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Justin Johnson, Secretary

MEMORANDUM

TO: Senator Diane Snelling and Representative Anne O'Brien, Co-Chairs
CC: Michael Clasen, PALs, Steve Klein, Maria Belliveau, BetsyAnn Wrask and Gabrielle Malina
FROM: Susan A. Zeller, Chief Performance Officer
RE: Recommendations for Changes to Indicators and Outcomes (2014 Act 186)
DATE: April 17, 2015

In accordance with 2014 Act 186, my Office hereby presents recommendations for changes to the initial indicators included therein. We also respectfully submit, for your consideration, a change to Outcome #8 and the inclusion of Outcome #9.

Attached are two documents detailing the requested changes: Attachment I - provides an "Outcome by Outcome" list of changes; and, Attachment II – provides a combined listing of the fully revised Outcomes and Indicators. We have included two Population-Level Outcome recommendations – the rewording of Outcome 8 and the addition of Outcome 9 (see Summary below).

Please let me know if I can provide more information. I and the appropriate PAL(s) would be happy to meet with the Committee, at any time. Thank you.

Summary of "Outcome" Recommendations

I. RECOMMENDATION: We recommend revising Outcome 8 and replacing all current indicators except indicator (C) *percent of eligible population voting in general elections* - replacement indicators will be ones that measure the effectiveness of State government operations, the status of State employees and perhaps, the success of major IT Project (budget & functionality). We believe that the existing Outcome, as written, directs focus away from the actions of State government as an operational entity, a major employer and as a provider of services toward local government. The Chief Performance Officer suggests that the Executive Branch, the Legislature and the public would be better served were we to report on our own internal efforts to make the organization, the employees and the structure more efficient and successful.

Existing OUTCOME (8): Vermont has open, effective, and inclusive government at the State and local levels.

Revised OUTCOME (8): **Vermont has open, effective and inclusive government with a supported, motivated and accountable State workforce.**



II. RECOMMENDATION: We recommend adding **OUTCOME (9)** to cover infrastructure as a separate population-level Outcome. The CPO and Executive Branch Leadership feel that bridges, roads, telecommunications, and other infrastructure indicators would be more informative under an infrastructure Outcome, rather than under “Outcome (1) Vermont has a prosperous economy.” While we agree all spending on infrastructure is good for the economy, we also submit that separating infrastructure will highlight it to citizens more than comparing to economic indicators about jobs, unemployment and workforce development.

ADD OUTCOME (9): **Vermont's State Infrastructure meets the needs of Vermonters, the economy and the environment.**

Initial Indicators:

- | | |
|----------------------|--|
| Moved from Outcome 1 | (A) percent of Vermont covered by state-of-the-art telecommunications infrastructure; |
| Moved from Outcome 1 | (B) percent of structurally-deficient bridges, as defined by the Vermont Agency of Transportation; |

Sz/Attachments:

Attachment I (5 pages)

Attachment II (3 pages)

Transmitted to: legislative@leg.state.vt.us

2014 ACT 186 INDICATOR AND OUTCOME RECOMMENDATIONS

Submitted to Government Accountability Committee by the Chief Performance Officer

SECTION A – INDICATOR CHANGES, ADDITIONS AND ELIMINATIONS, IN ORDER BY ACT 186 OUTCOME

OUTCOME (1) Vermont has a prosperous economy.

Move to Outcome 9: ~~(C) percent of Vermont covered by state-of-the-art telecommunications infrastructure;~~

Add Indicator: (E) annualized Unemployment rate; (VDOL)

Move to Outcome 9 ~~(F) percent of structurally deficient bridges, as defined by the Vermont Agency of Transportation;~~

Strike Indicator: ~~(G) percent of food sales that come from Vermont farms;~~

Replacement Indicator: (F) percent of total farm sales;

Replacement Indicator: (G) percent of fruit and vegetable farms by sales outlet;

Add Indicator: (H) increase in gross working lands income over previous calendar year; (Agriculture)

ADD Indicator: (I) number of Farmers' Markets; (Agriculture)

OUTCOME (2) Vermonters are healthy.

Wording Revision: (A) percent of adults 20 years of age and older who are obese;

Wording Revision: (B) percent of adults who smoke cigarettes;

Strike Indicator: ~~(D) percent of individuals and families living at different poverty levels;~~

Strike Indicator: ~~(E) percent of adults at or below 200 percent of federal poverty levels;~~

Replacement Indicator: (D) percent of population living below the federal poverty level;

Wording Revision: (E) percent of adults age 18-64 with health insurance; [this is an HV2020 indicator, measured from American Community Survey]

Moved from Outcome 6(E): (F) rate of suicide per 100,000 Vermonters;

ADD Indicator: (G) fall-related death rate per 100,000 adults age 65 and older; (DAIL)

ADD Indicator: (H) rate of Vermonters with mental health conditions getting help for such conditions; (DMH)

ADD Indicator: (I) Number of VT Food Recall incidents; (Agriculture will coordinate with VDH)

OUTCOME (3) Vermont's environment is clean and sustainable.

41	Strike Indicator:	(B) percent of water, sewer, and stormwater systems that meet federal and State standards;
42		
43	Replacement Indicator:	<u>(B) percent of public drinking water supplies in compliance with health standards;</u>
44		
45	Strike Indicator:	(C) carbon dioxide per capita;
46	Replacement Indicator:	<u>(C) total Greenhouse gas (GHG) emissions per capita;</u>
47	Strike Indicator:	(D) electricity by fuel or power type;
48	Replacement Indicator:	<u>(D) percent of Vermont retail electric sales from reADDable energy;</u>
49		
50	ADD Indicator:	<u>(E) percent of river miles with water quality that meet designated uses;</u>
51		
52	ADD Indicator:	<u>(F) percent of watersheds in Vermont where pollutant loads are declining;</u>
53		
54	ADD Indicator:	<u>(G) percent of previously impaired waters meeting standards based on corrective actions;</u>
55		
56	ADD Indicator:	<u>(H) total number of days with air quality alerts;</u>
57	ADD Indicator:	<u>(I) Disposal rate of municipal solid waste (lbs./person/day);</u>
58	ADD Indicator:	<u>(J) Total number of acres that has been or will be cleaned up/redeveloped based on sites enrolled in the Brownfields reuse environmental liability limitation act;</u>
59		
60		

OUTCOME (4) Vermont's communities are safe and supportive.

Wording Revisions: (G) percent or rate per 1,000 residents of residents first-time entrants into entering the corrections system;

OUTCOME (5) Vermont's families are safe, nurturing, stable, and supported.

ADD Indicators: (E) percent of population trained in mental health first aid; (DMH)

OUTCOME (6) Vermont's children and young people achieve their potential, including:

(A) Pregnant women and young people thrive.

Wording Revisions: (ii) percent of live births that are preterm (~~less than~~ <37 weeks gestation)
(v) percent of children age 17 or younger with health insurance. [this is an HV2020 indicator, measured from American Community Survey]

(B) Children are ready for school.

Wording Revisions: (i) percent of children age 19-35 months receiving recommended vaccines kindergarteners ~~fully immunized~~

81		with all five vaccines required for school ; [this aligns with State
82		Health Improvement Plan]
83	Strike indicator:	(ii) percent of first-graders screened for vision and hearing
84		problems; (Data no longer collected)
85		
86	(D) Youths choose healthy behaviors.	
87	Wording Revisions:	(iii) percent of adolescents <u>in grades 9-12 who</u> smoke ing
88		cigarettes;
89	Wording Revisions:	(iv) percent of adolescents <u>in grades 9 -12</u> who used
90		marijuana in the past 30 days;
91		
92	(E) Youths successfully transition to adulthood.	
93	Strike Indicator:	(iii) percent of all deaths for youths 10–19 years of age;
94	Move to Outcome #2:	(iv) rate of suicide per 100,000 Vermonters;
95	Wording Revisions:	(iii) percent of adolescents <u>in grades 9-12</u> with a suicide
96		attempt that requires medical attention;
97	Strike Indicator:	(vi) percent of high school graduates entering
98		postsecondary education, work, or training;
99	Replacement Indicator:	<u>(iv) percent of high school graduates entering</u>
100		<u>postsecondary education;</u>
101	Strike Indicator:	(viii) rate of high school graduates entering a training
102		program per 1,000 high school graduates; (data not currently
103		collected)

OUTCOME (7): Vermont’s elders and people with disabilities and people with mental conditions live with dignity and independence in settings they prefer.

107	Strike/Split Indicator:	(C) # of people with disabilities and people with mental
108		conditions receiving State services living in each of the
109		following: institutions, residential or group facilities, or
110		independently;
111	Replacement Indicator:	<u>(C) number and percent of people served in</u>
112		<u>Developmental Services HCBS who are served in</u>
113		<u>institutions, licensed group residential facilities, and in</u>
114		<u>independent community settings</u>
115	Replacement Indicator:	<u>(D) number and percent of people served in Choices for</u>
116		<u>Care who are served in institutions, licensed group</u>
117		<u>residential facilities, and in independent community</u>
118		<u>settings</u>
119	Replacement Indicator:	<u>(E) number and percent of adults with severe, persistent</u>
120		<u>mental illness (CRT eligible) who are served in institutions,</u>

121 licensed group residential facilities, and in independent
122 community settings;

123 **ADD Indicator:** (F) employment rate of people with disabilities of working
124 age; (DAIL)

125 **ADD Indicator:** (G) employment rate of people over the age of 65. (DAIL)
126

127 SECTION B – REQUESTED REVISION AND ADDITION TO ACT 186 OUTCOMES

129 **RECOMMEND** revising Outcome 8 and replacing all current indicators except “(C) percent
130 of eligible population voting in general elections”; the replacement indicators will be ones
131 that measure the effectiveness of State government operations, status of State employees
132 and perhaps, major IT Project success (budget and functionality).
133

134
135 Strike Outcome: ~~OUTCOME (8) Vermont has open, effective, and inclusive~~
136 ~~government at the State and local levels.~~

137 Revised Outcome: OUTCOME (8): Vermont has open, effective and inclusive
138 government with a supported, motivated and accountable
139 State workforce.

140 Strike Indicators: ~~(A) percent of youth who spoke to their parents about~~
141 ~~school;~~
142 ~~(B) percent of youth who report they help decide what goes~~
143 ~~on in their schools;~~
144 ~~(D) percent of students volunteering in their community in~~
145 ~~the past week;~~
146 ~~(E) percent of youth who feel valued by their community;~~
147 ~~and~~
148 ~~(F) percent of youth that report their teachers care about~~
149 ~~them and give them encouragement.~~

150 Replacement Indicators: *Indicators will be developed prior to the July 2015*
151 *Reporting cycle and may include indicators from Employee*
152 *Engagement Survey; efficiency efforts (such as from LEAN*
153 *events); from FY 2016 Budget submissions, and perhaps*
154 *others.*

155 **RECOMMEND** adding **OUTCOME (9)** to cover infrastructure as a separate population-level
156 Outcome. The CPO and Executive Branch Leadership feel that bridges, roads,
157 telecommunications, and other infrastructure indicators would be more informative under
158 an infrastructure Outcome, rather than under “Outcome (1) Vermont has a prosperous
159 economy.” While we agree all spending on infrastructure is good for the economy, we also
160

161 *submit that separating infrastructure will highlight it to citizens more than comparing to*
162 *economic indicators about jobs, unemployment and workforce development.*

163

164 **ADD OUTCOME**

165

OUTCOME (9): Vermont's State Infrastructure meets the
needs of Vermonters, the economy and the environment.

166 Moved from Outcome 1

(A) percent of Vermont covered by state-of-the-art
telecommunications infrastructure;

167

168 Moved from Outcome 1

(B) percent of structurally-deficient bridges, as defined by the
Vermont Agency of Transportation.

169

Population-Level Outcomes and Indicators®, with changes as recommended by the Chief Performance Officer, to the Government Accountability Committee
(see memo dated April XX, 2015)

Col. A	Col. B	Col. C	Col. D
	Population Outcome (4-6-2015)	Population Indicator	Reporting Agency/ Department
1	(1) Vermont has a prosperous economy.		
2		(A) percent or rate per 1,000 jobs of nonpublic sector employment;	VDOL
3		(B) median household income;	VDOL
4		(C) median house price;	ACCD
5		(D) rate of resident unemployment per 1,000 residents;	VDOL
6		(E) annualized Unemployment rate (an alternative indicator to 1E);	VDOL
7		(F) percent of total farm sales;	AAFM
8		(G) percent of fruit and vegetable farms by sales outlet;	AAFM
9		(H) increase in gross working lands income over previous calendar year;	AAFM
10		(I) number of Farmers' Markets.	
11	(2) Vermonters are healthy.		
12		(A) percent of adults 20 and older who are obese;	AHS - VDH
13		(B) percent of adults who smoke cigarettes;	AHS - VDH
14		(C) number of adults who are homeless;	AHS - CO
15		(D) percent of population living below the federal poverty level;	AHS - DCF
16		(E) percent of adults age 18 - 64 with health insurance;	VDH
17		(F) rate of suicide per 100,000 Vermonters;	AHS - VDH
18		(G) fall-related death per 100,000 adults age 65 and older;	AHS-DAIL
19		(H) rate of Vermonters with mental health conditions getting help for such conditions;	DMH
20		(I) number of Vermont food recall incidents.	AAFM; VDH
21	(3) Vermont's environment is clean and sustainable.		
22		(A) cumulative number of waters subject to TMDLs or alternative pollution control plans;	ANR - DEC
23		(B) percent of public drinking water supplies in compliance with health standards	ANR - DEC
24		(C) total greenhouse gas (GHG) emissions per capita;	ANR - DEC
25		(D) percent of Vermont retail electric sales from reADDable energy;	PSD
26		(E) percent of river miles with water quality that meet designated uses;	ANR - DEC
27		(F) percent of watersheds in Vermont where pollutant loads are declining;	ANR - DEC
28		(G) percent of previously impaired waters meeting standards based on corrective actions;	ANR - DEC
29		(H) total number of days with air quality alerts;	ANR - DEC
30		(I) Disposal rate of municipal solid waste (lbs./person/day);	ANR - DEC
31		(J) Total number of acres that has been or will be cleaned up/redeveloped based on sites enrolled in the Brownfields reuse environmental liability limitation act;	ANR - DEC
32	(4) Vermont's communities are safe and supportive.		
		(A) rate of petitions granted for relief from domestic abuse per 1,000 residents;	DPS

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Col. A	Col. B	Col. C	Col. D
	Population Outcome (4-6-2015)	Population Indicator	Reporting Agency/ Department
33		(B) rate of violent crime per 1,000 crimes;	DPS
34		(C) rate of sexual assault committed against residents per 1,000 residents;	DPS
35		(D) percent of residents living in affordable housing;	ACCD
36		(E) percent or rate per 1,000 people convicted of crimes of recidivism;	AHS - DOC; JUD
37		(F) incarceration rate per 100,000 residents;	AHS - DOC
38		(G) percent or rate per 1,000 residents of first-time entrants into the corrections system.	AHS - DOC
39	(5) Vermont's families are safe, nurturing, stable, and supported.		
40		(A) number and rate per 1,000 children of substantiated reports of child abuse and neglect;	AHS - DCF
41		(B) number of children who are homeless;	AHS - CO
42		(C) number of families that are homeless;	AHS - CO
43		(D) number and rate per 1,000 children and youth of children and youth in out-of-home care;	AHS - DCF
44		(E) percent of population trained in mental health first aid.	AHS - DMH
45	(6) Vermont's children and young people achieve their potential, including:		
46	(A) Pregnant women and young people thrive.		
47		(i) percent of women who receive first trimester prenatal care;	AHS - VDH
48		(ii) percent of live births that are preterm (less than 37 weeks);	AHS - VDH
49		(iii) rate of infant mortality per 1,000 live births;	AHS - VDH
50		(iv) percent of children at or below 200 percent of federal poverty level;	AHS - DCF
51		(v) percent of children age 17 or younger with health insurance.	AHS - VDH
52	(B) Children 1 are ready for school.		
53		(i) percent of children age 19-35 months receiving recommended vaccines (4:3:1:4:3:1:4);	AHS - VDH
54		(ii) percent of children ready for school in all five domains of healthy development;	AOE; AHS - DCF
55		(iii) percent of children receiving State subsidy enrolled in high quality early childhood programs that receive at least four out of five stars under State standards.	AHS - DCF
56	(C) Children succeed in school.		
57		(i) rate of school attendance per 1,000 children;	AOE
58		(ii) percent of children below the basic level of fourth grade reading achievement under State standards;	AOE
59		(iii) rate of high school graduation per 1,000 high school students.	AOE
60	(D) Youths choose healthy behaviors.		
61		(i) rate of pregnancy per 1,000 females 15-17 years of age;	AHS - VDH
62		(ii) rate of pregnancy per 1,000 females 18-19 years of age;	AHS - VDH
63		(iii) percent of adolescents in grades 9 -12 smoking cigarettes;	AHS - VDH
64		(iv) percent of adolescents in grades 9-12 who used marijuana in the past 30 days;	AHS - VDH
		(v) percent of adolescents in grades 9-12 who drank alcohol in the past 30 days	AHS - VDH

Population-Level Outcomes and Indicators®, with changes as recommended by the Chief Performance Officer, to the Government Accountability Committee
(see memo dated April XX, 2015)

Col. A	Col. B	Col. C	Col. D
	Population Outcome (4-6-2015)	Population Indicator	Reporting Agency/ Department
65		(vi) percent of adolescents who reported ever using a prescription drug without a prescription;	AHS - VDH
66		(vii) number and rate per 1,000 minors of minors who are under the supervision of the Dept. of Corrections.	AHS - DOC / DCF
67		(E) Youths successfully transition to adulthood.	
68		(i) percent of high school seniors with plans for education, vocational training, or employment;	AHS - VDH
69		(ii) percent of graduating high school seniors who continue their education within six months of graduation;	AOE
70		(iii) percent of adolescents in grades 9-12 with a suicide attempt that requires medical attention;	AHS - VDH
71		(iv) percent of high school graduates entering postsecondary education:	AOE
72		(v) percent of completion of postsecondary education;	AOE
73		(7) Vermont's elders and people with disabilities and people with mental conditions live with dignity and	
74		(A) rate of confirmed reports of abuse and neglect of vulnerable adults per 1,000 vulnerable adults;	AHS – DAIL/DLP
75		(B) percent of elders living in institutions versus home care;	AHS – DAIL/PPAU
76		(C) number and percent of people served in Developmental Services HCBS who are served in institutions, licensed group residential facilities, and in independent community settings;	DMH
77		(D) number and percent of people served in Choices for Care who are served in institutions, licensed group residential facilities, and in independent community settings;	DAIL/DDSD
78		(E) number and percent of adults with severe, persistent mental illness (CRT eligible) who are served in institutions, licensed group residential facilities, and in independent community settings;	DAIL/PPAU
79		(F) employment rate of people with disabilities of working age;	AHS- DAIL
80		(G) employment rate of people over the age of 65.	AHS - DAIL
81		(8) Vermont has open, effective and inclusive government with a supported, motivated and accountable State	
82		<i>Indicators to be determined before July 2015 reporting cycle.</i>	
83		(9) Vermont's State Infrastructure meets the needs of Vermonters, the economy and the environment.	
84		(A) percent of Vermont covered by state-of-the-art telecommunications infrastructure;	PSD
85		(B) percent of structurally-deficient bridges, as defined by the Vermont Agency of Transportation.	AOT