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Sarah Clark, Secretary

MEMORANDUM

TO: Senate and House Committee on Appropriations and Members of the Vermont General Assembly
CC: Sarah Clark, Sean Brown, Adam Greshin, Budget Analysts, and Performance Accountability Liaisons
FROM: Justin Kenney, Chief Performance Officer
RE: 2025 State of Vermont Performance Report
DATE: September 30, 2025

The Chief Performance Office is pleased to present the [2025 State of Vermont Performance Report](#), which brings together program-level performance measures (formerly known as the Programmatic Performance Measure Budget Report and required by [Act 186 of 2014](#) and provided as a supplement to [32 V.S.A. §307\(c\)\(2\)](#)) and statewide indicators (known as the Annual Outcomes Report and required by [3 V.S.A. §2311](#)) into a single, more accessible format. While the indicators continue to be housed in the Clear Impact platform, this year's report introduces new navigational elements that allow users to access either indicators or performance measures from the report home page. This alignment reflects our commitment to making performance information easier to access and we hope to further align these reports in the future.

This year's submission includes several important updates:

- **Program Coverage:** The number of reported programs has grown compared to last year, expanding visibility into government services. However, gaps remain - some programs are new, others are still in the process of establishing measures, and some are undergoing reorganization. Over time, we expect coverage to increase as agencies and departments strengthen their internal performance management practices.
- **Link to Act 186 of 2014 Outcomes:** Programs were asked to identify the primary statewide outcome from Act 186 that their work contributes to. A new feature in the report allows users to filter programs by these outcomes, providing a clearer picture of how agency activities align with Vermont's ten statutory outcomes of well-being.
- **Improved Guidance and Resources:** In addition to pre-populated templates, webinars, and office hours, agencies were given clearer guidance on how to define a program, helping improve consistency across state government.
- **Timing:** In the past, program-level performance measures were reported in early to mid-winter, a few months after indicator reporting. This year we have aligned the reporting timeframes, so both are available as of October 1, 2025.

This year's report consolidates nearly 60 submissions covering more than 300 programs, along with the indicators tied to Vermont's ten statutory outcomes. Data were submitted by Performance Accountability Liaisons (PALs) and program staff. The Chief Performance Office does not independently verify accuracy nor have the capacity to work with every program in the state on performance measure development. Additionally, some measures and indicators, based on their reporting period and frequency, will not have updated values for 2025 and in some cases a year or two before that. Any questions about individual programs, measures or indicators should be directed to the reporting agency or department.

Finally, establishing meaningful performance measures and setting appropriate targets is an ongoing journey. While progress has been made, there is more work to do to ensure that the measures we collect and report truly capture program effectiveness and support continuous improvement. In the coming years, we look forward to working with the Legislature, agencies, and other partners to refine and strengthen program measures, while also re-examining Vermont's statewide outcomes and indicators established in Act 186. Updating these outcomes and indicators will be critical to ensuring they remain relevant, actionable, and aligned with Vermont's most pressing priorities.

If you have any questions regarding the report, please contact me directly at Justin.Kenney@vermont.gov.

Respectfully,
Justin Kenney
Chief Performance Officer