



2018 Strategic Planning

November 15th, 2017

Moving with Clarity & Purpose

6-3-1

We Must Change the Trajectory of our State

The Key Elements of Strategic Planning for 2018 (FY2019)

Strategic Plan Development

- ❑ Integrated, living plan
- ❑ Oriented to top 3 strategic goals and key indicators
- ❑ Observe. Orient. Act

Strategic Budgeting

- ❑ Redesigning budget development & management
- ❑ Emphasize measuring value by KPIs, not just input
- ❑ Full financial visibility across the enterprise

PIVOT -- *Statewide and Agency/Department Targeted Action Plans (TAPs)*

- ❑ LEAN training
- ❑ Capacity improvement from frontline staff
- ❑ Emphasis on 1-Year TAPs.

Major Initiatives - *The Governor's Top Policy Priorities*

- ❑ Budget GRC
- ❑ *Cradle to Career*
- ❑ Workforce Expansion
- ❑ Others

Legislative Housekeeping & Other Agency/Dept. "Stuff"

- ❑ Technical corrections
- ❑ Housekeeping legislation
- ❑ Does not include new/expanded programs, etc.

Government Modernization & Efficiency Task Force (GMET)

- ❑ Review
- ❑ Advice
- ❑ Accountability



Vision, Values & Principles

- **WHAT WE SEE AHEAD (A.K.A The Vision)**

- Vermont's **economy is growing faster than the costs of living**; our state is **measurably more affordable each year** for families and businesses; and we are meeting our obligation to **protect the most vulnerable**.

- **WHAT WE VALUE**

- Freedom & Unity
 - Protecting Liberty & Cultivating Community
- Good Government Getting Real & Measurable Results
- Public Servants & Public Service

- **WE BELIEVE STATE GOVERNMENT CAN BE A MODEL OF:**

- Efficiency & Productivity
- Continuous Improvement
- Strategic & Accountable Results-Based Budgeting



Top Three Priorities

01


Grow the
Economy

02

Make Vermont
More
Affordable

03

Protect the
Most
Vulnerable



Key Performance/Breakthrough Indicators

Grow the Economy

- ✓ Size of Workforce
 - ☐ Percent of Population;
Statewide and by County
- ✓ Employer Growth Rate
 - ☐ Total & Size by
Employee Count
- ✓ Wage Growth by Region

Make VT More Affordable

- Avg. Percent of HHI Spent on:
 - ✓ Healthcare
 - ✓ Housing (Includes utility
& heating costs, etc.)
 - ✓ Taxes & Fees



Key
Performance/Breakthrough
Indicators

Protecting the Vulnerable

- ✓ Percent of Population Living Below 200% of Poverty Level (FPL)
- ✓ Rate of Homelessness/Housing Stability
- ✓ Kindergarten Readiness
- ✓ Percentage of Population with Access to Comprehensive Healthcare
 - Preventive, primary, mental health & substance disorder prevention, treatment and recovery.

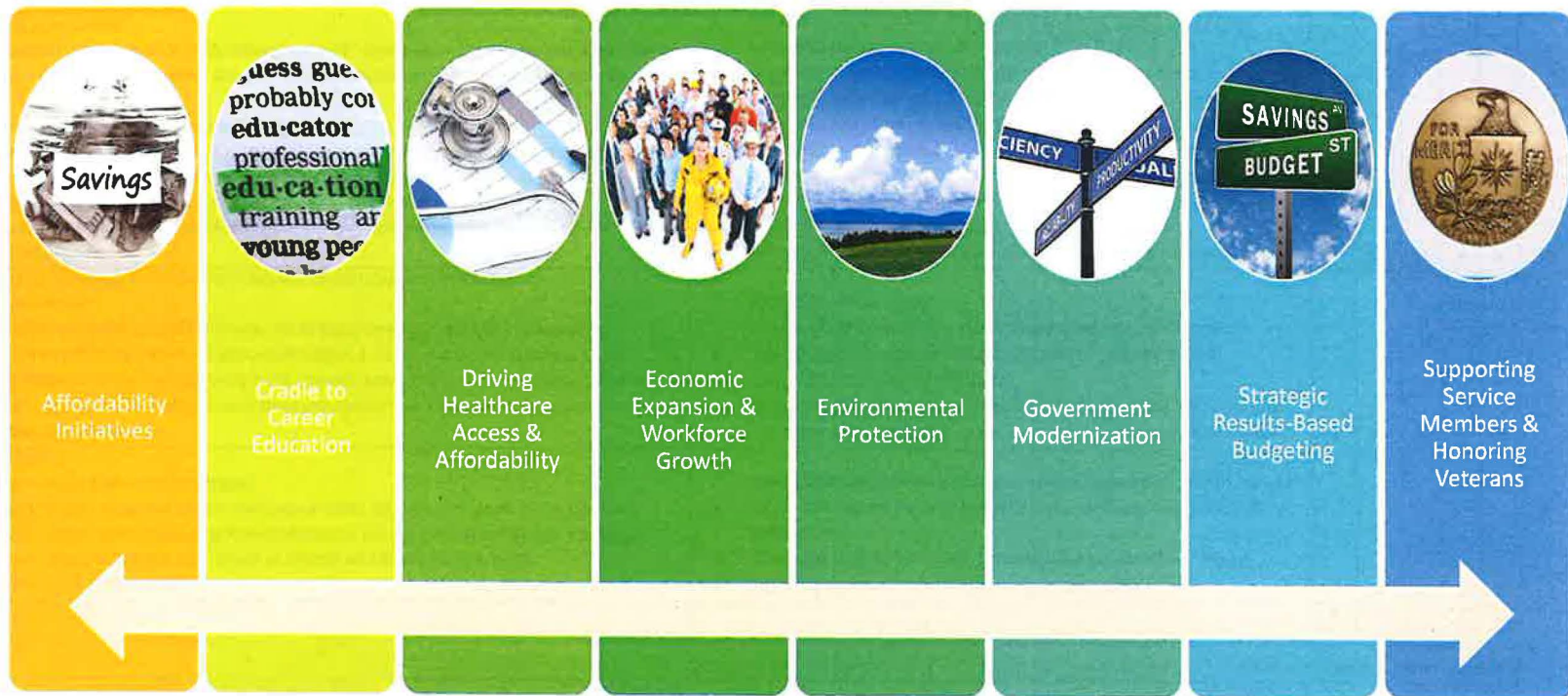
S.M.A.R.T Goals

- Specific
- Measurable
- Achievable
- Results-Based
- Time-Bound

Sample S.M.A.R.T Goals

LIST THE 3 TO 5 MOST IMPORTANT GOALS YOUR AGENCY WILL ACCOMPLISH TO SUPPORT THE GOVERNOR'S TOP 3 STRATEGIC PRIORITIES						
GOAL	HOW WILL YOU MEASURE SUCCESS?	S.M.A.R.T. GOAL ELEMENTS				
		S	M	A	R	T
<p>Service Delivery: By 2019, reduce the time it takes to contract by 50%; By 2020, increase bid participation by VT businesses by 15-20%; By 2021, reduce administrative cost of contracting by 30% and commodity cost by 25%; (BGS)</p>	<ul style="list-style-type: none"> 50% of time to contract vs. 2017 baseline; 15-20% increase in VT businesses bidding vs. 2017 baseline; 30% decrease of administrative cost for contracting and 25% decrease in commodities costs vs. 2017 costs. 	X	X	X	X	X
<p>Modernization: By 2019, increase library partnerships, programs, and services that support early childhood and family literacy, financial and digital literacy, and lifelong learning library resources, particularly to populations facing barrier to traditional library/government services. (LIB in partnership with other departments/agencies)</p>	<ul style="list-style-type: none"> 10-15% increase in participation in partner programs, such as Assistive Technology Program and VELI-STEM early education programs; 10-15% increase in participation in literacy and workforce readiness programs and services across state government. 	X	X	X	X	X
<p>Culture: To increase productivity, employee engagement and retention and support a culture of continuous improvement, by 2019, implement an employee onboarding process that includes orientation, standard training courses, a professional development pathway and key check-in points. By 2020, implement an improved talent acquisition process to attract and hire a high-performing, diverse workforce for the state of Vermont. Implement a statewide performance management tracking system (NOTE: THIS IS A NEW ADDITION 10/14/17 - timeline will vary based on solution, ADS will need to share this objective) Implement an expanded employee training system that achieves 25% LEAN belt-training by FY2021 and 50% by FY2023.</p>	<ul style="list-style-type: none"> By 2021, reduce average time from Job Requisition date to hire date from 82 days to 70 days; By 2020, 100% of all new employees complete onboarding process and have a defined professional development path; 75% annual performance evaluation completion rate in 2018, 85% in 2019; 90% in 2020; (NOTE: this will be difficult to accurately track until a performance management tracking system is in place) Increase employee satisfaction over 2017 baseline levels each year, as reflected in annual satisfaction survey, achieving a 10% increase by 2021. 25% of all state employees LEAN "belt-trained" by FY2021; 50% by FY2023. 	X	X	X	X	X
<p>Service Delivery: By January 15, 2018, measure the cost to administer each tax type and credit program in relation to the revenue it generates or the</p>	<ul style="list-style-type: none"> Cost per revenue generated; # of Vermonters served by credit program. 	X	X	X	X	X

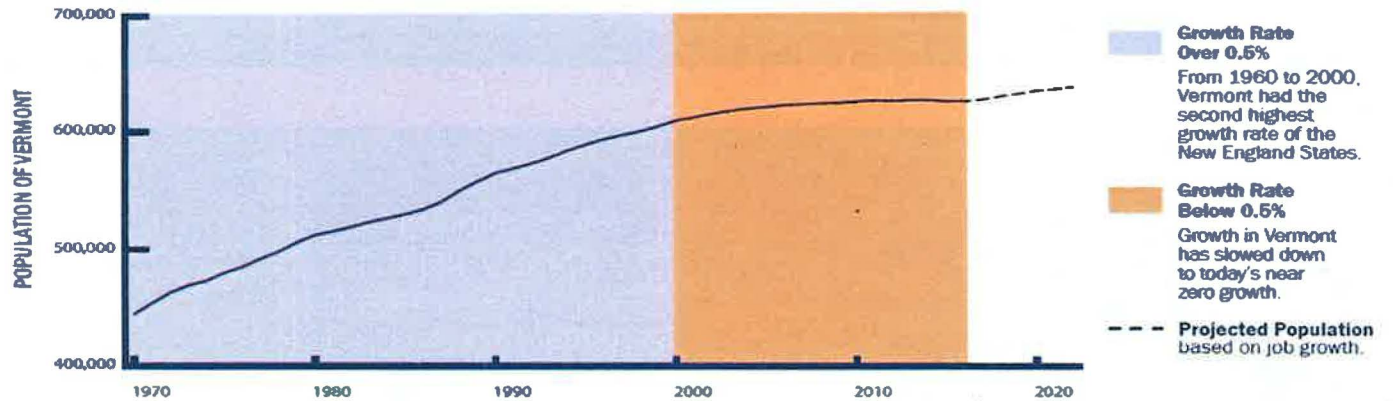
Major Legislative Initiatives



The Five Buckets of Planning for the 2018 Legislative Session



What does GROWTH mean to the Vermont Economy?



New Workers Stimulate Growth

If Vermont adds 1,150 jobs per year over the next five years (2017-2021), the economic impact will be:



BUSINESS

INCREASE OF
600 new businesses with employees

PLUS
1,200 new sole proprietors



GDP

GROWS AT MORE THAN
\$350M per year
(1% greater than baseline growth)



PERSONAL INCOME

GROWS MORE THAN
\$250M per year
(0.7% per year)



HOUSING VALUE

GROWS AT ALMOST
\$150M per year
Representing more than 300 new units



TAXES

INCREASE OF
\$51.7M
(in year 2021)
\$32 1M General Fund
\$5 8M Transportation Fund
\$13.7M Education Fund



JOBS

INCREASE OF
11,500 new jobs
(3.5% more than today through secondary impacts)
INCLUDING
1,750 jobs in construction (4% growth)
725 jobs in retail (1.5% growth)



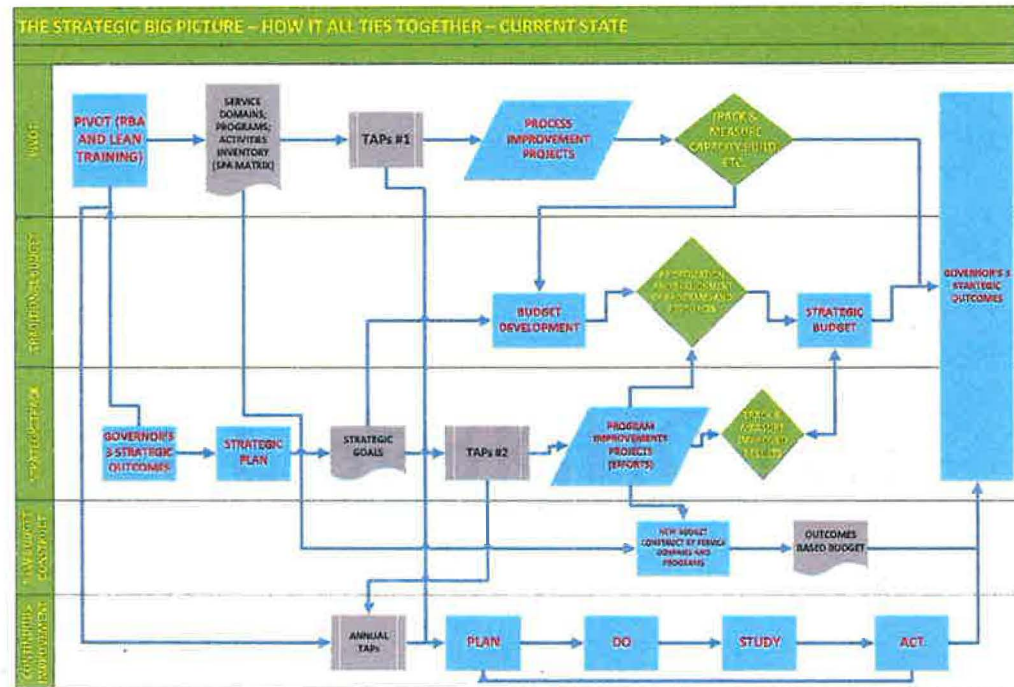
SCHOOL AGE POPULATION

INCREASE OF
550 students
(from baseline)

THE PARKING LOT

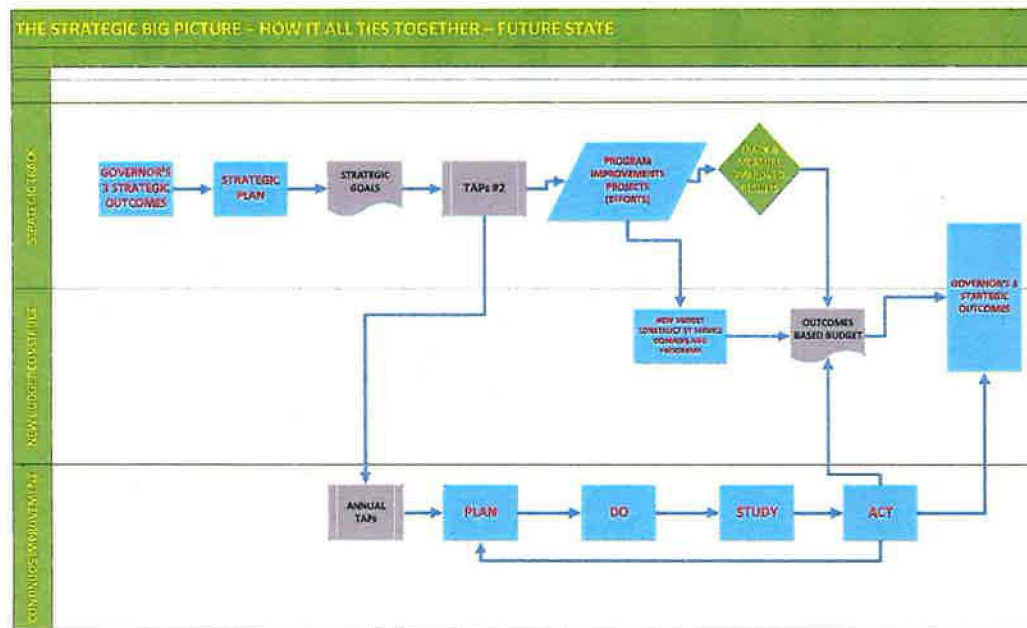
How it all Ties Together with “Real Life”

Currently there are 5 “Swim Lanes”



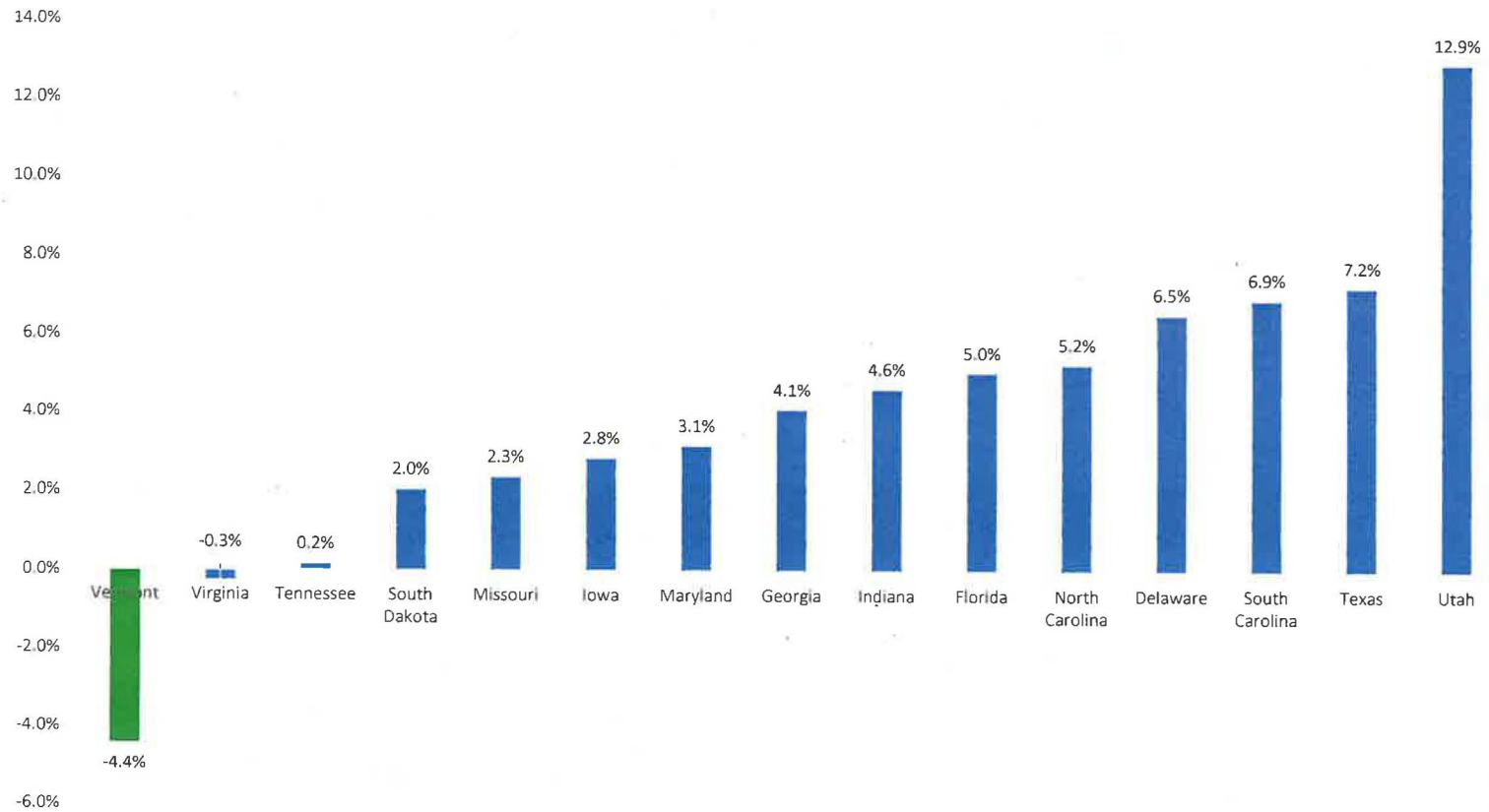
How it all Ties Together with “Real Life”

Next Year We’ll Have 3 Streamlined “Swim Lanes” ...
and a continuous improvement loop

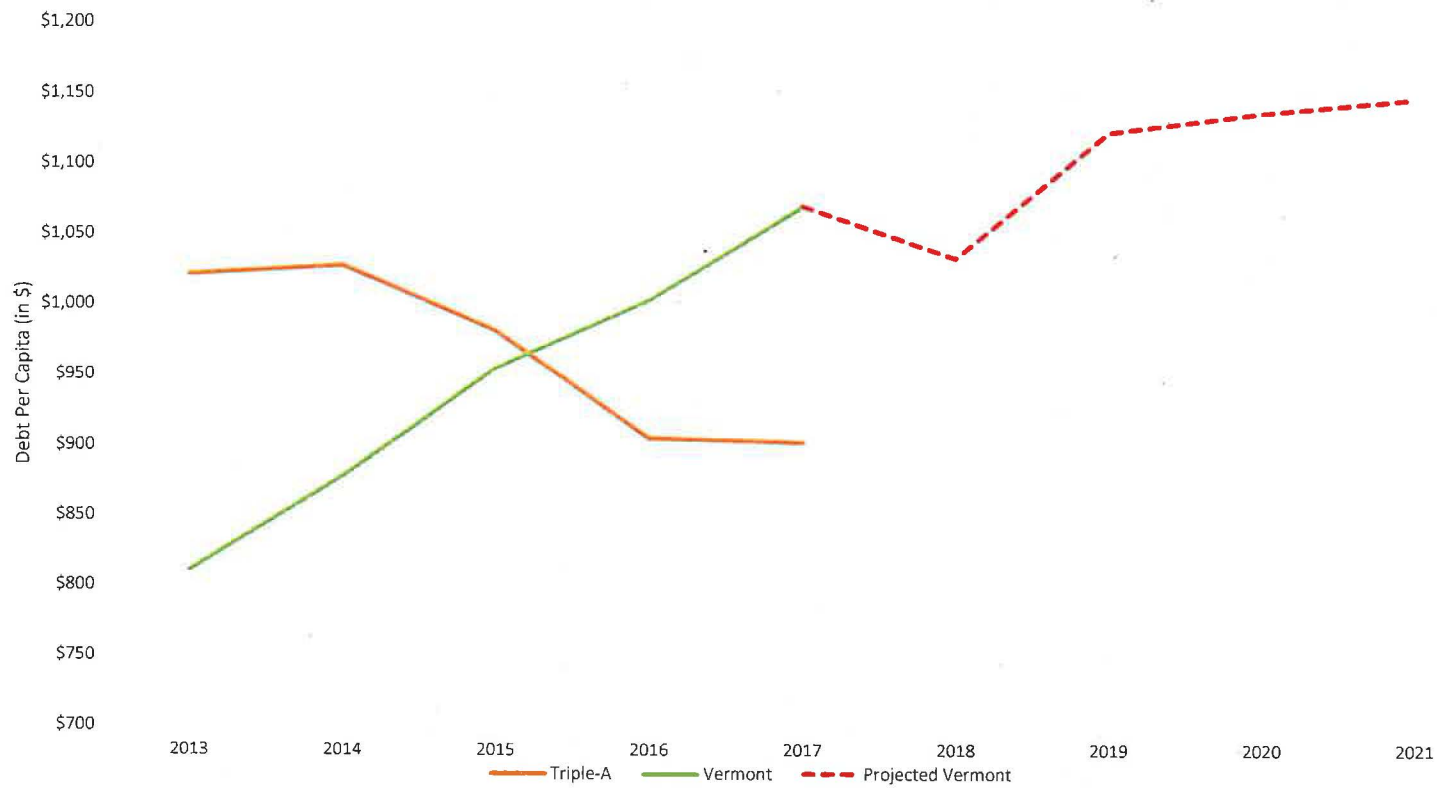


Workforce Growth Compared to Other Triple-A States

Percent Change in Civilian Labor Force (2011-2016)
(Source: Bureau of Labor Statistics)



Historic and Projected Debt Per Capita Ratio Vermont vs. Triple-A Average



Real GDP Growth Compared to Other Triple-A States

Percent Change in Real Per Capita GDP (2011-2016)
(Source: Bureau of Economic Analysis)

