight babies
- iv. Percent of women who report smoking during pregnancy

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**Percent of Women Receiving Prenatal and Natal Care**

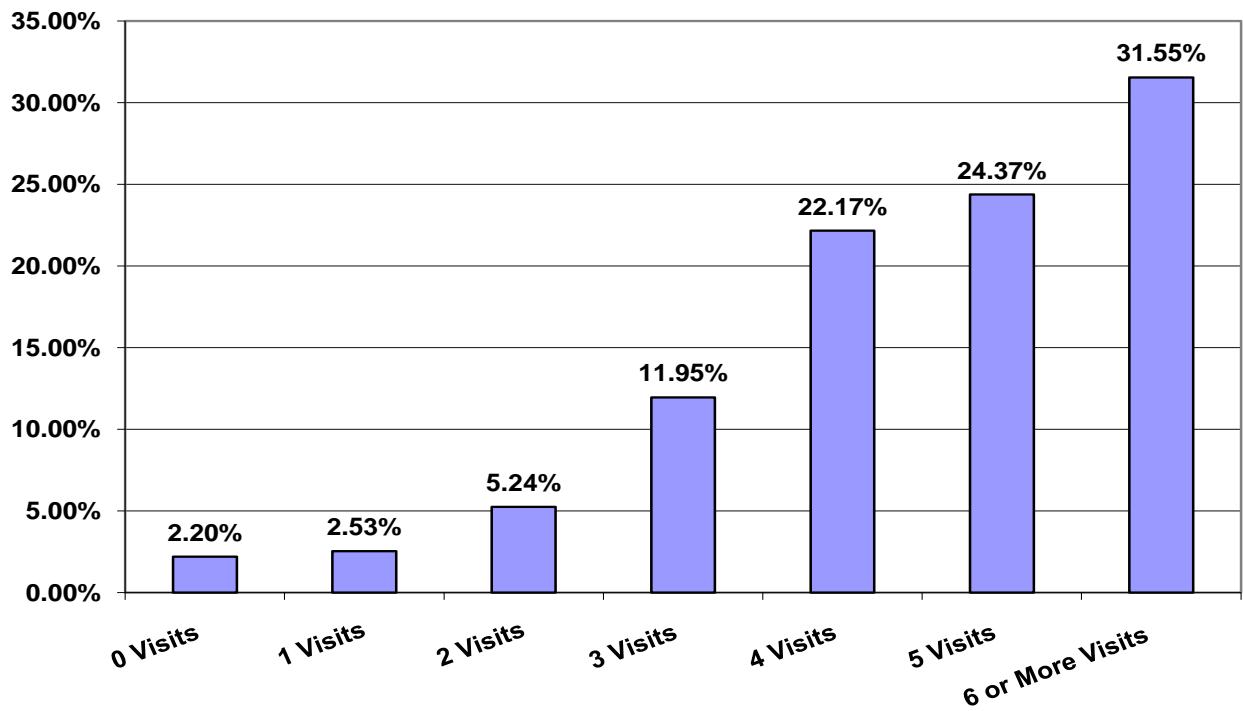


**Measure 2(i)**

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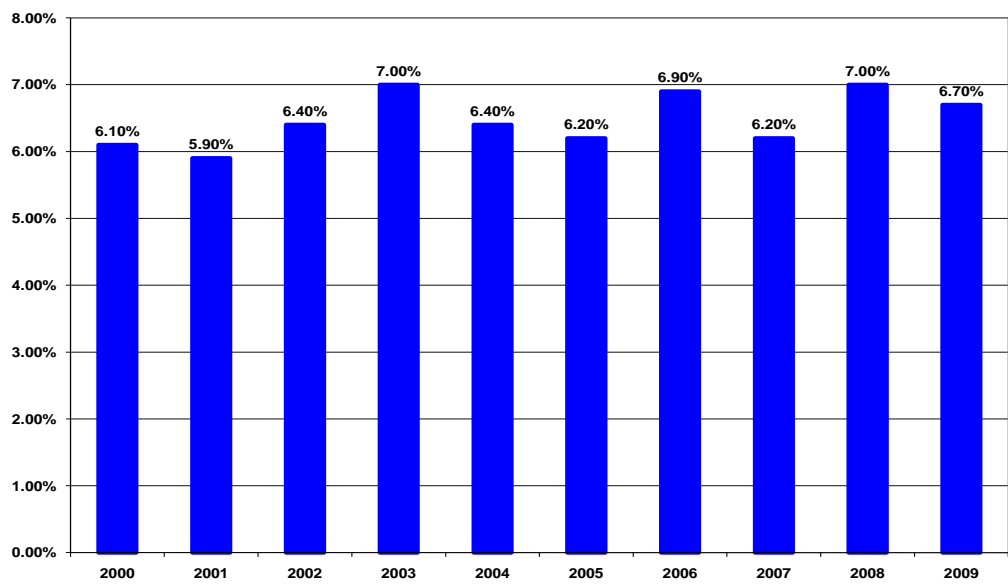


**Percent of well-child visits in the first 15 months of life in the care in the Global Commitment to Health Medicaid Waiver Population**

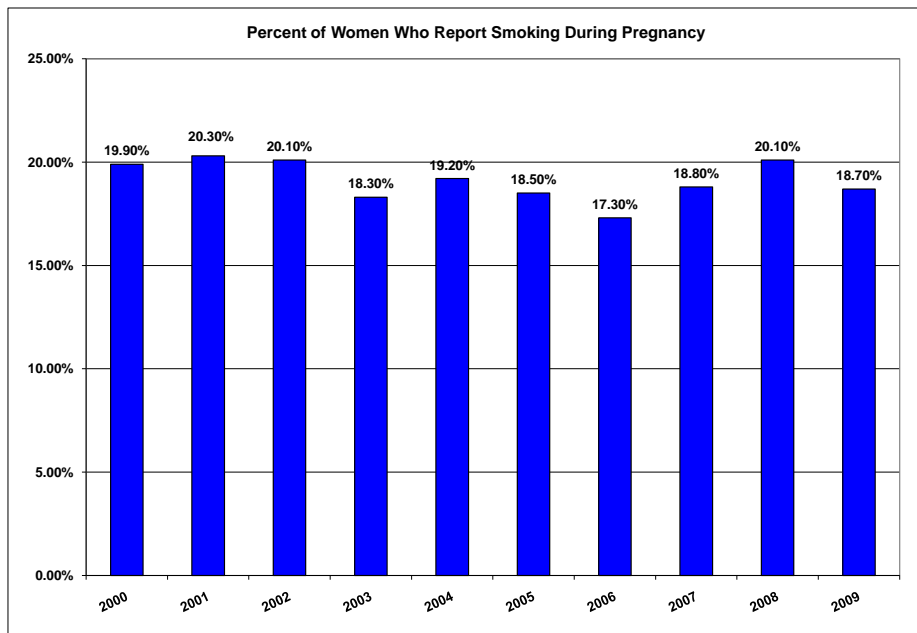


Measure 2(ii)

**Percent of Low Birth Weight Babies**



Measure 2(iii)



**Measure 2(iv)**

**Outcome 3**

*Children are ready for school*

**Measures 3**

- i. Percent of Early Essential Education students meeting IEP goals
- ii. Percent of infant/toddlers meeting IFSP goals

**Measure 3(i):** These data are not collected pr DOE.

**Measure 3(ii):** IFSP is a new program; Data not yet available

**Outcome 4**

*Children succeed in school*

**Measures 4**

- i. Reading proficiency gap between students eligible for Free and Reduced Lunch assistance and all students;
- ii. Math proficiency gap between students eligible for Free and Reduced Lunch assistance and all students;

- iii. Graduation rate gap between students eligible for Free and Reduced Lunch assistance and all students.

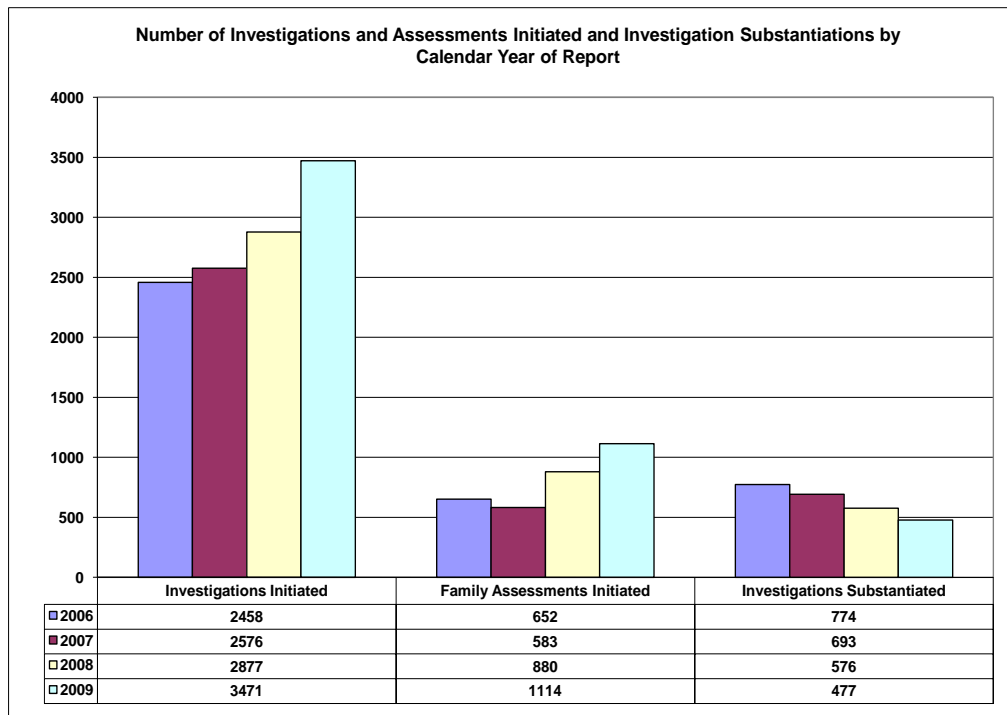
[DOE has not provided and/or collect this data]

## Outcome 5

Children live in safe, nurturing, stable, supported families

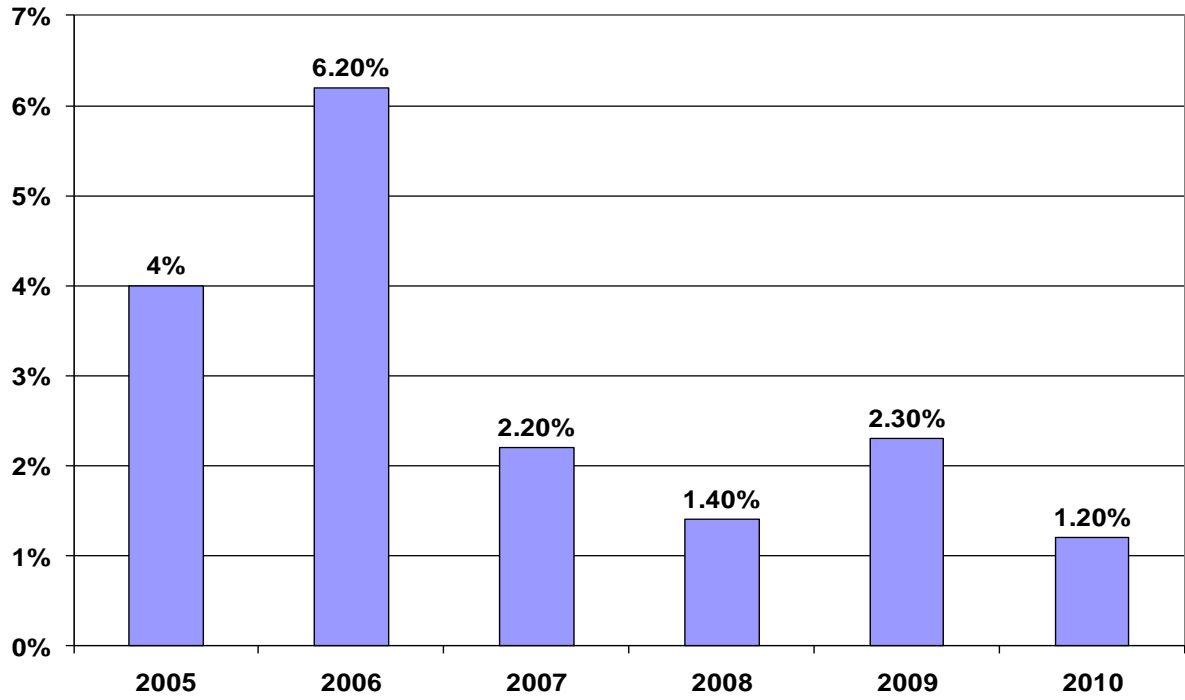
## Measures 5

- i. Number of assessments of child abuse and neglect and percent of reports substantiated;
- ii. Rates of re-abuse of children who have opened cases with DCF;
- iii. Average number of moves within the child substitute care system;
- iv. Percentage of children at or below 200% of federal poverty level.

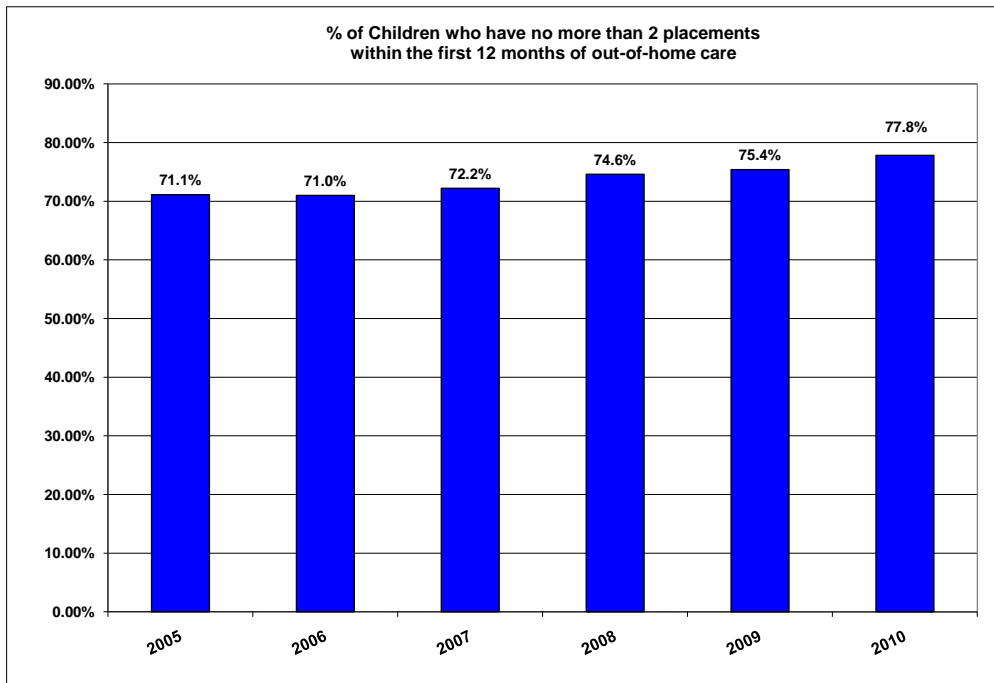


### Measure 5(i)

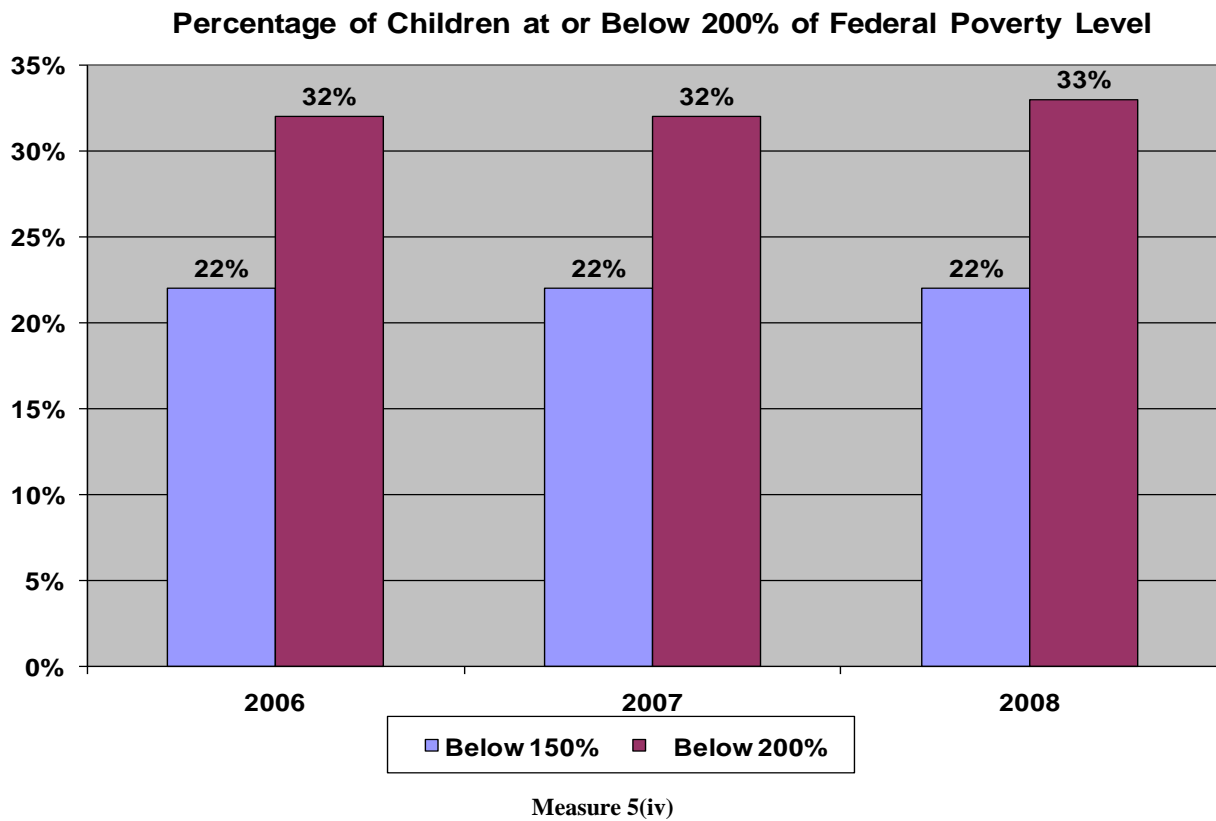
Rate of Reabuse of Children who have opened cases with DCF



Measure 5(ii)



Measure 5(iii)



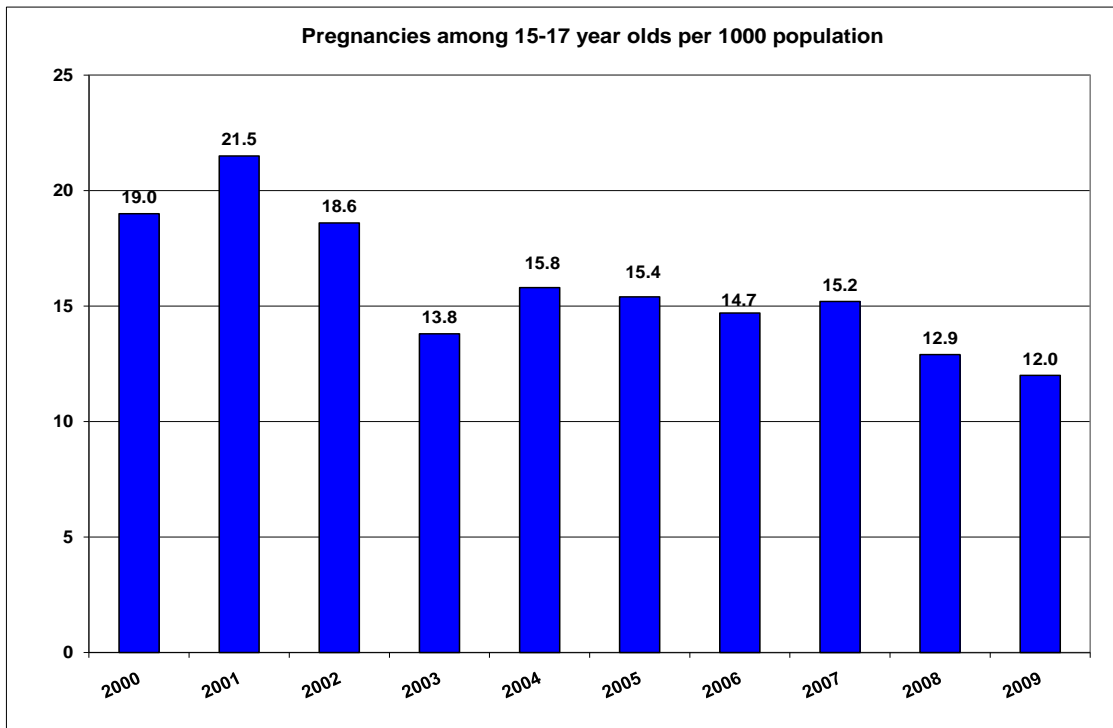
## Outcome 6

*Youth choose healthy behaviors*

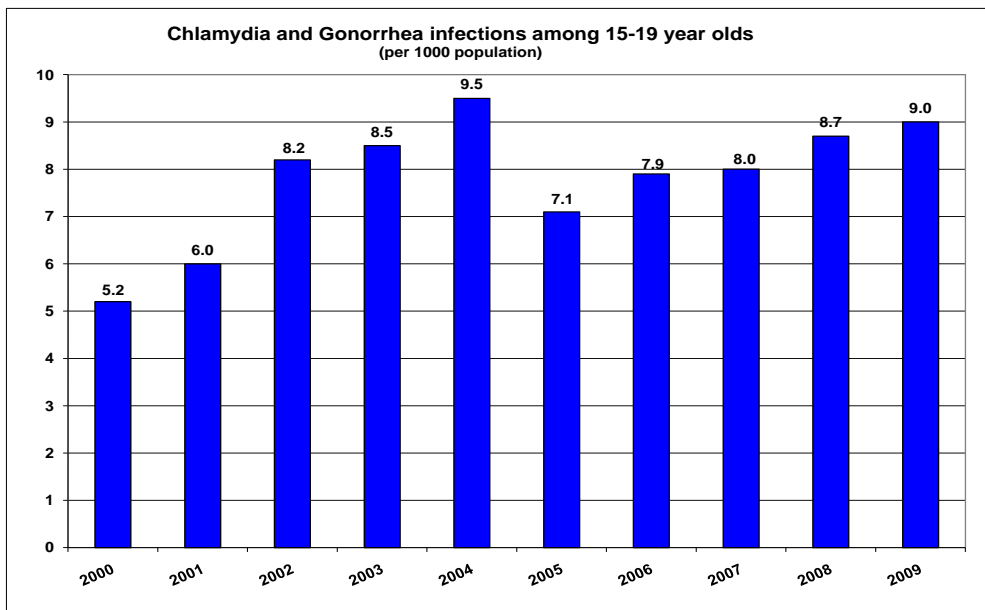
### Measures 6

- i. Young teen pregnancy rate (<18);
- ii. Rate of teen sexually transmitted infections;
- iii. Percent of students who report using alcohol, tobacco, and/or other drugs within the last 30 days;
- iv. Number of students who report spending at least one hour per week volunteering in order to make their community a better place for people to live.

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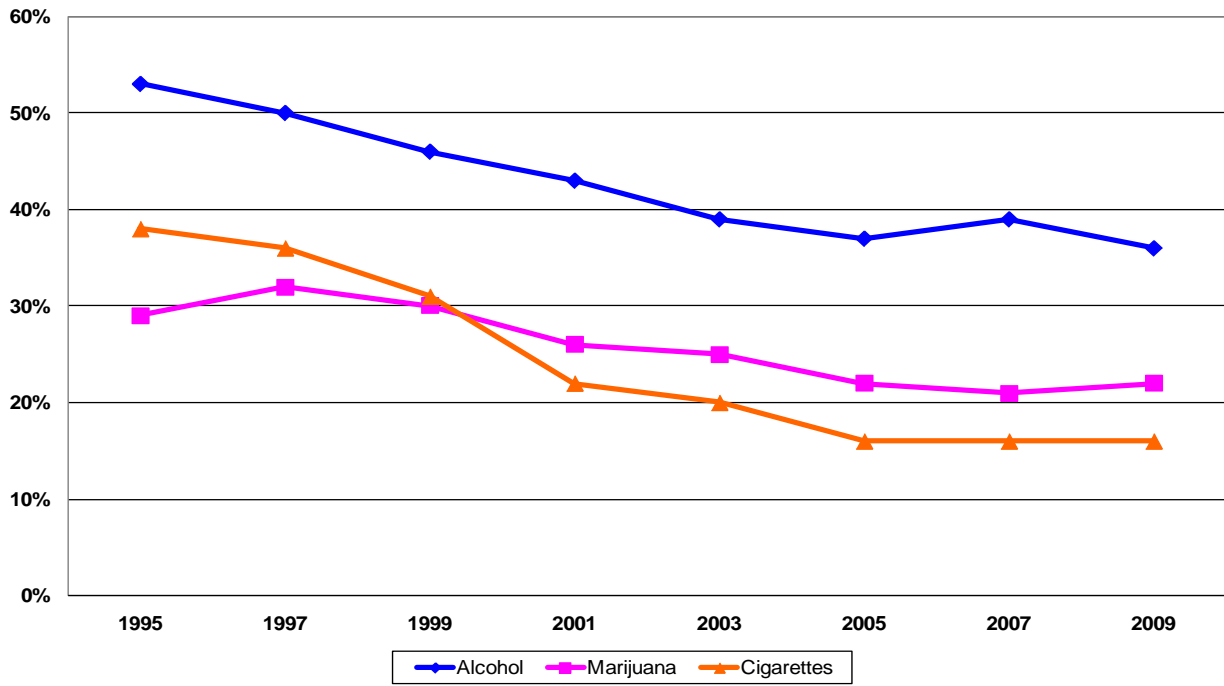


**Measure 6(i)**



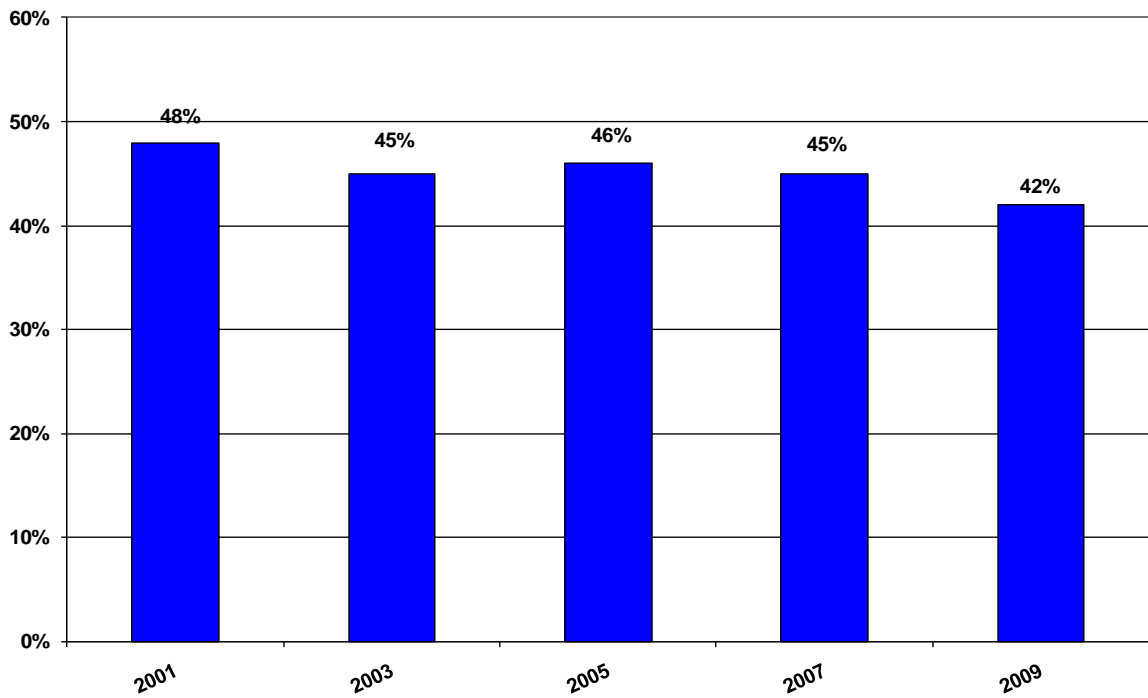
**Measure 6(ii)**

**Percent of students who report using alcohol, tobacco and/or other drugs  
(within the last 30 days)**



Measure 6(iii)

**% of students who report spending at least one hour per week volunteering in order to make their community a better place for people to live**



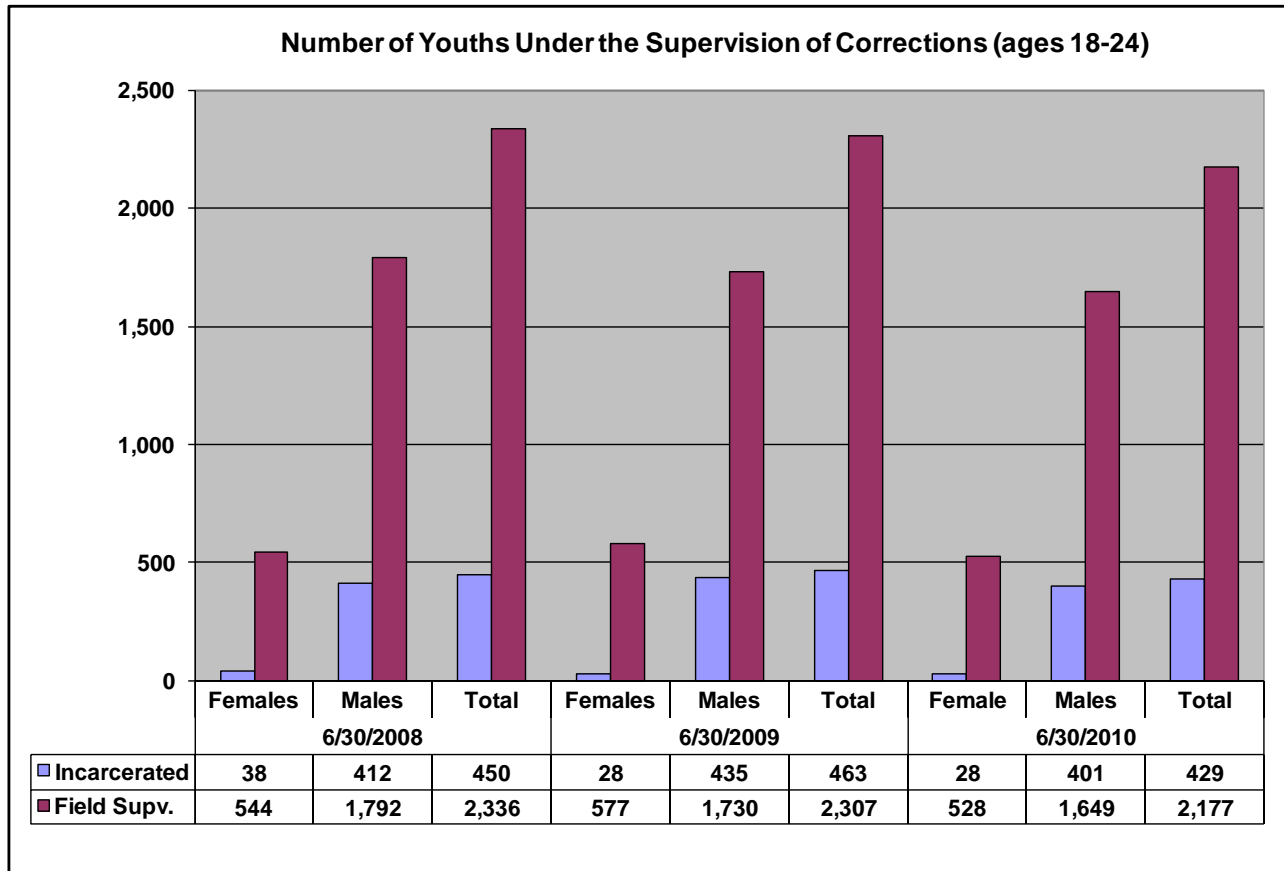
Measure 6(iv)

## Outcome 7

*Youths successfully transition to adulthood*

### Measures 7

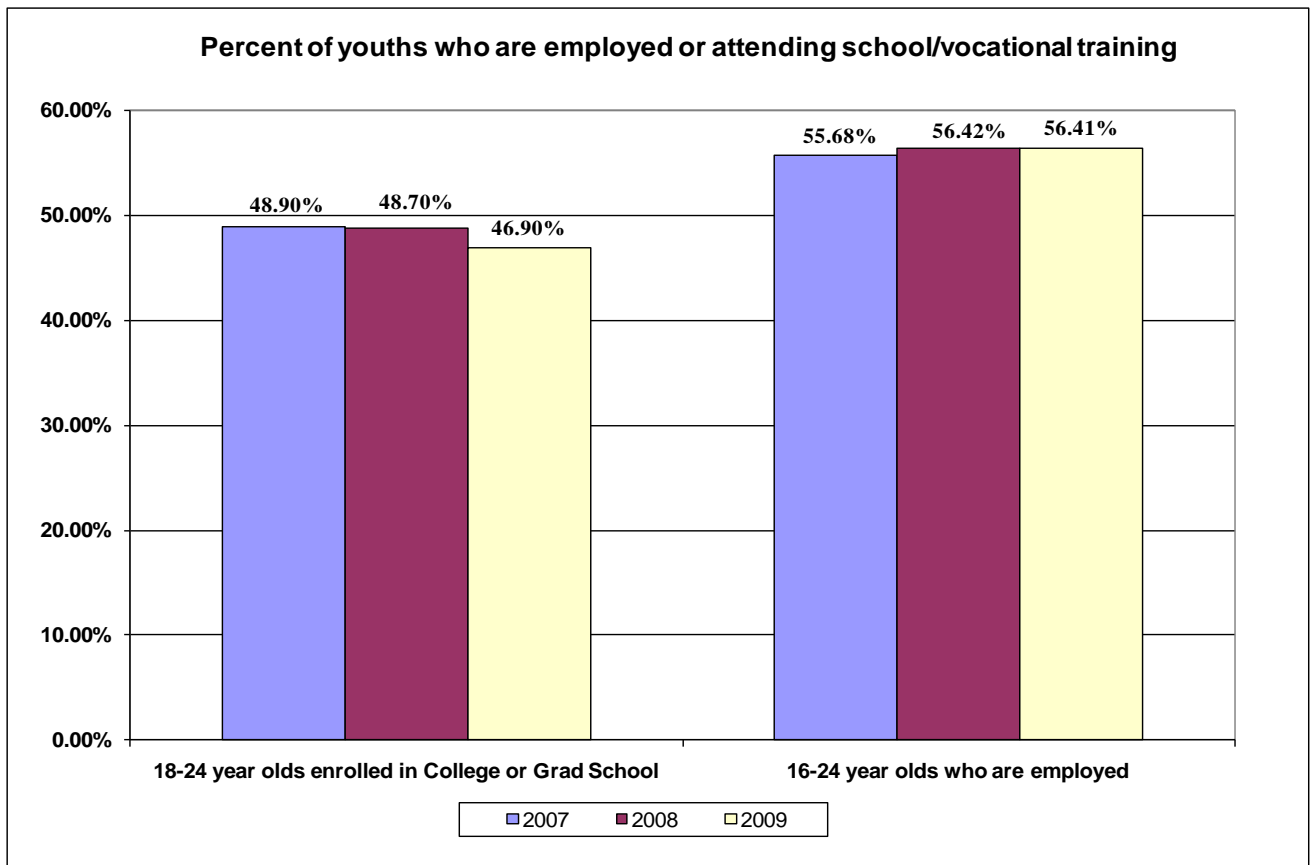
- i. Number of youths under the supervision of Corrections (ages 18-24);
- ii. Percent of youths who are employed or attending school/vocational training;
- iii. Rate of homelessness among youths;
- iv. Number of Reach Up, Reach Ahead, and Post Secondary Education program participants who become employed or enrolled in education or training (ages 18-24).



Measure 7(i)

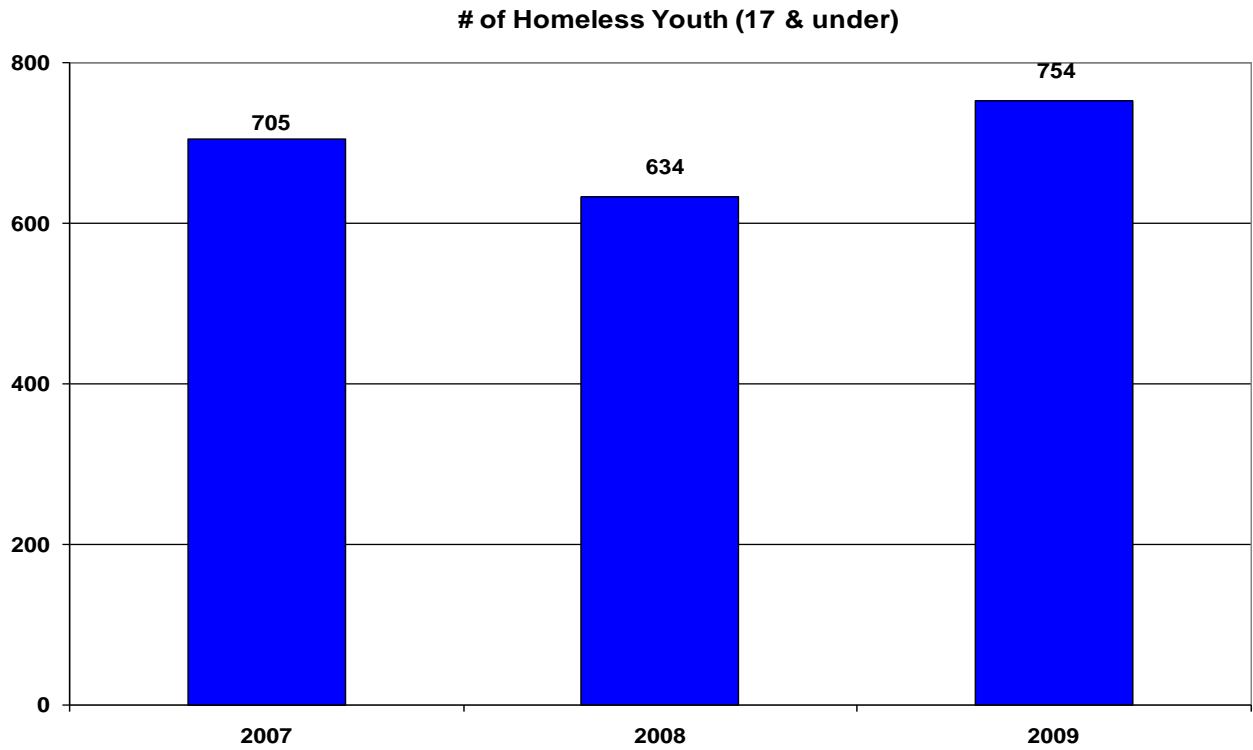
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Measure 7(ii)

□



Measure 7(iii)

## Outcome 8

*Elders, people with disabilities, and individuals with mental health conditions live with dignity and independence in settings they prefer.*

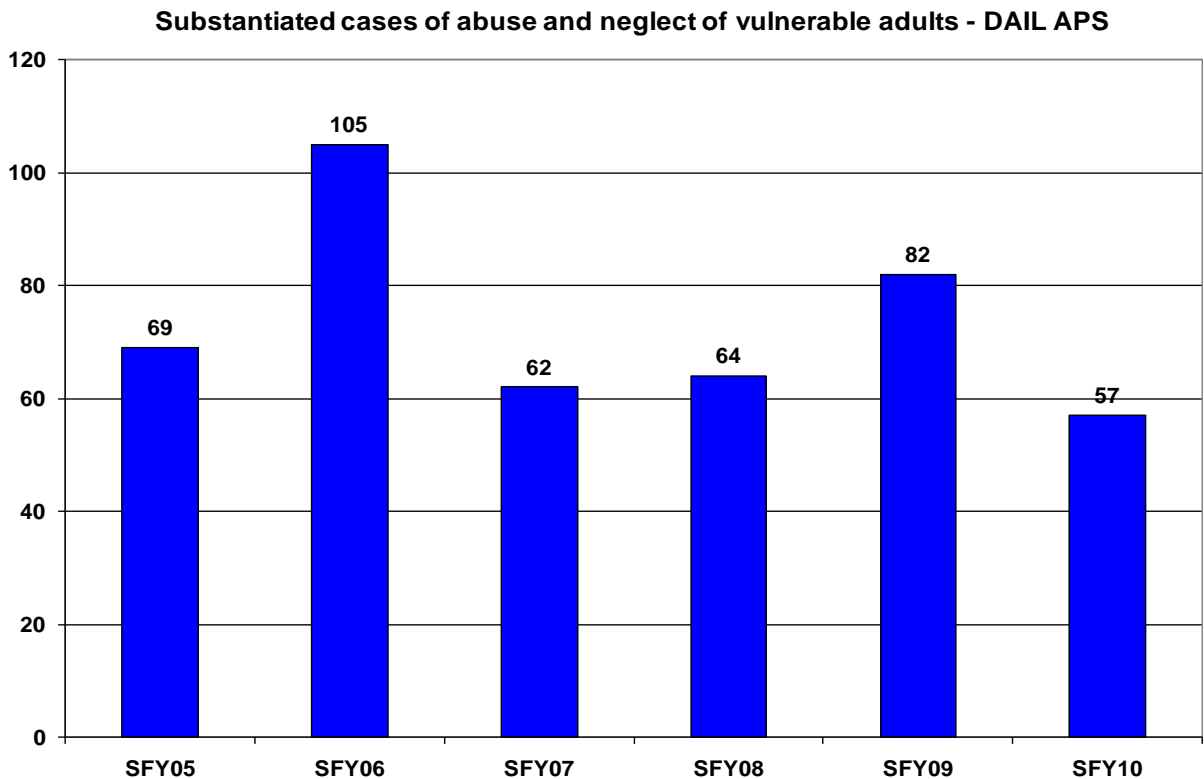
### Measures 8

- i. Percent successful job placements among consumers of Creative Workforce Solutions;
- ii. Rate of abuse and neglect of vulnerable adults;
- iii. Number of nursing home bed days and number of persons enrolled in Choices for Care in home and community based settings;
- iv. Percentage of individuals with mental health conditions receiving involuntary hospitalization;
- v. Percentage of individuals who report receiving the services in settings they prefer.

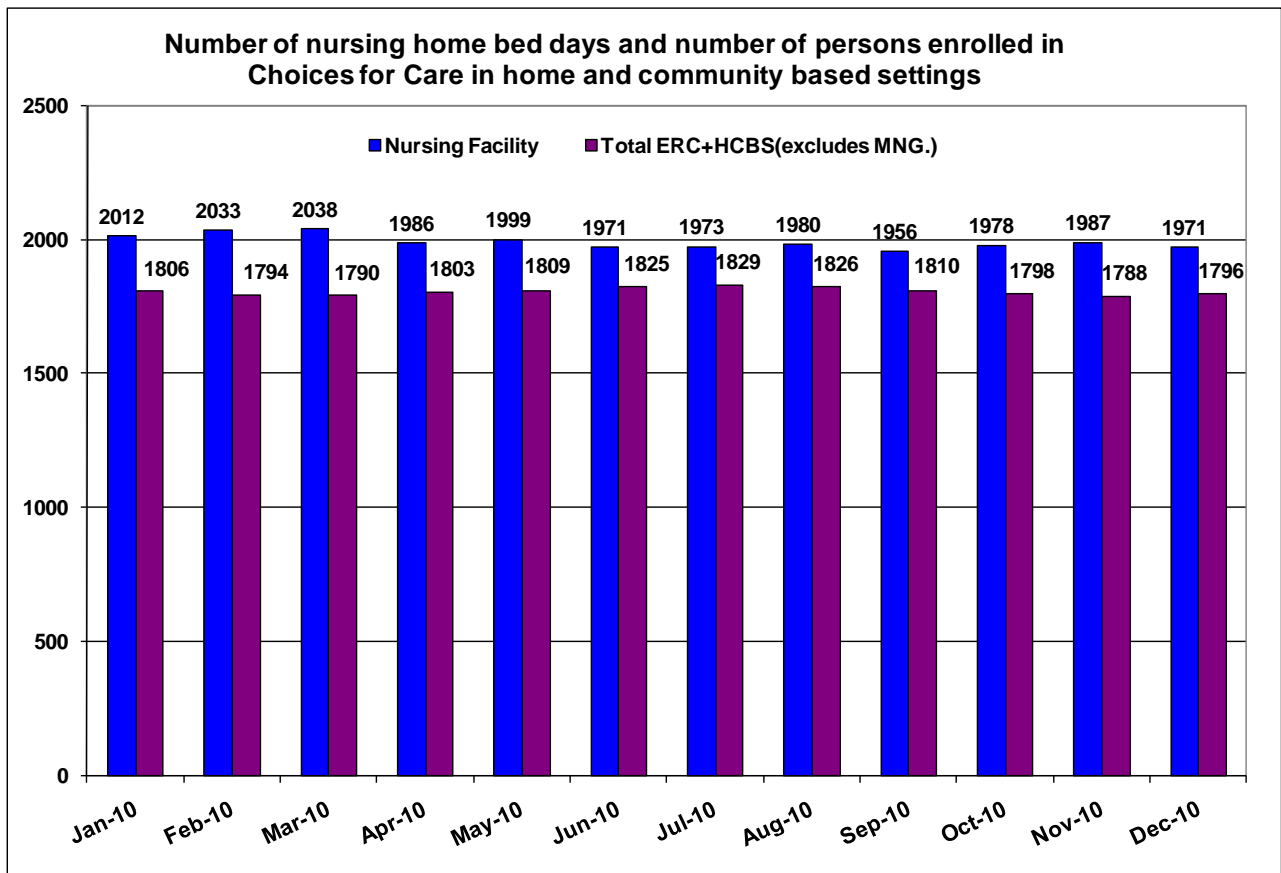
#### **Measure 8(1):**

CWS consumers are defined as those receiving job search and placement services from CWS partner employment staff. Successful placement is defined as 90+ days. CWS began on 7/1/2010. No CWS client placed since 7/1/2010 could yet have met this definition of successful job placement.

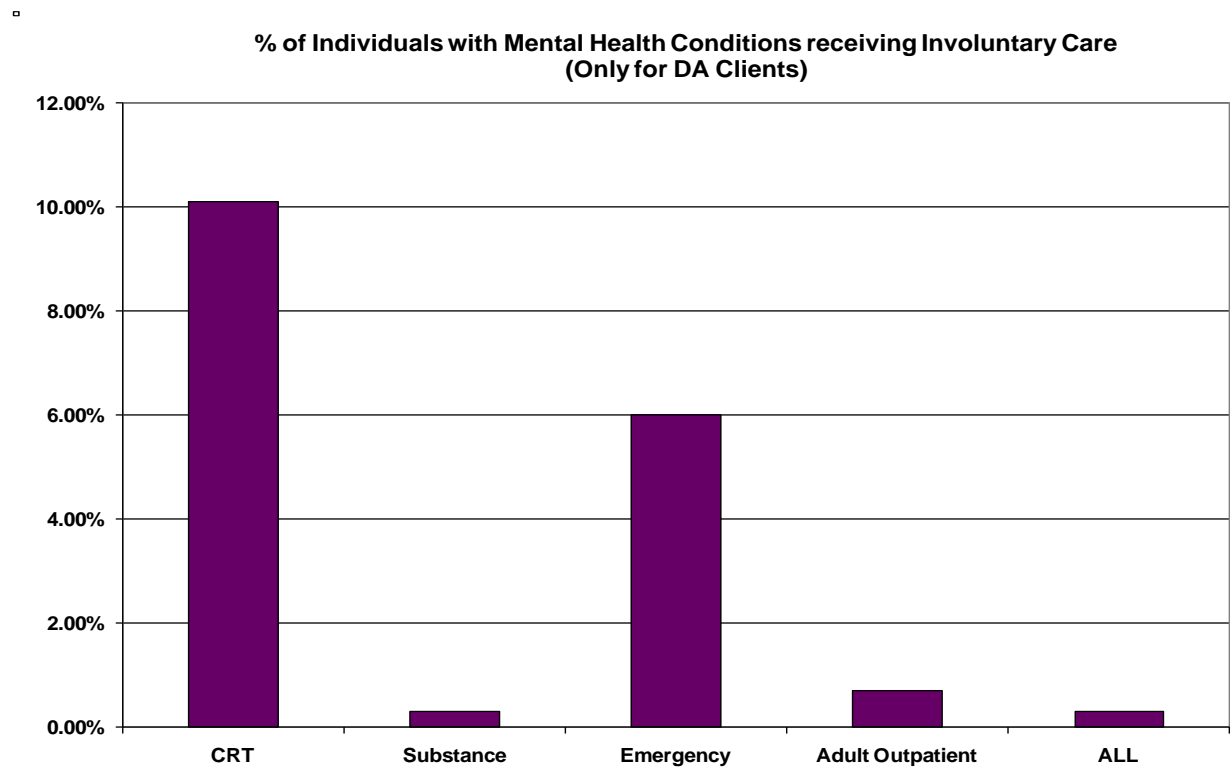
Baseline employment rates for populations that will be affected by the CWS initiative are reported under Outcome 10, Measure a).



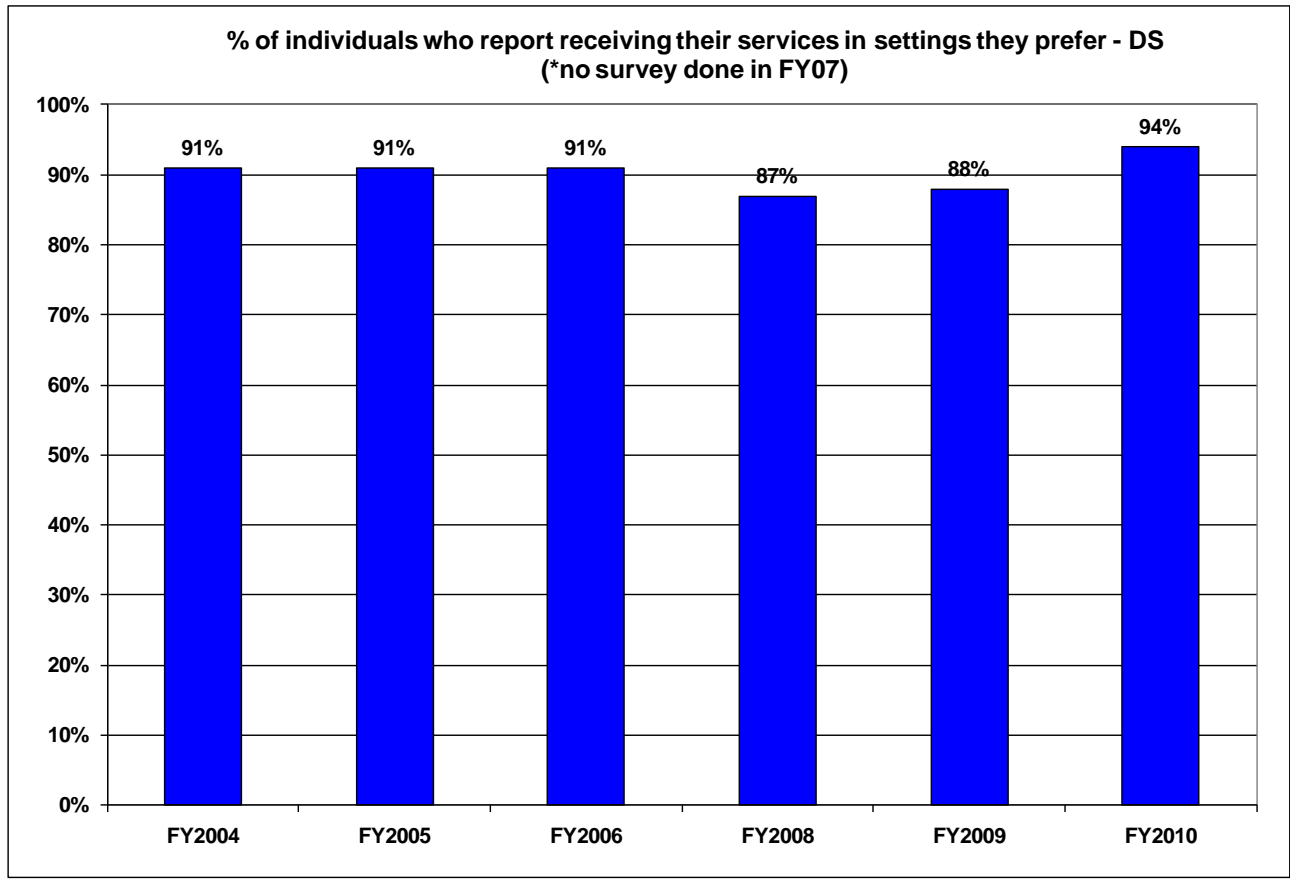
Measure 8(ii) and 9(iii)



Measure 8(iii)



Measure 8(iv)



Measure 8(v)

## Outcome 9

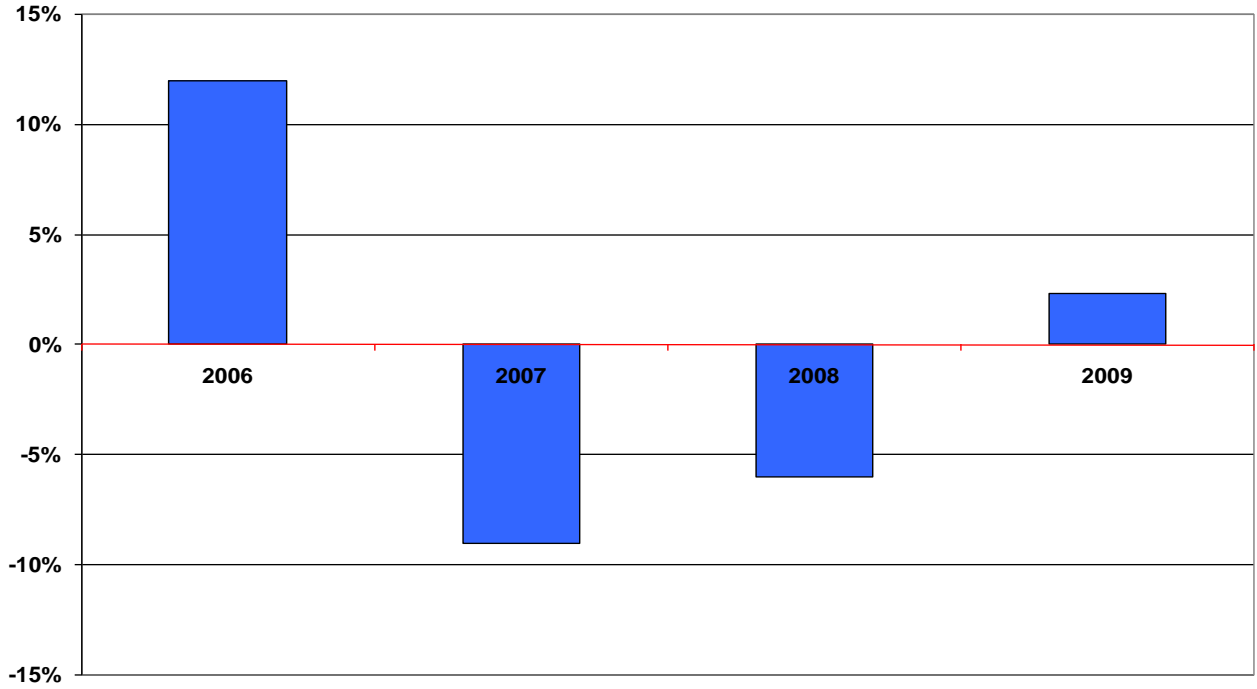
*Families and individuals live in safe and supportive communities.*

### Measures 9

- i. Violent crime rate
- ii. Percent of youth who feel valued by their community
- iii. Rate of abuse and neglect of vulnerable adults
- iv. Number of relief from abuse petitions filed
- v. Percentage of cost-burdened homeowners and renters

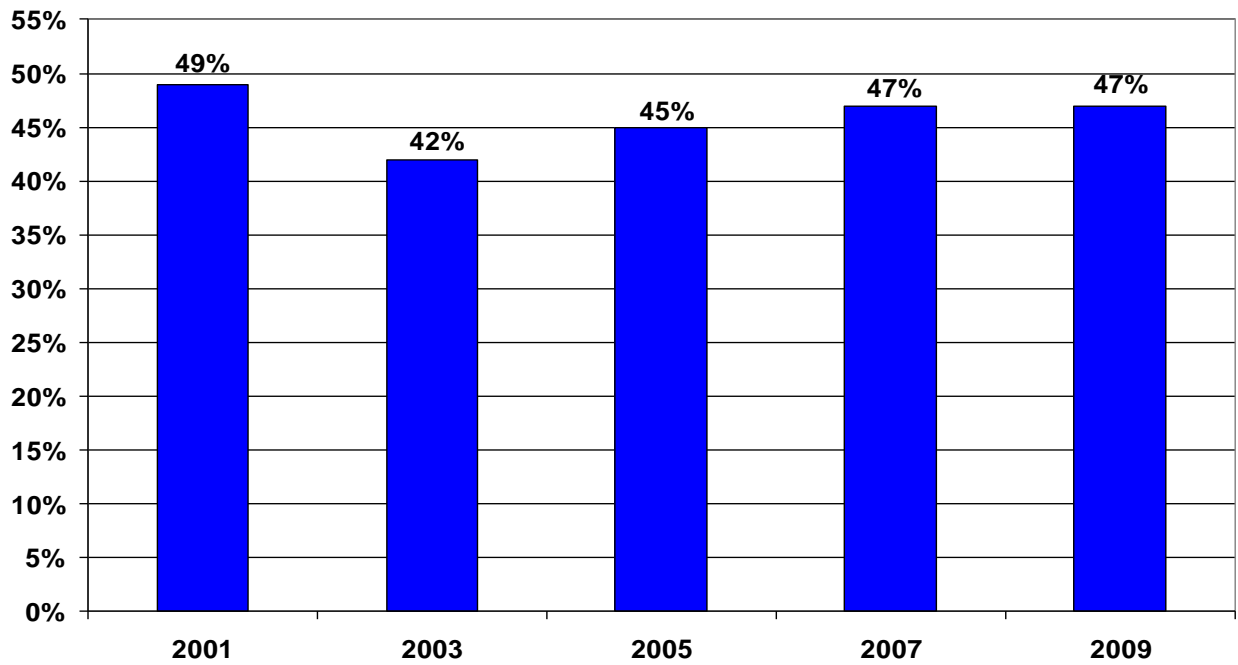
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**Violent Crime Rate**  
 (% of increase or decrease over previous year)



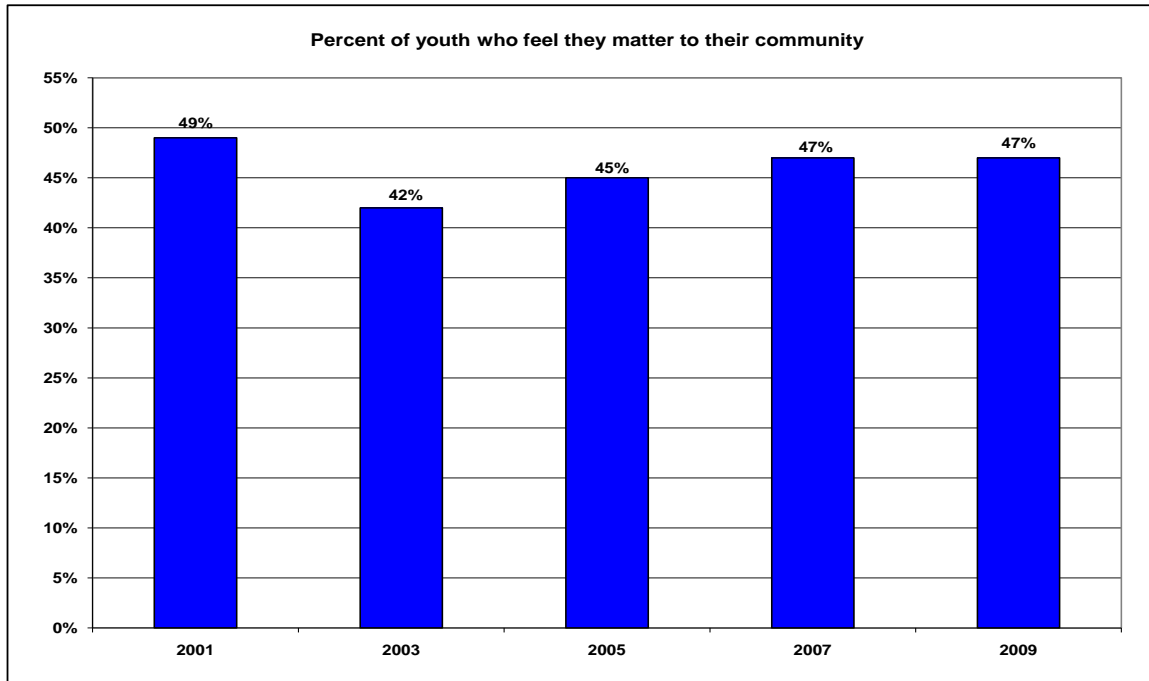
Measure 9(i)

**Percent of youth who feel they matter to their community**

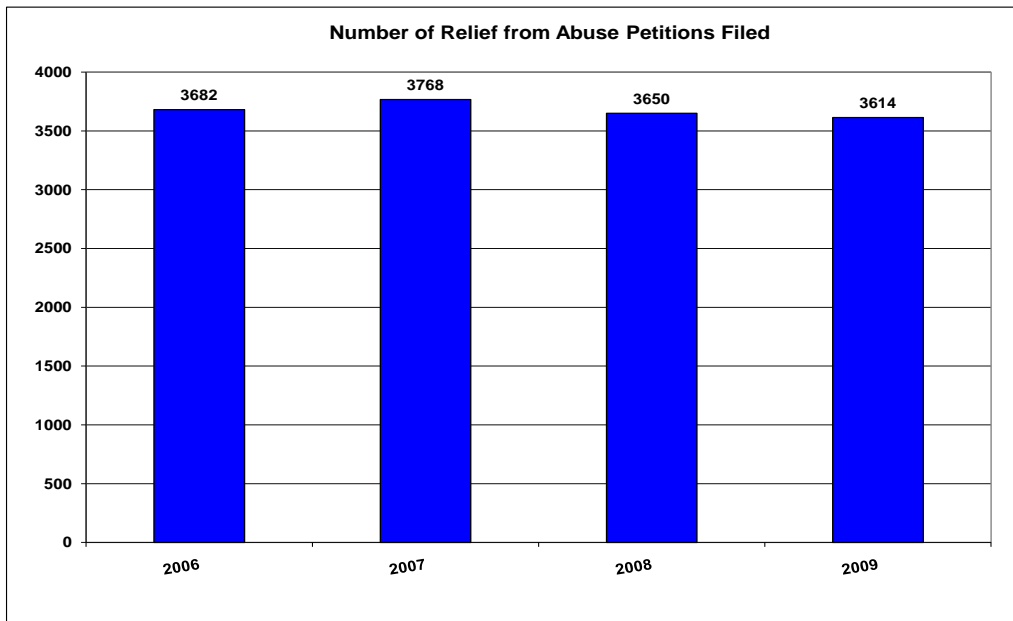


Measure 9(ii)

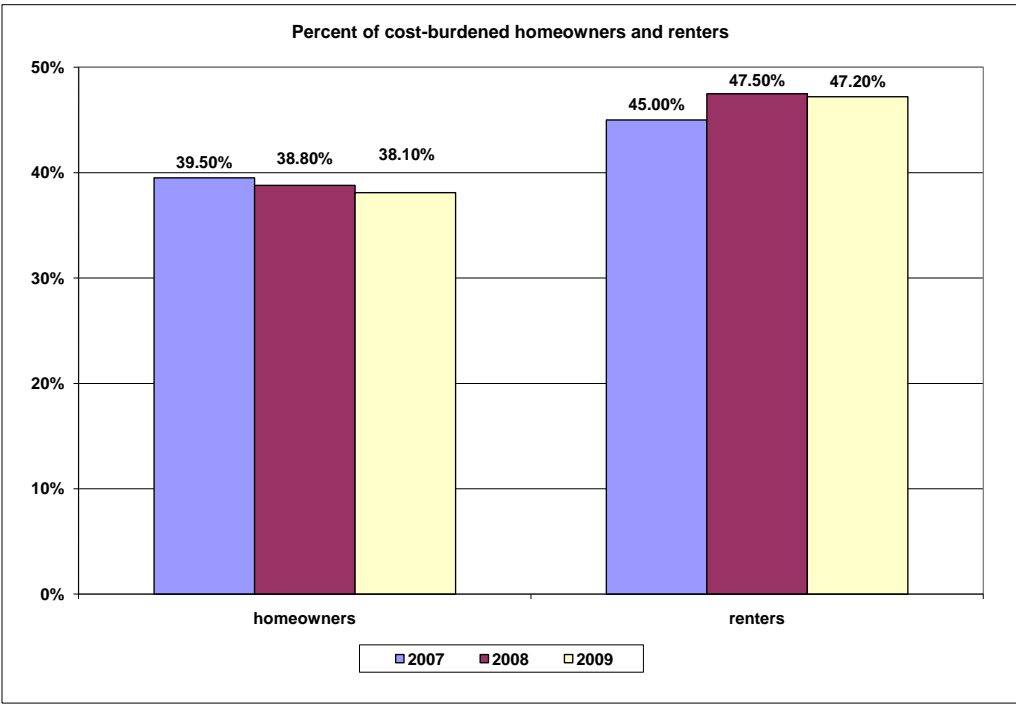
**NOTE: For Measure 9(iii) chart - see Measure 8(ii)**



**Measure 9(iii)**



**Measure 9(iv)**



**Measure 9(v)**

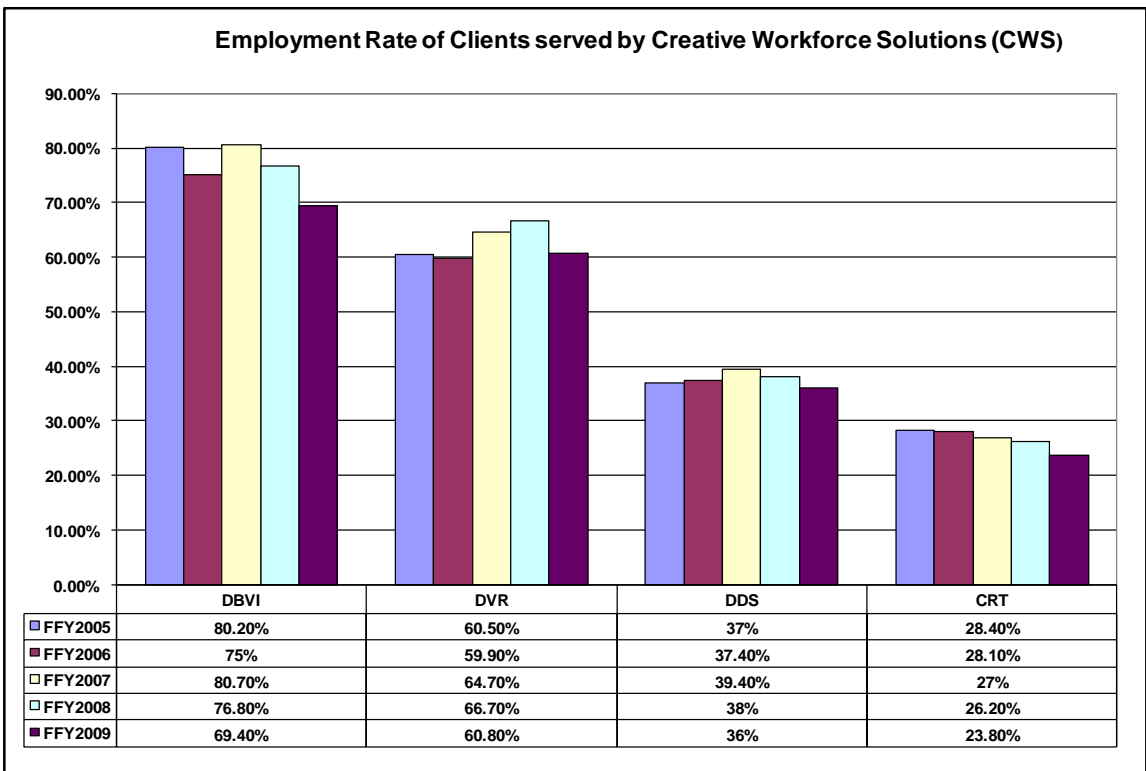
**Outcome 10**

*Adults lead healthy and productive lives.*

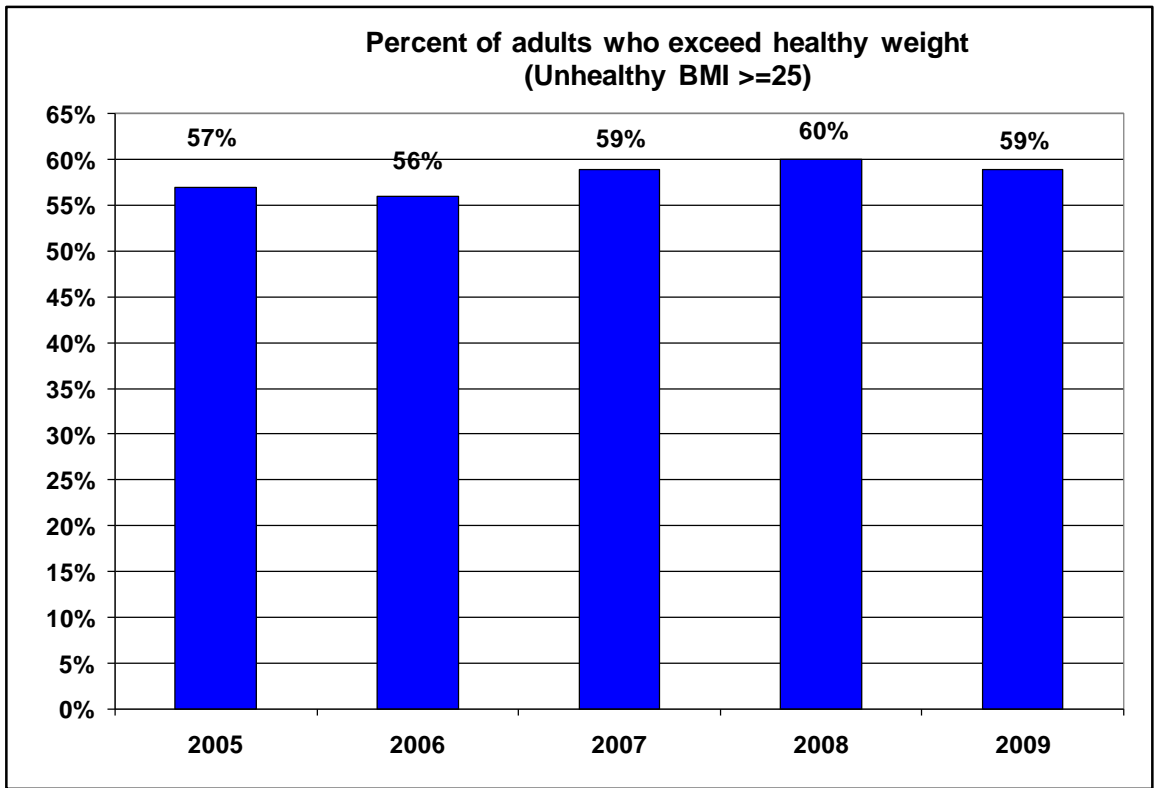
**Measures 10**

- i. Employment rate of clients served by Creative Workforce Solutions (CWS);
- ii. Percent of adults who exceed healthy weight;
- iii. Suicide rate and attempted suicide rate;
- iv. Rate of heart disease diagnoses;
- v. Rate of serious mental illness diagnoses.

[Continues next page]



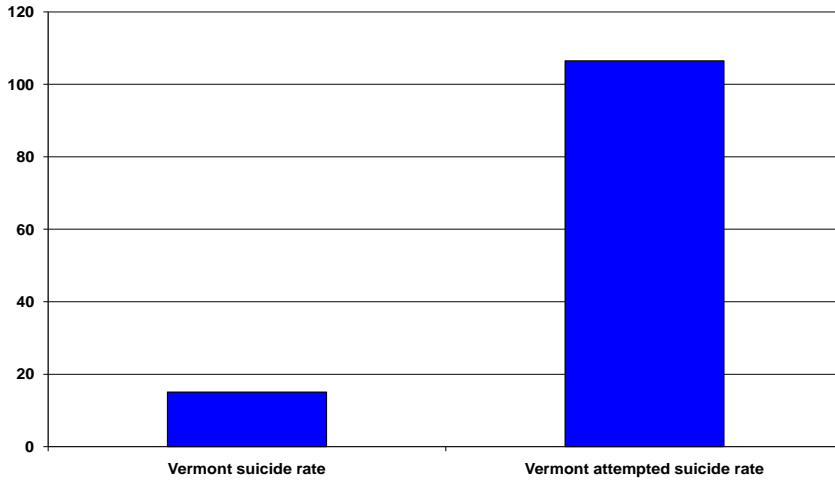
Measure 10(i)



Measure 10(ii)

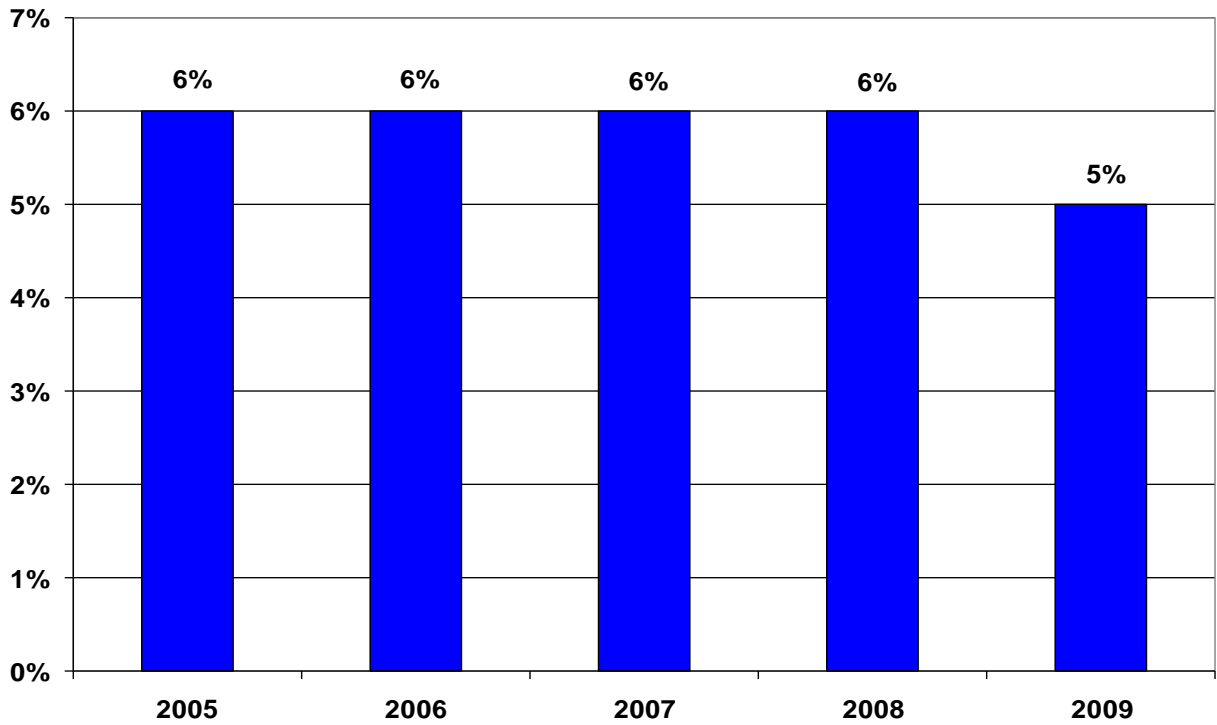


Vermont Suicide1 and Attempted Suicide2 Rate  
(per 100,000 population)



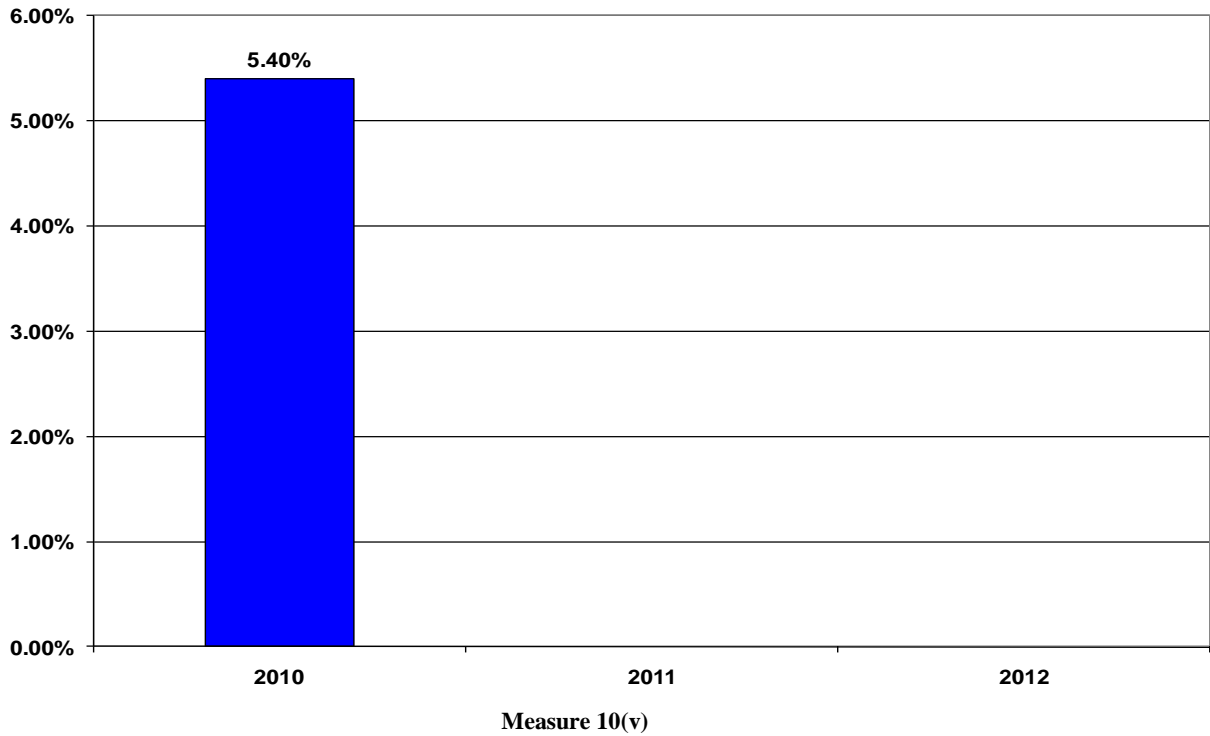
Measure 10(iii)

% of adults told by a physician they have had a heart attack or heart disease



Measure 10(iv)

Rate of Serious Mental Illness Diagnoses



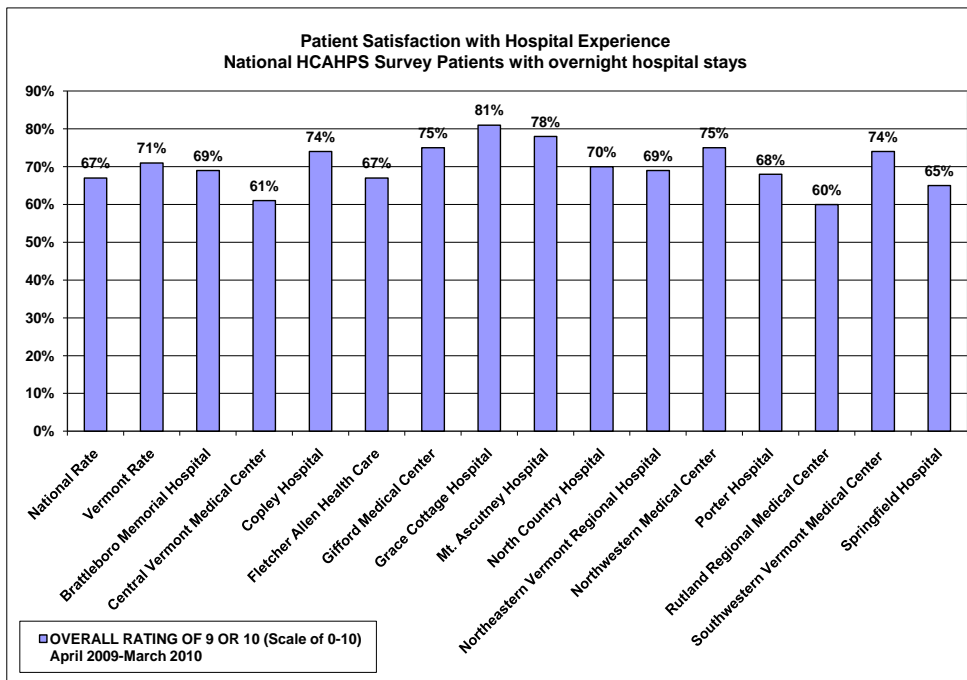
**Outcome 11**

*Vermonters receive affordable and appropriate health care at the appropriate time, and health care costs are contained over time.*

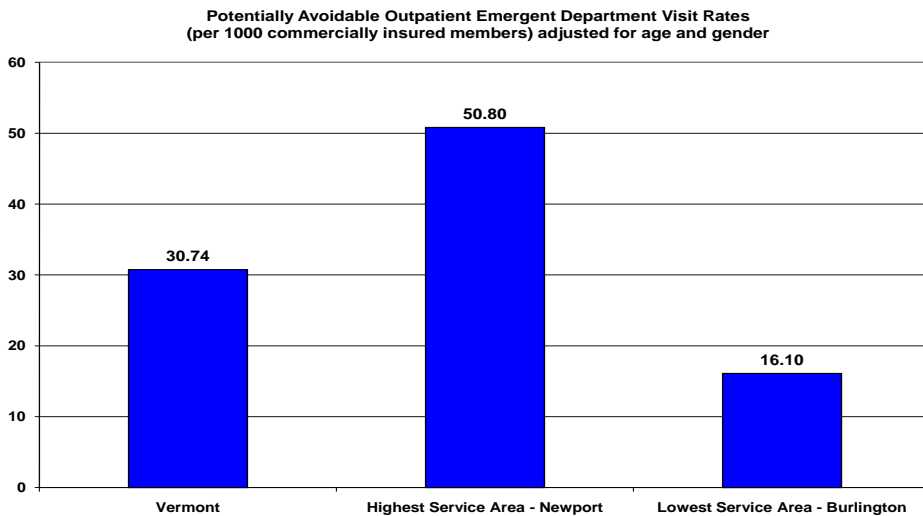
**Measures 11**

- i. Patient satisfaction with their experience during hospital inpatient stays;
- ii. Rate of potentially avoidable emergency department visits;
- iii. Percent of adults who receive recommended preventative screenings and immunization;
- iv. Average private health insurance premium increase.

[Continues next page]



**Measure 11(i)**



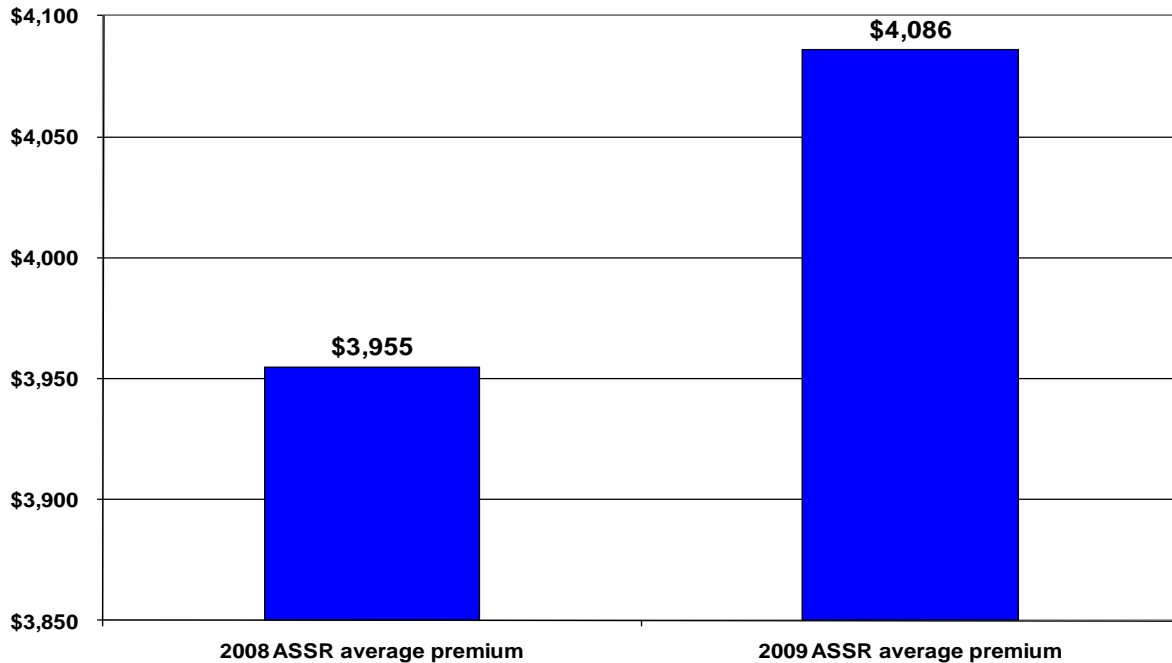
**Measure 11(ii)**

<b>Percent of adults who receive recommended preventative screenings and immunization</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
% 65+ ever receiving a pneumonia shot	67%	70%	70%	72%
% 65+ who received an annual flu shot	73%	75%	73%	72%
% who have had cholesterol screening in last 5 years	--	74%	--	75%
% of women (40+) who have had a mammogram past two years	79%	--	80%	--
% of women 18+ who have had a PAP in three years	83%	--	86%	--
% of 50+ adults who have had FOBT (fecal) in two years	27%	--	21%	--
% of adults 50+ who have had a sigmoid or colonoscopy	66%	--	70%	--
% Men 50+ who have had a PSA test in last 2 years	64%	--	68%	--
Source: Behavioral Risk Factor Survey				

Measure 11(iii)

▪

**Average Private Health Insurance Premium Increase**  
For the top five companies (98.5% of the market, and approximately 185,000 lives.)



Measure 11(iv)

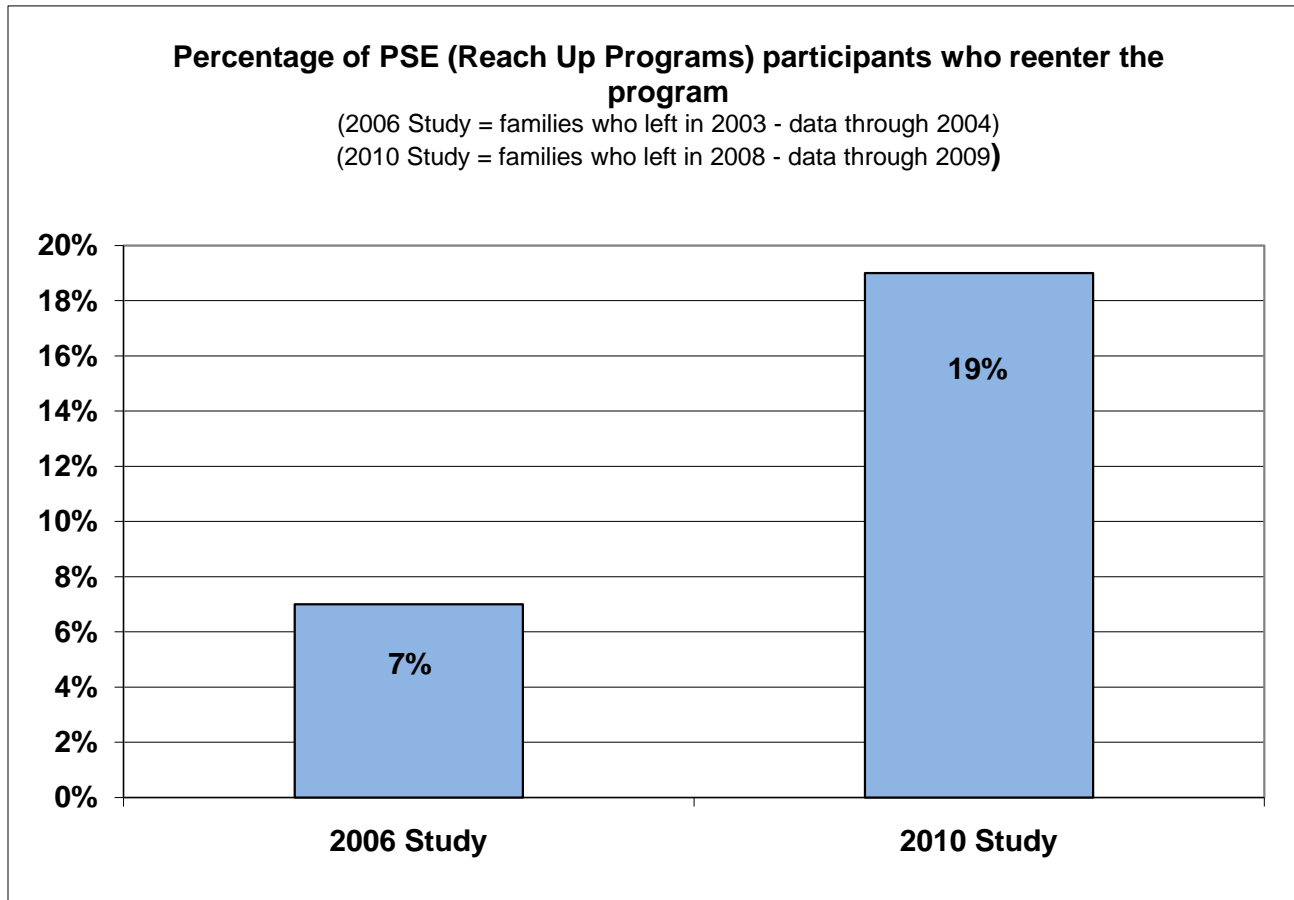
## Outcome 12

*Families and individuals move out of poverty through education and advancement in employment.*

## Measures 12

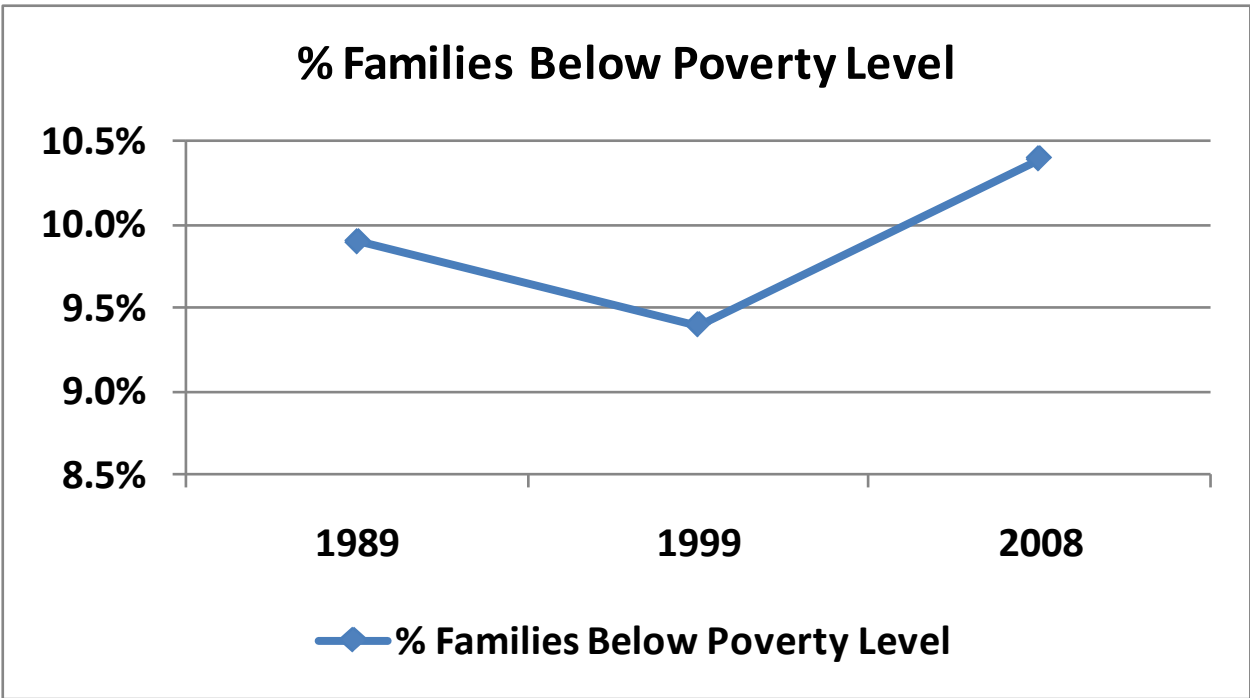
- i. Employment rate for AHS clients
- ii. Number of PSE (Reach Up programs) participants who reenter the program
- iii. Percentage of individuals and families living at different poverty levels

Measure 12(i): No data currently available. VR is currently working with AHS staff to develop a data sharing agreement with the Vermont Department of Labor to allow AHS to use Unemployment Insurance Wage Data matched to AHS client data in the CSME Data Warehouse to allow analysis of employment measures for AHS clients across programs. VR will continue to work with CSME staff to develop functional definitions of an employment rate for AHS clients and a consistent method for deriving and reporting this measure.



Measure 12(ii)

[Continues next page]



**Measure 12(iii):** Per AHS, data are available to show what % of families live below the poverty level, and children below poverty level. The data do not show how many families are living at different poverty levels. The chart presented above is overall % families living below poverty level.

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\* \* \* END \* \* \*

## ***HUMAN SERVICES CHALLENGE SPECIFIC REQUIREMENTS***

### **Client-centered intake challenge**

- i. Individuals and families will direct their own lives and will be supported in pursuing their own choices, goals, aspirations, and preferences;
- ii. Individuals and families will have access to apply for health and human services programs for which they are eligible through any department or office of the agency;
- iii. Checklist:**
  - a. Positive family reports of experience of care (did you get what you need, were you treated with respect, did it help, etc);
  - b. Existence of written agreements on how AHS programs/divisions will help people access benefits;
  - c. Existence of protocols for common screening and intake processes for children and families;
  - d. Existence of modernized IT system that allows consumers flexible access to applications and benefit information any time of day and from any location.

### **Client-centered coordinated and managed services challenge**

- i. Individuals and families will direct their own lives and will be supported in pursuing their own choices, goals, aspirations, and preferences;
- ii. The individual will be at the core of all plans and services and will be treated with dignity and respect;
- iii. Individuals and families with multiple needs will have coordinated services with a single point of accountability to manage the services;
- iv. The agency and service providers will work across departments and organizations to interweave funding sources to ensure efficient and effective use of available funds to meet individuals' and families' needs in order to promote the outcomes in this subsection;
- iv. The agency and service providers will involve employees and consumers of services in developing the strategies to meet these outcomes;
- v. Checklist:**
  - a. Increase in positive family reports of experience of care and involvement (did you get what you need, where you treated with respect, did it help, etc);
  - b. Consumer satisfaction;
  - c. Consumer satisfaction;
  - d. Provider reports of participation in redesign of integrated family services;
  - e. Number of strategies developed that include employee and consumer input.

### **Expand the policy of using payment methods based on outcome measures challenge**

- i. The administrative and reporting burden for nongovernmental service providers will be reduced;
- ii. Each nongovernmental service provider will have performance measures or indicators based on the outcomes provided for in this subsection;
- iii. Nongovernmental service providers will report performance measures or indicators of outcomes once for all grants or contracts with the agency to ensure efficient and simple administration;
- iv. Checklist:**
  - a. Inventory of areas in which the state has reduced requirements on the DA's;
  - b. Percent of grants and contracts that include performance indicators;
  - c. Percent of non-governmental providers reporting to more than one unit of government.

## **Outcome-based contracts with the designated agencies challenge**

- i. The administrative and reporting burden for the designated agencies will be reduced;
- ii. The designated agencies will have performance measures or indicators based on the outcomes provided for in this subsection;
- iii. The designated agencies will report performance measures or indicators of outcomes once for all grants or contracts with the agency to ensure efficient and simple administration;
- iv. Checklist:**
  - a. Inventory of areas in which the state has reduced requirements on the DA's;
  - b. Presence of performance indicators in DA master grant.

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\* \* \* END \* \* \*



# CORRECTIONS CHALLENGE

## *CHALLENGE LEAD:*

Patrick Flood, Deputy Secretary Agency of Human Services

## *NARRATIVE*

The primary challenge for the DOC was the reduction of the incarcerated population. Legislation was passed that would attempt to address the reduction in the population from multiple angles. The legislation included internal policy changes for the DOC, the authority to release offender's early, expanded transitional housing, changes to probation, expanded use of electronic monitoring and new legal status for the court to use at sentencing. Overall this legislation succeeded. The Department's population has dropped in the last year. On July 1, 2010 the incarcerated population was 2160 inmates of which 612 were housed in out of state facilities. On December 30, 2010 the population was 2081 with 562 where housed out of state, for an overall reduction of 79 inmates.

### **Classification and program services to review program terminations:**

Have reduced time for program terminations from 1 year to 6 months; two additional INDAP groups and one CSS group have been implemented; and increased CSC group capacity by one person as interim measure (August 2010)

### **Implementation of Home Detention (HD) and Home Confinement (HC):**

Written procedures completed and distributed to staff; IT support completed; and as of December 17, 2010, three offenders on HD and four on HC status.

### **Release of non-violent offenders incarcerated due to lack of housing:**

Case staffing process completed on October 6, 2010; of the seventy-four eligible offenders, twenty-four were deemed inappropriate for release; and the department is in compliance with the new statute V.S.A. Title 28 § 808 (h)

### **Implementation of expanded Reintegration Furlough:**

Granting Reintegration Furlough Rule has been adopted; and as of December 17, 2010, fifty-eight offenders released on RF status.

### **Pilot Project for Ignition interlock with DMV (S. 103 sections 11-13):**

Meetings with DMV December 2010; list of ISAP participants provided to the DMV; and consulting with Parole Board on offenders in ISAP transitioning to parole and on interlock

### **To provide a continuum of services which aims to prevent people from entering the criminal justice system:**

95% of grants are operational.

### **Additional transitional housing beds, services, and Housing Search and Retention staff:**

DOC has added 68 transitional beds, with an additional 98 beds in various stages of exploration and development; incremental opening of twenty-one beds in Burlington on October 18, 2010; ten bed site acquisition approved in Hartford, VT; ongoing negotiations in Rutland County; site located in

Washington County for 20 substance abuse beds; completing purchase agreement for 10 beds in Windsor County; and ongoing development in other sites

**Expanded use of electronic monitoring. Add additional field staff to monitor a significant increase in community offenders on Home Confinement and Home Detention and increased numbers of offenders on reintegration furlough:**

All required RFRs have been sent to personnel (7 positions); and two hundred offenders are already on electronic devices.

**Term Probation: Specific term for misdemeanors not to exceed two years, unless the court determines that justice will be served by a longer or indefinite period of probation; Term for non-violent felonies not to exceed four years or the statutory maximum term whichever is less unless the court decides that justice requires a longer term:**

DOC is beginning the process of review to determine whether current probation sentences reflect the intent of this legislation.

**Write emergency rule and complete rule making process:**

Graduated Sanctions for Technical Probation Violations Rule was adopted; the Department is using an alternative sanctions continuum in addressing technical probation violations; and staff is utilizing graduated sanctions for probationers in increased numbers.

**Reduce the number of Persons Detained**

Initial meeting with key partners on July 8, 2010; our commitment, from DOC's perspective, is to discuss bail guidelines; and as of December 15, 2010, detention numbers were 307 - very low compared with numbers over the last six years.

**INVESTMENT**

<b>Investment</b>	<b>Target</b>	<b>Spent/ Committed</b>	<b>Comments</b>
FY 2011	\$	\$3,164,500	2010 Act 156 Sec. D.106 (c)(4) appropriated to lower long-term expenses within the correctional system consistent with Sec. D.9 of H.792 of 2010.
FY 2012	\$0	\$0	

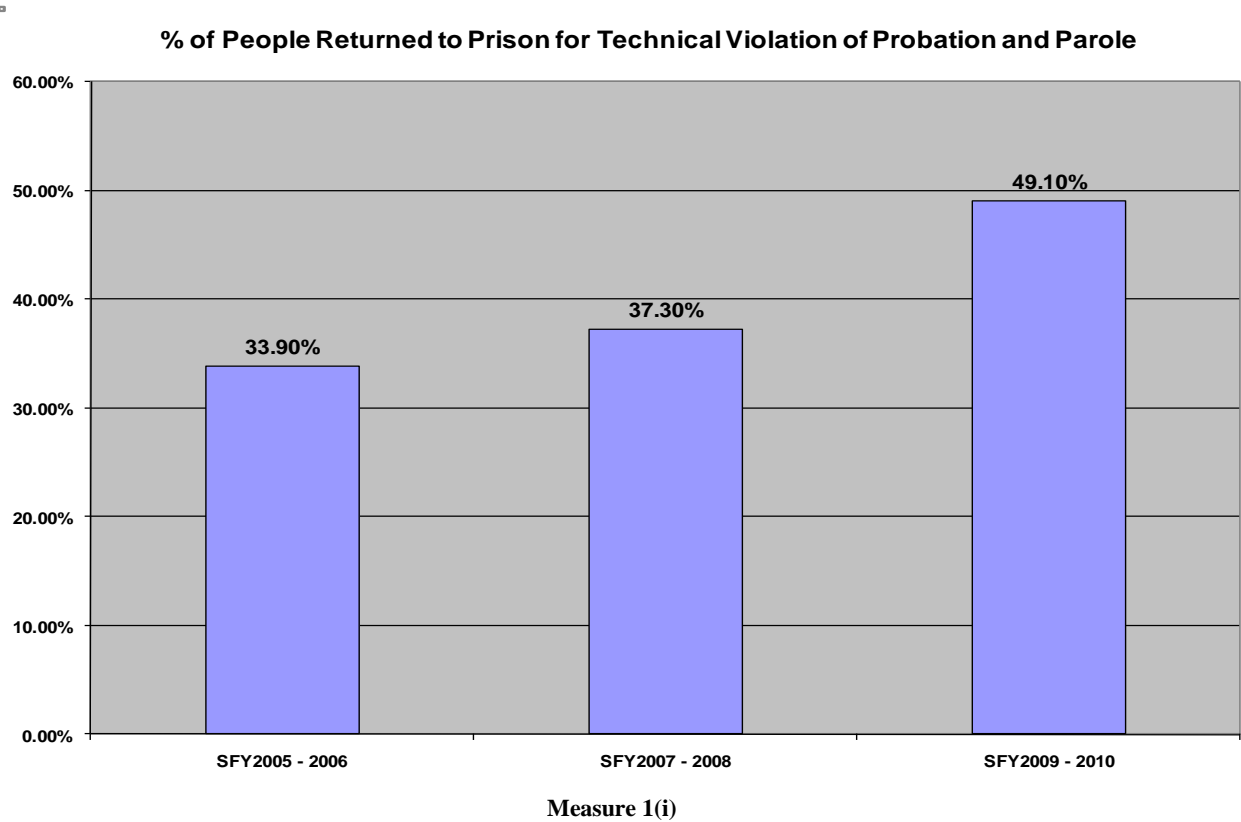
**OUTCOMES & MEASURES**

**Outcome 1**

*The number of people returned to prison for technical violation of probation and parole, while ensuring public safety, shall decrease.*

**Measures 1**

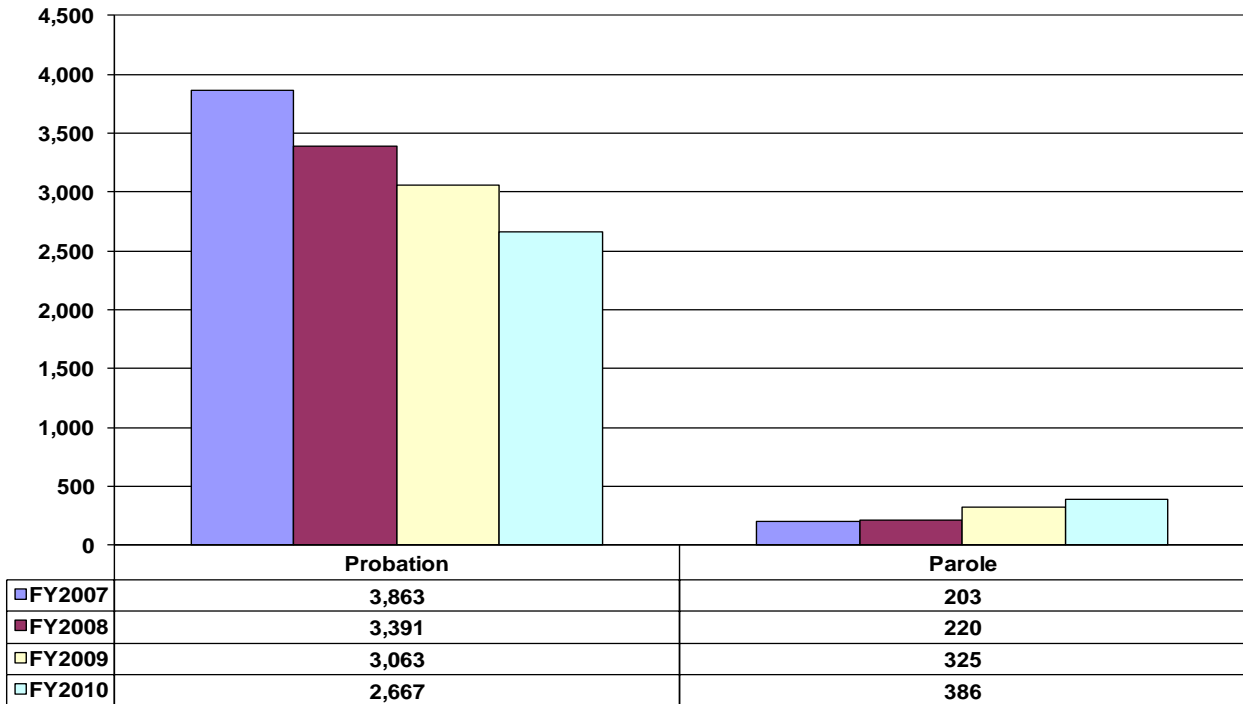
- i. Percent of people returned to prison for technical violation of probation and parole;
- ii. Crime rate among probationers/parolees.



[Continues next page]

**New Charges while under supervision**

Fiscal Year of Offense not arraignment  
(FY10 data subject to change)



Measure 1(ii)

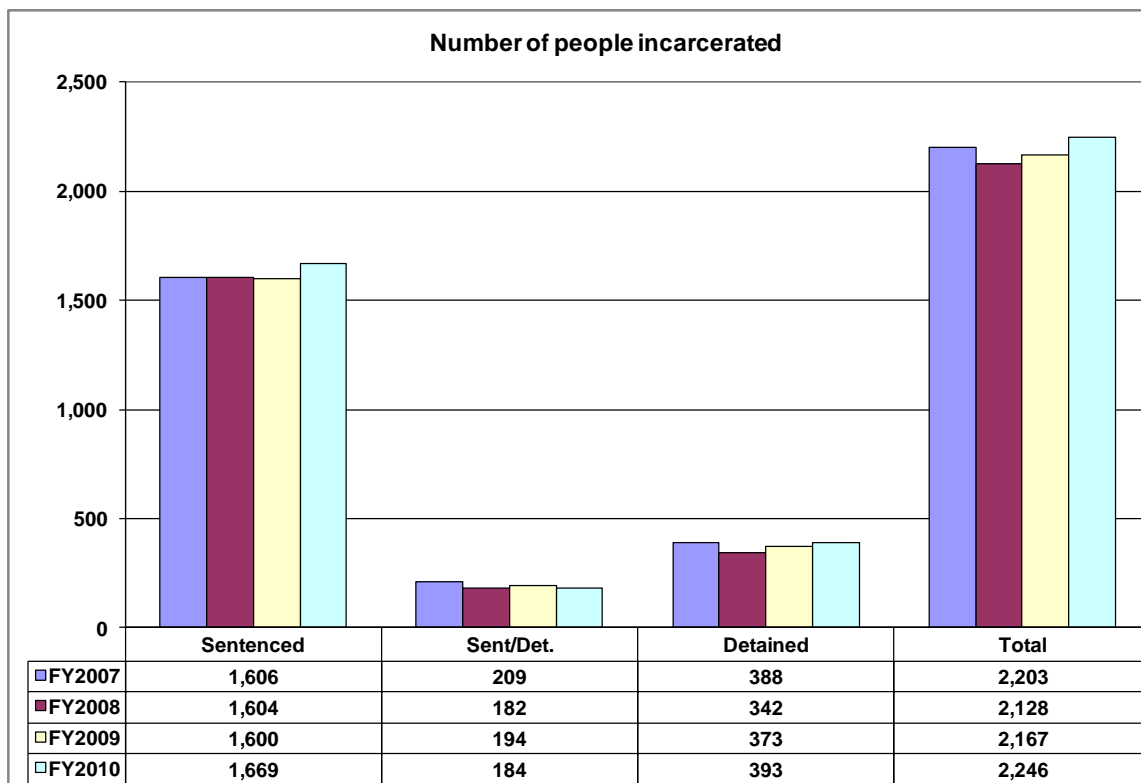
**Outcome 2**

*The number of people coming into the corrections system shall decrease.*

**Measures 2**

- i. Number of people incarcerated.

[Continues next page]



**Measure 3**

### Outcome 3

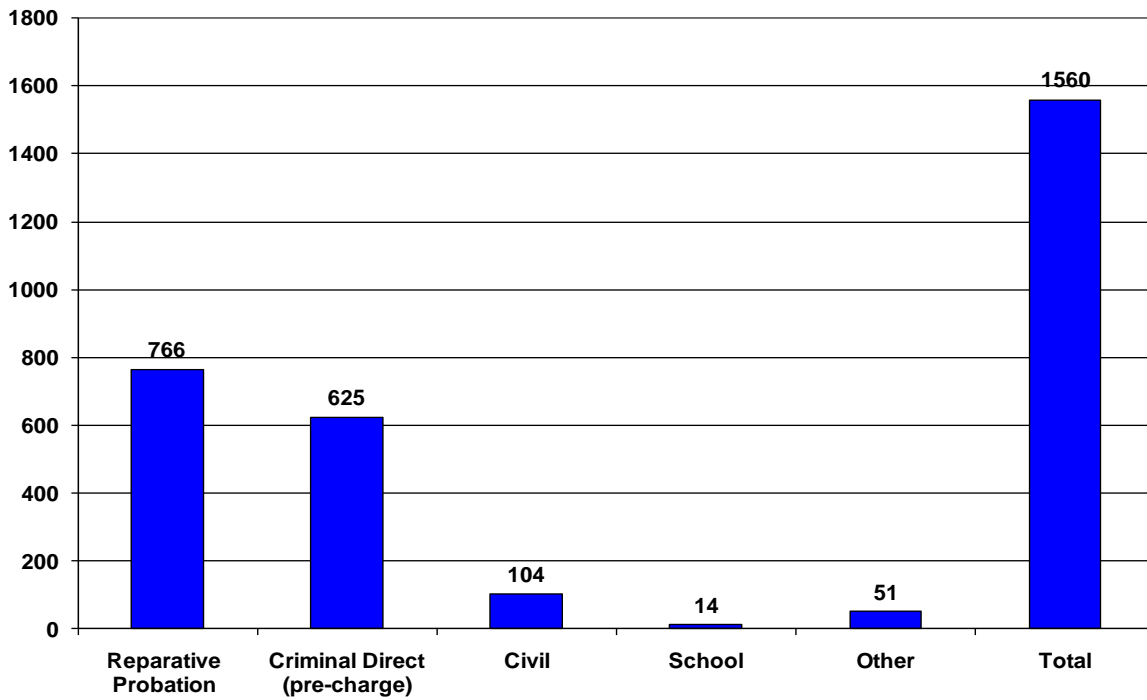
*The number of nonviolent offenders diverted from prison into the community while ensuring public safety and providing effective consequences for criminal behavior shall increase.*

### Measures 3

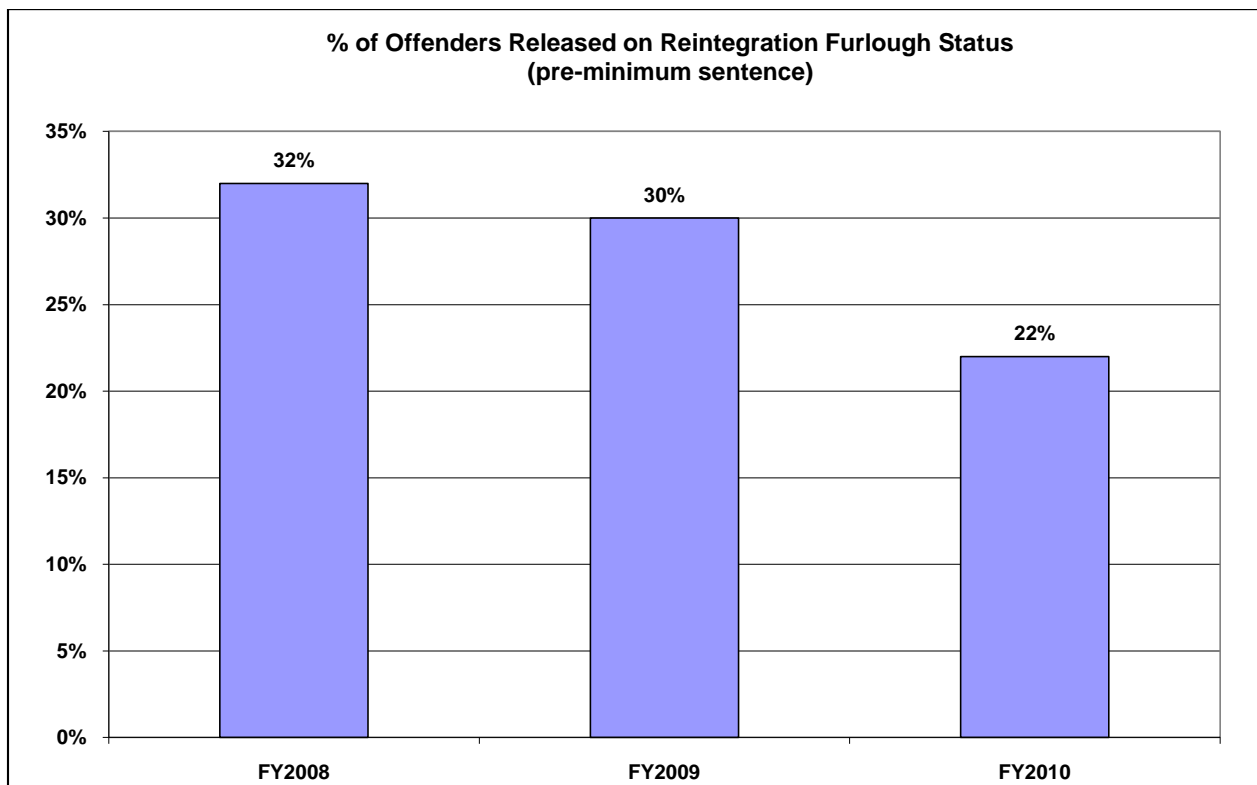
- i. Number of offenders going to diversion or reparative boards;
- ii. Offenders incarcerated pre-minimum and eligible for release decreases.

[Continues next page]

# Offenders Going to Diversion or Reparative Boards in 2010



Measure 3 (i)



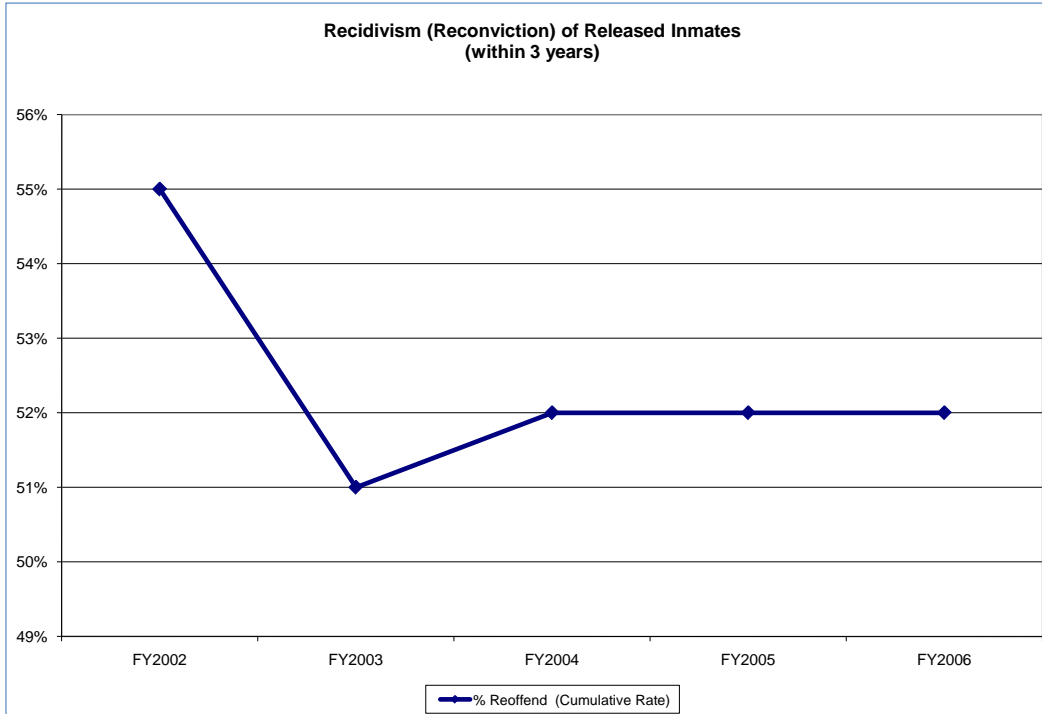
Measure 3(ii)

## Outcome 4

*Recidivism shall decrease.*

### Measures 4

- i. Recidivism rate.



### Measure 4

## Outcome 5

*Unified crime prevention and justice system shall be established.*

### Measures 5

- i. Complete mapping of current system by state and county/AHS district against the sequential intercept model;
- ii. Counties/AHS districts shall be prioritized for implementation. In the selected areas implementation plans will be developed recommending evidence-based programming to fill gaps;
- iii. Two trainings on risks and needs and evidence-based practices will be conducted;
- iv. Stakeholders have agreed upon a risk and needs assessment tool;
- v. Percentage of RFPs that identify which intercept point is being addressed.

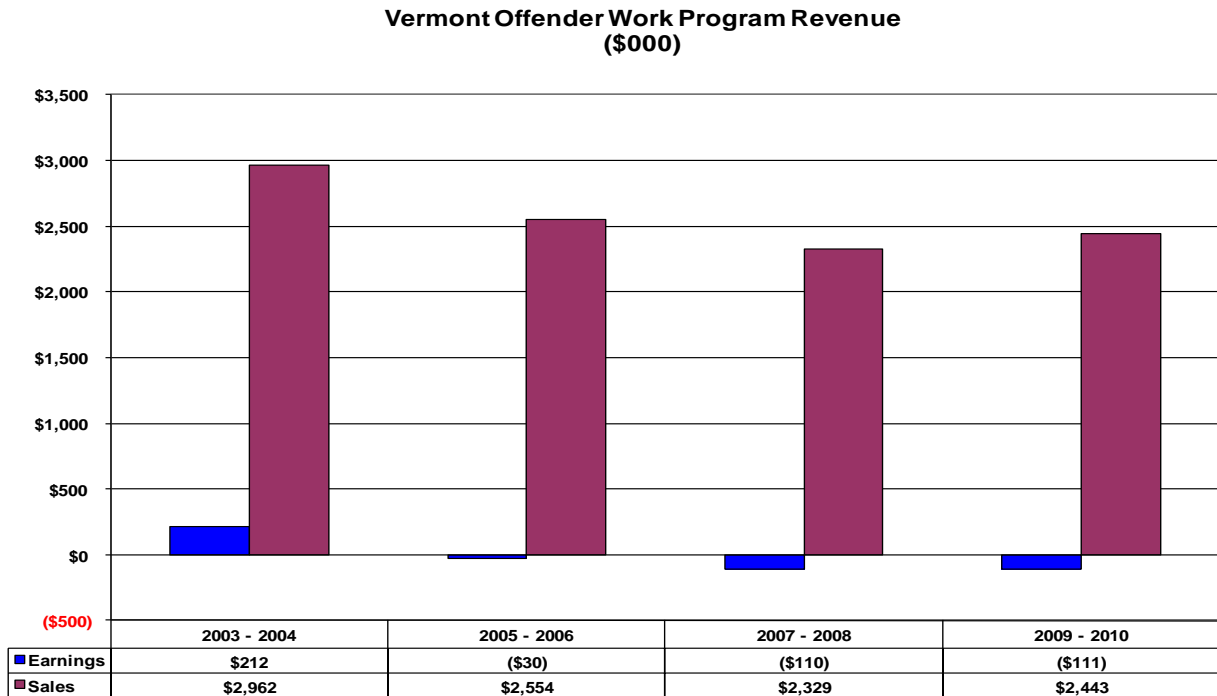
## Outcome 6

*Revenues realized within the corrections system from programs designed to develop skills of offenders shall increase.*

### Measure 6

- i. Vermont Offender Work Program revenue;

▪



Measure 6

## Outcome 7

*Short-term lodgings in department of corrections facilities shall decrease.*

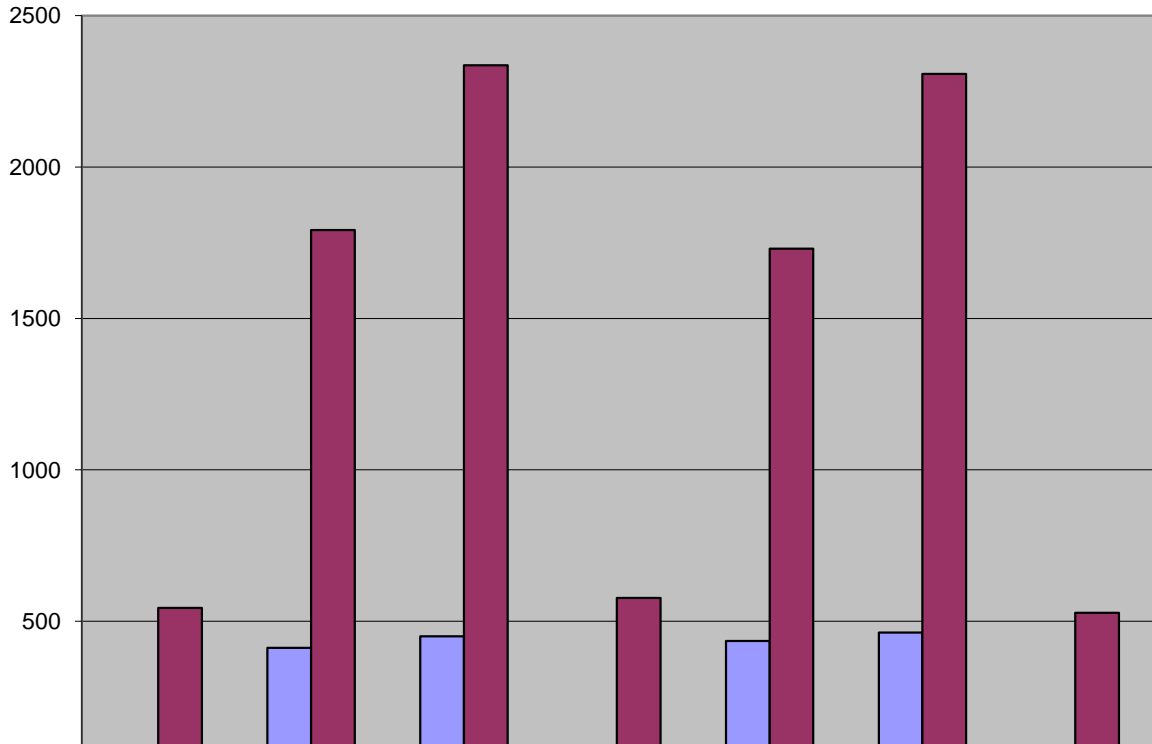
### Measure 7

- i. Number of short term lodgings.

[Continues next page]



**Number of youths under the supervision of Corrections (ages 18-24)**



**Persons Released from Interrupt Weekend Sentenced Incarceration**

% Persons	Fiscal Year										Total
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	
Episodes											
1-5	79.1%	71.80%	73.10%	62.70%	60.70%	55.00%	55.80%	63.20%	77.50%	76.50%	66.40%
6-10	13.20%	15.50%	12.50%	25.50%	23.80%	28.80%	31.00%	28.10%	18.00%	16.20%	22.00%
11-15	4.40%	8.50%	4.80%	6.90%	8.20%	5.40%	4.40%	3.50%	4.50%	2.90%	5.40%
16-20	2.20%	1.40%	5.80%	1.00%	4.90%	3.60%	4.40%	5.30%	0.00%	2.90%	3.40%
21-25	0.00%	0.00%	1.90%	2.00%	0.00%	1.80%	2.70%	0.00%	0.00%	0.00%	0.90%
26-30	0.00%	2.80%	0.00%	1.00%	1.60%	0.90%	0.90%	0.00%	0.00%	0.00%	0.70%
31-35	1.10%	0.00%	1.00%	0.00%	0.00%	2.70%	0.00%	0.00%	0.00%	0.00%	0.50%
36-40	0.00%	0.00%	0.00%	1.00%	0.00%	0.90%	0.00%	0.00%	0.00%	1.50%	0.30%
41-45	0.00%	0.00%	0.00%	0.00%	0.00%	0.90%	0.90%	0.00%	0.00%	0.00%	0.20%
46-50	0.00%	0.00%	1.00%	0.00%	0.80%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

\* \* \* END \* \* \*

# EDUCATION CHALLENGE

## ***CHALLENGE LEAD:***

Bill Talbott, Deputy Commissioner - DOE

## ***NARRATIVE***

On Wednesday, December 22, 2010, the Governor Elect, appointed Secretary of State, and Speaker of the House announced they would recommend to the legislature that the challenges target reductions not be made mandatory but that “Act 68 should be allowed to work as intended.” In attendance and speaking in support were the Education Commissioner, Executive directors of the superintendents, school boards, and principals association, and president of the Vermont NEA. Also stated was that \$23.2 million dollars would be deducted from the general fund transfer to the education fund in FY 2012.

The result of this is that if districts do not curtail spending, property taxes will need to be raised to make up for the decreased general fund support. Offsetting a large portion of the general fund transfer reduction will be the \$19 million federal education jobs money received by the Governor’s office late this past summer. Details of the when this funding will be sent are still being worked out although districts have been informed of the amount each will receive.

## ***INVESTMENT***

<b>Investment</b>	<b>Target</b>	<b>Spent/ Committed</b>	<b>Comments</b>
FY 2011	\$	\$0.00	
FY 2012	\$0	\$0	

## ***OUTCOMES & MEASURES***

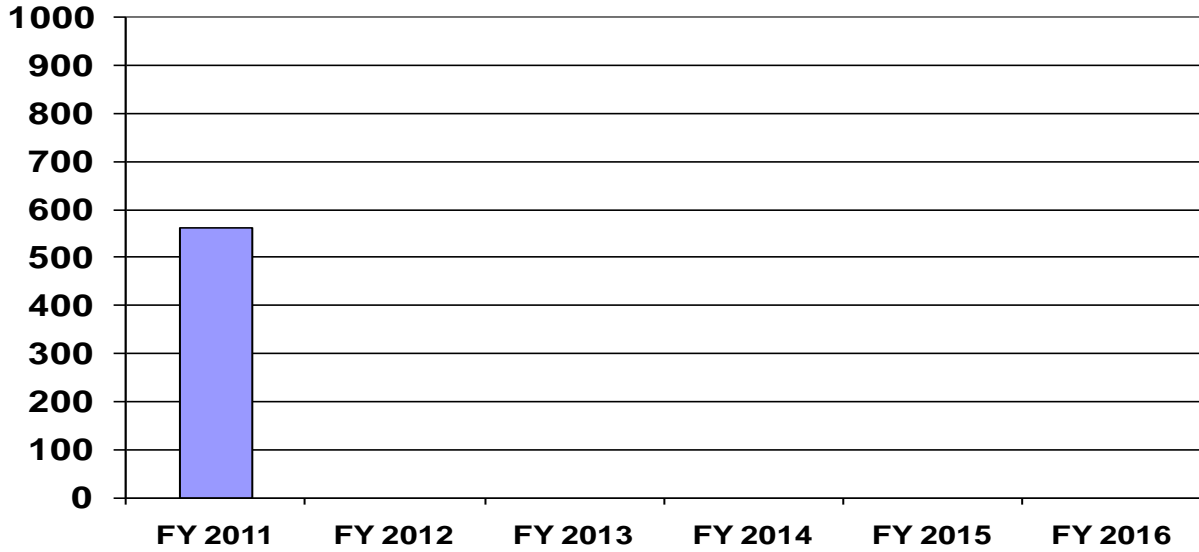
### **Outcome 1**

*Increase electronic and distance learning opportunities that enhance learning, increase productivity, and promote creativity.*

### **Measures 1**

Number of students enrolled in distance learning.

### Students Enrolled in Distance Learning Courses



Measure 1

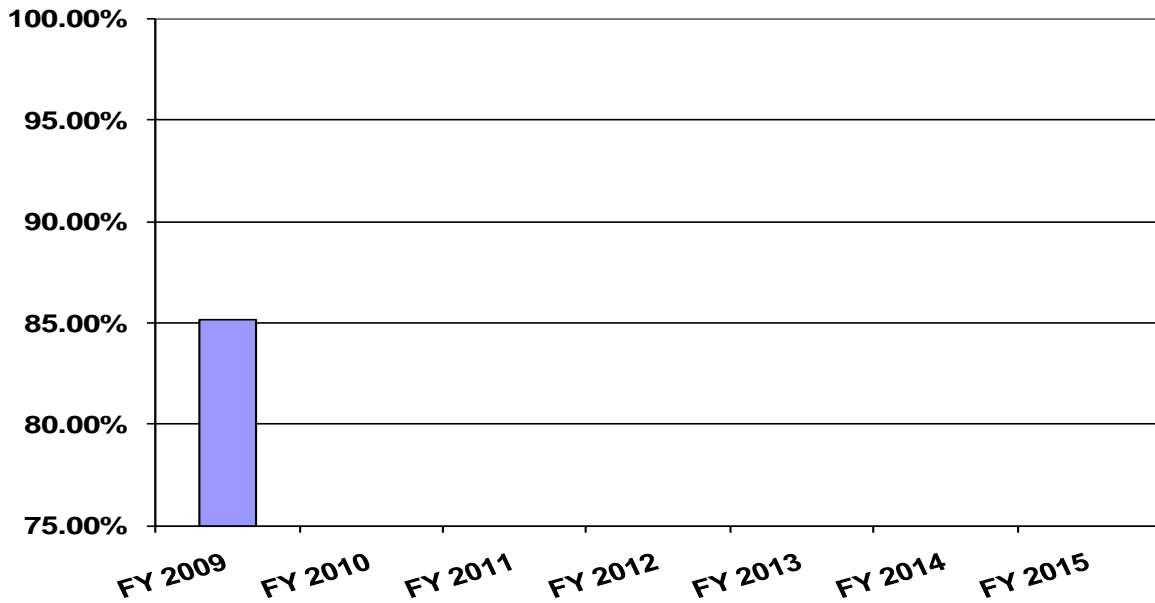
### Outcome 2

*Increase the secondary school graduation rates for all students.*

### Measures 2

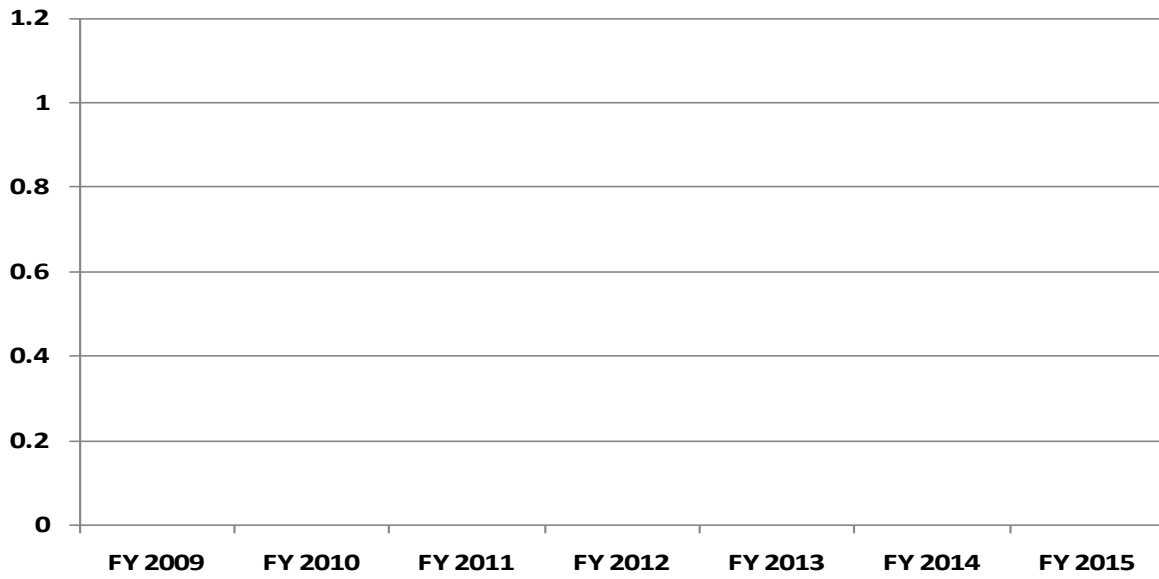
- i. Graduation rate;
- ii. Graduation rate for special education students.

### Cohort Graduation Rate



Measure 2(i)

### IEP Grad Rate - no data



Measure 2(ii)

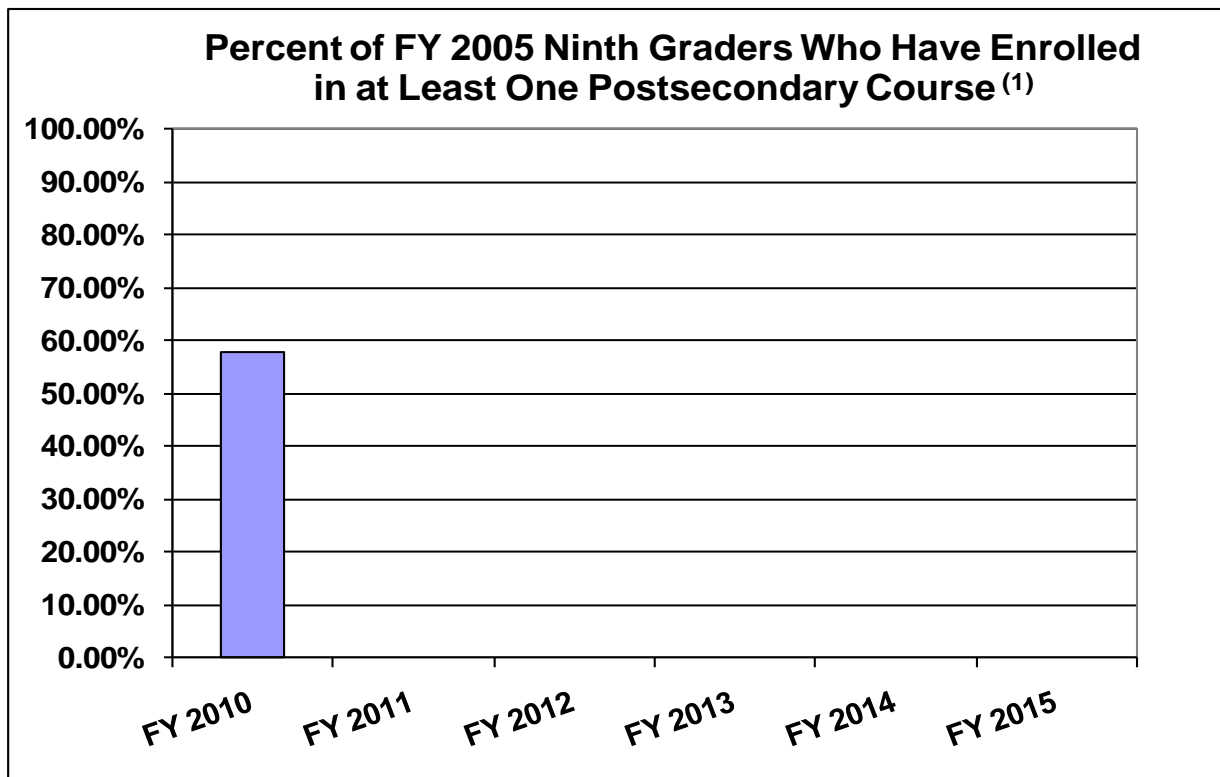
### Outcome 3

*Increase the aspiration, continuation, and completion rates for all students in connection with postsecondary education and training.*

### Measures 3

Percent participation in post secondary education.

[Continues next page]



Measure 3(i)

(1) This reflects the number of students who were ninth graders in FY 2005 who have enrolled in at least one post secondary course.

#### Outcome 4

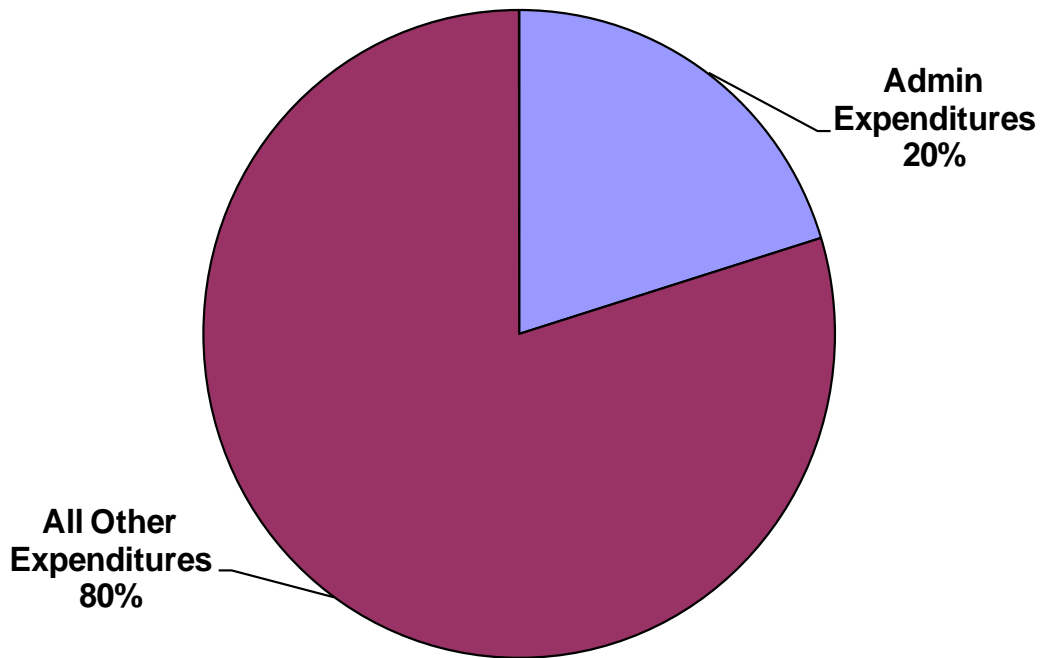
*Increase administrative efficiencies within education governance in a manner that promotes student achievement.*

#### Measures 4

- i. Percent of education funds going to direct instruction;
- ii. SAT Reasoning Test scores;
- iii. NECAP test scores.

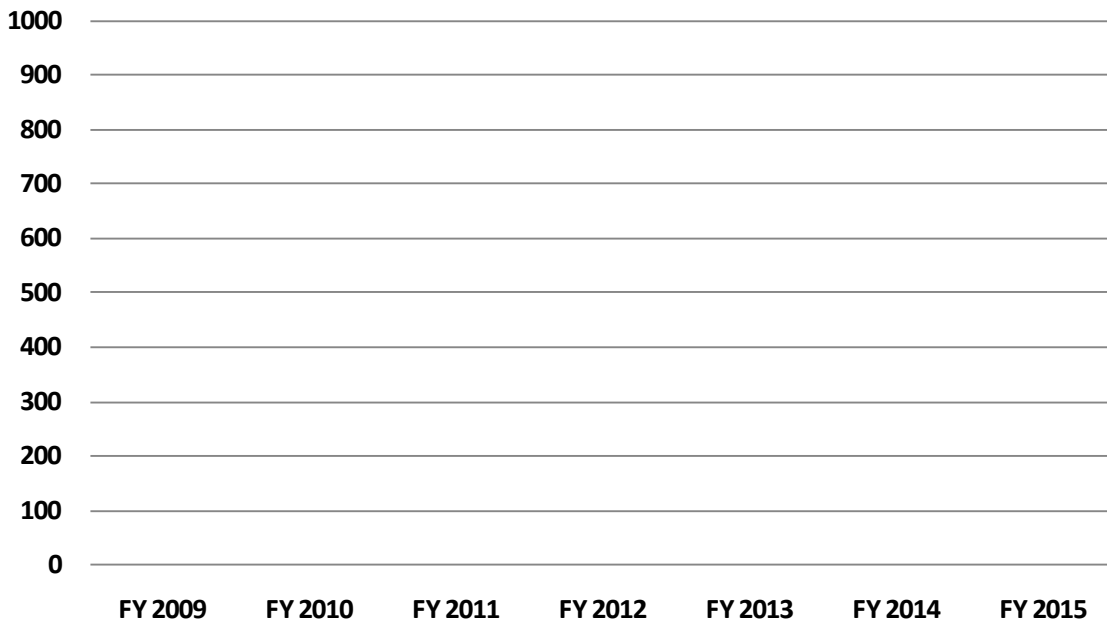
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### Administrative Expenditures Compared to Total Expenditures for FY 2009

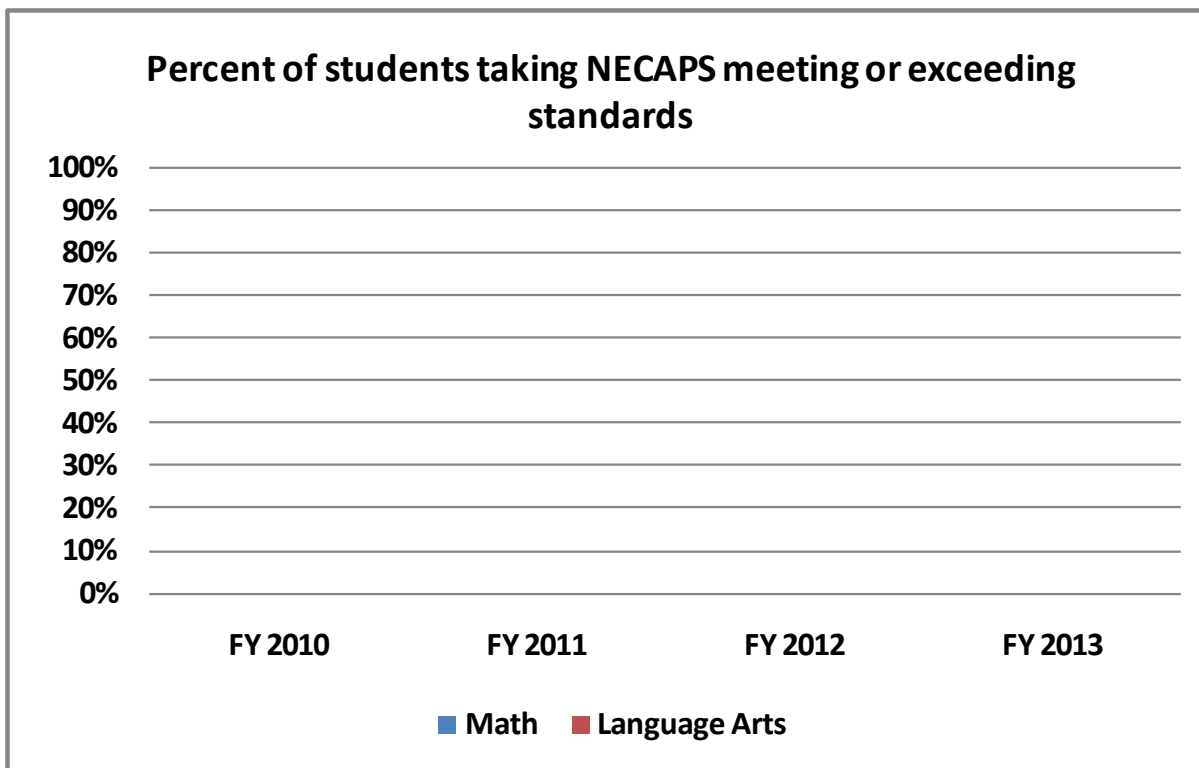


Measure 4(i)

### SAT Reasoning Test Scores



Measure 2(ii)



Measure 4(iii)

**Outcome 5**

*Increase cost-effectiveness in delivery of support services for students with individualized education plans.*

**Measures 5**

- i. Special Education student test scores per dollar spent;
- ii. Percentage of students in special education that continue education or become employed;
- iii. Percentage of students meeting IEP goals per dollar spent.

**Comment:** Measure 5(i)-(iii) -These data not collected, per DOE.

**Outcome 6**

*Increase the use of early intervention strategies that enable students to be successful in the general education environment and help avoid the later need for more expensive interventions.*

**Measures 6**

- i. Percent of Early Essential Education students meeting IEP goals
- ii. Percent of infant/toddlers meeting IFSP goals.

**Comment:** Measure 6(i)-(ii) -These data not collected, per DOE.

\* \* \* END \* \* \*

## REGULATORY CHALLENGE

### *CHALLENGE LEAD:*

Jonathan Woods - Secretary ANR  
Nancy Manley (ANR: team reporter)

### *NARRATIVE*

Narrative is provided in the individual Measures sections.

### *INVESTMENT*

<b>Investment</b>	<b>Target</b>	<b>Spent/ Committed</b>	<b>Comments</b>
FY 2011	\$400,000	\$0.00	
FY 2012	\$0	\$0	

## *OUTCOMES & MEASURES*

### **Outcome 1**

*The permitting and licensing processes achieve environmental standards, and are clear, timely, predictable, and coordinated between agencies and municipalities.*

### **Measures 1**

- i. Processing time for permit applications and renewals;
- ii. Percentage of solid waste facilities complying with post-closure requirements;

#### **Measure 1(i):**

Baseline information for NRB and ANR metrics is extracted from previous NRB and ANR annual performance (PEP) reports. For the quarter ending 12/1/10 median processing time for Act 250 applications was 41 days compared to a baseline (Calendar year 2009) of 41 days. For the quarter ending 12/1/10, ANR/DEC permit processing data reflects 40% of the programs with performance standards. However, the reported program actions represent 96% of the total DEC actions processed in an average 2009 quarter. Ninety-six percent of these DEC permit actions met or exceeded the associated performance standard. In comparison, 91% of the 2009 permit actions met their respective performance standards.

#### **Measure 1(ii):**

Post-closure requirements must be defined in rule after July 1, 2011. A system to track compliance will be available after that date.



## Outcome 2

*The permitting process enables applicants to readily determine what permits and licenses are needed and what information must be submitted to apply for those permits and licenses.*

### Measures 2

- i. Total number of applications received and the number of incomplete applications (initial submittals) received are reported;
- ii. Survey of applicants regarding quality of information received from regulators.

#### **Measure 2 (i):**

Data on incomplete applications has not historically been collected across all NRB and ANR/DEC permitting programs. Consequently, there is no baseline data for this metric. NRB reports that 135 applications were received and 28% of these applications were determined to be incomplete. For the quarter ending 12/1/10, the DEC programs providing data received 855 applications and 46% of these applications were determined to be incomplete.

#### **Measure 2 (ii):**

The Permit and Compliance Portal, launched in October 2010, includes a *Contact* link on all pages, enabling users to ask a question or provide feedback on the content or design of the portal. With DII's assistance, a more targeted user feedback survey (or surveys) is being developed for the portal in order to gather more specific information about the effectiveness of the Portal. NRB has recently converted its existing survey form, now sent to all Act 250 permit application participants by mail or email, into an online form. Participants are given the option of filling out a paper version or following a link to the online version. Even though DEC has had a permittee survey since 1996, in 2003 DEC contracted with a professional research and consulting firm to survey permittees and permitting consultants about their experiences with the department's permitting programs.

Consultants are used by 61% of permittees. Of those permittees experiencing the process themselves, 85% indicated they knew what they needed to know about the permit regulations. Below is a link to this survey: <http://www.anr.state.vt.us/dec/co/permitsurvey.htm>

## Outcome 3

*The permit and enforcement processes enable citizens and visitors to the state of Vermont to understand and comply with the laws protecting our natural and agricultural resources.*

### Measure 3

Number of enforcement cases that involve the defense of lack of understanding of state permit requirements.

#### **Measure 3:**

Enforcement cases involve businesses, corporations and municipalities as well as Vermont citizens. ANR and NRB have not historically collected this data on a quarterly basis; therefore

baseline data will be developed over time. For the quarter ending 12/1/10 NRB reports that 17 enforcement cases commenced; in 3 cases the defense of lack of understanding of state permit requirements has been raised. For this same timeframe, ANR reports that 6 enforcement cases commenced. The defense of lack of understanding of state permit requirements was not raised in any of these cases.

## Outcome 4

*Permitting, licensing, and environmental protective services are cost-effective and user friendly.*

## Measures 4

- i. Applicant satisfaction with application process;
- ii. Number of permit applications submitted electronically;
- iii. Number of technical certifications submitted, number accepted, number spot-checked, and the number resulting in violations are reported.

### Measure 4 (i):

The Permit and Compliance Portal, launched in October 2010, includes a *Contact* link on all pages, enabling users to ask a question or provide feedback on the content or design of the portal. With DII's assistance, a more targeted user feedback survey (or surveys) is being developed for the portal in order to gather more specific information about the effectiveness of the Portal. NRB has recently converted its existing survey form, now sent to all Act 250 permit application participants by mail or email, into an online form. Participants are given the option of filling out a paper version or following a link to the online version. Even though DEC has had a permittee survey since 1996, in 2003 DEC contracted with a professional research and consulting firm to survey permittees and permitting consultants about their experiences with the department's permitting programs.

Consultants are used by 61% of permittees. Of those permittees experiencing the process, about 60% said their experience was very good or excellent. Below is a link to this survey:

<http://www.anr.state.vt.us/dec/co/permitsurvey.htm>

### Measure 4 (ii):

Currently NRB applications cannot be submitted electronically. ANR/DEC has a web based application submittal system, eDEC, servicing three permit programs. For the quarter ending 12/1/10, DEC reports that Wastewater Regional Office program received 73 applications through eDEC or about 10% of the total received applications. The previous 12 month average receipt rate is 8.9%. DEC is working with staff and system users to significantly increase the percentage of eDEC submittals over the next 6 months.

### Measure 4 (iii):

As an initial step in expanding the number of programs that have the authority to use technical certifications, ANR will report to the legislature (January 15, 2011) on programs where technical certifications would be suitable. With legislative support legislation would follow that report.

## Outcome 5

*The decision-making process is transparent, and citizens understand and participate in the process.*

### Measures 5

- i. Applicant satisfaction with the transparency of the process;
- ii. Total number of comments received on draft permits & proposed rules;
- iii. Number of unique visits to web portal to review notices and draft permits, read rules, check hearing times, and make comments.

#### **Measure 5(i):**

The Permit and Compliance Portal, launched in October 2010, includes a *Contact* link on all pages, enabling users to ask a question or provide feedback on the content or design of the portal. With DII's assistance, a more targeted user feedback survey (or surveys) is being developed for the portal in order to gather more specific information about the effectiveness of the Portal. NRB has recently converted its existing survey form, now sent to all Act 250 permit application participants by mail or email, into an online form. Participants are given the option of filling out a paper version or following a link to the online version. Even though DEC has had a permittee survey since 1996, in 2003 DEC contracted with a professional research and consulting firm to survey permittees and permitting consultants about their experiences with the department's permitting programs.

Consultants are used by 61% of permittees. Satisfaction with process transparency was not directly polled, but lack of process transparency was not raised as an issue by those experiencing the process. Below is a link to this survey:

<http://www.anr.state.vt.us/dec/co/permitsurvey.htm>

#### **Measure 5 (ii):**

ANR and NRB have not historically collected this data on a quarterly basis; therefore baseline data will be developed over time. For the quarter ending 12/1/10, NRB and ANR/DEC rulemaking activities were very limited. The DEC Enforcement Ticketing Rule received 14 unique comments.

#### **Measure 5 (iii):**

The Permit and Compliance and Rulemaking portals have been deployed but do not have "unique visit" counters. NRB, ANR and DII staff will work to include counters on all portals sites.

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\*\*\* END \*\*\*

# ECONOMIC DEVELOPMENT CHALLENGE

## CHALLENGE LEAD:

Tayt Brooks – Commissioner DEHCD

## NARRATIVE

There have been no changes reported for this Challenge.

## INVESTMENT

Investment	Target	Spent/ Committed	Comments
FY 2011	\$	\$0.00	
FY 2012	\$0	\$0	

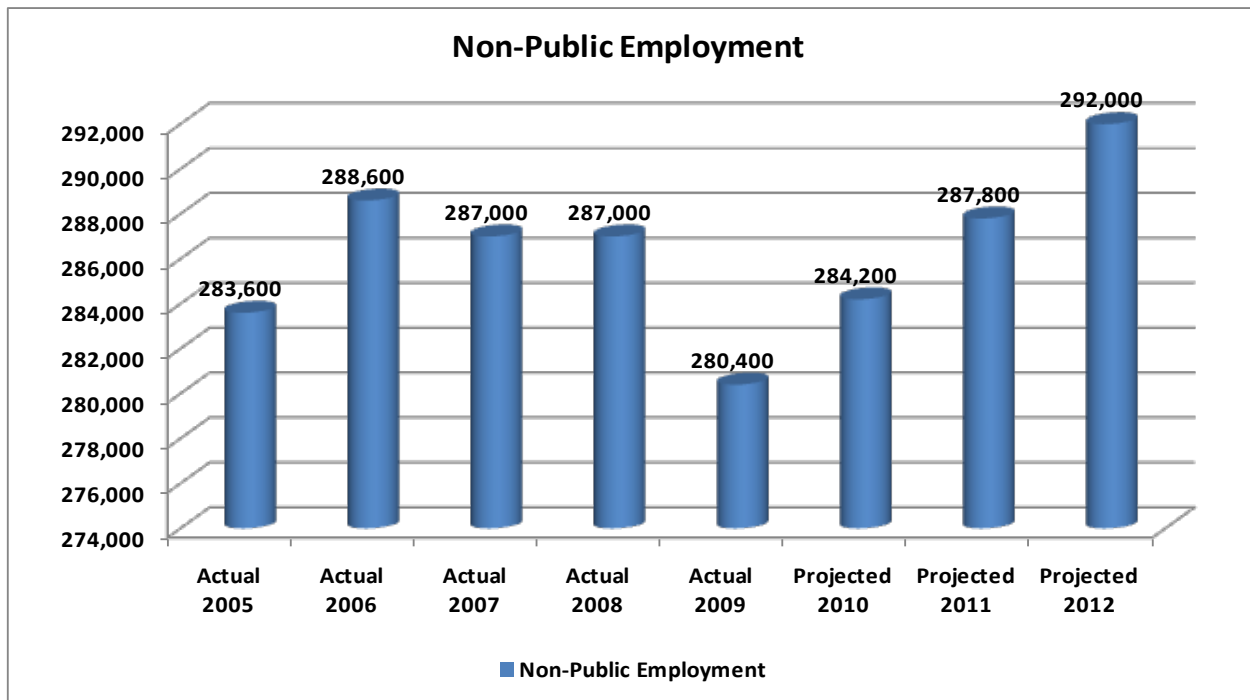
## OUTCOMES & MEASURES

### Outcome 1

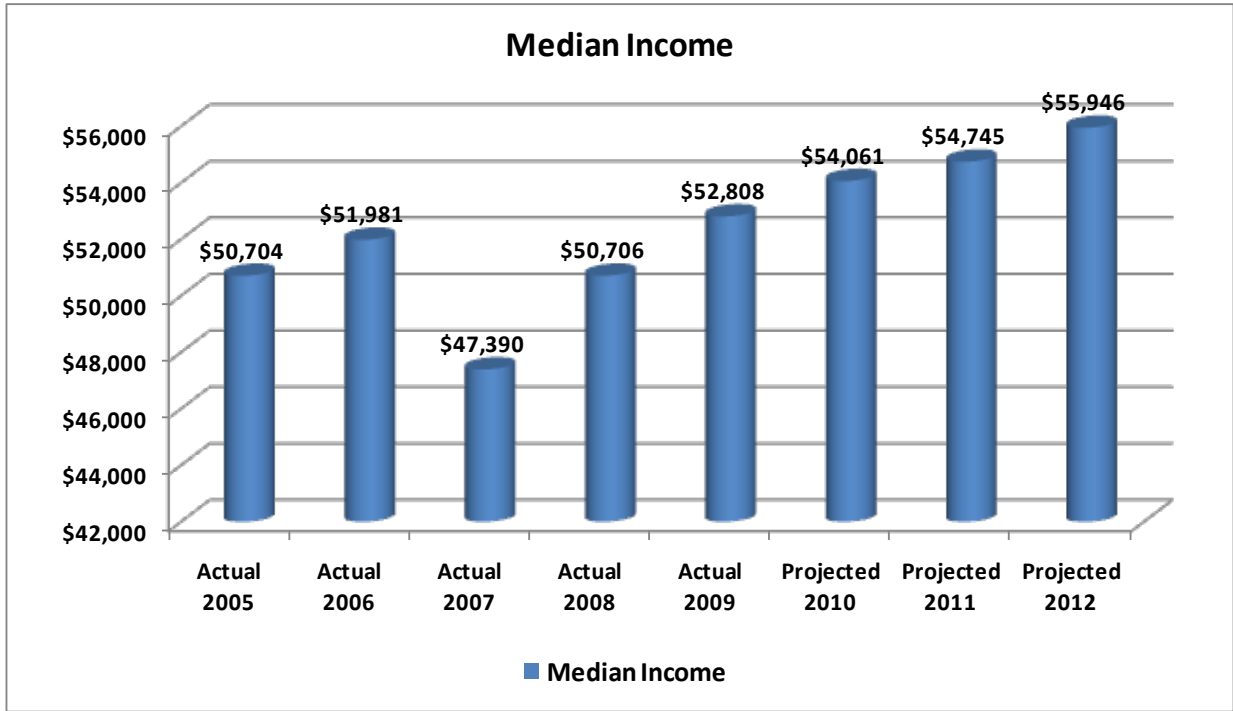
*Vermont achieves a sustainable annual increase in nonpublic sector employment and in median household income.*

### Measures 1

- i. Nonpublic sector employment (absolute and versus projections);
- ii. Median household income (absolute and versus projections).



Measure 1(i)



Measure 1(ii)

**Outcome 2**

*Vermont attains a statewide, state-of-the-art telecommunications infrastructure.*

**Measures 2**

- i. Percentage of residences and businesses with broadband access, using the current Vermont definition of broadband;
- ii. Percentage of cellular coverage on major roads
- iii. Percentage of cellular coverage on minor roads
- iv. Percent of state where public safety radios work.

(i) Percentage of residences and businesses with broadband access, using the current Vermont definition of broadband		See Update below
(ii) Percentage of cellular coverage on major roads <sup>(1)</sup>	87%	
(iii) Percentage of cellular coverage on minor roads <sup>(1)</sup>	76%	
(iv) Percent of state where public safety radios work <sup>(2)</sup>	85%	On average

Measure 2

**Broadband update – Measure 2(i):**

The VTA does not independently develop information about broadband availability in Vermont. Instead, we rely on information from other publicly-available sources. The most recently available state-wide broadband availability statistics were published by the Vermont Department of Public Service in its Telecommunications Almanac in February 2009. The PSD estimated broadband access to Vermonters increased from 75.3% in 2003 to 91% in December, 2007 (<http://publicservice.vermont.gov/telecom/TelecomAlmanacFinal030909.pdf>). This information was calculated based on data collected from broadband service providers.

More recently in April 2010, the PSD published the results of a survey conducted in December 2009 pursuant to the development of the Vermont Telecommunications Plan (<http://publicservice.vermont.gov/telecom/2009DPSTelecomSurveyReport.pdf>). This survey found that 81% of residents surveyed believed that they had access to broadband. At least some of the difference between this number and the higher number reported earlier may be explained by residents who do not subscribe to broadband and are unaware that it is available at their location. It does not mean that broadband availability declined between December 2007 and December 2009. The telephone survey and the collection of data from providers are two different data collection methods, and the results are not directly comparable.

Current efforts to map and analyze the availability of broadband information are being conducted by the Vermont Broadband Mapping Initiative pursuant to a federal grant received by the Vermont Center for Geographic Information (VCGI) under the U.S. Department of Commerce’s State Broadband Data and Development Program. On August 12, 2009, Governor Douglas designated VCGI as the single eligible entity in Vermont eligible for funding under this program. PSD provides data collection, verification and analysis under contract to VCGI as part of this Initiative. VCGI has published maps of statewide broadband availability by census block as of June 2009, based on PSD’s data collection from broadband service providers. These maps are available at [www.vcgi.org/broadband](http://www.vcgi.org/broadband). As of this date, VTA does not believe a statewide broadband availability number has been calculated from this data, although availability data by census block has been published and is available on the VCGI website. The Vermont Broadband Mapping Initiative is also in the middle of developing a website, [www.broadbandvt.org](http://www.broadbandvt.org), where interactive information about broadband availability in Vermont will be published and available to the general public. This site is expected to be operational prior to the end of this year.

**Footnotes – Measure 2(ii)(iii)(iv):**

(1) Based on 2010 drive-test data collected through the Vermont Broadband Mapping Initiative, the VT Telecommunications Authority would estimate that 87% of major roads and 76% of minor roads (“roads” here being roads that are part of the federal aid highway system, not every last city street or residential neighborhood). We examined the coverage for the two major air interfaces for cellular phones, GSM (used by AT&T and T-Mobile) and CDMA (used by Verizon Wireless, Sprint, and US Cellular). The reported numbers reflect the coverage for GSM phones, which was more extensive (the CDMA estimate is 55% of major roads and 44% of minor roads.).

(2) This is with the current analog radio system. Public Safety is undergoing the transition to narrow banding, which is federally mandated, and this change will result in less radio coverage.

\* \* \* END \* \* \*

## Appendices:

### *APPENDIX I: POSTAL UNIT MAIL RATES*

Postal Charter Unit

**60% of all outgoing daily mail is automated; 40% is non-automated mail**

#### **TYPES OF MAIL RATES INCLUDING HANDLING FEES**

**Daily Non-Automated Mail:** Parcels, priority mail, mail pieces that do not qualify for automation according to USPS specifications. Daily non-automated mail makes up 40% of all outgoing mail processed each day.

USPS Cost to BGS Per 1 oz Letter	BGS Postal Center Handling Fee	Total cost to Customer	Savings to Customer
\$0.44	\$0.117	\$0.557	Cost of meter rental Asst'd labor costs and floor space

Table 1

**BGS Postal Center Handling Fee for Daily (non-automated) mail** -- is 26.6% of the cost of a first class letter (\$0.117 per \$0.44 first class letter). Total cost to customer for 1 ounce non-automated letter is \$0.557 (\$0.44 USPS postage, plus BGS handling fee \$0.117).

**Automated Metered Mail:** Letters that qualify for USPS automation and can be run through the BGS Postal Center bar coder. Automated Metered Mail make up 25% of all outgoing mail processed each day.

USPS Cost to BGS Per. Letter	BGS Postal Center Handling Fee	Total cost to Customer	Savings to Customer
\$0.357	\$0.083	\$0.44	Cost of meter rental Asst'd labor costs and floor space

Table 2

**BGS Postal Center Handling fee Income for Automation metered mail** – is 23.3% of the USPS cost to the Postal Center for a automated first class letter (\$0.083 per \$.357 first class automated-rate letter). Total cost to customer for 1 ounce metered automation letter is \$0.44 (\$0.357 USPS automated postage rate, plus BGS handling fee .083). This represents 25% of daily outgoing mail

**Automated Permit Mail:** Letters that qualify for USPS automation and are run through the bar coder using the BGS Postal Center's mail permit. We also process customers' mailing permit. Automated Permit Mail makes up 35% of all outgoing mail processed each day.

<b>USPS Cost to BGS Per Letter</b>	<b>BGS Postal Center Handling Fee</b>	<b>Total cost to Customer</b>	<b>Savings to Customer</b>
\$0.357	*\$0.03, \$0.04, or \$0.05 each	\$0.387 to \$0.407	Cost of USPS postage Cost of meter rental Asst'd labor costs and floor space

Table 3

**BGS Postal Center Handling fee Income for Permit Mailing** – The handling fee for (automated) permit mailing varies depending on the number of pieces processed. The average handling fee is 10.1% of the USPS cost to the Postal Center for an automated first class letter (\$0.036 average fee per piece). Total cost to customer for 1 ounce permit automation letter is \$0.397 (\$0.357 USPS automated postage, plus BGS handling fee \$0.04). This represents 35% of daily outgoing mail. The handling fee average for permitted automation is .036 which is the gross profit earned from permit automated mail divided by the number of pieces processed.

<b>Number of Mail Pieces</b>	<b>Handling Charge Per Piece</b>	<b>Postal Center cost for Automated First Class Letter</b>	<b>Total Cost Per Piece</b>
<b>0-5000</b>	<b>\$0.05</b>	<b>\$0.357</b>	<b>\$0.407</b>
<b>5001-10000</b>	<b>\$0.04</b>	<b>\$0.357</b>	<b>\$0.397</b>
<b>Over 10001</b>	<b>\$0.03</b>	<b>\$0.357</b>	<b>\$0.387</b>

Table 4



## APPENDIX II: POSTAL CENTER INTERNAL MEETING LOG

(Activity since October 1, 2010 report)

Outcome #2 -- Chronology of INTERNAL Meetings -- Postal Center		Last Updated 2010-12-17
Increase employees' engagement in their work.		FY 2011 2nd Quarter Report
Date	Meeting/Discussion Participants	Summary of Contact
10/1/2010	email from Plastridge to Lamos , Ferrell	investigate why invitations were sent through mail for Public Safety building open house.
10/22/2010	Schraut met with Lamos	Working on OCR upgrade justification for IMB requirement.
10/28/2010	Postal Center	sent request to Mail piece design specialist at USPS for new IMB on new templates for all of our BRM mail [pice sizes.
10/29/2010	e-mail to GBS management	Explanation to GBS management regarding missed savings on small mailing
10/1/2010		Free webinar sign up as urged from Terry. Mail piece production
11/1/2010	Ferrell - spreadsheet	spreadsheet illustrating the possible postage cost savings to DHR was sent to BGS manangement.
11/23/2010	e-mail work	review of Charter agreement document
11/30/2010	meeting- Plastridge, Lamos, Ferrell , VonTurkovich	review and edit- outcomes and measures for C4C.
12/6/2010	Schraut and Lamos - emails	final charting and review of chart for OCR upgrade cost justification.
12/8/2010	Plastridge and Schraut met with 3 PB Reps	follow up from Puitney Bowes asking to proceed with helping agencies in consolidation plans.

### APPENDIX III: POSTAL CENTER EXTERNAL OUTREACH/EDUCATION LOG

(Activity since 10/1/2010 report)

Outcome #2 -- Chronology of EXTERNAL OUTREACH/EDUCATION EFFORTS-- Postal Center					Last Updated 2010-09-21
Increase employees' engagement in their work.					FY 2011 2nd Quarter Report
Date of Contact	Department	Contact Name/Group	Postal Staff Person Making Contact	Method of Contact (email/phone/mtg)	Summary of Contact
10/4/2010	AHS child care	J. Garabedian	Plastridge	e-mail	Provided information in response to a 1400 piece mailing request regarding print and mail prices
10/4/2010	ADPC	Marcia Guyette	Plastridge	E-mail/Action	discussed running a sample test batch of monthly mailing to test automation as product is thick and may classify as a flat.
10/4/2010	agriculture	C. Flinn	Plastridge	telephone	Discussed delivering UPS parcels and picking up outgoing FedEx during their lockdown. Took the opportunity to talk about Postal Center serving as sending agent for their Fed Ex parcels.
10/7/2010	Sec. of State	J. Lamberti	Plastridge	Phone/e-mail	Discussed question regarding return service on envelopes. Followed up with e-mail to point out the cost savings of automation and the use of our permit on large mailings that all their units have done by outside print/mail vendors.
10/11/2010	judiciary	C.Foster	plast./ schraut	e-mail	answered e-mail question regarding envelope specifications for automation capability
10/15/2010	Child support	K. Orouke	Plastridge	phone/e-mail	presented cost analysis of postage costs for dailly OCS checks produced by print shop
10/19/2010	liquor control	Jane Menard	Plastridge	Phone-e-mail	the monthly newsletter printed and mailed by outside vendor was left at US Post Office without proper funds on deposit to mail. We were called and transported mailing to Liquor Control pending deposit. Spoke several times with Jane about mailing permit and its viability for their use.
10/19/2010	DHR	Lindsay Browning	plastridge	e-mail	provided an overview of postal center services and requirements
10/20/2010	DMV/Labor/BGS	10 individuals representing		Meeting	4 National pitney bowes representatives gave presentaion on other states' procedures and experiences with consolidation of print/mail programs
10/26/2010	Library	renee Ancel	Plastridge	phone/e-mail	arranged a meeting at regional Library to provide information regarding possible mailing cost reductuion for them using Postal Center services
10/27/2010	BGS, Labor, DMV	representatives	Plastridge	e-mail	to attendees - sent power point presentation from Pitney Bowes regarding Print/mail consolidation seminar presented on 11-20-10
10/27/2010			BGSpostal/USPS	Meeting/seminar	a presentation was given to the following agencies in attendance to instruct them on changes needed for aquiring mailer ID and changes to BRM and permit mailings May 2011. attendees Atty Gen., DMV, AOT, Libraries, Risk Mgmt., VT Life, Liquor Control, Tax, ANR, Mental Health, AHS-ADPC
10/27/2010	Libraries	Linda Bullard	Schraut	conversation	discussed potential opportunity to take a once-a-year mailing from their permit and performing the job on our permit
10/28/2010	VCI-Purchasing, BGS Print shop		Plastridge	e-mail	Sent notice that reorders of permit/BRM envelopes should begin to show new mailer ID and IMB barcodes. This notice will help to prevent having costly unusable stock of envelopes.
10/28/2010	Libraries	Linda Bullard	Schraut	e-mail	follow up e-mail to get information on mailing in writing

Outcome #2 -- Chronology of EXTERNAL OUTREACH/EDUCATION EFFORTS-- Postal Cente					Last Updated 2010-09-21
Increase employees' engagement in their work.					FY 2011 2nd Quarter Report
Date of Contact	Department	Contact Name/Group	Postal Staff Person Making Contact	Method of Contact (email/phone/mtg)	Summary of Contact
10/29/2010	Attendees at 10-27-10 meeting		plastridge/USP S	e-mail	send power point presentation to attendees and others that could not attend plus a check list of important facts and steps outlined from USPS to assist.
10/29/2010	DHR	Carver, Wilson	Schraut	e-mail	email explaining the different costs of open enrollment mailing due to different envelopes used. Reinforced about folding into 6x9 envelope to save cost.
11/3/2010	DHR	N. wilson	Plastridge	e-mail	explained savings on an additional 1281 flats that if folded to 6x9 could have saved nearly 50% in postage
11/5/2010	DHR	N. wilson	Plastridge	e-mail	further communication concerning cost of mailing and BGS handling fees- metered - metered auto. And permit auto.
11/5/2010	Library	R. Ancel	plastridge, Schraut, Baldwin	meeting on site	Karl, Todd, and Tim met with 3 staff at regional library to review their mailing practices to see if they could save money with our services. Great exchange of ideas and processes for both shops . No significant savings realized using BGS as most employee time will still be needed and one dimensional shipping-leaves mailing machine costs minimal.
11/12/2010	Library	R. ancil-M. Reid	Plastridge	email	Send formal recap of presentation/visit and a price comparison of mailing services.
11/15/2010	Fish and Wildlife	Ann shangraw	Plastridge	e-mail	researched and reported different options for F&W to mail approx 250-300 quarterly journals (IHEA)
10/19/2010	AHS	Ames Robb	Plastridge	e-mail	discussed reason for incorrect return of EBT cards due to incorrect zip code in return address. Again provided her with the cost benefit of us mailing these daily for postage savings and PO box cost savings. The cards are preprinted with return PO box . Need to attempt to change their mind before reorder.
11/19/2010	liquor control	Jane Menard	Plastridge	telephone.	worked with USPS Essex plant to obtain their procedures as processing of outgoing personal stamped mail.
11/22/2010	Gov. elect Office		postal center	mail run	we performed special mail run for those envelopes that needed to be sent as emergency.
11/24/2010	DMV	M. Charter	Schraut	various	assisted DMV in obtaining BRM using new IMB and mailer ID
12/3/2010	DMV	Gail norman	Schraut	telephone	assisted DMV with another BRM template/
12/8/2010	Forest & Parks	Sarah Cklarke	Plastridge	telephone	4 large boxes to be mailed - contacted to show cost and time diffence of first class and parcel post in an attempt to save them \$ if immediate delivery not needed

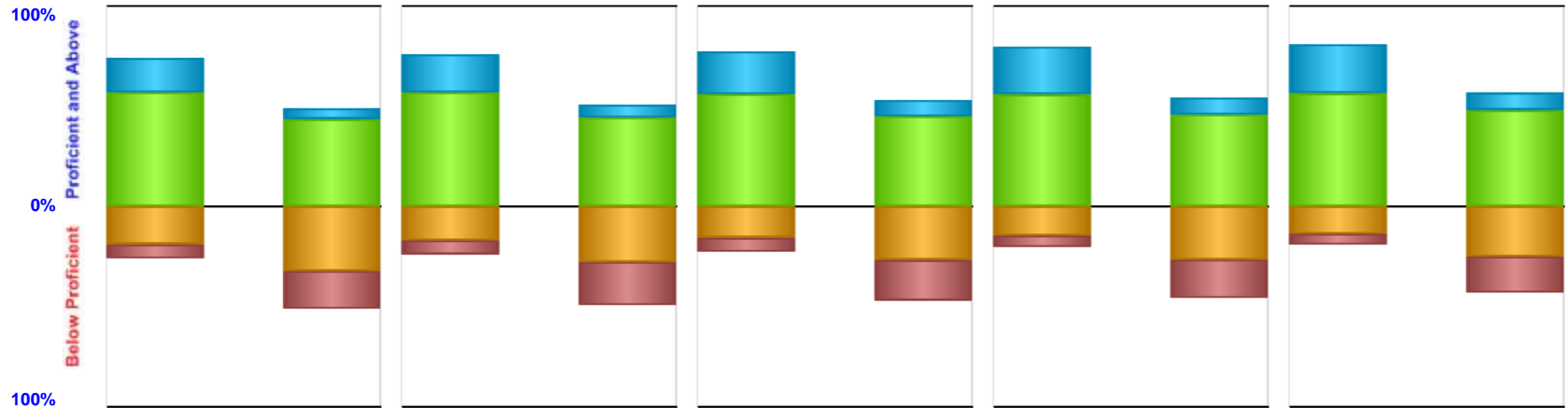
***APPENDIX IV: EDUCATION CHARTS***

The following information was provided by the Department of Education.

**[Continues next page]**

# Assessment Report

<b>Organization:</b>	State of Vermont
<b>Teaching Year:</b>	2008-2009
<b>Test/Subject:</b>	NECAP Reading Grades 3-8
<b>Breakdown:</b>	Differences in achievement by family income?
<b>Comparison:</b>	Over Time?

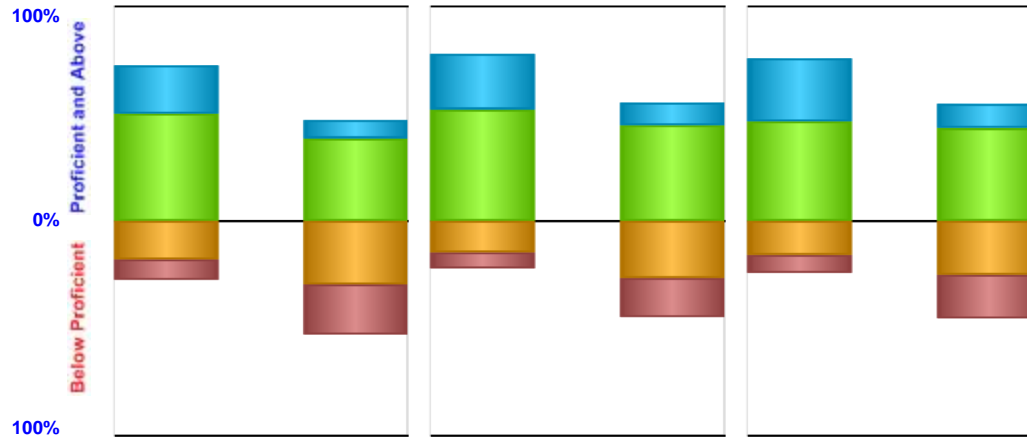


	2005		2006		2007		2008		2009	
	Not FRL	FRL	Not FRL	FRL	Not FRL	FRL	Not FRL	FRL	Not FRL	FRL
Number of Students Tested	28,351	11,403	27,840	12,448	26,913	12,331	24,961	13,173	24,609	13,578
Proficient With Distinction	17 %	5 %	19 %	6 %	21 %	8 %	24 %	8 %	24 %	9 %
Proficient	57 %	44 %	57 %	44 %	56 %	45 %	56 %	46 %	56 %	48 %
Partially Proficient	19 %	32 %	17 %	28 %	16 %	27 %	15 %	27 %	14 %	25 %
Substantially Below Proficient	7 %	19 %	7 %	21 %	7 %	20 %	6 %	19 %	6 %	18 %
<b>Total Proficient and Above</b>	<b>74 %</b>	<b>49 %</b>	<b>76 %</b>	<b>51 %</b>	<b>77 %</b>	<b>53 %</b>	<b>80 %</b>	<b>54 %</b>	<b>81 %</b>	<b>57 %</b>
<b>Total Below Proficient</b>	<b>26 %</b>	<b>51 %</b>	<b>24 %</b>	<b>49 %</b>	<b>23 %</b>	<b>47 %</b>	<b>20 %</b>	<b>46 %</b>	<b>19 %</b>	<b>43 %</b>

The NECAP Math, Reading, and Writing tests are administered in October and measure student achievement of Grade Expectations for previous school years. NECAP Science tests are administered in May and measure student achievement of Grade Expectations in current and previous school years. District assessment data are for the accountability LEA which is either the town or union school district.

# Assessment Report

<b>Organization:</b>	State of Vermont
<b>Teaching Year:</b>	2008-2009
<b>Test/Subject:</b>	NECAP Reading Grade 11
<b>Breakdown:</b>	Differences in achievement by family income?
<b>Comparison:</b>	Over Time?

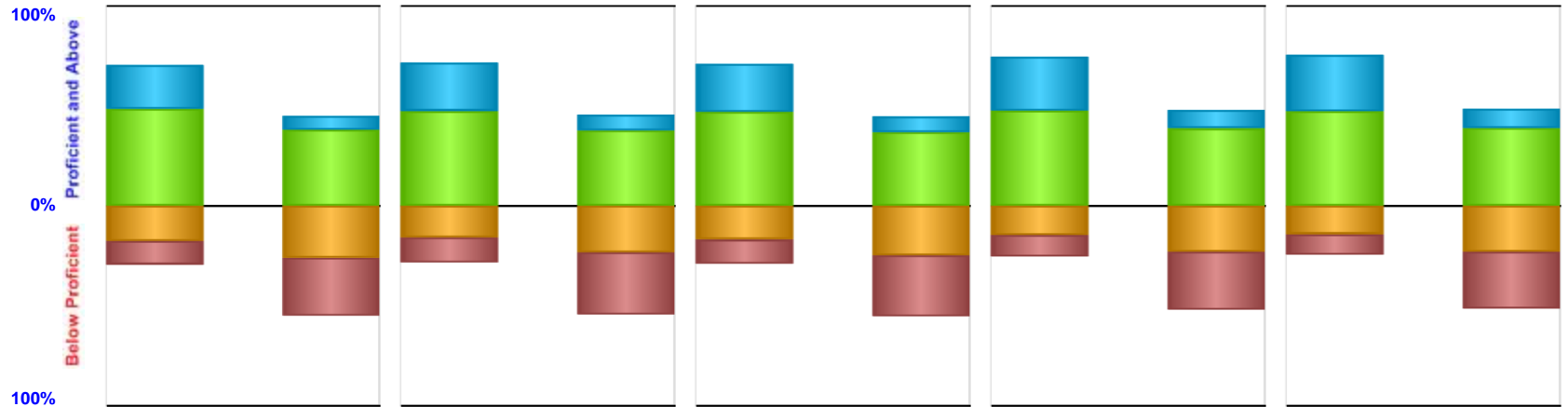


	2007		2008		2009	
	Not FRL	FRL	Not FRL	FRL	Not FRL	FRL
Number of Students Tested	5,659	1,472	5,205	1,875	5,060	1,719
Proficient With Distinction	23 %	8 %	26 %	11 %	29 %	11 %
Proficient	50 %	38 %	52 %	45 %	46 %	43 %
Partially Proficient	18 %	30 %	15 %	27 %	16 %	25 %
Substantially Below Proficient	10 %	23 %	7 %	18 %	8 %	20 %
<b>Total Proficient and Above</b>	<b>73 %</b>	<b>47 %</b>	<b>78 %</b>	<b>55 %</b>	<b>76 %</b>	<b>55 %</b>
<b>Total Below Proficient</b>	<b>28 %</b>	<b>53 %</b>	<b>22 %</b>	<b>45 %</b>	<b>24 %</b>	<b>45 %</b>

The NECAP Math, Reading, and Writing tests are administered in October and measure student achievement of Grade Expectations for previous school years. NECAP Science tests are administered in May and measure student achievement of Grade Expectations in current and previous school years. District assessment data are for the accountability LEA which is either the town or union school district.

# Assessment Report

<b>Organization:</b>	State of Vermont
<b>Teaching Year:</b>	2008-2009
<b>Test/Subject:</b>	NECAP Math Grades 3-8
<b>Breakdown:</b>	Differences in achievement by family income?
<b>Comparison:</b>	Over Time?

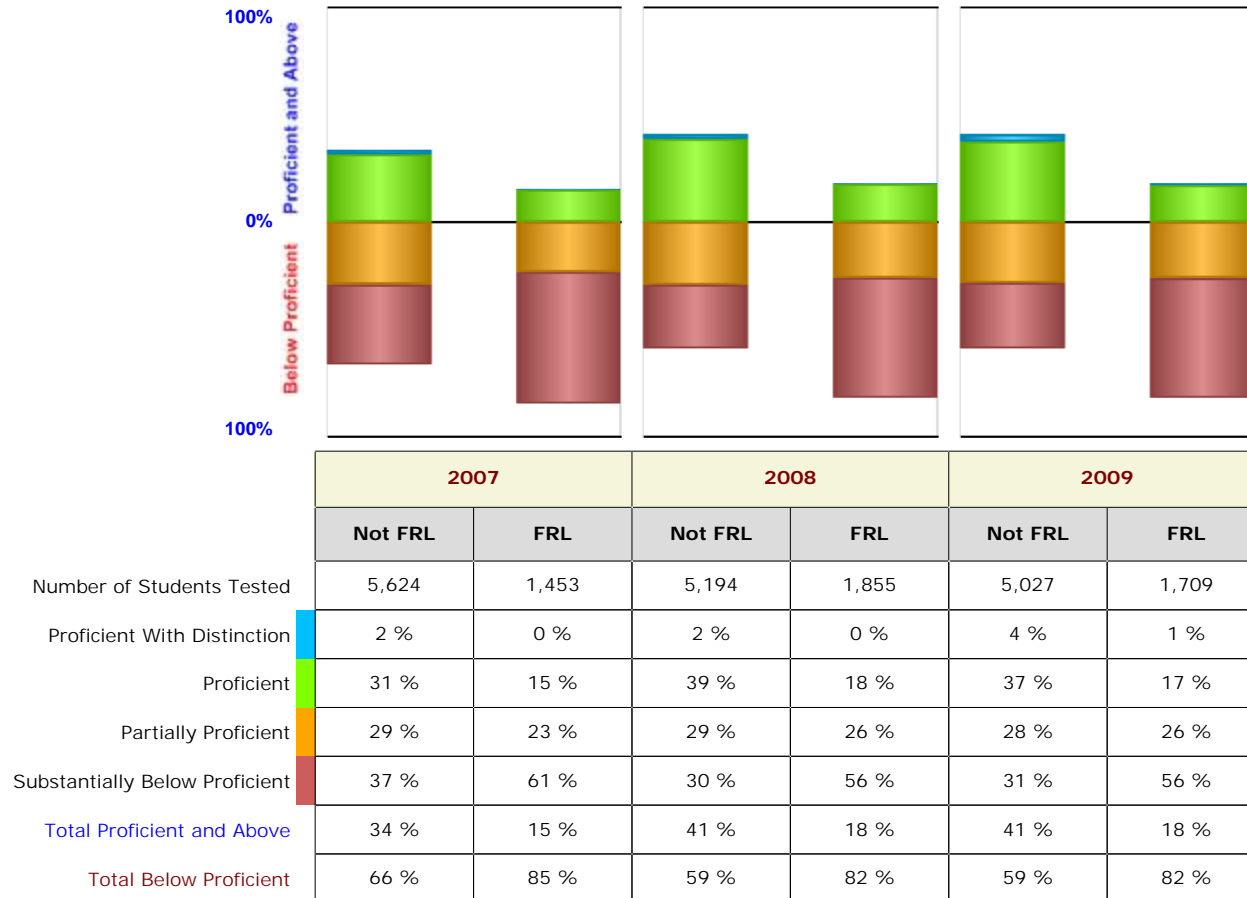


	2005		2006		2007		2008		2009	
	Not FRL	FRL	Not FRL	FRL	Not FRL	FRL	Not FRL	FRL	Not FRL	FRL
Number of Students Tested	28,464	11,542	27,848	12,465	26,922	12,331	24,985	13,178	24,585	13,597
Proficient With Distinction	22 %	7 %	24 %	8 %	24 %	8 %	27 %	9 %	28 %	10 %
Proficient	49 %	38 %	47 %	38 %	47 %	37 %	48 %	39 %	47 %	39 %
Partially Proficient	18 %	26 %	16 %	23 %	17 %	25 %	15 %	23 %	14 %	23 %
Substantially Below Proficient	12 %	29 %	13 %	31 %	12 %	30 %	11 %	29 %	10 %	29 %
<b>Total Proficient and Above</b>	<b>70 %</b>	<b>45 %</b>	<b>72 %</b>	<b>46 %</b>	<b>71 %</b>	<b>45 %</b>	<b>75 %</b>	<b>48 %</b>	<b>76 %</b>	<b>48 %</b>
<b>Total Below Proficient</b>	<b>30 %</b>	<b>55 %</b>	<b>28 %</b>	<b>54 %</b>	<b>29 %</b>	<b>55 %</b>	<b>25 %</b>	<b>52 %</b>	<b>24 %</b>	<b>52 %</b>

The NECAP Math, Reading, and Writing tests are administered in October and measure student achievement of Grade Expectations for previous school years. NECAP Science tests are administered in May and measure student achievement of Grade Expectations in current and previous school years. District assessment data are for the accountability LEA which is either the town or union school district.

# Assessment Report

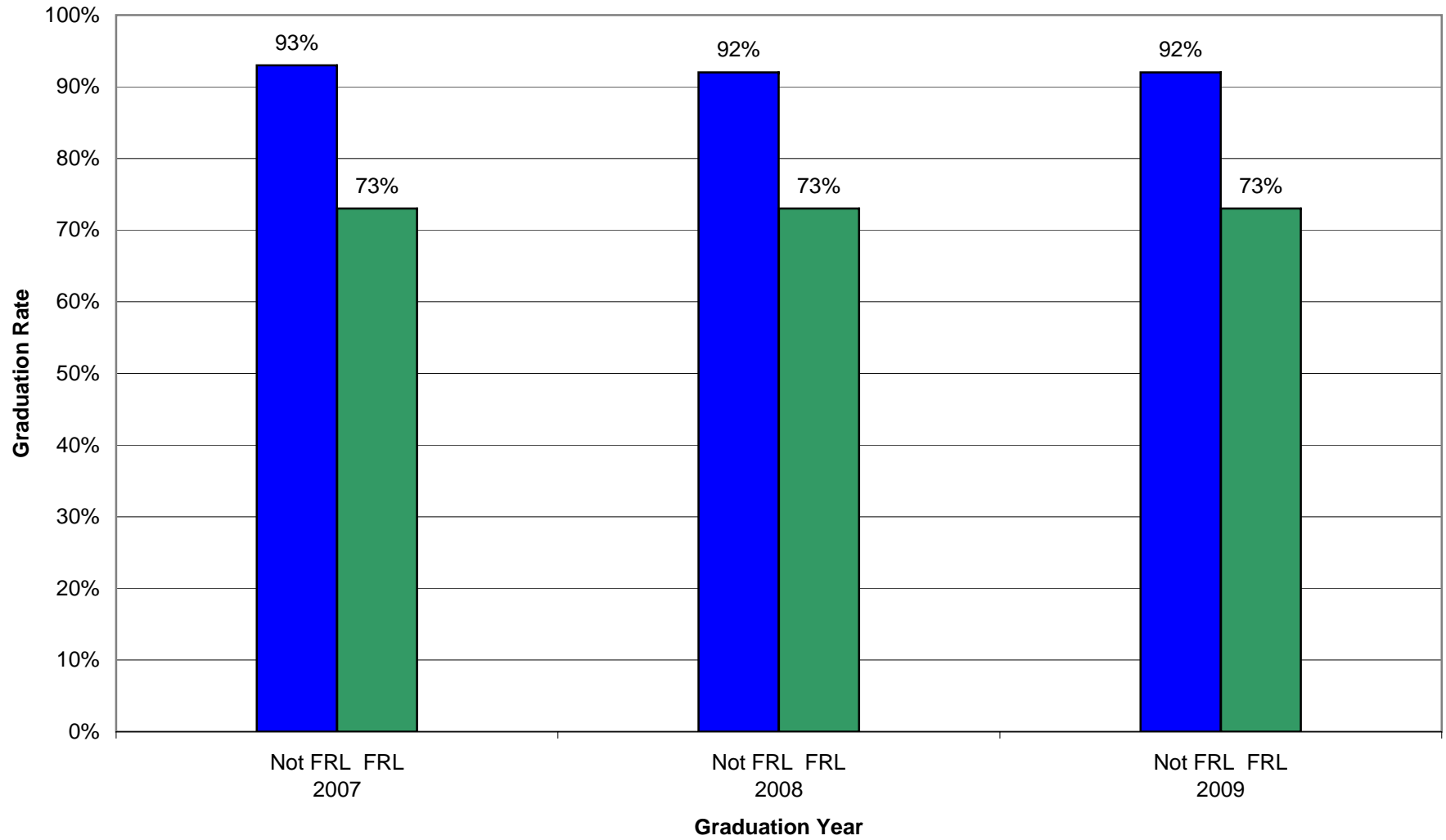
<b>Organization:</b>	State of Vermont
<b>Teaching Year:</b>	2008-2009
<b>Test/Subject:</b>	NECAP Math Grade 11
<b>Breakdown:</b>	Differences in achievement by family income?
<b>Comparison:</b>	Over Time?



The NECAP Math, Reading, and Writing tests are administered in October and measure student achievement of Grade Expectations for previous school years. NECAP Science tests are administered in May and measure student achievement of Grade Expectations in current and previous school years. District assessment data are for the accountability LEA which is either the town or union school district.



### State of Vermont Four Year Cohort Graduation Rates



## Math11

### *APPENDIX V: ECONCOMISTS' REPORT*

The following report was prepared for the legislative Government Accountability Committee by the State's two economists, Tom Kavet, Kavet, Rockler & Associates, LLC and Jeff Carr, Economic & Policy Resources, Inc., in accordance with 2010 Act 146 Sec. G10.

[Continues next page]



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# Memorandum

To: Steve Klein, Legislative Joint Fiscal Office  
Susan Zeller, Deputy Commissioner of Finance and Management

From: Tom Kavet – Kavet, Rockler & Associates, LLC  
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CC: Nolan Langweil, Legislative Joint Fiscal Office

Date: December 22, 2010

Re: Unified Economic Development Budget Review, Per Acts 68 and 146

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## BACKGROUND

Per Acts 68 and 146 of the 2009-2010 legislative session, JFO and Administration economists are directed to provide review and analysis associated with performance measures used for various economic development programs included in the Unified Economic Development Budget (UEDB), including measures assigned as a part of the Challenges for Change (CFC) initiative. The statutory directive also calls for a review of the UEDB for “completeness and accuracy, with particular emphasis on the state’s return on investment” from these programs.

Per this directive, we have reviewed the economic performance criteria and data for more than 60 programs included in the Unified Economic Development Budget Report for 2010. This analysis is based entirely upon the UEDB Report issued in March of 2010 and does not include subsequent program updates, information or further individual program inquiry.

## PROGRAM REVIEW SUMMARY

Our review of the performance measures for the programs detailed in the State Unified Economic Development Budget finds the following:

- Only 4 of the more than 60 programs in the UEDB met a minimum threshold for complete performance measurement data, defined as providing minimal narrative information and outcome, efficiency improvement, and output targets.
- Most programs have not devised meaningful, objective measures of performance. Many provided performance measures that are not methodologically sound and/or are not statistically accurate.

- All but a few programs have provided complete quantitative target goals and actual performance measurement for historical and future years. Historical data are essential to assessing past program progress and forming a basis for future target projections.
- Many of the goals offered are arbitrary, self-imposed, and self-reported. Many of these targets require little, if any, effort to achieve.
- Many programs list program outcome measures that represent program effort expended (hours worked, companies contacted, etc.) rather than program outcomes (results, such as net new jobs affected, etc.).
- State fiscal “return on investment” is virtually impossible to accurately calculate without extensive primary research and should not be used as a quantitative measurement of relative program importance or effectiveness. The assumptions behind most ROI measures referenced by the programs are not based on empirical evidence and therefore cannot be credibly supported.
- No program projected goals beyond one year, even though these programs may have impacts that could take many years to be realized. A basic planning exercise of this type should include at least 5 projected target years.
- Virtually every program in the UEDB would benefit from additional and credible performance measure specification (either refinement of proposed measures and/or additional objective measures) in order to be of value in assessing program effectiveness and consistency with overall public policy objectives.
- Many programs have experienced results contrary to their stated purposes and objectives. There are very few explanations or recommendations for improvement presented. In some cases, this is a reflection of the fact that the program may not be able to influence its stated objective.
- Accompanying narratives that enhance performance understanding and program conditions are generally not provided. Likewise, narratives that raise or address strategic and/or policy issues as a result of performance review and changing external conditions are generally not present.
- Many of the CFC goal statements and narratives contain misspellings, typos and grammatical errors. This may be an indication that only a minimal amount of time and attention was accorded to this task. This is also reflected in the absence of meaningful performance measures chosen for many of the programs.

Individual program review notes are contained in the attached summary matrix in Appendix A.

## POLICY REVIEW SUMMARY

Aside from the detailed programmatic measurement shortcomings in the UEDB Report, this program review also notes systemic institutional and strategic shortcomings that have been identified in several recent reviews of State economic development policy.<sup>1</sup> We concur with the conclusions reached in these studies that:

- There is no credible, cohesive, overall State economic development policy and planning entity. As a result, there is no single entity responsible for coordinating strategies to focus the myriad economic development expenditures and programs now underway.
- Over time, there has been an accumulation of programs that overlap in function and purpose. Program expenditures are generally not refocused, reallocated or terminated, resulting in a patchwork menu of subsidies and support services to the entities and individuals they are designed to serve.
- The absence of basic benchmark data associated with the performance of the Vermont economy and other yardsticks of social well-being hampers effective policy decision-making. Because such data are not regularly collected, monitored, interpreted or otherwise organized for use by policy-makers on a consistent, timely basis, policy development is fragmentary and tied to the narrower objectives related to specific programs.
- There is no regular analysis and interpretation of strategic implications associated with changing socio-economic conditions (e.g. business cycles, global economic trends, and/or structural change in society or the economy) and the efficacy of the many UEDB programs and expenditures. As a result, policy implications associated with external economic and societal change are not processed into policies in an organized fashion and both problems and opportunities are often unaddressed.

## CONCLUSIONS AND RECOMMENDATIONS

Based on this review, all UEDB CFC measurement documents should be revised and re-focused, consistent with the findings detailed herein, if they are to be of value in evaluating and guiding policy-makers. We also believe the use of an independent outside entity (such as the Auditor, an ongoing CFC administrator, or outside subcontractor) to perform target measurement and assist in the setting of objective target goals would be of value to the State.

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<sup>1</sup> See, for example, recommendations made by the legislative Commission on the Future of Economic Development in various reports to the legislature in 2009 and 2010; Recommendations made by the Council on the Future of Vermont of the Vermont Council on Rural Development in *"Imagining Vermont: Values and Vision for the Future,"* Spring 2009; Recommendations made by the Greater Burlington Industrial Corporation in *"Common Ground,"*; And, in addition to these three reports, we note there are a number of efforts, including the development of a statewide guidebook for performance measures and the upcoming report of the Challenges for Change Oversight Committee that are planning to make recommendations for more coordinated statewide economic development planning to address the patchwork of efforts and patchwork of programs which now tend to characterize economic development planning and program execution in Vermont.

Targets should not be entirely self-set or easy to achieve. Program narratives should be thorough, explanatory, and sensitive to program changes that may be necessary to meet basic program objectives.

Larger economic development policy issues should be addressed by creating a coordinated State effort, such as has been recommended in other recent studies cited herein (see footnotes on preceding page). This endeavor should be provided with a level of resourcing commensurate with the critical importance of maximizing the competitive position and performance of the Vermont economy. Consideration should also be given to consolidating existing economic development programs and/or simplifying the disbursement of economic development subsidies, either through tax policy or through the use of direct and transparent subsidies.

# Appendix A

Summary Matrix of UEDB Program Measurement Development

2010 Funding Level (State and Federal)	Program Name	Incomplete Information	Inaccurate Information	One or More Target Measures Not Appropriate or Properly Defined	One or More Goals that are Measures of Effort, Not Outcomes	Efficiency Measures are Missing or Not Properly Defined	Improvement in Program Narrative Needed	Comments
\$800,000	Brownfields - EPA	✓		✓	✓			
\$233,890	Sustainable Jobs Fund Grant	✓			✓			<i>Excellent and well organized narrative and background information - accurately states that program "impacts" jobs and does not "create" them</i>
\$55,000	Vermont Software Developers Association	✓		✓	✓			<i>Good narrative information</i>
\$47,500	VT Council on Rural Development Grant	✓		✓	✓			<i>Excellent narrative and background information, thoughtful strategic commentary</i>
\$51,724	Regional Market Program	✓						<i>No information provided</i>
\$39,000	Animal Health	✓		✓		✓	✓	<i>No measure of number of farms, despite goal narrative to this effect. Missing target information</i>
\$76,000	Consumer Protection	✓			✓		✓	<i>No outcome measure for stated goal of increasing maple syrup production. Missing target information.</i>
\$70,000	Dairy	✓		✓	✓	✓	✓	<i>No outcome measure for stated goal of increasing capacity of cheese plants and dairy farms</i>
\$137,000	Eastern States	✓				✓	✓	
\$11,500	Export Programs	✓		✓	✓	✓	✓	
\$389,607	Farm Energy	✓			✓	✓	✓	
\$82,000	Livestock Program	✓				✓	✓	<i>Missing targets. Strategic implications for goal failure not discussed.</i>
\$80,000	Meat Inspection	✓			✓	✓	✓	<i>No discussion of declining outcome measure</i>
\$252,000	Vermont Dairy Promotion Council	✓				✓	✓	<i>Excellent outcome measures covering gross receipts, number of cows, number of producers and number of farms, but all targets are missing.</i>
\$330,000	Administration Budget for Economic Development	✓						<i>No information provided</i>
\$266,000	Business Support	✓		✓	✓	✓		
\$50,000	Commission on the Future of Economic Development	✓					✓	
\$24,000	Econ Dev Council of Northern VT Grant	✓		✓	✓		✓	<i>Good background narrative, but inadequate explanation of measures and missing measurement data</i>
\$24,000	Employee Ownership Center Grant	✓		✓	✓	✓		<i>Good program narrative, but outcome measures such as the number of new employee owned businesses are missing--particularly for multiple periods.</i>
\$380,000	Financial Services	✓						<i>No information provided</i>
\$32,000	Job Development Zones Grant	✓						<i>No information provided</i>



2010 Funding Level (State and Federal)	Program Name	Incomplete Information	Inaccurate Information	Target Measures are Not Properly Defined	One or More Goals that are Measures of Effort, Not Outcomes	Efficiency Measures are Missing or Not Properly Defined	Improvement in Program Narrative Needed	Comments
\$1,076,000	RDC Block Grants							<i>Included in the below RDC grants</i>
	RDC - Addison	✓	✓	✓				<i>Assumptions upon which ROI is based are inaccurate, likely exaggerating beneficial impacts</i>
	RDC - Bennington	✓		✓	✓	✓		
	RDC - Brattleboro	✓		✓		✓		
	RDC - Central Vermont	✓		✓	✓			
	RDC - Franklin	✓		✓	✓	✓		
	RDC - Green Mountain	✓		✓	✓			
	RDC - GBIC	✓		✓	✓	✓		
	RDC - Lamoille	✓		✓	✓	✓		
	RDC - NVDA	✓		✓	✓	✓		
	RDC - Rutland	✓	✓	✓	✓			<i>Net employment impacts are not credible</i>
	RDC - Springfield	✓			✓	✓	✓	
\$128,000	Recruitment	✓	✓	✓	✓	✓		<i>Needs additional narrative information</i>
\$324,000	SBDC Grant	✓						<i>No program information provided</i>
\$246,000	VEPC Administration	✓		✓				<i>Excellent program efficiency targets, representing real annual improvement. Note: This only includes administrative costs and not VEPC program costs</i>
\$268,000	Vermont Global Trade Partnership	✓			✓	✓		<i>Good narrative information</i>
\$726,000	Vermont Procurement Technical Assistance	✓		✓	✓	✓	✓	<i>Job "creation" formula requires explanation and review.</i>
\$1,703,000	Vermont Training Program	✓				✓		<i>ROI claims assume assisted jobs are only "created" or "improved" as a result of VTP expenditures. The survey used for this requires verification.</i>
\$19,000	Women's Business Center Grant				✓			<i>Future targets are set well below historical actuals for almost all measures. Shares of women-owned businesses and start-ups would be relevant.</i>
\$4,143,202	CDBG-Economic Dev Only			✓	✓			<i>Target measures become less stringent over time and are well below historical actual performance</i>
\$327,022	Downtown Transportation Fund	✓			✓	✓		<i>Good narrative information.</i>

2010 Funding Level (State and Federal)	Program Name	Incomplete Information	Inaccurate Information	Target Measures are Not Properly Defined	One or More Goals that are Measures of Effort, Not Outcomes	Efficiency Measures are Missing or Not Properly Defined	Improvement in Program Narrative Needed	Comments
\$85,300	Micro 1% Technical Assistance Contract			✓				Good narrative information. Most targets are not set to improve over time. Job "creation" assistance should be labeled as such.
\$1,000,000	Broadband Grant for Telecommunications	✓		✓	✓	✓	✓	
\$54,763	DII-Telecommunications grant	✓		✓	✓	✓	✓	
\$500,000	North link Broadband Project	✓		✓		✓	✓	Additional narrative needed to explain missed target, among other deficiencies
\$750,000	Vermont Telecom Authority Operating Grant	✓		✓		✓	✓	
\$2,305,290	Employment Serv-(Wagner-PeyserAct)	✓		✓				Strategic implications of target variance could lead to policy adjustment. Narrative should include such discussion and observations.
\$385,000	Next Generation Adult Technical Education	✓	✓	✓	✓			Stated target "rates" are erroneous
\$1,415,500	Next Generation WETF	✓						
\$1,035,323	Registered Apprenticeship Program	✓		✓				Targets appear to be set at actual achievement levels
\$200,000	Workforce Education and Training Program	✓			✓	✓	✓	Steep decline in FY10 targets not fully explained. Efficiency target also doubles cost per trainee, suggesting less future efficiency.
\$5,536,500	Workforce Investment Act			✓		✓	✓	Targets appear arbitrary. Program efficiency worsens and yet still meets "target"
\$5,219,504	Clean Energy Development Fund	✓						All target data missing
\$91,000	Communication/Outreach-Economic Development	✓						No information provided
\$171,000	Film Commission Grant	✓			✓	✓		Target of actual production volume with annual target increases is excellent
\$43,000	Research Related to Economic Development	✓						No information provided
\$1,644,000	Tourism Sales and Marketing	✓		✓	✓	✓		No quantitative performance data provided
\$100,000	VT Convention and Tourism Bureau Grant	✓	✓	✓			✓	Additional narrative is required to explain declining target values for some measurements. ROI cannot be accurately measured as reported.
\$30,000	VT Ski Areas Association	✓		✓		✓		No specific outcome target or rationale for this is provided
N/A	Captive Insurance Development Program	✓		✓		✓		Strategic review needed based on narrative information
N/A	VEDA Ag Credit Corp Farm Loan Subsidies	✓		✓	✓	✓		
N/A	VEDA interest Rate Subsidy Program	✓		✓	✓	✓		Reference to "jobs impacted" by this program is accurate. "Jobs created" requires additional support.