
Report to The Governor

**HEALTH IN ALL POLICIES
2019**

In Accordance with Executive Order 07-15 (2015),
Health in All Policies Task Force

Submitted to: Governor Phil Scott

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Executive Summary

The following is a report of the activities of the Health in All Policies Task Force and its member Agencies during 2018. The goal of the Task Force is to stimulate action across multiple governmental agencies – through policies, programs and budgets – to support and improve the health of all Vermonters and especially those most vulnerable. This year, the Task Force identified a number of shared projects and individual Agencies have pursued independent action. The Task Force has been credited with providing a forum for cross-sector leadership and is recognized nationally for its innovative efforts.^{1,2}

Background

Health in All Policies is a collaborative approach to improve the health of all people by incorporating population health considerations into policy decision making. A Health in All Policies approach identifies the ways in which decisions in any sector influences health and how better population health can support the goals of many sectors.

The Health in All Policies Task Force was established by Executive Order, October 2015 (see Appendix A) to stimulate and coordinate action across agencies to create healthy communities. The Task Force identifies programs, policies, and strategies to improve the health of Vermonters, especially vulnerable populations, while advancing shared goals such as promoting economic growth, protecting natural resources and agricultural lands, increasing the availability of affordable housing, improving air and water quality, improving infrastructure systems, promoting public health and active lifestyles, planning sustainable communities, increasing educational attainment and meeting the state's climate change goals.

The Task Force's work is based on the shared [Health and Equity Framework](#) that describes the elements needed in Vermont communities to ensure that all people in Vermont have an equal opportunity to be healthy and live in healthy communities. The Task Force is committed to the values of equity, access and affordability in alignment with the governmental priorities to promote economic vitality and address vulnerable populations.

The Health in All Policies Task Force is charged with reporting annually on the following:

1. Potential opportunities to include health criteria in regulatory, programmatic and budgetary decisions;
2. Promising practices in other jurisdictions to identify opportunities for innovation and coordination across sectors that include consideration of potential positive and negative health impacts of decisions; and
3. Evidence-based actions and policies to improve the wellness of state employees across state government, including healthy food procurement policies.

¹ [Vermont's Push for Cross-Sector Collaboration Among State Agencies](#): With humble beginnings in healthy community design, Vermont's state mandated Health in All Policies Task Force is an innovative example of partnership building, technical expertise, and dedicated staff members coming together to form something greater than the sum of their individual parts.

² [APHA Vermont](#) has established a cabinet level body for health in all policies which particularly targets vulnerable populations.

The Health in All Policies Task Force met throughout the year to share updates on pending rules, regulations, and policy proposals. The meetings offered an opportunity to consider issues from multiple perspectives, to identify potential synergies, and to consider development of collaborative programs. Much of the work was then carried out by member agencies and is reported below in the section “Vermont’s Cross-Sector Collaboration and Accomplishments.”

Shared Agenda: Community Development, Transportation and Housing

This year the Task Force focused on developing a shared agenda through discussions at the Task Force meetings and participation of members on the Advisory Committee for the development of the [2018 State Health Assessment](#) and the [State Health Improvement Plan](#). The Assessment serves as the primary source of data for the Plan for the next five years (2018-2023). The Plan identifies five health priorities and strategies for setting budgets, policies and programs across the health system and by partners from the variety of sectors that contribute to health and equity. Commitment to healthy community infrastructure and policy is one overall theme. The Advisory Committee and the HiAP Task Force considered strategies that according to the Centers for Disease Control and Prevention have proven effective in improving health outcomes in 5 years ([Hi-5](#)) including: Safe Routes to School; clean diesel bus fleets; public transportation system introduction or expansion; and home improvement loans and grants. Investment in healthy community development, enhancing transportation options and expanding home improvement loans and grants, including for weatherization, were selected as key strategies for the 2018-2023 [State Health Improvement Plan](#). In the coming year, the Task Force will contribute to the development of the implementation plans for these strategies.

Community Development

The [Better Connections Program](#) aligns state and local investments to increase transportation options, build resilience, and strengthen economic vitality in Vermont’s community centers, through an annual grant program administered by the Vermont Agency of Transportation, in partnership with the Vermont Agency of Commerce and Community Development (ACCD). This year, the Better Connections program expanded its partnership to include funding and support from the Agency of Natural Resources, Clean Water Initiative and the Vermont Health Department. The Clean Water Initiative will provide additional funds to incorporate stormwater management planning into the transportation and land use planning process. The Health Department is targeting additional “quick build” grants to awarded communities to accelerate the implementation of projects that support public health, physical activity, and access to healthy foods to prevent chronic conditions. By providing resources and state assistance, the Program encourages municipalities to proactively coordinate land use decisions with transportation investments that improve water quality, encourages physical activity, and builds community vitality, with an emphasis on projects that support the implementation of innovative transportation and land use concepts. This is an evidence-based approach directly aligned with the State’s goals of improving rates of physical activity and healthy eating to prevent overweight, obesity and chronic conditions.

Placemaking

This innovative program highlights cross-agency collaboration and public/private partnerships to create healthy and economically vibrant communities. AARP Vermont, a leader in creating

Livable Communities, began a Placemaking grant and training program in 2018, in collaboration with staff from the Health Department, Agency of Commerce and Community Development, Agency of Transportation, and private partners. Full-day trainings were offered in two different parts of the state. Participants were offered the opportunity to apply for a mini grant to support Placemaking activities in municipalities. Placemaking allows communities to “test out” ideas by temporarily (for one day or a weekend) activating public space to allow community members to experience what it could be like if changes were made. These events often become jumping off points to permanent solutions. As an example, Bennington received an AARP Placemaking grant to activate an underutilized and outdated playground that connects trails, a neighborhood, and the downtown. This successful event has mobilized strong community support to seek and make further investments to improve the park and its surrounding amenities. Health Department 3-4-50 funds will support some of the improvements needed to increase options for physical activity and create safe active transportation routes in 2019.

Health Impact Assessment: Transportation

Health Impact Assessments are data-driven examinations of proposed projects and policies that shape our communities. Based on the data collected in the health impact assessment process, recommendations are offered for practical strategies to enhance positive health outcomes – and minimize negative ones – in a broad array of policies and projects that fall outside of the traditional public health arena, including transportation, land use, housing, and economic development.

The Agency of Transportation and the Health Department worked with private partners (Vermont Energy Investment Corporation, the Chittenden Regional Planning Commission) to conduct a [Health Impact Assessment](#) on a proposed policy for the state to incentivize public transit use for all state employees. In the Health Impact Assessment report, the following recommendations were proposed for consideration in developing a State Commuter Benefit Program:

- Fully subsidize employee Commuter Benefits
- Allow employees to flex schedules to accommodate transit times
- Provide incentives for walking and biking (prizes, discounts, raffles)
- Offer regular education and skills training opportunities regarding walk/bike safety
- Provide discounted or loaner safety equipment, including reflective clothing, lights, and helmets
- Recognize and celebrate employees who travel by means other than driving alone
- Work with local communities and transit providers to improve transit access and increase safe walking and biking options, particularly in high traffic areas

Employee Wellness: Healthy Food Standards

In 2016, Act 113 was passed by the Vermont Legislature. Among other things, the Act requires state agencies and departments to provide healthy food at any catered events sponsored by the agency or department. The Act also requires all cafes, cafeterias and concession stands to provide healthy choices. The Health Department has provided guidance regarding what foods are considered healthy. Due to staffing levels, there is no way to monitor progress toward the goal of 100% compliance among the state agencies. In the Fall of 2018, the Health Department was able

to successfully propose a project to the Vermont Certified Public Manager Program to assess implementation to date and to learn what barriers state employees are experiencing in implementing the food standards. This information will be used by the Physical Activity and Nutrition program to provide targeted technical assistance and training as determined by the project. This project and report will be completed in late May 2019.

Performance Scorecard

The Task Force continues to update the [Health in All Policies Scorecard](#) to track progress in meeting its work and to demonstrate the shared commitment to including health in all agencies' policies, programs and budgets. This dashboard is intended to align with other existing performance management activities within agencies and report on progress related to best practices for improving health outcomes. Over the course of this year, meetings were held with Sue Zeller to discuss the potential integration of multiple state dashboards and the potential hosting of the HiAP scorecard by the Agency of Administration. Additionally, new data is available related to healthy communities with the release of the Community Profiles from the Agency of Human Services and the 2018 State Health Assessment and Improvement Plan. With the expansion of scorecards it is important to reassess the value of the Health in All Policies Task Force scorecard and consider whether this separate scorecard is needed or if integrating the measures in other scorecards would be more effective. Conversations will continue in this upcoming year.

Vermont's Cross-Sector Collaboration and Accomplishments

There are numerous examples of cross-sector and multi-agency collaboration at the state and local level that either directly seek to protect and promote health or are aimed at creating communities with the conditions for health and well-being. The following is a brief description, contributed by members of the Task Force, of a few illustrative and notable initiatives in 2018:

Agency of Agriculture – Healthy Food Access

There is a growing recognition that access to healthy, nutritious food is essential to health and wellbeing. As a result, both private and public partners are implementing policies and practices to ensure Vermont's most vulnerable populations have access to healthy food. This includes:

Workplace Wellness for State of Vermont Employees

- Presented strategies for incorporating local farm and food access into wellness incentive plans at the Health Department's annual Vermont Worksite Wellness Conference.
- Development of Harvest Health coupon with State of Vermont LiveWell Program Team incentivizing the purchase of fresh fruits, vegetables, and herbs at Vermont farmers markets.
- A survey focused on local food in the Human Resources Connect Newsletter produced a list of over 400 State of Vermont employees interested in targeted outreach relating to farmers markets, CSAs and other local food markets.

Direct to Consumer Marketing Promotion

- Promotion of summer and winter farmers market at Vermont's 17 rest areas and information centers with posters and brochures. Posters were also shared with all chambers of commerce in Vermont, as well as, libraries, food co-ops, and other community organizations.
- New initiative represents a collaboration with Vermont Department of Tourism and Marketing, Vermont Family Network, Northeast Organic Farming Association of Vermont for a unified promotion of our markets and local producers.
- Outreach to 42 farmers market locations to maintain participation in EBT, Crop Cash, Farm to Family and Harvest Health coupon programs incentivizing the purchase of fresh fruits, vegetables, and herbs at Vermont farmers markets that accept 3SquaresVT/SNAP benefits.
- Improved outreach to SNAP eligible customers by disseminating informational materials through Community Action Programs statewide to improve sales of local fresh fruits and vegetables at farmers markets to EBT customers.

Farm to School Data Highlights

- Important survey on the state of Vermont farm to school, conducted during the 2016/2017 school year highlights a collaborative project between Agency of Education, Vermont Agency of Agriculture Food and Markets, the Health Department, and nonprofit partners to assess the impact of farm to school interventions and programming in Vermont.
- Responses indicated that 88% of Vermont schools are farm to school schools.
- Nearly 4 in 5 schools have some level of integration of cafeteria, curriculum and community engagement into their school culture.
- Areas in schools that most often integrate farm to school are: healthy/family and consumer sciences, nutrition services programs, physical education, and science
- 97% of schools have interest in starting to purchase local food and/or modify their nutrition program to incorporate local food. 46% agree that their school has taken steps toward adapting the school nutrition program budget to incorporate more local food.
- 87% of schools reported they purchased food from a local producer during the 2016/2017 school year. One third of Vermont schools purchased more than 20% of their food locally and 49% of schools said they expect to increase the amount of local food they purchase for the 2018/19 school year.
- 81% of schools report they have a school garden.
- 75% of schools reported coordinating farm to school learning activities with the larger community.

Local Product Procurement in State Government

- Vermont Agency of Agriculture Food and Markets has the intent to interview stakeholders and implement a new Local Product Procurement in the State of Vermont Team plan in early 2019.
- The aim is to better serve government partners in this collaboration by reaching out to gain insight about what the next few years of this partnership might look like. Vermont

Agency of Agriculture Food and Markets will be reaching out to partners over the next few months to engage in one-on-one conversations, to learn the perspective of individual stakeholders in this group about how this work should continue and how it might improve.

- Preliminary interviews reveal a desire to have more focused projects, in key focus areas. For example, improving food distribution logistics within Department of Corrections to incorporate more local food of higher quality is a project several stakeholders are interested in working on.
- This Team represents a partnership between Vermont Agency of Agriculture Food and Markets, Agency of Administration, Buildings and General Services, Health Department, Procurement Technical Assistance Center, Department of Corrections, and Forests and Forestry to work together on increasing local procurement in the State of Vermont through collaborative initiatives.

Agency of Human Services

The mission of AHS is to improve the conditions and well-being of Vermonters and protect those who cannot protect themselves. The work we do in support of that mission touches the lives of thousands of Vermonters every day. Whether helping a family access healthcare or child care; protecting a young child from abuse; supporting youth and adults through addiction and recovery; providing essential health promotion and disease prevention services; reaching out to older Vermonters in need of at-home or nursing home assistance; enabling individuals with disabilities to have greater independence; or supporting victims and rehabilitating offenders, AHS serves Vermonters with compassion, dedication, and professionalism. What follows are a few examples of how AHS considers the health impact in its programs and policies.

Weatherization:

The Department of Children and Families, the Health Department and non-governmental stakeholders are partnering on the Weatherization Program to improve health through home weatherization projects. Weatherization provides direct benefits to health, as documented in the Health Department's [Weatherization + Health in Vermont report](#). These benefits can be further enhanced when paired with additional home improvements that address specific home health and safety concerns, or through OneTouch referrals to health and social services. These partners worked to identify and implement strategies and funding opportunities to increase delivery of home-based services that improve building energy efficiency, healthy housing conditions and client health. Additionally, this program has implemented screening questions and a referral system on falls prevention. Since 2017, over 350 older adults were referred to the Health Department for falls prevention resources (e.g. home modifications, classes such as tai chi).

Green Mountain Passport:

Administered by the Dept. of Disabilities, Aging and Independent Living (DAIL), this program offers free day-use passes to Vermont State Parks and historic sites to Vermont residents at least 62 years of age or Vermont veterans of the uniformed services. Applications are available at town offices.

3 Squares Vt and Farm to Family coupons available for use at local farmers markets:

This is an opportunity to have 3 Squares beneficiaries access healthy locally grown food, and for local farmers to increase their income through selling at local farmers markets. Dept. for Children and Families issues approximately \$120,000 of Farm to Family coupons to certain vulnerable populations to increase their access to healthy local foods.

Dept. for Children and Families also partners with the Agencies on Aging, Vermont Food Bank, Hunger Free Vermont and the Community Action Agencies to do outreach and education of 3 Squares benefit to eligible Vermonters to increase in usage of the 3 Squares food benefit.

Trauma Informed System of Care policy:

Adopted 10/23/2017 The Agency of Human Services is committed to being a trauma-informed and trauma-responsive organization (Act 45. section 3(12), (2003). The purpose of this policy is to foster a human services system that employs and practices trauma-informed principles in relation to staff and the individuals and families it serves. We recognize that:

- Everyone may have experienced trauma: the people we serve, those we encounter while conducting business and staff;
- It is possible to traumatize or re-traumatize individuals through insensitive systems or interactions that violate a person's sense of safety and control;
- Trauma-informed services are essential for people to successfully access and benefit from AHS services and supports. People tend to avoid places and situations that make them feel unsafe or disrespected, therefore it is important that AHS staff are skilled in using a trauma-informed approach;
- For AHS staff to provide effective services, they also need to be supported by a trauma-informed workplace.

Toward this end, AHS and its departments will adopt and implement policies and practices created with a trauma-informed and prevention focus.

Agency of Natural Resources, Department of Environmental Conservation – Environment and Public Health Protection

Rule updates to support public health and safety:

1. Department of Environmental Conservation is in the initial stages of drafting new Dam Safety rules as Directed by Act 161 of 2018. These rules will establish requirements for inspecting and maintaining dams that are scaled to the hazard posed by the dam. The rules will support public safety by assisting landowners who own dams to understand when dams should be inspected and maintained.
2. Department of Environmental Conservation is setting forth testing requirements for newly established groundwater wells to ensure that the water is clean and safe to drink, also in response to Act 161.

3. Department of Environmental Conservation has recently finalized a comprehensive update to the Groundwater Protection Rule and Strategy, which contains provisions and standards for maintenance of groundwater quality, and for cleanup of contaminated groundwater.

Climate Action Commission and Interagency Climate & Energy Workgroup:

The Health Department, in coordination with the Agencies of Natural Resources, Commerce and Community Development, and Transportation provided assistance to the [Climate Action Commission](#) to incorporate health considerations into transportation, land use, housing, and urban forestry strategies. Specific actions contained in the comprehensive July report include efforts to improve energy efficiency and weatherization of homes and workplaces, providing for safer, warmer, and more efficient homes. Transportation-sector actions incent development of electric vehicle electrification infrastructure and create additional demand for public transportation options, thus reducing vehicle emissions and transportation costs. In addition, actions aimed at promoting coordinated development in Vermont's downtowns will create a greater sense of community and well-being, while keeping Vermonters in vibrant neighborhoods nearer to their homes and workplaces. The Health Department continues to participate in the Interagency Climate & Energy Workgroup, which is tasked with supporting the implementation of Climate Action Commission recommendations and other interagency climate and energy activities.

Expanded On-Site Loan Fund Eligibility:

The Department of Environmental Conservation is also using new legislative authority to expand access for lower-income Vermonters to the on-site loan fund; a fund that provides for low-cost loans to remediate failing septic systems that may impact public health. Under the revised authorities, Department of Environmental Conservation may authorize loans for system replacements in multifamily dwellings, mobile homes, and mobile home parks in addition to single family homes.

Clean Water Support and Funding:

The Department of Environmental Conservation continues its strong focus on advancing Clean Water goals by managing a tactical basin planning process and integrating State and Federal funding sources to support projects that reduce phosphorus pollution, and the related cyanobacteria blooms that occur in some surface waters.

Cyanobacteria Monitoring:

Relatedly, the Department of Environmental Conservation has continued a successful partnership with the Health Department, the Lake Champlain Basin Program, and the Lake Champlain Committee to continue monitoring for cyanobacteria in Lake Champlain and other surface waters, and to test public drinking water supplies that draw from these waterbodies for related cyano-toxins.

Public Drinking Water Systems Upgrades:

The Department of Environmental Conservation continues to support municipalities and other public water suppliers to deliver safe and pollution-free drinking water through a variety of technical assistance, funding, and regulatory assistance efforts. Many successful projects were initiated or completed during 2018 to address public health concerns. Noteworthy construction projects for community water systems include the Coventry, Fairlee, and East Berkshire public water systems.

Lead in Schools Initiative:

Department of Environmental Conservation collaborated with the Health Department and the Agency of Education to successfully complete the pilot Lead in Schools Initiative. The issuance of the pilot initiative report has prompted a robust public policy discussion over development of a comprehensive testing program for all Vermont schools.

Investigations of Per-fluorinated Alkyl Substances (PFAS):

Following the discovery of PFAS in Bennington, Department of Environmental Conservation has been coordinating a continuing strategic sampling effort to identify areas that may be at-risk of having PFAS contaminated groundwater. During the past year, Department of Environmental Conservation, in cooperation with Agency of Transportation, worked to test groundwater and drinking water in Clarendon, VT. The Department also conducted testing of 16 schools drinking water supplies identified as possibly-at risk of PFAS contamination and identified two schools where water treatment was needed. Lastly, since older-generation firefighting foams contain particularly problematic PFAS compounds, Department of Environmental Conservation coordinated a collection program to collect thousands of gallons of PFAS-containing foams from local firehouses, at no cost to the fire companies or municipalities they serve.

The H.O. Wheeler School Investigation:

The discovery of perchloroethylene in the vicinity of the H. O. Wheeler School in Burlington VT prompted a joint Department of Environmental Conservation-EPA investigation of possible indoor-air contamination, with assistance from Health Department. This high-profile issue emerged immediately preceding the start of the school year, threatening the use of the facility for students. The initial investigation was completed swiftly, and while follow up testing is needed, air quality samples were found to be either undetectable, or well below health risk thresholds established by the Health Department. This project is highlighted as one of many examples where Department of Environmental Conservation, the Health Department and other stakeholders collaborate to address public health when potential risks become known.

Diesel Vehicle Changeouts and Electric Vehicle Charging Infrastructure:

With a combination of Federal and Volkswagen Settlement Fund support, Department of Environmental Conservation is working to retire aging and dirty diesel engines in favor of cleaner-burning and more efficient ones. In addition, Department of Environmental Conservation has in the past year partnered with Agency of Commerce and Community Development to augment Vermont's electric vehicle charging infrastructure. These efforts will reduce air pollutants that impact public health.

Agency of Transportation - Transportation Planning

The Agency of Transportation completed an update of the State's [Long-Range Transportation Plan](#). Looking out over a 20-year horizon, the 2040 Long-Range Transportation Plan sets the framework for investments in a transportation system that, among many important goals, supports livable, healthy communities. Transportation strategies with associated positive health outcomes include providing a robust public transit network, improving highway safety, and making investments in active transportation options like bicycling and walking. These strategies are intended to move the state toward objectives such as reducing energy use and air pollution associated with transportation, increasing bicycling and walking for transportation, recreation, and tourism, and providing transit services that reduce social isolation. Implementation of the plan will rely on partnerships across state government, a host of transportation providers, and numerous advocacy organizations.

The Long-Range Transportation Plan is a major accomplishment which outlines a vision and plan for the future. Additionally, Vtrans has been steadfast in incorporating health in existing activities. Some notable initiatives include: the Better Connections Program (described above); Safe Routes to School; and adopting health criteria in prioritizing transportation projects.

Public Utility Commission – Health Specific Actions

The Public Utility Commission recognizes that energy policies and decisions can have direct effects on public and individual health outcomes. Accordingly, when making siting decisions for new electricity generation and transmission projects under Section 248, public health and safety factor into the Commission's consideration. The Commission's administrative rule on sound from wind generation facilities is an example of the Commission's focus on the balance between protecting public health while fostering clean energy projects that result in statewide economic activity. Similarly, the Commission is mindful of the effects that utility rates can have on public health. Vermont statute requires the Commission to set rates that are "just and reasonable." Such rates must be affordable for Vermonters, including vulnerable populations, while at the same time providing sufficient financial support for utilities to maintain reliable service that is necessary for essential services such as hospitals. Finally, the energy efficiency budgets and programs that the Commission approves under Section 209 of Title 30 enable Vermonters to take steps to save money by consuming less energy, live and work in more comfortable and healthy spaces, and contribute to the Vermont economy. In the future, the Commission will continue to seek input from stakeholders on whether and how public health policies and support for low-income populations should factor into the Commission's regulation of energy efficiency utilities.

Vermont Housing Conservation Board – Housing, Food and Conservation

Housing for All Revenue Bond:

Research increasingly shows that substandard housing contributes to poor health, particularly among children. Conversely, stable and safe housing has long term benefits in terms of health, education and economic opportunity. Vermont Housing and Conservation Board is administering funding for affordable housing made possible by the Housing for All Revenue Bond. As of the end of the year, the Board had committed approximately \$22 of the \$37 million in bond funds to 19 new projects with 468 homes. The first 86 homes were completed in 2018 and new residents have moved in. These include seniors assisted by the SASH program (Services and Support at

Home) and formerly homeless individuals with chronic mental illness who can now access services on site.

Food Access:

Vermont Housing and Conservation Board provided mini-grants to improve food access and education for residents at affordable housing properties and created for developers a set of *Design & Infrastructure Considerations to Facilitate Food Access at Affordable Housing Sites*.

Conservation:

Public access to advance healthy lifestyles and recreational opportunities was incorporated in areas conserved in 2018 with state funding through Vermont Housing and Conservation Board. Highlights included funding for the permanent conservation of a community-based Nordic ski center in Bennington County, a recreation corridor along Lake Memphremagog leading to downtown Newport and town forests providing easy access to trails and the many benefits of spending time outdoors.

Vermont Housing Finance Agency-- Rental Housing Safety

For years stakeholder groups have identified that the current system of ensuring safe and healthy rental housing, which relies mostly on volunteer Town Health Officers (THO), is woefully inadequate in many communities. Some of this has been recently highlighted in [Renter's at Risk – The Cost of Substandard Housing](#), a report by Vermont Legal Aid and the UVM Medical Center Medical-Legal Partnership. This was also identified in a 2010 study [Rental Housing Safety Committee Report](#). In 2018 the Legislature passed Act 188, a bill to create a [Rental Housing Advisory Board](#) to make recommendations for improvements to the system. In addition to the ongoing advisory role, on January 15, 2019 the Board will submit to the General Assembly potential legislation or policy changes to better support decent, safe, and sanitary rental housing.

Appendix A: Participating Agencies and Departments

- Agency Commerce and Community Development, Michael Schirling and Elaine Haney Sopchak
- Agency of Administration, Susanne Young, Ethan Latour, Jennifer Fitch, and Erik Filkhorn
- Agency of Agriculture, Alyson Eastman and Abbey Willard
- Agency of Transportation, Joe Flynn, Michele Boomhower, and Dave Pelletier
- Health Department, Dr. Mark Levine and Tracy Dolan
- Vermont Housing and Conservation Board, Gus Seeling and Jennifer Hollar
- Vermont Housing Finance Agency, Leslie Black-Plumeau and Sarah Carpenter
- Natural Resources Board, Diane Snelling and Kimberly Lashua
- Agency of Human Services, Martha Maksym
- Agency of Education, Rebecca Holcombe and Robert Stirewalt
- Agency of Natural Resources, Peter Walke, Emily Boedecker and Neil Kamman
- Public Service Department, June Tierney and Stacey Drinkwine
- Public Service Board, Anthony Roisman and Thomas Knauer

Staffing:

- Shayla Livingston, Policy Advisor, Health Department
- Heidi Klein, Director of Planning and Health Care Quality, Health Department
- Suzanne Kelley, Heathy Communities Coordinator, SNAP-Ed Program Manager, Health Department