



**Agency of Administration**  
**Strategic Plan**

Planning Period: 2011-2015

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## Message from the Secretary

I am pleased to present what I believe to be the first State of Vermont Agency of Administration (AOA) Strategic Plan. This initial Plan is a result of the culmination of a thoughtful, deliberate process that included input from many employees across the diverse departments that comprise the AoA.

While much of the work of the Agency of Administration is internal to the operations of state government, it is through the support and leadership we provide across all departments that our efforts impact all Vermonters. To that end, our mission statement reflects both this challenge and responsibility:

*To provide responsive and centralized support services to the employees of all agencies and departments of state government so they may deliver services to Vermonters in an efficient, effective and fiscally prudent manner.*

The daily work efforts of the AoA relate to five of the seven priorities established by Governor Shumlin. The majority of our work is focused on **Priority #5: Improving the effectiveness of state government through greater accountability, performance measurement, customer service, and support of a motivated and healthy workforce.** By completing these work activities in a professional, responsive manner we will also play a role in supporting all seven of the Governor's priorities that are being addressed by all agencies and departments across state government.

Critical to our success in achieving the strategic ends in our Plan is our support for the continued growth and development of our state workforce and our shared goal of becoming more efficient and more effective while remaining fiscally prudent. The tremendous response and efforts by our state employees in the weeks and months following the devastation from Tropical Storm Irene demonstrates their level of commitment and dedication, strengths which we hope to foster and build upon in the years ahead.

I cannot emphasize enough my belief that a solid strategic Plan will provide Vermont State government a strong boost in our ability to focus on what is important and to measure the progress of our collective efforts. This initial Plan, while serving as our work plan for the year ahead, is also intended to evolve over time. As priorities shift in response to changing administrative, policy and fiscal environments, so will our strategic plan, our blueprint to the future.

## Agency Overview

The Agency of Administration (AoA) is comprised of departments that provide administrative and supportive services to all Vermont state government agencies and departments. With primary responsibilities related to human resources, revenues and budget management, physical plant and IT infrastructure, and contracting and general services, the AoA promotes the effective and efficient coordination of state programs and services by responding to changing administrative, policy and fiscal environments, while ensuring transparency and accountability of and value for public tax dollars. Additionally, through the Departments of Taxes and Libraries, the services provided by the AoA directly impact all Vermonters.

As principal administrative aide to the Governor, the Secretary of Administration issues general policy requirements through administrative memoranda and bulletins to implement executive orders and legislative mandates applicable to the executive branch of state government. The Secretary convenes and chairs the Governor's Cabinet, coordinates the budget and appropriations testimony to the General Assembly and manages the Agency of Administration. The Secretary also directs the collective bargaining processes on behalf of all state agencies for the approximately 7,600 executive branch state employees and works to promote and enhance staff development training and the overall well being of the state's workforce.

Along with the Secretary's Office, the AoA includes the following departments:

**Buildings and General Services** – Provides the facilities and services required for all state agencies and departments to accomplish their missions. Building construction and renovation, buildings and grounds maintenance and custodial services as well as the security of state facilities constitute the department's primary responsibilities.

**Finance and Management** – Works to promote the efficient and effective operations related to the State of Vermont's finances by coordinating the Governor's budget recommendations, delivering reliable financial information, advocating for responsible use of taxpayer dollars, and supporting the State's accounting system.

**Human Resources** - Provides leadership to, and works in partnership with, other departments within State Government in order to promote managerial and workforce excellence while fostering an understanding and observance of regulatory requirements.

**Information and Innovation** – Directs and oversees all activities directly related to information technology within state government, including telecommunications services, information technology equipment, software, accessibility, and network connectivity.

**Libraries** – Collects, organizes, and disseminates information and library materials in a variety of formats to the three branches of State government, libraries statewide, the general public, and Vermonters with special needs.

**Taxes** - Collects the proper amount of tax revenue in a timely and efficient manner to pay for the goods and services citizens receive from the state. The Department administers benefit programs through the most efficient means possible, serves local governments by striving to improve local property tax assessment practices and assists taxpayers and legislators upon request.

**The Agency of Administration is also responsible for:**

- **The coordination of health care system reform efforts among executive branch agencies, departments, and offices and for coordinating with the Green Mountain Care Board.**
- **Working with the Chief of Connect Vermont to formulate and implement an action plan to accomplish the goals of universal availability of broadband and mobile telecommunications services.**

## Department Strategic Planning Process

The Agency of Administration has led the effort for the Vermont State Government Executive Branch Strategic Planning project. Spearheaded by Secretary Spaulding, this engaged the Extended Cabinet in a process that will transform the way Vermont State Government plans and prioritizes its work. As an Agency, we embraced both a top-down and bottom-up approach to the strategic planning process.

Secretary Spaulding launched the Agency of Administration process by meeting with the Deputy Secretary, Commissioners, and Deputy Commissioners in a full-day strategic planning session. We carefully considered the Governor's vision, values and priorities and how best to align our work with them.

During this session we completed a stakeholder scan. The results provided the base for a lively discussion, resulting in agreement on how best to develop our strategic plans. The leadership teams of each Department then began their own strategic planning processes. Each Department within the Agency of Administration has completed a strategic plan which ties goals, measures and strategies to the Governor's priorities. These Department plans have been combined into the Agency of Administration Strategic Plan, with additional contributions from Connect VT and the Green Mountain Care Board.

## Agency Mission

To provide responsive and centralized support services to the employees of all agencies and departments of state government so they may deliver services to Vermonters in an efficient, effective and fiscally prudent manner.

## Agency Vision

The Agency of Administration ensures the uniform and consistent functioning of state government through the provision of centralized support services for all components of state government and its employees. We strive to consistently deliver better and more responsive services to both our internal customers and the citizens of Vermont, at the lowest possible costs, while carrying out the policy objectives of the Governor and the laws of Vermont.

## Statutory Environment

The Agency of Administration was formed by the General Assembly by Act 92 of 1971. The Agency's organization and authority is described in 3 V.S.A. Chapter 45.

The Secretary of Administration is both principal aide to the Governor and executive manager of the Agency of Administration. The office of the Secretary assists in the development and implementation of policies and programs throughout state government, coordinates and controls functions within state government, and manages the Agency of Administration.

## Agency Goals for the Planning Period, related to Statewide Priorities

The priorities below are directly from the Vermont Statewide Strategic Plan. The goals reflect those established by Agency of Administration (AoA) departments, many in collaboration with other AoA departments and with other Agencies of State Government. Where relevant, the Statewide Goal to which an AoA goal relates will be indicated at the end as (S-W x.x). More specific goals, measures and strategies can be found in the strategic plans of each department of AoA. For more information on department level plans, visit their websites, or contact the administrative office of that department.

### Agency Abbreviations

Agencies and departments listed at the end of each goal will be abbreviated as follows:

- Buildings and General Services (BGS)
- Health Care Reform (HCR)
- Connect Vermont (CVT)
- Finance and Management (F&M)
- Human Resources (DHR)
- Information and Innovation (DII)
- Libraries (LIB)
- Taxes (TAX)

## **AGENCY OF ADMINISTRATION GOAL SECTION 1**

### ***Statewide Priority 1 – The Economy***

**Create a brighter economic future for Vermonters by raising incomes, growing jobs, improving job training, and improving our quality of life.**

AoA Goal 1.1: The Department of Libraries (VDOL) will collaborate with government and community partners to promote and facilitate digital literacy competence for Vermont citizens to support learning, workforce development, self-reliance, and the attainment of 21st Century skills. The Department of Libraries will ensure that public libraries perform their essential role for success in reaching this goal. (LIB) (S-W 1.2.4)

## **AGENCY OF ADMINISTRATION GOAL SECTION 2**

### ***Statewide Priority 2 – Affordable Health Care***

**Support Vermonters' health through prevention and through universal, affordable, and quality health care for all, in a manner that supports employers, providers, overall economic growth, and gets us better care.**

Goal 2.1: Reduce health care costs and cost growth, while attracting and retaining providers. (AoA/Health Care Reform)

Goal 2.2: Assure that all Vermonters have access to and coverage for high-quality health care, independent of employment. Note: The term "health care" includes physical and mental health, substance abuse treatment, oral and eye care). (AoA/Health Care Reform)

Goal 2.3: Improve the health of Vermont's population. (AoA/Health Care Reform)

Goal 2.4: Assure greater fairness and equity in how we pay for health care. (AoA/Health Care Reform)



## AGENCY OF ADMINISTRATION GOAL SECTION 3

### ***Statewide Priority 7: Vermont's Physical Infrastructures***

**Support modernization and improvements to Vermont's infrastructures, including our electric grid, road network, telecommunications system, and waste and storm water systems, to ensure Vermont's long-term economic and environmental sustainability.**

AoA Goal 3.1: Deploy fiber optic broadband in the 42 public libraries participating in the Vermont FiberConnect federal grant project and implement a state-funded Wide Area Network (WAN) for Internet service at these libraries. (LIB) (S-W 7.2)

AoA Goal 3.2: Vermont public libraries will be fully automated with online library catalogs for improved service, greater accountability, shared resources and easy access by citizens. (LIB) (S-W 7.4)

AoA Goal 3.3: Develop solutions that cause a telecommunications infrastructure to be built that will provide either fixed wireline or fixed wireless broadband connections to unserved and underserved locations at a threshold speed of 768 kbps down/200 kbps minimum, to achieve universal availability of broadband by December 31, 2013. (CVT) (S-W 7.2)

AoA Goal 3.4: Develop solutions that cause a mobile wireless infrastructure to be built that will address cellular voice and data coverage in the 100 cellular target corridors and drop zones, as the first priority in universal availability of mobile service. Identify and prioritize remaining corridors and areas where demand on service is exceeding capacity of networks. (CVT) (S-W 7.2)

AoA Goal 3.5: Address the state's need for speed in wireless and wireline telecommunications infrastructure, to assure that Vermont continues to expand and maintain world class networks for connectivity. Develop solutions, fund or cause wireless, wireline and fiber infrastructure to be built that achieve a minimum of 5Mbps connection (4 Mbps down, 1 Mbps up) at all locations across the state. (CVT) (S-W 7.2)

AoA Goal 3.6: Review, create and sustain expeditious permitting policies to improve affordability and availability of wireless and wireline broadband, and mobile wireless deployment. (CVT) (S-W 7.2)

AoA Goal 3.7: Engage and incorporate planning for economic development, education, and health care that maximizes our telecommunications infrastructure. Seek areas of intersection across all agencies of state government where a robust telecommunications infrastructure and digitally literate citizenry can transform and achieve outcomes. Redesign key functions of state government that will be supported by enhanced networks with a focus on applications that will transform government services delivery. (CVT)

AoA Goal 3.8: Install and operationalize the Advanced Metering infrastructure that supports Smart Grid applications, to be completed through the E Energy Vermont federally funded

## Priority 1: The Economy

project by June 30, 2013. Utilize our world class telecommunications infrastructure where we leverage the electric utility fiber, wireless and telecommunications fiber infrastructure to complete networks, lower cost of backhaul and increase geographic availability of broadband. This strategy maximizes resource sharing between electrical utility, public safety and broadband infrastructure providers on a single set of physical resources where possible. (CVT) (S-W 7.7)

AoA Goal 3.9: Accelerate adoption of broadband by consumers through creation and extension of digital and information literacy programs. (CVT) (S-W 7.2 and 7.7)

AoA Goal 3.10: Inform the citizenry, public and private sectors regarding our success in building a more robust telecommunications infrastructure, incorporating the progress of federally funded, privately funded and Vermont Telecommunications Authority funded projects. (CVT) (S-W 7.2 and 7.7)

## AGENCY OF ADMINISTRATION GOAL SECTION 4

### ***Statewide Priority 8: State Government and Employees***

**Improve the effectiveness of state government through greater accountability, performance measurement, customer service, and support of a motivated and healthy workforce.**

#### **4.1: PERFORMANCE/ACCOUNTABILITY**

AOA Goal 4.1.1: Implement a state-wide budgeting system that facilitates program-based budgeting and that has the capability to retain performance measures related to those programs. (F&M) (S-W 8.1.1)

AoA Goal 4.1.2: Produce informative, easy- to- understand documentation of the Governor's recommended budget. (F&M) (S-W 8.1.2)

AoA Goal 4.1.3: Communicate with and educate financial stakeholders, including users of the State's financial systems (ERP), to ensure business operations and accounting transactions are accurate and in compliance with federal, state and financial requirements. (F&M) (S-W 8.1.4)

AoA Goal 4.1.4: Provide statewide managers and business staff with a general framework for developing and evaluating their internal controls. (F&M) (S-W 8.1.5)

AoA Goal 4.1.5: Design and implement a Financial Transparency Website. (F&M) (S-W 8.1.6).

AoA Goal 4.1.6: Produce accurate and informative annual financial statements in accordance with Generally Accepted Accounting Principles and the Government Accounting Standards Board Statements. (F&M) (S-W 8.1.7)

AoA Goal 4.1.7: Technology throughout state government will show measureable business value for all significant investment. (DII, All of State Government) (S-W 8.1.8)

#### **4.2: BUSINESS PROCESSES**

##### AoA Goal 4.2.1: Enterprise Resource Planning (ERP) Initiative

4.2.1.A: To successfully complete the transition of employee travel-related expense reimbursement processing from Paradox to the new PeopleSoft Expense Module; payment of same from Payroll module to Accounts Payable; consolidation of travel-related and non-travel related expense reimbursement in one unified system with improved reporting, processing time; and compliance with State policy and IRS requirements. (F&M) (S-W 8.2.1.a)

4.2.1.B: Increase efficiency by providing basic human resource and pay transaction processes online. (DHR, F&M) (S-W 8.2.1.b)

AoA Goal 4.2.2: Create a technological support system for Contract/Procurement Process, simplifying processes and making it easier for small businesses to do business with the State. (BGS) (S-W 8.2.2)

AoA Goal 4.2.3: Educate taxpayers, and modernize audit and compliance operations, in order to capture a greater percentage of currently unreported taxes. (TAX) (S-W 8.2.3)

AoA Goal 4.2.4: Ensure appropriate business outcomes through technology process and policies thereby enhancing the reliability and availability of appropriate services. (DII) (S-W 8.2.4)

AoA Goal 4.2.5: The Vermont State Library will address the information needs of state government employees efficiently and effectively, providing access to a diverse collection of information resources, working with state agencies and departments to eliminate redundancy and expand purchasing power, and supporting acquisition of additional resources where necessary to sustain a well-informed state government. (LIB) (S-W 8.2.5)

AoA Goal 4.2.6: Reduce paper transactions and manual data entry in order to increase taxpayer convenience, increase turnaround speeds, and decrease errors. (TAX) (S-W 8.2.6)

#### **4.3: FINANCE**

AoA Goal 4.3.1: Ensure stable and sustainable funding for all Agencies and Departments of state government is based on realistic assessments of workload and responsibilities in light of the State's mission and public expectations, as well as revenue and funding sources. (AoA, All of State Government) (S-W 8.3.1)

Priority 5: State Government and Employees

AoA Goal 4.3.2: Ensure state resources, community funding through grants and loans, and our tax structure align with flood-resilience and land use objectives. (AoA with ANR) (S-W 8.3.2)

**4.4: WORKFORCE HIRING, DEVELOPMENT, RETENTION, AND PLANNING**

AoA Goal 4.4.1: Develop and implement a comprehensive approach to workforce recruitment, hiring, retention, and planning; resulting in a diverse, effective workforce to meet the present and future needs of Vermont State Government. (DHR) (S-W 8.4.1)

AoA Goal 4.4.2: Improve supervisory and performance management practices across State Government between 2011 and 2015, in the following key areas:

1. human resource policies and procedures, and the collective bargaining agreements;
2. employee development and motivation; and
3. coaching, feedback, and conflict management.

(DHR, All of State Government) (S-W 8.4.2)

AoA Goal 4.4.3: Actively encourage healthy behaviors among State employees, retirees and dependents. (DHR)

**4.5: BUILDINGS AND FACILITIES**

AoA Goal 4.5.1: Minimize loss exposure and improve workplace safety across Government. (BGS) (S-W 8.5.1)

AoA Goal 4.5.2: Improve energy efficiency for all buildings. (BGS) (S-W 8.5.2)

AoA Goal 4.5.3: Maintain the condition of the State's buildings and infrastructure to provide a safe and healthy environment through sustainable practices and judicious capital renewal. (BGS and all of AoA) (S-W 8.5.3)

AoA Goal 4.5.4: Design and support the use of employee spaces for effectiveness, efficiency and productivity. (BGS, DHR, DII, F&M) (S-W 8.5.4)

**4.6: COMMUNICATION/CUSTOMER SERVICE**

AoA Goal 4.6.1: Continually enhance the level of service we provide to our customers, and expand our outreach to those we serve. (All of State Government) (S-W 8.6.1)

AoA Goal 4.6.2: Facilitate the development of a statewide marketing and communications plan by 2014: Support each state agency and department to enhance the success of state marketing and communications activities through an entity-specific marketing and communication plan that leverages collaboration, consistency and efficiency and rolls up to a statewide plan by 2014. (AoA, with ACCD) (S-W 8.6.2)

Priority 5: State Government and Employees

AoA Goal 4.6.3: Facilitate the effectiveness and cost efficiency of statewide marketing and communications activities annually. ( AoA, with ACCD) (S-W 8.6.3)

AoA Goal 4.6.4: Provide up to date, relevant, and consistent information in most readily accessible formats in order to educate the taxpayer better and more efficiently. (TAX, with ACCD) (S-W 8.6.4)

AoA Goal 4.6.5: Establish and implement information technology systems and practices to support greater agency effectiveness to serve internal and external customers. (AoA/DII, All of State Government) (S-W 8.6.5)

AoA Goal 4.6.6: Communicate effectively within state government and to our customers, including the use of plain English. (AoA, CMO, All of State Government) (S-W 8.6.6)

AoA Goal 4.6.7: Improve the State's website for accessibility and user-friendliness. (All of State Government) (S-W 8.6.7)

**4.7: PLANNING and PREPAREDNESS**

AoA Goal 4.7.1: State agencies and departments will have up to date continuity of operations (COOP) plans, which have been communicated to employees. (AoA, All of State Government) (S-W 8.7.1)

AoA Goal 4.7.2: Support telework practices where they will enhance employee effectiveness, customer service, and readiness/adaptability in state government. (DHR, All of State Government) (S-W 8.7.2)

AoA Goal 4.7.3: Develop and implement facility security plans for all agencies and departments. (AoA, All of State Government) (S-W 8.7.3)