

Measures Workbook

This workbook is intended to serve as a tool to arrive at the final set of legislatively adopted measures for each outcome; as **such, it is subject to revisions, additions, and deletions at any time. This workbook should not be interpreted as a set of proposals, conclusions, or limitations.**

For each challenge, an outcome is listed, followed by possible measures that have been identified by the administration (in the July progress report), the legislature, and other sources.

Order of Challenges

Charter Units

Performance Contracts & Grants

Human Services

Corrections

Education

Regulatory

Economic Development

Charter Units Challenge

TAX Department

Outcome:

1. Meet challenge target of reducing spending or generating entrepreneurial revenue of \$2 million in general funds in FY2011 and \$4.5 million in general funds in fiscal year 2012.

Measure possibilities

Measure	Source	Comment
TAX: A chart with the following two columns: Reduced General Fund Spending and Additional Entrepreneurial Revenue; and a row for each of the seven Charter Units. Each Charter Unit would show how much they had reduced general fund spending and how much additional entrepreneurial revenue they had generated.	Leg	

Outcome:

2. Increase employees' engagement in their work.

Measure possibilities

Measure	Source	Comment
Level of employee engagement, by Charter Unit, as measured by the Gallup Q-12 employee engagement survey or equivalent	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
TAX: Greater taxpayer satisfaction, as measured by customer surveys of the specific categories of taxpayers	Admin	
TAX: More personal income tax revenue owed that is collected, as measured by the amount of income tax revenues above the amount currently estimated.	Admin	

Charter Units Challenge

BGS

Outcome:

1. Meet challenge target of reducing spending or generating entrepreneurial revenue of \$2 million in general funds in FY2011 and \$4.5 million in general funds in fiscal year 2012

Measure possibilities

Measure	Source	Comment
A chart with the following two columns: Reduced General Fund Spending and Additional Entrepreneurial Revenue; and a row for each of the seven Charter Units. Each Charter Unit would show how much they had reduced general fund spending and how much additional entrepreneurial revenue they had generated.	Leg	

Outcome:

2. Increase employees' engagement in their work.

Measure possibilities

Measure	Source	Comment
Level of employee engagement, by Charter Unit, as measured by the Gallup Q-12 employee engagement survey or equivalent	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
BGS: Ensure State employees use the most economical means of travel and reduce overall vehicle travel requirements to save \$750,000.	Admin	
BGS: To reduce the State's postal services costs in Central Vermont by 10% from the previous year	Admin	

Charter Units Challenge

DLC

Outcome:

1. Meet challenge target of reducing spending or generating entrepreneurial revenue of \$2 million in general funds in FY2011 and \$4.5 million in general funds in fiscal year 2012

Measure possibilities

Measure	Source	Comment
A chart with the following two columns: Reduced General Fund Spending and Additional Entrepreneurial Revenue; and a row for each of the seven Charter Units. Each Charter Unit would show how much they had reduced general fund spending and how much additional entrepreneurial revenue they had generated.	Leg	

Outcome:

2. Increase employees' engagement in their work.

Measure possibilities

Measure	Source	Comment
Level of employee engagement, by Charter Unit, as measured by the Gallup Q-12 employee engagement survey or equivalent	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
DLC: Generate revenue through sales of gift cards at State Liquor Outlets.	Admin	
	Admin	

Charter Units Challenge

DOL

Outcome:

1. Meet challenge target of reducing spending or generating entrepreneurial revenue of \$2 million in general funds in FY2011 and \$4.5 million in general funds in fiscal year 2012

Measure possibilities

Measure	Source	Comment
A chart with the following two columns: Reduced General Fund Spending and Additional Entrepreneurial Revenue; and a row for each of the seven Charter Units. Each Charter Unit would show how much they had reduced general fund spending and how much additional entrepreneurial revenue they had generated.	Leg	

Outcome:

2. Increase employees' engagement in their work.

Measure possibilities

Measure	Source	Comment
Level of employee engagement, by Charter Unit, as measured by the Gallup Q-12 employee engagement survey or equivalent	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
DOL: A stabilized W.C. special fund assessment on insurance premiums. Develop opportunities to move approximately \$308,212 of general fund expenditures for investigator positions to the special fund assessment and still stabilize the assessment.	Admin	
DOL: Faster resolution of disputed workers' compensation claims	Admin	
DOL: More accurate and timely receipt of the benefits to which they are entitled.	Admin	
DOL: More timely payment of medical bills	Admin	

Charter Units Challenge

FPR

Outcome:

1. Meet challenge target of reducing spending or generating entrepreneurial revenue of \$2 million in general funds in FY2011 and \$4.5 million in general funds in fiscal year 2012

Measure possibilities

Measure	Source	Comment
A chart with the following two columns: Reduced General Fund Spending and Additional Entrepreneurial Revenue; and a row for each of the seven Charter Units. Each Charter Unit would show how much they had reduced general fund spending and how much additional entrepreneurial revenue they had generated.	Leg	

Outcome:

2. Increase employees' engagement in their work.

Measure possibilities

Measure	Source	Comment
Level of employee engagement, by Charter Unit, as measured by the Gallup Q-12 employee engagement survey or equivalent	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
FPR: Increase forestry revenue by 5% per year	Admin	
FPR: Increase Park Revenue by 5% per year to compensate for decreased park General Fund Expenditures.	Admin	
FPR: Total park utilization increase of 10% per year	Admin	

Performance Contracts & Grants Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Increase the use of performance contracts	Admin	
Percentage of contracts with performance measures	Leg	
Percentage of total contracted dollars that are in performance contracts	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
Meet performance targets specified in contracts.	Admin	
Percentage of performance contract "owners" (work units responsible for the performance sought) satisfied with the performance of their performance contracts	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
TAX: Greater taxpayer satisfaction, as measured by customer surveys of the specific categories of taxpayers	Admin	
TAX: More personal income tax revenue owed that is collected, as measured by the amount of income tax revenues above the amount currently estimated.	Admin	

Human Services Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Percent of eligible population voting in general elections	Leg	
Percent of youth who report parent involvement in school	Leg	
Percent of youth who report they help decide what goes on in their school	Leg	

Outcome:

02. Pregnant women and children thrive

Measure possibilities

Measure	Source	Comment
1. Increase the percent of children 0-6 years old who achieve 1 or more of their goals as defined annually in their Integrated Services Family Plan.	Admin	
2. Increase the percent of women (in the Global Commitment to Health Medicaid Waiver Population) receiving prenatal and postnatal care.	Admin	
3. Increase the percent of well-child visits in the first 15 months of life in the care in the Global Commitment to Health Medicaid Waiver Population.	Admin	
4. Increase the percent of well-child visits in the third, fourth, fifth and sixth year of life care in the Global Commitment to health Medicaid Waiver Population	Admin	
5. Percent of clients that achieve at least one of their case plan goals in their Individual Family Services Plan.	Admin	
% of families with one integrated plan of services	Leg	
Child mortality rate	Leg	
Infant mortality rate	Leg	
Percent children (ages 0-4) in families receiving welfare	Leg	
Percent early prenatal care	Leg	
Percent low birth weight/rate	Leg	
Percent of births where families receiving welfare	Leg	
Percent of WIC-enrolled children who are overweight or at risk	Leg	
Rate of injuries (ages 0-9) resulting in hospitalization	Leg	

Human Services Challenge

Outcome:

03. Children are ready for school.

Measure possibilities

Measure	Source	Comment
Percent of children ready for kindergarten	Leg	
Percent of first-graders screened for vision and hearing problems	Leg	
Percent of kindergarteners fully immunized	Leg	
Percent of standards met for "ready schools"	Leg	

Outcome:

04. Children succeed in school

Measure possibilities

Measure	Source	Comment
Estimated percent high school completion	Leg	
NECAP math scores	Leg	
NECAP reading/writing scores	Leg	
Number of students who complete HS	Leg	
Number of young men under 25 years of age that under the supervision of Correction	Leg	
Percent of 2nd graders meeting reading standard	Leg	
Percent of students with special education IEPs	Leg	
Scholastic Assessment Test scores	Leg	
School attendance rate	Leg	

Human Services Challenge

Outcome:

05. Children live in safe, nurturing, stable, supported families

Measure possibilities

Measure	Source	Comment
1. Decrease the prevalence of child abuse and neglect substantiations	Admin	
2. Decrease the percent of children and youth in out-of-home placement	Admin	
3. Increase positive family reports of experience of care (<i>did you get what you need, were you treated with respect, did it help, etc</i>)	Admin	
4. Decrease in length of stay and number of inpatient psychiatric hospital admissions for youth under age 18.	Admin	
Average number of moves within the child substitute care system	Leg	
Percent child support paid	Leg	
Percent children in families receiving Food Stamps (proxy for children in poverty)	Leg	
Percent children in poverty: 1999	Leg	
Percent of children (ages 5-17 years) in families receiving welfare	Leg	
Percent of youth who report high levels of love and support from family	Leg	
Percent of youth whose parents set clear rules and consequences	Leg	
Percent parentage established for out-of-wedlock child support	Leg	
Rate of child abuse and neglect	Leg	
Rate of out-of-home placements (ages < 18 yrs.)	Leg	

Human Services Challenge

Outcome:

06. Youth choose healthy behaviors.

Measure possibilities

Measure	Source	Comment
Percent of students participating in youth programs	Leg	
Percent of students smoking cigarettes within the last 30 days	Leg	
Percent of students using alcohol within the last 30 days	Leg	
Percent of students using marijuana within the last 30 days	Leg	
Percent of students volunteering in their community	Leg	
Rate of court dispositions for delinquency	Leg	
Rate of custody for children deemed "unmanageable"	Leg	
Rate of delinquents in custody	Leg	
Rate of injuries (ages 10-17) resulting in hospitalization	Leg	
Rate of teen sexually-transmitted diseases	Leg	
Rate of teen violent deaths	Leg	
Young teen pregnancy rate (ages 15-17)	Leg	

Human Services Challenge

Outcome:

07. Youths successfully transition to adulthood.

Measure possibilities

Measure	Source	Comment
% change in specific service cost based on each specific recommendation implemented.	Admin	
Percent New Families at Risk	Leg	
Percent of graduating high school seniors who continue their education within six months	Leg	
Percent of high school seniors with plans for education, vocational training, or employment	Leg	
Rate of injuries (ages 18-24) resulting in hospitalization	Leg	
Rate of out-of-home placements (ages 18-24)	Leg	
Rate of teen non-violent deaths	Leg	

Human Services Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
1. Reduction in paid claims to nursing homes. Increase in the number of persons enrolled in Choices for Care (CfC) in home and community based settings.	Admin	
2. Increase the number of persons enrolled in AFFC.	Admin	
3. Providers deliver services timely to people who meet presumptive eligibility criteria.	Admin	
4. Reduction in paid claims to nursing homes. Increase in the number of persons enrolled in Choices for Care (CfC) in home and community based settings.	Admin	
5. 1% reduction in developmental services funding with reductions in services minimized to the extent possible.	Admin	
Balance of institutional and home & community-based options for long-term care	???	
Create the interdepartmental team.	Admin	
Percent of population aged 65+ at risk for depression	Leg	
Percent of population aged 65+ in poverty, 1999	Leg	
Percent successful job placements among consumers of Vocational Rehabilitation services	???	
Rate of adult abuse and neglect victims	Leg	
Rate of injuries (ages 65+) resulting in hospitalization	Leg	
Report on efforts to implement cost effective new service models	Admin	
Report through the state system of care plan.	Admin	

Human Services Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Percent living in affordable housing	Leg	
Percent met need for child care	Leg	
Percent of youth who feel valued by their community	Leg	
Percent of youth who have an adult who provides help and advice	Leg	
Rate of out-of-home placements (ages 25+)	Leg	
Rate of petitions filed for Relief From Domestic Abuse	Leg	
Rate of sexual assault	Leg	
Rate of violent crime	Leg	

Human Services Challenge

Outcome:

10. Adults lead healthy and productive lives

Measure possibilities

Measure	Source	Comment
1. Employment rate of customers served by Creative Workforce Solutions (CWS).	Admin	
Average annual wage	Leg	
Average median family income, 1999	Leg	
Percent of adults (ages 18+) receiving welfare	Leg	
Percent of adults who are "binge drinkers"	Leg	
Percent of adults who smoke cigarettes	Leg	
Percent people above poverty level, 1999	Leg	
Rate of Employment	Leg	
Rate of injuries (ages 25-64) resulting in hospitalization	Leg	
Rate of job creation	Leg	
Rate of suicide (ages18+)	Leg	

Human Services Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Consumer satisfaction, as measured by the annual Consumer Assessment of Health Plan Satisfaction (CAHPS) survey.	Admin	
Life expectancy	Leg	
Percent of youth and adults who smoke	Leg	
Premature death rate (Statistics on premature death give an indication of lives cut short by illness or injury.)	Leg	
Rate of unnecessary emergency room (ER) use.	Leg	
The rate of growth of healthcare expenditures.	Leg	

Human Services Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
10. Stakeholders: CWS partner meetings	Admin	
2. Partner measures: Employment rate for individual partners will also be calculated using the measure defined and used historically by each partner program.	Admin	
3. CWS consumer earnings across programs as measured quarterly through VDOL UI data.	Admin	
4. CWS consumer employment retention across programs as measured through VDOL UI data.	Admin	
5. Partner measure: Cash benefit reductions - ReachUP, Supplemental Security Income (SSI), and General Assistance (GA) - resulting form employment for DVR, DBVI, Refugee Resettlement, and Corrections populations served by CWS.	Admin	
6. Cost for initial placement and support.	Admin	
7. Cost for long and short term post placement support	Admin	
8. Employers: Feedback through CWS coalitions and formal survey data.	Admin	
9. Consumers: Survey data as measured through the various departments/divisions.	Admin	
Food shelf utilization	Leg	
Housing Costs	Leg	
Number of homeless individuals seeking shelter and stable housing	Leg	
Number of homelessness children and adults	Leg	
Rates of Home ownership	Leg	

Human Services Challenge

Outcome:

Non-outcome specific measures submitted by administration.

Measure possibilities

Measure	Source	Comment
% change in utilization based on each specific recommendation implemented.	Admin	
1% reduction. (emergency room use)	Admin	
1% reduction. (inpatient)	Admin	
11 Vermont hospitals will enroll as 340B covered entities to maximize savings.	Admin	
12 Vermont hospitals will enroll their own or contracted pharmacies as Medicaid 340B pharmacy providers.	Admin	
3.8% increase in DVHA beneficiaries receiving direct care coordination services in SFY 2011.	Admin	
50% of clients at eight Designated Agencies (DA's) will utilize area FQHC's for 340B prescription benefit coverage.	Admin	
A redesigned AOP service will include a new service tier for CRT consumers who are in lower need service mode and new community based model for services will be established.	Admin	
At least 1.5 FTE positions of psychiatry and/or APRN will be shifted from DA system to FQHC, with improved Medicaid match rate to reduce state costs.	Admin	
At least 2 medical homes and a community health team operating in each hospital service area statewide by July1, 2011.	Admin	
Consumer Satisfaction	Admin	
DA allocations will be proportionally adjusted downward 2%. Impact on services delivered will be monitored by DMH.	Admin	
DAIL, VDH, DMH, and DCF will assist DA's in identified paperwork reductions and efficiencies to increase productivity of staff by 1%.	Admin	
DA's will have new model for adults that will provide brief office and home-based services that will allow for at least 200 persons to be discharged from hospitals 3 days earlier; total of 600 bed days less of hospitalization.	Admin	
Identification and cessation of redundant review activity to yield cost savings for DA and state entities [DMH, DAIL, and ADAP] for DA's and SSA's when certified by national accreditation organizations.	Admin	
Identify best practice for health professionals prescribing psychotropic medication track prescriptions filled 2011.	Admin	
Increase in employment of CRT consumers by at least 1.5% for FY11.	Admin	
Increased Satisfactions	Admin	
Number and dollar value of Medicaid beneficiaries' prescriptions filled at 340B pharmacies written by eligible FQHC providers.	Admin	

Number of individuals referred by hospital-sited clinics and enrolled in primary care medical homes per Hospital Service Area.	Admin	
Percentage of CURB recommendations implemented by DVHA.	Admin	
Provider enrollment	Admin	
Provider Satisfaction	Admin	
Providers accepting new beneficiaries	Admin	
Reduce length of stay for forensic admissions not requiring acute inpatient admission	Admin	
Reporting by DA's to AHS will be standardized. Specific services array will be developed for sub-populations - i.e. persons using both systems for two years or more DA Adult Outpatient and ADAP Clients with co-occurring disorders will be served in a co-occurring modality by one provider. This will result in a decreased number of persons with concurrent services from AOP and ADAP funded services.	Admin	
The DAs will reduce the cost of services by collaborating with the other Das to take advantage of group/bulk purchasing opportunities.	Admin	
To be determined late summer/fall 2010 based on analysis of current ER utilization for non-emergent care.	Admin	

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Corrections Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Incarcerated sanctions and revocations for substance abuse decreases through the use of residential treatment - baseline to be established.	Admin	
Incarcerated sanctions for probations charged with a technical violation decreases through the use of graduated sanctions - baseline to be established.	Admin	
Number of technical parole violations	Leg	H. Institutions & Corrections

Outcome:

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

Measure possibilities

Measure	Source	Comment
Incarcerated offenders being detained on a new offense or violation decreases through the use of home detention as a sentencing option - baseline to be established.	Admin	
Offenders diverted from correctional services (facility and field) increases through the use of adult court diversion programs - baseline to be established DOC is in the process of seeking proposals from the community.	Admin	
Offenders transition more promptly from jail to community-based supervision/intervention by expanding program availability (32 beds) and reducing program suspension periods - baseline to be established.	Admin	

Corrections Challenge

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.

Measure possibilities

Measure	Source	Comment
Offenders incarcerated pre-minimum and eligible for release decreases (Reintegration window expanded by legislation from 90 to 180 days prior to an offenders minimum sentence) - baseline has been established.	Admin	
Percentage of nonviolent offenders diverted from prison into the community while ensuring public safety	Leg	
Number of nonviolent offenders entering prison	Leg	H. Institutions & Corrections
Number of offenders going to diversion or reparative boards	Leg	H. Institutions & Corrections
Success rate for diversion or reparative board cases	Leg	H. Institutions & Corrections
Geographic distinctions in diversion efforts around the state	Leg	H. Institutions & Corrections

Outcome:

4. Recidivism shall decrease.

Measure possibilities

Measure	Source	Comment
Increase in the number of offenders addressed through alternatives to traditional correctional services (facility and field) through expanded use of restorative justice programs - baseline to be established.	Admin	
Recidivism rate (all offenders)	Leg	
Recidivism rate for nonviolent offenders	Leg	H. Institutions & Corrections
Police reports of calls related to offenders on probation/parole	Leg	H. Institutions & Corrections

Corrections Challenge

Outcome:

5. A unified crime prevention and justice system shall be established.

Measure possibilities

Measure	Source	Comment
Crime rate	Leg	

Outcome:6. Revenues realized within the corrections system from programs designed to develop skills of offenders shall increase.

Measure possibilities

Measure	Source	Comment
NONE		

Corrections Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Incarcerated offenders serving short sentences on a new offense or violation decreases through the use of home confinement as a sentencing option - baseline to be established.	Admin	
Reduction in the Number of Persons being Detained Pretrial is Pending Development	Admin	

Outcome:

Non-outcome specific measures related to supporting offenders during reintegration into community..

Measure	Source	Comment
Appropriate housing is available	Leg	H. Institutions & Corrections
Job training and educational opportunities are available	Leg	H. Institutions & Corrections
Supervision & programming scheduled in ways that do not interfere with successful reintegration	Leg	H. Institutions & Corrections

Education Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
NONE		

Outcome:

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

Measure possibilities

Measure	Source	Comment
Graduation rate	Leg	Staff addition

Outcome:

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

Measure possibilities

Measure	Source	Comment
NONE		

Education Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
NONE		

Outcome:

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

Measure possibilities

Measure	Source	Comment
NONE		

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

Measure possibilities

Measure	Source	Comment
NONE		

Education/Human Service Challenge (Overlap)

Outcome:

Human Service outcome related to Education: 03. Children are ready for school.

Measure possibilities

Measure	Source	Comment
Percent of children ready for kindergarten	Leg	
Percent of first-graders screened for vision and hearing problems	Leg	
Percent of kindergarteners fully immunized	Leg	
Percent of standards met for "ready schools"	Leg	

Outcome:

Human Service outcome related to Education: 04. Children succeed in school

Measure possibilities

Measure	Source	Comment
Estimated percent high school completion	Leg	
NECAP math scores	Leg	
NECAP reading/writing scores	Leg	
Number of students who complete HS	Leg	
Number of young men under 25 years of age that under the supervision of Correction	Leg	
Percent of 2nd graders meeting reading standard	Leg	
Percent of students with special education IEPs	Leg	
Scholastic Assessment Test scores	Leg	
School attendance rate	Leg	

Regulatory Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Applications and renewals are processed more quickly, meeting statutory and internal permit processing times.	Admin	
Vermont air quality program tracks federal program for Green House Gases	Admin	
Percentage of application reviews meeting permit expediting process standards is reported	Leg	F&W recommend
VT greenhouse gas permitting program receives approval from EPA - approval may take form of EPA letter	Leg	F&W recommend
Baseline number of solid waste facilities requiring post-closure is identified	Leg	F&W recommend
Percentage of solid waste facilities complying with post-closure requirements is reported	Leg	F&W recommend
Percentage of permitted operating facility violations decreases over time	Leg	F&W recommend

Regulatory Challenge

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

Measure possibilities

Measure	Source	Comment
Incomplete applications to regulatory agencies are reduced after Electronic Case Management Systems and Web Portals have been implemented.	Admin	
Notice of state permitting requirements on local applications and permits increases citizen awareness.	Admin	
Permitting and Licensing Web Portal is used by the majority of citizens seeking information about permits and licenses.	Admin	
Staff time is redeployed from ministerial functions to customer service and technical assistance.	Admin	
Number of hits on permitting and licensing web portal and use of educational opportunities are reported	Leg	F&W recommend
Total number of applications received and the number of incomplete applications received are reported	Leg	F&W recommend
Number of training programs conducted, subject matter covered, participants, and partners are reported - training, such as training for salvage yard operators, should decrease percentage of violations over time	Leg	F&W recommend

Regulatory Challenge

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 possibilities

Measure	Source	Comment
Compliance increases as permittees are required to give attention to permit terms.	Admin	
Education and outreach increases with the expenditure of Supplemental Environmental Program (SEP) funds.	Admin	
Participation in VLCT trainings by AAFM, DEC, and Act 250 improves citizens' understanding of regulatory requirements.	Admin	
There is a decrease in enforcement cases/costs in which lack of understanding of state permit requirements plays a role in the cause of the violation.	Admin	
Numbers of affidavits of compliance sent, responses received, spot checks performed, and violations are reported - the number of violations should decrease over time	Leg	F&W recommend
Percentage of ANR and AAFM regulatory staff time spent on compliance-related activities such as ministerial functions, customer service, and technical assistance is reported - the percentage of technical assistance should increase to increase understanding and compliance	Leg	F&W recommend
Baseline number of violations that involve lack of understanding of state permit requirements is established - number of such violations should decline over time	Leg	F&W recommend
Amount of Supplemental Environmental Program funds spent on education and outreach, subject matter, and medium used is reported - compliance should increase and violations decrease over time	Leg	F&W recommend
DEC's compliance assistance program indicators are used to track avoided enforcement due to voluntary compliance	Leg	F&W recommend

Regulatory Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Applicants submit more permit applications online	Admin	Admin says baseline difficult until system established
Applicants use professional certifications to meet permitting requirements.	Admin	Admin suggests they lack authority to achieve
Investigators from other state agencies refer more cases to environmental regulators for enforcement and compliance	Admin	Admin says no baseline
More permits are issued as general permits and permits by rule	Admin	Admin suggests they lack authority to achieve
Service of process is accomplished more easily and less expensively	Admin	
Programs where technical certifications may be used are identified by the agency of natural resources, reviewed by the legislature, and given protocols established by the agency of natural resources	Leg	F&W recommend
Total number of technical certifications submitted, number accepted, number spot-checked, and the number resulting in violations are reported	Leg	F&W recommend
Number of cases referred by investigators from other agencies for enforcement or compliance are reported - increase in number should indicate increased coordination/cooperation	Leg	F&W recommend

Regulatory Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Citizens use web portal to review notices and draft permits, read rules, determine hearing times, and make comments on proposed rules.	Admin	
Online publication of register and rules increases citizen access and knowledge	Admin	Admin says authority was not granted for this initiative
Total number of comments received on draft permits and proposed rules and number received electronically are reported	Leg	
Total number of requests for hearings received and number received electronically are reported	Leg	
Satisfaction survey on each web page measures the number of requests to improve the information, solicits data feedback on all five of the regulatory outcomes that are not readily reduced to a numerical index, and resulting feedback is used to address the identified issues and continued process improvement	Leg	

Economic Development Challenge

Outcome:

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

Measure possibilities

Measure	Source	Comment
Number of non-public-sector jobs created per year	Leg	
Percent of average earnings increase for training program participants	Leg	
Vermont achieves a sustainable annual increase in nonpublic sector employment and in median household income.	Admin	
Vermont median household income as reported by US Bureau of Labor Statistics	Leg	

Outcome:

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

Measure possibilities

Measure	Source	Comment
Percentage of cellular coverage on major roads	Leg	
Percentage of cellular coverage on minor roads	Leg	
Percentage of residences and businesses with broadband access, using the current Vermont definition of broadband	Leg	
Percentage of safety plan coverage	Leg	