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Jeb Spaulding, Secretary

MEMORANDUM

TO: Government Accountability Committee and Joint Fiscal Committee
CC: Jeb Spaulding, Jim Reardon, Susan Zeller, Matt Riven, Otto Trautz, Steve Klein, Stephanie Barrett and Theresa Utton-Jerman;
FROM: Michael Clasen, Deputy Secretary
RE: Challenges for Change Outcomes Crosswalk
DATE: December 07, 2012

At the October 22, 2012 meeting, the Government Accountability Committee (Committee) asked the Agency of Administration to provide a crosswalk mapping the Challenges for Change (C4C) Outcomes (2009 Act 68) to Agency/Department Strategic Goals and to the Governor's Strategic Plan Priorities. The attached crosswalk document provides the requested crosswalk/mapping. The crosswalks are segregated into three rows: Governor's Strategic Plan Priorities (top row); Agency/Department Strategic Goals (middle row) and C4C Outcomes (lower row).

Following is an explanation of how the crosswalks are mapped (refer to attached page 1 of 10 - Human Services Crosswalk):

- a) C4C Outcome CHS1 (lower row): *Children, families, and individuals are engaged in and contribute to their community's decisions and activities* – maps to...
- b) Human Service Agency Strategic Goal AHS 2: *Promote the health, well-being and safety of individuals, families and our communities* – maps to...
- c) Governor's Strategic Plan Priority SP3: *Ensure our children's future by supporting the success of our families, the safety of our communities, and the performance and economic sustainability of our schools.*

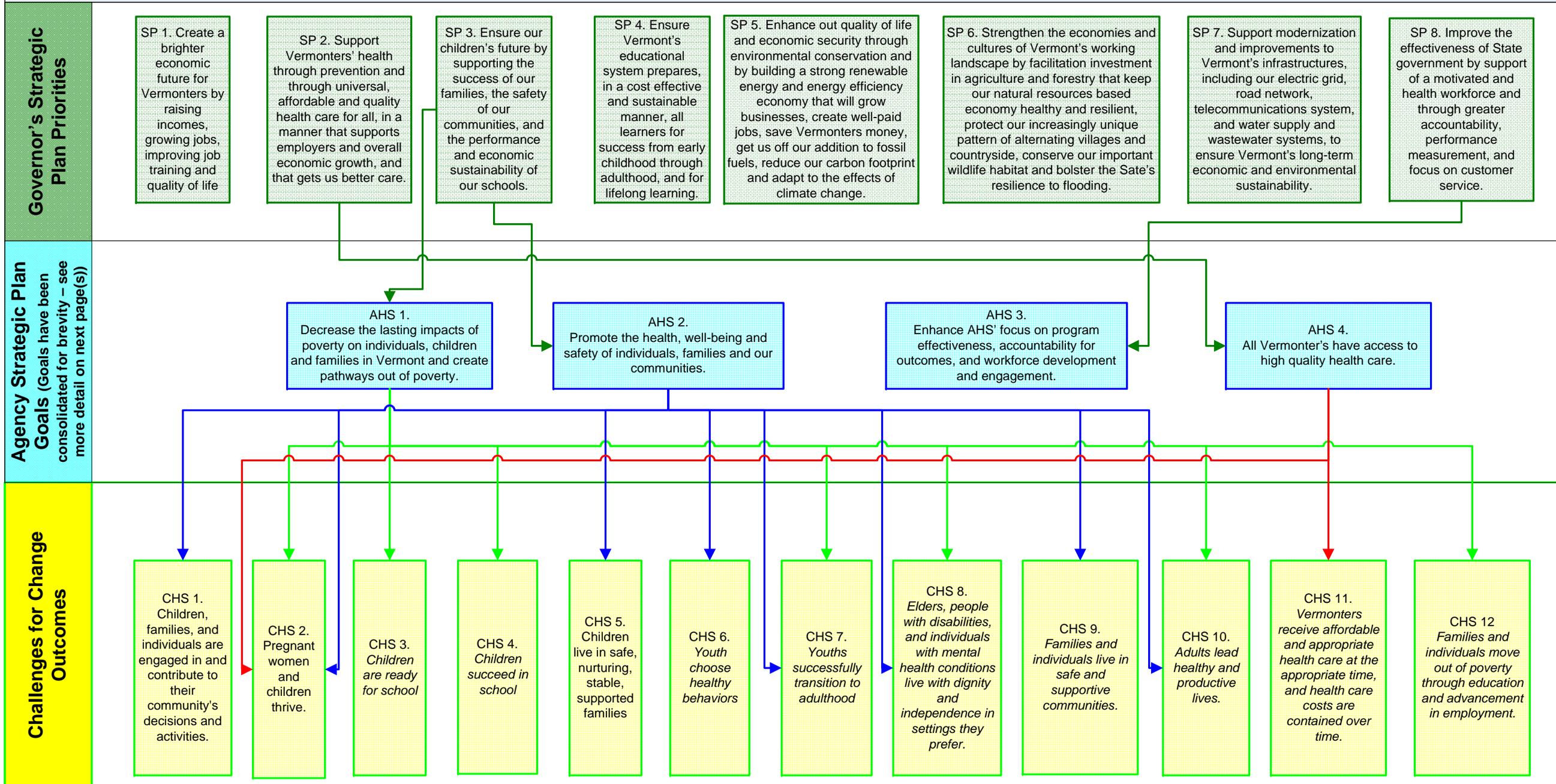
Challenges for Change included 37 Outcomes distributed as follows: Human Services (12); Corrections (7); Education (6); Regulatory (5); Economic Development (2); Charter Units (3); and Performance Contracting & Grant Making (2). Each of the 32 C4C Outcomes for Human Services, Corrections, Education, Regulatory, and Economic Development has been mapped to one or more Agency/Department Strategic Goals and to one or more of the Governor's Strategic Plan Priorities.

The C4C Charter Units Challenge, which shared 3 Outcomes, is no longer active. However, Charter Unit Outcome CU2 aligns with the Governor's Strategic Plan Priority #8. The C4C Performance Contracts & Grant Making Outcome PC1 was achieved through statewide performance contracting and grant writing training classes and by an Administrative requirement that performance measures be included in contract and grants whenever appropriate. C4C Outcome PC2 is active an active part of on-going contract and grant management and monitoring by the agencies/departments issuing those agreements.

We encourage the Committee(s) to invite individual Agencies/Departments to present and discuss their Strategic Goals and how those goals align with the Governor's Strategic Plan.



Governor's Strategic Plan Goals – Challenges for Change Outcomes – Human Services Crosswalk



Human Services Goals from Strategic Plan (plus Health Care Reform)

P1. The Economy:

1.2.2: Provide programmatic and economic support to Vermonters who are unemployed, under-employed or otherwise economically disadvantaged, with a focus on removing employment barriers, reducing poverty and addressing the benefits cliff, and improving job and economic security.

P3. Strong Families, Safe Communities:

3.1: Enable the creation of, and facilitate Vermonter's access to, fair and income-appropriate housing options across the continuum of need.

3.3: Decrease the lasting impacts of poverty on individuals, children and families in Vermont and create pathways out of poverty.

3.4: Implement a sustained, comprehensive interdepartmental approach to reduce correctional recidivism, overall crime, and the need for corrections resources.

3.5: Reduce abuse and neglect of children and vulnerable adults.

3.6: Support and enhance public safety through a focus on education, enforcement, and rehabilitation.

3.7: Provide for and increase access to a statewide network of safe, secure, and resilient transportation systems.

3.9: Improve individual and system outcomes/results by implementing a criminal justice information-sharing program.

P4. High Quality & Affordable Education:

4.1: All children across the socio-economic spectrum enter kindergarten ready to learn.

4.2: Ensure all students graduate high school or college and/or are career ready.

4.3: Increase the number of Vermonters who pursue and complete post- secondary education, training, and career opportunities.

4.7: Efforts will be made to ensure all students attain grade level literacy and numeracy by the end of 3rd grade.

4.8: Implement a coherent longitudinal data system across the learning spectrum.

P8. State Government & Employees:

8.1.3. Goal 8.1.3: Enhance AHS's focus on program effectiveness, accountability for outcomes, and workforce development and engagement.

P2. Affordable Health Care (Health Care Reform)

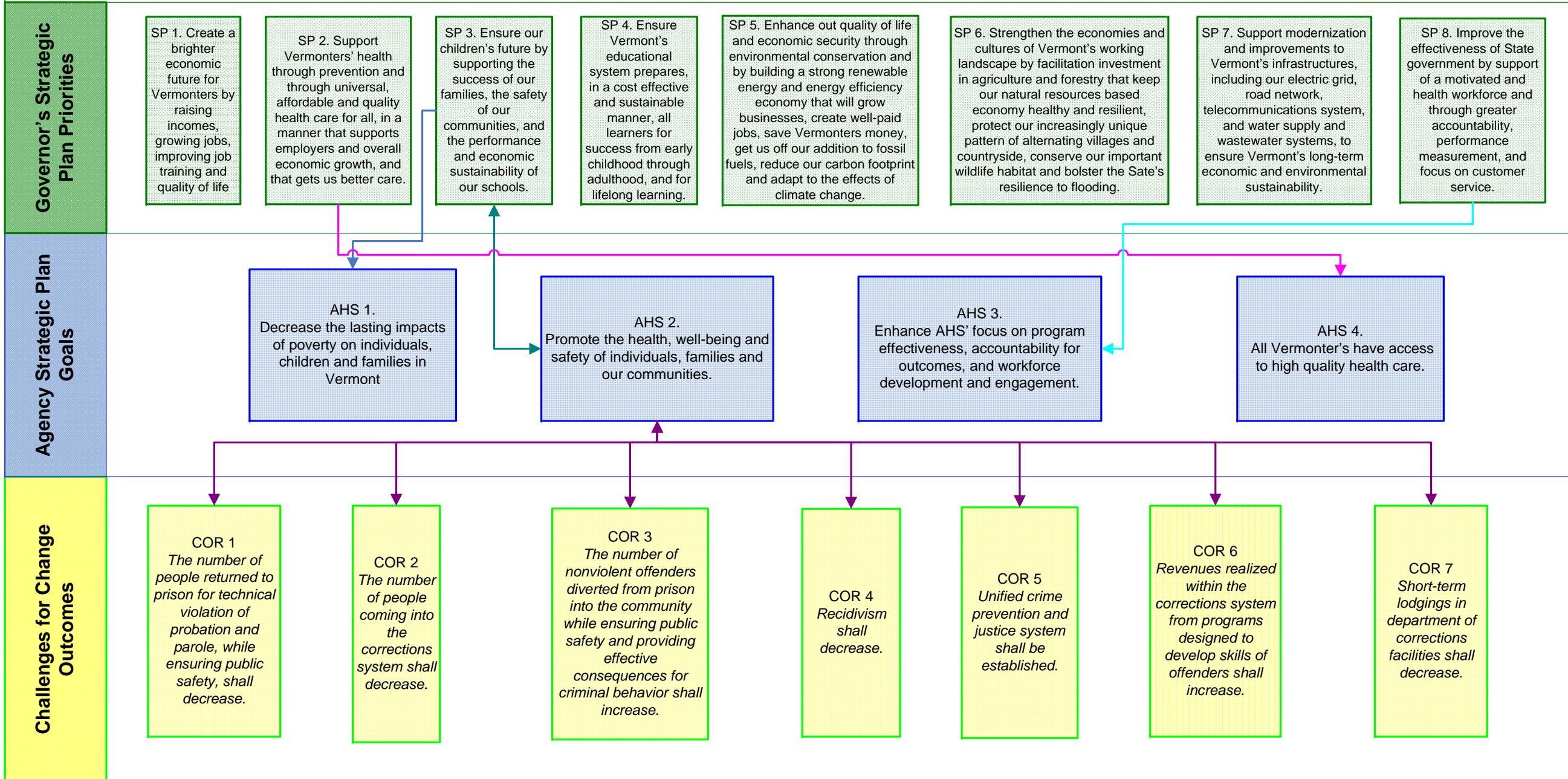
2.1: Reduce health care costs and cost growth, while attracting and retaining providers.

2.2: Assure that all Vermonters have access to and coverage for high-quality health care, independent of employment. Note: The term "health care" includes physical and mental health, substance abuse treatment, oral and eye care).

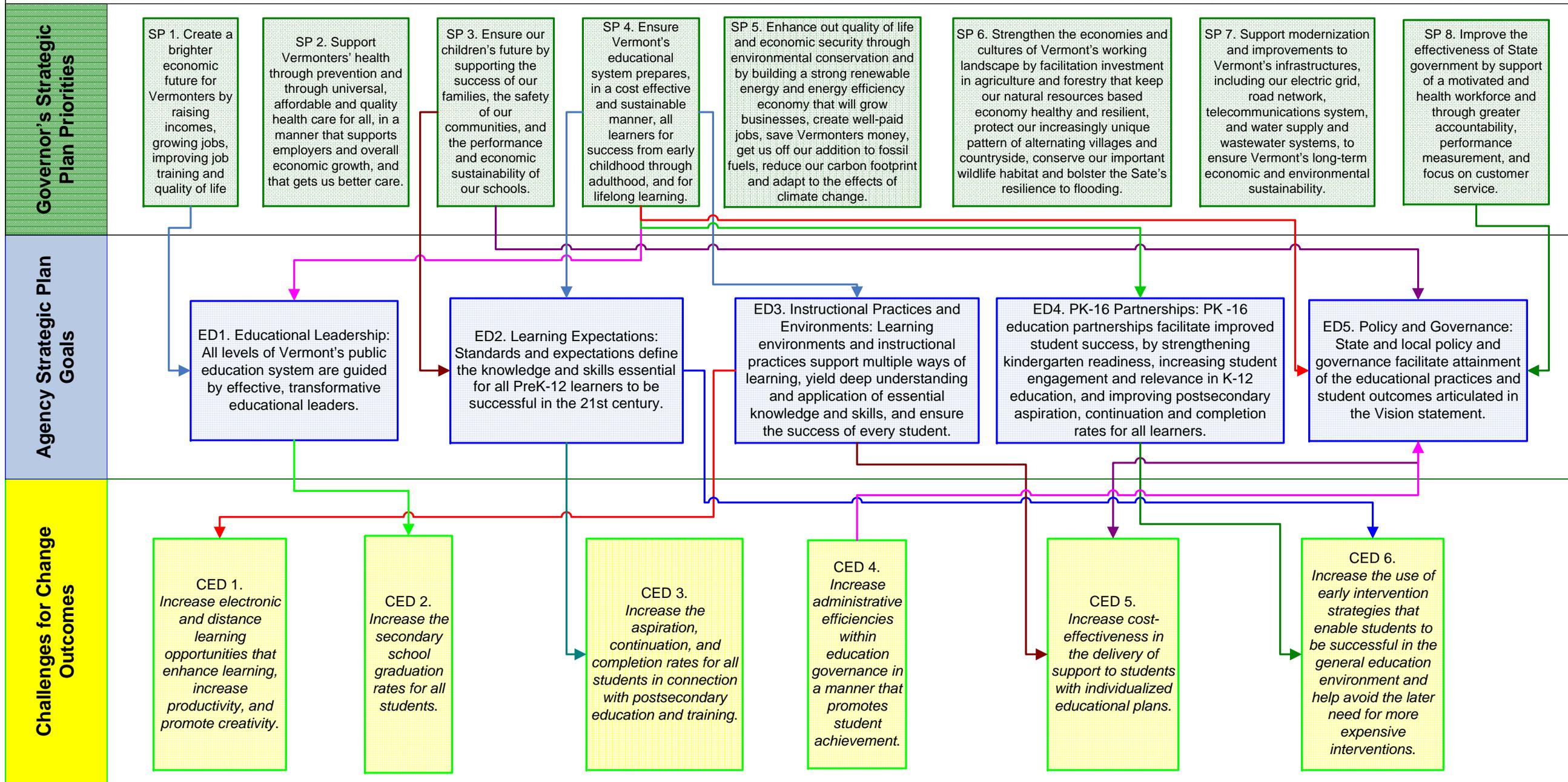
2.3: Improve the health of Vermont's population.

2.4: Assure greater fairness and equity in how we pay for health care.

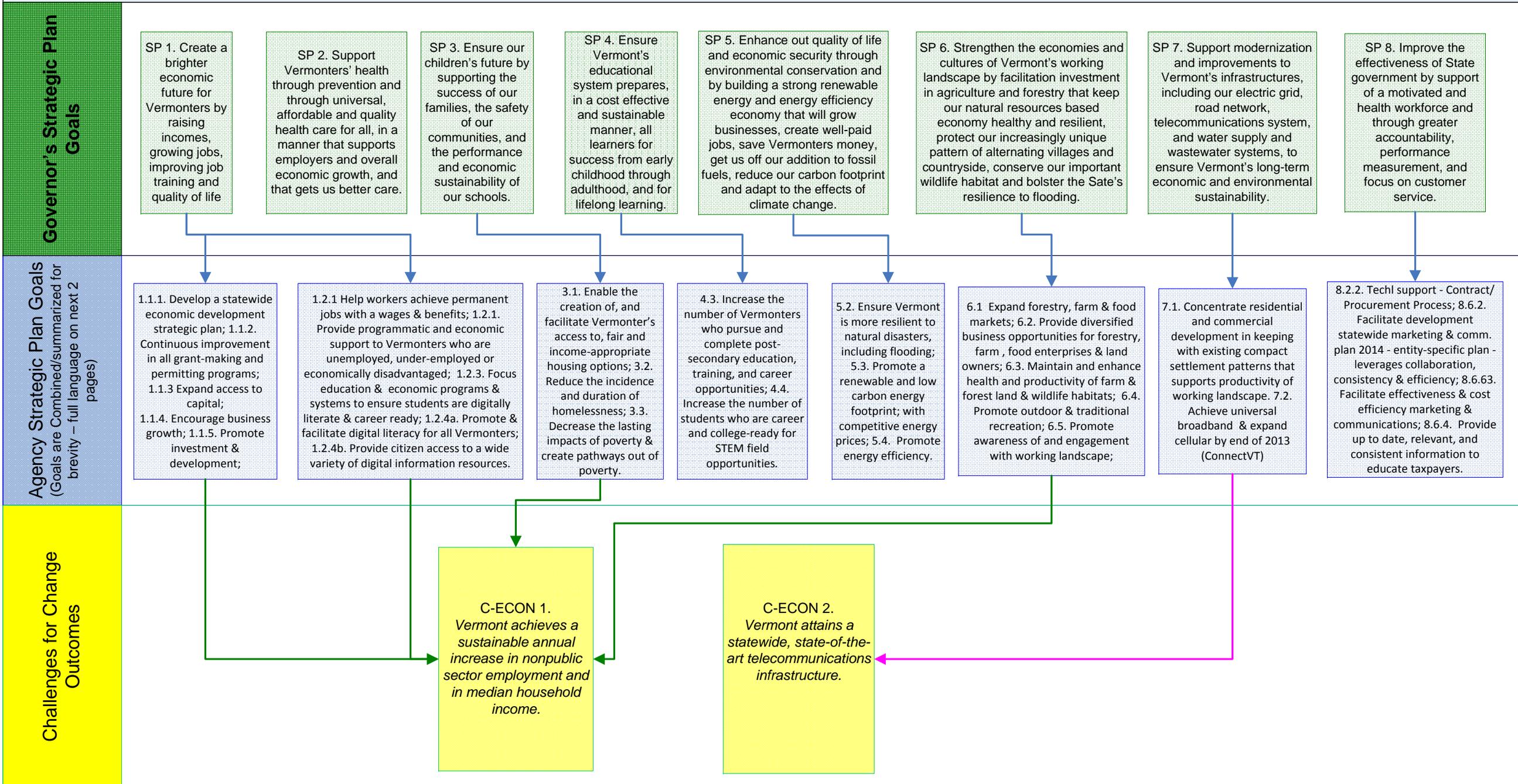
Governor's Strategic Plan Goals – Challenges for Change Outcomes – Corrections Crosswalk



Governor's Strategic Plan Goals – Challenges for Change Outcomes – Education Crosswalk



Governor's Strategic Plan Goals – Challenges for Change Outcomes – Economic Development Crosswalk



Agency of Commerce & Community Development Goals from Strategic Plan

P1. Economy:

- 1.1.1. Develop a statewide economic development strategic plan.
- 1.1.2. In all grant-making and permitting programs, implement continuous improvement methods that will: systematically assess existing business practices for efficiency, transparency, and fairness, taking full advantage of advances in technology without compromising our vision and statutory obligations to protect the environment.
- 1.1.3. Expand access to capital, to promote job growth and state revenue.
- 1.1.4. Encourage business growth through State collaboration with Vermont's manufacturing and business sectors, with an emphasis on an increase in the number of Vermont jobs.
- 1.1.5. Promote investment and development consistent with Vermont's historic settlement patterns of community centers surrounded by a rural working landscape of farms and forests.
- 1.2.1. Help workers achieve permanent jobs with a wages and benefits, in a safe and healthy work environment; and support systems for continuous learning for jobs that align with workforce needs of Vermont employers.
- 1.2.2. Provide programmatic and economic support to Vermonters who are unemployed, under-employed or otherwise economically disadvantaged, with a focus on removing employment barriers, reducing poverty and addressing the benefits cliff, and improving job and economic security.
- 1.2.3. Focus education and economic programs and systems to ensure students at all levels are digitally literate and career ready with the education and specific skills necessary to keep Vermont competitive in the economic sectors critical to the Vermont economy.
- 1.2.4a. Promote and facilitate digital literacy for Vermonters of all ages, recognizing that these skills are essential for 21st century learning, global communication, quality of life and economic opportunity.
- 1.2.4b. Provide citizen access to a wide variety of licensed digital information resources to enhance lifelong learning, to provide reliable health information, and to support career exploration, workforce development and small business.
- 1.3.1. Increase the export of Vermont products, increase the number of foreign students attending Vermont educational institutions, and increase foreign direct investments in Vermont and Vermont companies.
- 1.3.2. Increase travel to and within Vermont during all seasons.
- 1.3.3. Promote increased opportunity and activity for hunting, fishing and diverse outdoor recreation for both Vermonters and visitors.
- 1.3.4. Build a "Made in Vermont" umbrella marketing and branding program based upon location – made in Vermont – that will provide benefits to value added consumer.
- 1.3.5. Increase the public's knowledge and use of Vermont's parks, historic sites & resources to maintain a shared sense of the environment, history and community, including strengthened stewardship of public and private historic assets.

P3. Stronger Families, Safe Communities

- 3.1. Enable the creation of, and facilitate Vermonter's access to, fair and income-appropriate housing options across the continuum of need.
- 3.2. Reduce the incidence and duration of homelessness for Vermont individuals, children and families.
- 3.3. Decrease the lasting impacts of poverty on individuals, children and families in Vermont and create pathways out of poverty.

P4. High Quality and Affordable Education:

- 4.3. Increase the number of Vermonters who pursue and complete post- secondary education, training, and career opportunities.
- 4.4. Increase the number of students who are career and college-ready for Science Technology, Engineering and Mathematics (STEM) field opportunities.

P5. Environmental Conservation and renewable Energy:

- 5.2. Ensure Vermont is more resilient to natural disasters, including flooding, and to the effects of climate change so that we and our natural resources are able to withstand more severe events into the future, mitigate against future conditions, and enable our ecosystems to adapt to unavoidable changes.
- 5.3. Promote a renewable and low carbon energy footprint to implement climate change goals of the Comprehensive Energy Plan (CEP) while keeping energy costs competitive.
- 5.4. Promote energy efficiency and conservation in all sectors to improve our environment and enhance our competitive position.

P6. Working Landscape:

- 6.1. Expand markets for Vermont forestry, farm and food businesses.
- 6.2. Provide diversified business opportunities for forestry, farm and food enterprises and land owners.
- 6.3. Maintain and enhance the health and productivity of farm and forest land, and wildlife habitats, including ecosystem services (flood resilience, water quality, clean air, etc.).
- 6.4. Promote outdoor and traditional recreation opportunities and access.
- 6.5. Promote Vermonters' awareness of and engagement with the working landscape to embrace its cultural, economic and environmental realities and benefits.

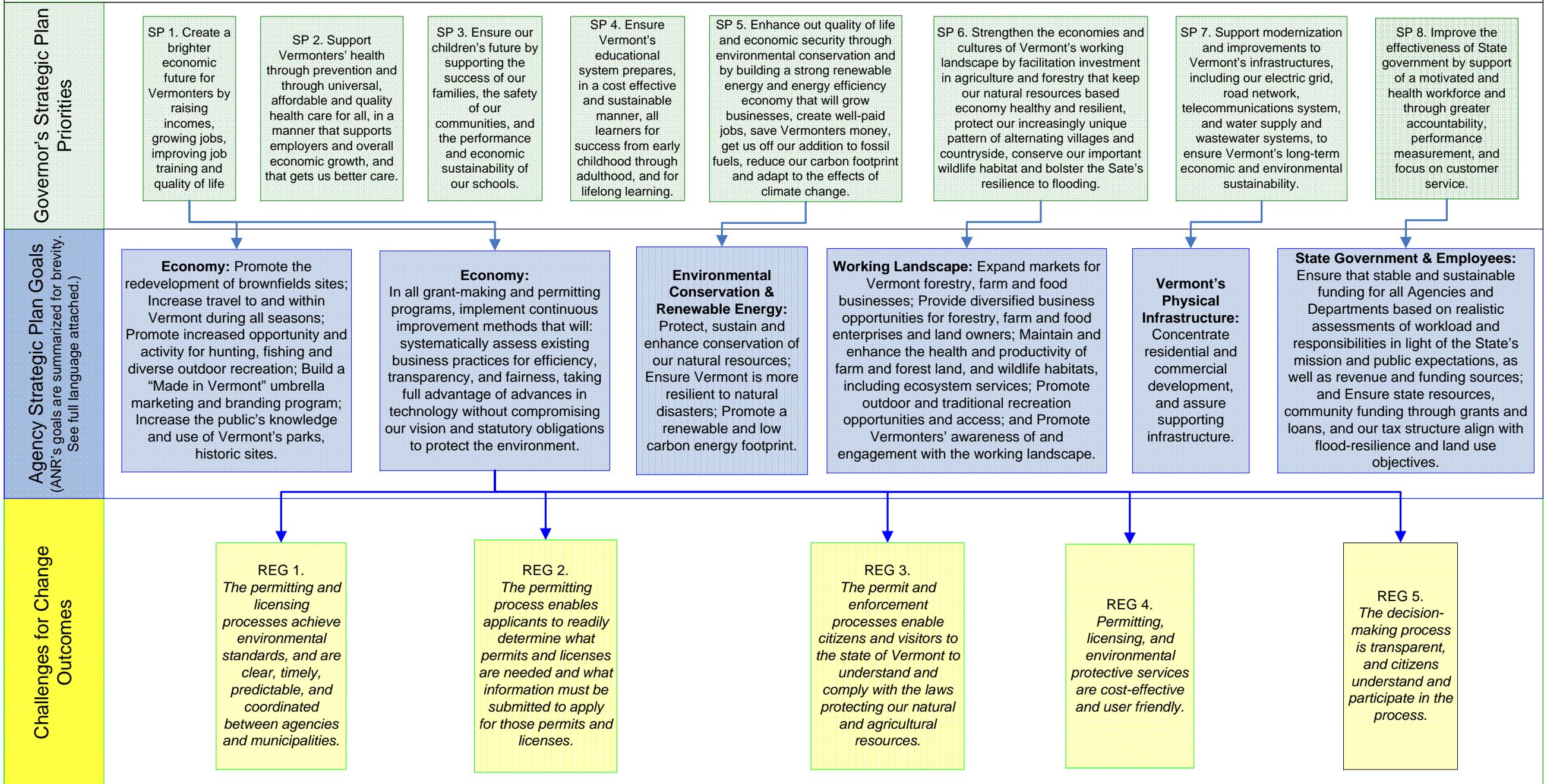
P7. Vermont's Infrastructures:

- 7.1. Concentrate residential and commercial development, and assure supporting infrastructure for that development in keeping with Vermont's existing compact settlement patterns and in a manner that supports productivity of the State's working landscape.
- 7.2. To achieve universal broadband, with either a fixed or mobile connection, and vastly expand cellular service by the end of 2013. (ConnectVT)

P8. State Government and Employees:

- 8.2.2. Create a technological support system for the Contract/Procurement Process, simplifying processes and making it easier for small businesses to do business with the State.
- 8.6.2. Facilitate the development of a statewide marketing and communications plan by 2014: Support each state agency and department to enhance the success of state marketing and communications activities through an entity-specific marketing and communication plan that leverages collaboration, consistency and efficiency and rolls up to a statewide plan by 2014.
- 8.6.63. Facilitate the effectiveness and cost efficiency of statewide marketing and communications activities annually.
- 8.6.4. Provide up to date, relevant, and consistent information in most readily accessible formats in order to educate the taxpayer better and more efficiently.

Governor's Strategic Plan Goals – Challenges for Change Outcomes – Regulatory Crosswalk



Agency of Natural Resources Goals from Strategic Plan

P1. Economy Goals:

- 1.1.7. Promote the redevelopment of brownfields sites to return these properties to beneficial use while addressing the health and environmental risks from contamination;
- 1.3.2. Increase travel to and within Vermont during all seasons; Promote increased opportunity and activity for hunting, fishing and diverse outdoor recreation for both Vermonters and visitors;
- 1.3.4. Build a “Made in Vermont” umbrella marketing and branding program based upon location – made in Vermont – that will provide benefits to value added consume;
- 1.3.5. Increase the public’s knowledge and use of Vermont’s parks, historic sites & resources to maintain a shared sense of the environment, history and community, including strengthened stewardship of public and private historic assets.

P5. Environmental Conservation & Renewable Energy:

- 5.1. Protect, sustain and enhance conservation of our natural resources for the benefit of this and future generations and to enhance our quality of life;
- 5.2. Ensure Vermont is more resilient to natural disasters, including flooding, and to the effects of climate change so that we and our natural resources are able to withstand more severe events into the future, mitigate against future conditions, and enable our ecosystems to adapt to unavoidable changes;
- 5.3. Promote a renewable and low carbon energy footprint to implement climate change goals of the Comprehensive Energy Plan (CEP) while keeping energy costs competitive;
- 5.4. Promote energy efficiency and conservation in all sectors to improve our environment and enhance our competitive position.

P6. Working Landscape:

- 6.1. Expand markets for Vermont forestry, farm and food businesses;
- 6.2. Provide diversified business opportunities for forestry, farm and food enterprises and land owners;
- 6.3. Maintain and enhance the health and productivity of farm and forest land, and wildlife habitats, including ecosystem services (flood resilience, water quality, clean air, etc.);
- 6.4. Promote outdoor and traditional recreation opportunities and access;
- 6.5. Promote Vermonters’ awareness of and engagement with the working landscape to embrace its cultural, economic and environmental realities and benefits.

P7. Vermont’s Physical Infrastructure:

- 7.1. Concentrate residential and commercial development, and assure supporting infrastructure for that development in keeping with Vermont’s existing compact settlement patterns and in a manner that supports productivity of the State’s working landscape.

P8. State Government & Employees:

- 8.3.1. Ensure that stable and sustainable funding for all Agencies and Departments of state government is based on realistic assessments of workload and responsibilities in light of the State’s mission and public expectations, as well as revenue and funding sources;
- 8.3.2. Ensure state resources, community funding through grants and loans, and our tax structure align with flood-resilience and land use objectives.

Governor's Strategic Plan Goals – Challenges for Change Outcomes – Charter Units; and Performance Contract & Grant Making Crosswalk

