

2016 Public Service Recognition Week Vermont State Employees' Public Recognition Awards Ceremony

Individual Nominations

John Adams - Department of Housing and Community Development

John Adams is being recognized for his outstanding leadership overhauling the State's Planning Manual that will help thousands of dedicated local volunteers develop shorter, clearer town plans and achieve their goals. John is also being recognized for his work building consensus on new Act 250 guidance that directs more growth and development to Vermont's traditional centers. Taken together, his efforts will help make Vermont community's stronger for years to come.

Renea Bordeau - VTrans/Finance and Administration

Renea Bordeau is a long term, dedicated public servant, working for nearly 22 years for the State of Vermont. She started her career as an accountant in 1994, and has work continuously and progressively to rise to her current position as Financial Director III at the Agency of Transportation, the second largest agency in state Government.

Renea oversees VTrans' Financial Operations Section, which includes accounts receivable, accounts payable, accounting, internal services, and records management with a \$618-million-dollar budget. Renea exemplifies the best in public service by exhibiting a dedication to her field as well as a commitment to the State. Her choice to stay in state service when, as a finance professional, she could have her choice of jobs in the private sector speaks to her allegiance to public service. She is devoted to learning and continuous improvement. This year Renea will graduate from the Certified Public Service Manager Program. Renea leads by example from her work on the decentralized reallocation of VTrans finance jobs to her promotion of state health and wellness activities. She is able, helpful, capable, selfless and hard working. Renea is an outstanding employee and servant to the State and we are lucky to have her at VTrans!

Gina Campoli - VTrans/Policy, Planning & Intermodal Development

Gina served as an expert adviser to Secretary Minter regarding the state's participation on the White House Climate Preparedness and Resilience Task Force (2014) and also served as national co-chair of the Task Force's Transportation Sector Team. Gina provided invaluable support for a national discourse on infrastructure resilience including research and staff support for the subcommittee on the Built Environment. She worked with AASHTO to undertake a survey of all transportation departments for input into the President's Task Force process. Gina developed a series of recommendations from state transportation officials from around the country into the President's Task Force. Gina has been a leader in the Transportation and Climate Initiative (TCI) since its inception in 2010. Gina works to connect TCI to other key climate change and transportation initiatives in Vermont and throughout the region, keeping VTrans leadership and staff and TCI partners better informed and better coordinated. She helps relate the emissions-reduction work TCI is currently focused on to crucial climate adaptation issues facing VTrans, Vermont and its communities, and the region. Gina established the VTrans-ANR bi-weekly coordination meetings to continue the cooperative ANR-VTrans relationship created during the response and recovery to Tropical Storm Irene. Gina continues to serve as an expert environmental policy advisor on a variety of complex, transportation related environmental issues including water quality, climate change, energy, wildlife and land use, both within the Agency and across state government.

Mary Deaett - Office of the Defender General

Mary Deaett has been the HR and Program Administrator for the Office of the Defender General for almost 9 years, and she has worked for the ODG for almost 22 years. During this past year Mary took on the role of staff project manager to implement a state-wide case management system. She worked above and beyond any expectations to ensure a successful implementation of this project. Without Mary's dedication and commitment, we would not have met our go-live date. Instead, this project was implemented on time and under budget. We are very fortunate to have such a dedicated employee.

Christine Dewyea - Agency of Commerce & Community Development - Administration

Christine Dewyea approaches her extraordinary volume of work with outstanding self-initiative and an unflappable nature. Christine seeks efficiencies, solutions, and innovation. Throughout almost 29 years of experience in state government, Christine has acquired a remarkable adeptness at helping staff at all levels – guiding and assisting co-workers and helping supervisors and agency heads carry out their initiatives. When new challenges arise, Christine creates her own innovative solutions, some of which have lasting, systemic enhancements. For example, Christine created and maintains a spreadsheet of all ACCD contracts and grants to keep staff aware of critical tasks and time lines. Christine also created a system for tracking insurance certificates

to ensure all parties maintain and verify their proper coverage. Thanks to Christine, the Agency of Administration, the Attorney General's Office and the Division for Risk Management hold ACCD agreements (and Christine) in high regard.

Wendy Dickinson - Office of the Treasurer

With great energy and enthusiasm, Wendy Dickinson works hard at reconciling the thousands of transactions which pass through the State's core banking accounts each month. Wendy has become an expert at clearing reconciling items while maintaining excellent working relationships with departments and external customers. Wendy finds and implements efficient ways to improve the reconciliation processes, and provides information to minimize reconciling items and the work required to clear them. Whenever an urgent issue arises, Wendy jumps right in and provides valuable assistance in taking care of the issue and backing up other staff to keep things moving along. Her professionalism and positive attitude is invaluable to State Treasurer's Office and the State of Vermont.

Sheila Duranleau - Department for Children and Families

Opiate addiction has had a devastating impact on Vermont. Drug related violence surrounds us, and about 6 months ago DCF lost one of their very own in the line of duty—Family Services Social Worker Lara Sobel. From the moment of impact, Operations Manager Sheila Duranleau walked side by side local leadership to ensure the severely traumatized had the support to heal, and strength to carry on. We are eternally grateful for the grounding, reliable presence that Sheila brought to the epicenter of DCF's greatest trauma. She is the "anchor that held us all together" through the worst storm of our day.

Douglas Farnham - Department of Taxes

Doug Farnham has been an outstanding employee for all four of his years with the Tax Department. After a career in the Army, Doug came to us as a business analyst, where he excelled. He demonstrated a knack for modernizing business processes by leveraging IT in addition to excellent interpersonal and communication skills. Combined with the great respect of his colleagues, these skills made Doug a natural fit for leading our large VTax project. Doug has successfully driven the project through the first phase, the first steps of the second phase, and, to his credit, has fostered excellence on the project by creating a bench from which to draw his replacement. This past year, Doug transitioned to the Director of Property Valuation & Review (PVR), which is a critical and very public position within the Department. The Division is responsible for managing, using and reporting on large amounts of information related to property valuation, a skill that Doug has a particular aptitude for. The PVR Director is charged with specific statutory duties and is the Department's liaison with the other agencies, departments, the Legislature, and municipalities on complex matters relating to the statewide education property tax. Doug has shown his ability to communicate well with stakeholders. He has quickly mastered the complex world of property valuation and education funding. Doug has also immediately established leadership and confidence in PVR.

Jennifer Hart - Department of Libraries

For most of her 27 years in state government Jennifer Hart has worked at the Library for the Blind & Physically Handicapped providing top-notch service to eligible Vermonters. Jennifer's colleagues can attest to her initiative and problem-solving abilities, exemplified by her willingness to become Unit Head while also performing regular duties. We celebrate her today for developing an outstanding local recording program, recruiting and training volunteers to record and edit digital audio recordings of books by Vermont authors for blind and disabled readers in Vermont and across the U.S. Jennifer, you transform the lives of Vermont citizens every day. Congratulations!

Warden Dana Joyal - Department of Fish & Wildlife

It gives me great pleasure to share with all of you this story of a modern-day superhero and selfless human being who did his absolute best to try and save the life of an ice fisherman this spring. Dana Joyal received a call in the afternoon of March 9th from headquarters about some ice fishing equipment that had been left on the ice. Dana quickly deduced that this was likely a fisherman he knew well and he might need help. Dana drove to the fishing access area where he could see the individual's truck parked and also what appeared to be his equipment and boot sticking out of the ice. Dana notified dispatch, stripped off his heavy gear, grabbed his safety equipment and headed onto the ice. Dana immediately began to break through the ice but continued, in an attempt to get to the fisherman. Dana knew that while the man may have already drown, he didn't know how long he'd been in the water. In short, he thought he might have a chance at saving him if he could be resuscitated. Dana struggled further, and eventually went through the ice substantially enough so that he was unable to free himself. Both Dana's radio and cell phone were inoperable at this point and he had fully broken through the ice. Dana struggled for the next 25 minutes, fully up to his neck in 33-34-degree water. By some grace, his life jacket deployed but not before his body temperature plummeted to 92 degrees. Eventually, and due to his incredible fitness level, Dana was able to free himself from the icy water and get himself up onto the ice and walk to shore

where first responders rushed him to the hospital. The life of the ice fisherman was lost, but Dana's efforts were valiant.

Sara Lane, RN - Department of Disabilities, Aging and Independent Living

Sara Lane's reputation is as an expert in her field. She consistently demonstrates leadership skills, and often participates in projects to improve Vermont's long-term care services. Sara recently demonstrated critical thinking in the development of a new system supporting people who self-direct their home-based services. This required many hours of work over the course of a year, engaging external stakeholders and other departments. Sara is the type of employee that smiles when she identifies an opportunity for improving the lives of Vermonters, even if it means extra work in an understaffed environment. Her leadership on this project was truly commendable.

Brent Lantas - Department of Information and Innovation

Brent Lantas has always been a wealth of information and a beacon of hope in the morass of complexity that is the state of technology in the State of Vermont. Brent's experience, foresight, aptitude, and integrity make him an excellent candidate for recognition. Brent is easily the most talented technician we have at DII. His knowledge and experience are not limited to application systems support. He is also well versed in network engineering, network security, and architecture. Because of these attributes and recent loss of staff, Brent's workload is greater than ever. There are few on our team who can truly assist him in the work he does, and none that can do it as efficiently. Brent alone, is the reason that the Agency of Human Services can continue to use their business systems.

Steve Mattera - Office of the Secretary of State

Steve Mattera has been with the Secretary of State's Office (SOS) since August 29, 2011. All of his projects are successful and within budget. Research, RFP, negotiations and contract development for all projects: (1) Corporations integrated system - 88,000 unique transactions annually; (2) five module integrated elections system; (3) first in State, security evaluation; (4) Biz Portal, one stop for businesses at SOS Corporations, Tax Department, and Department of Labor; (5) office-wide desktop migration from Office 2007 to 2013; (6) new SOS website, integrated into division systems; and (7) Agency-wide helpdesk ticketing application.

Greg McGowan - Vermont Veterans' Home

Greg is a wonderful asset to the nursing vocation and the Vermont Veterans' Home. He always presents a superb attitude and calm disposition when performing his duties. Greg has "pitched in" and has been assigned to various neighborhoods here, wherever the need was the greatest. On each and every assignment he enters it with a positive attitude and smile on his face. Even during challenging assignments, his calming positive approach consoles both our Veterans and fellow staff members. Greg is the face of the Nursing Profession, Genuine, Caring and Compassionate. Greg is well deserving of this superb recognition.

Joel Perrigo - VTrans/Highway Division/Municipal Assistance Bureau

A hard working and outstanding employee, Joel Perrigo has played an important role advancing many high profile and complicated projects to the benefit of VTrans and our many customers. In addition to his day to day supervisory and project management duties, Joel was asked to perform a leadership role in assessing the effectiveness and future needs of an important program related to municipal stormwater/clean water which he willingly took on. Joel cheerfully and diligently takes on whatever is asked of him in performing his duties as well as whatever is needed to enhance the operations of our bureau and division.

Brian Smith - Department of Mental Health

Brian Smith has been an effective community partner for over 22 years as Housing Program manager. He demonstrates expert knowledge of housing, homelessness, and housing support services for persons with serious mental illness, and has created multiple housing opportunities in partnership with the Designated Agencies and Vermont's PATH providers. The addition of Pathway Vermont's Housing First model is the outcome of a \$3,000,000 grant award authored by Brian. It is the first application of this evidence-based and nationally recognized model in a rural setting. He was recruited to serve as Housing Taskforce co-chair for the National Association of Mental Health Program Directors (NASMHPD). He has been a presenter at many national conferences. Brian has been a national pioneer in the use of computerized tracking of housing data and is a founding member and President of the New England Regional Homeless Information Service (NERHMIS).

Kevin Stapleton - Department of Labor

Kevin Stapleton, has been a tremendous asset to Labor Market Information. Since joining the team, Kevin has doubled LMI's ability to do public outreach. His presentations are well received and generate a tremendous amount of positive feedback. In addition, Kevin was instrumental in starting a pilot internship program. This program now going into its fourth year has been recognized by our federal partners as a "best practice". Through this program, LMI (in partnership with Workforce Development) has created dozens of valuable professional learning experiences for young Vermonters. Lastly, Kevin is finalizing an analytical tool which will save resources and provide valuable data to the Vermont community on employment and wage outcomes by gender. All of this was possible due to Kevin's professionalism, intelligence and commitment to the Department. He is very much deserving of this award.

Linda Vincent - Department of Liquor Control

Linda Vincent's expertise has proven invaluable to the Department of Liquor Control over the past two years. Linda came to DLC when the IT division was in the midst of a complete upgrade to its Point-of-Sale system that supports the computerized cash registers in the state's liquor stores. Late last year, when one of the system vendors cancelled their contract with DLC, Linda's professionalism was truly evidenced by her can-do attitude. Linda worked with DII and others to come up with another approach to get implementation back on track. Meanwhile, Linda found an interim solution for our cash registers that are not compliant with 'chip reading' technology/expectations. Her staff is in the process of implementing this solution at our 80 Agent stores, with other DLC staff. Linda also found, and is in the process of implementing, a solution for one of our servers that had no back/restoration plan.

2016 Team Nominations

***Ag Water Quality Leadership Team
Agency of Agriculture, Food & Markets***

Team Members: Laura Dipietro, Jim Leland

Jim Leland and Laura Dipietro together created an environment to support a new era of water quality management for farmers across Vermont. Jim and Laura lead a team of Agency employees who provide intensive planning, technical assistance as well as enforcement to implement critical best management practices on farms across the state. Their work with partners – federal, state, non-profit service providers and private sector leaders to ensure program delivery is optimal is key to the Agency's success. Leading the effort to re-write Vermont's Accepted Agricultural Practices to become Required Agricultural Practices, designing a process to meet the EPA's TMDL (Total Maximum Daily Load), and working with the Secretary to find a path forward which supports farmers as well as meets higher standards for water quality and the environment, Jim and Laura listen and respond to the diversity of audiences including farmers, community members, municipal leaders, environmental and business advocates, and public officials. Together, Jim and Laura lead and manage a growing team of scientists, agronomists and specialists, all who believe in a mission which supports Vermont's working landscape, water quality, the farming which keeps our fields open and the Vermont brand strong. Jim and Laura complement each other – blending writing, analysis, team building and visioning. As the Vermont Agency of Agriculture, Food & Markets looks to the future which includes a cleaner lake on which to live, work and recreate, Jim Leland and Laura DiPietro will be remembered as a state agency team which helped to lay the foundational plan for Vermont watersheds to be healthier for generations to come.

***CAPS Trainer/Consultant Team
Department of Human Resources***

Team Members: Chris Cadorette, Amanda Gilman-Bogie, Kathryn Jarvis, Matt Krauss, Marianne Mullen, Marlene Poirier, Amy Rogers

The CAPS trainer/consultant team has coalesced into a skill-sharing, collaborative, production team. They launched Supervising in State Government Level 1 in April 2015 and have trained over 400 supervisors. They receive high ratings from participants despite the fact that SSG1 is mandatory! They infuse a strengths-based approach, and benefits are evident in feedback from HR Field and department managers. The team is consulting and coaching, focusing on engagement and productivity. They are now launching SSG2, using their training expertise to keep it practical while reinforcing diversity, strengths, and continuous learning. DHR colleagues and training directors in other agencies have been enormously helpful and the team is grateful!

**DMV Frontline Counter Team
Department of Motor Vehicles**

Team Members: Katie Bylow, Lisa Fletcher, Dan Pine, Pam Scully, Donna Thomson, Neil Trout

The DMV frontline counter staff meets daily with our customer base. At the start of 2013, we instituted a more active approach to offer the option of becoming an organ donor at the time of license renewal. To date; approximately 200,000 Vermonters have answered this question with an unqualified "YES." This represents almost 2 out of every 5 Vermonters. More progress is made every day, but this activity really does save lives.

**DOC Peer Support Team
Department of Corrections**

Team Members: Kyle Beckwith, Matt Engels, Tyler Prue, Norah Quinn, Stephen Russell, Jodi Safford, Samuel Santos, Monique Sullivan, Jon Turek, Ben Webster, Wendy Yoder

Peer Support is simply one friend or colleague listening to another in order to help him/her cope with stress, a traumatic event or even decompression of the daily grind. Peer Supporters respond to various sites following a Critical Incident to provide Peer Support to their staff. Peer supporters give their time and efforts to support corrections employees process difficult and stressful situations. They are available on short notice, set aside their normal duties and responsibilities to respond to locations of need around the state. They make themselves available to help other process incidents, move forward, and learn from their experiences in a safe environment. Peer supporters are an important part of staff wellness and offer support that can only be given by co-worker that care about the health and wellbeing of their fellow Corrections Employees.

Educator Quality Division Team

Agency of Education

Team Members: Catherine Franks, Rebecca Gile, Deborah Giles, Patrick Halladay, Courtney Ireland, Helen Lamberton, Lisa Pierson, Debora Price, Wendy Scott, Carrie Stevens, Susan Yesalonia

This team is charged with licensing Vermont's 18,000 educators and accrediting our 19 educator-preparation programs. This past year, the team had radically re-organized to reduce application time, launched an online licensing portal, and reduced the need for temporary employees. Recently, the team was recognized as one of the best state licensing teams in the nation for ensuring that educators have been vetted against criminal registries and background checks. These accomplishments have been made while the team has shrunk due to vacancies and retirements by three members (25% fewer staff).

**Hospital Budget Review Team
Vermont Green Mountain Care Board
Team Members: Janeen Morrison, Lori Perry**

The GMCB acquired new software in 2013 to manage the annual Vermont hospital budget process. Lori and Janeen have worked to learn the software, developed a directory and account reporting structure, prepared manuals, provided training for hospitals to adopt the software, and built a library of output reports for analysis and the public. Value added improvements include: (1) higher quality and more accurate hospital data; (2) more flexible reporting and account structures; (3) development of standardized and consistent reports; and (4) creative reporting to quickly combine multiple reports into a "report book" structure that can be quickly and easily distributed to users such as the GMCB, hospitals, and the public.

**ICD 10 Conversion Project Team
Department of Vermont Health Access**

Team Members: Suellen Bottiggi, Daljit Clark, Bekah Kutt, Leanne Miles, Sam Prince, Catherine West, Nik Znamenskis

The DVHA ICD-10 Conversion Project Team comprised of members assigned specifically for their expertise from essential Divisions to serve as project team members. The ICD-10 conversion included a full MMIS system remediation coupled with sister department & provider education and information outreach. The success of this very complex and overarching ICD-10 conversion project is a direct correlation to the extensive work the project team conducted to insure that the MMIS claim processing adjudication system was fully remediated, tested and ICD-10 ready! Moreover, the DVHA ICD-10 Conversion Project team's expertise and oversight ensured that all VT Medicaid ICD-10 identified impacts were addressed, tested and verified, which included; an extensive amount of internal code reviews and code mapping, policy remediation, internal process and system workflow adjustments, UAT and MMIS system testing, and our current post deployment monitoring and tracking for impacts.

**IT Business Analysis Team
Department of Health**

Team Members: Tim Berry, Riley Carlson, Karen Clark, Julie Maslack, Kyle Mitofsky, Matt Sontum

This team has demonstrated outstanding professionalism, dedication, and teamwork - and cross-agency collaboration far beyond their departmental responsibilities. Building on their success in creating a data system for a pilot home visiting program at Department of Health, the team agreed to develop a similar system for a full-scale home visiting program implemented under the Race-to-the-Top Early Learning Challenge grant by Department for Children and Families with close support from Department of Health. The new data system is an integral part of an initiative involving multiple community partners that will touch the life of many vulnerable Vermont children and their families across the state.

IT Project Team

Agency of Natural Resources - Central Office

Team Members: Mark Garrand, Kris Kirby, Siobhan Ferricone, Matt Roy

This team comprised of two application development and two system administrator staff from the ANR Information Technology Division, were charged with migrating the five database applications that support the DEC Lab to the Agency of Agriculture with a minimum of disruption to Lab operations and staff. In coordination with the Agency of Agriculture's IT Manager, the team successfully migrated two complex vendor created applications, Sample Master and Result Point, as well as 3 database applications that support lab data management and reporting. The efforts of the team, notably Mark Garrand who coordinated the project and led the team, were publicly recognized by Hunter Thompson, the Agency of Agriculture IT Manager.

**Lake Champlain TMDL Technical Team
Department of Environmental Conservation**

Team Members: Kari Dolan, Neil Kamman, Ernie Kelley, Mike Kline, Laura LaPierre, Padraic Monks, Marli Rupe, Perry Thomas

This technical team was critical to the development of the new Lake Champlain TMDL and associated Phase 1 Implementation Plan. The TMDL and Plan would not have been possible without the close cooperation and coordination of each member of this team, their enthusiasm for the mission, and their combined technical knowledge which spans critical elements of the TMDL, including agriculture, developed lands, forestry, roadways, wastewater, lakes, rivers wetland, planning, monitoring, modelling and funding. Their cooperative relationship with EPA and "can do" attitude was critical to the success of this effort. They performed under tight timeframes and provided consistently fantastic product. This team is remarkable for both its talent and passion for protecting Vermont's waters. Teams like this are rare and they greatly deserve this recognition.

Stewardship Foresters Team

Department of Forests, Parks & Recreation

Team Members: Louis Bushey, Diana Frederick, Tim Morton, Jason Nerenberg, Lisa Thornton

Collectively these five ANR professional land managers facilitate the integration of ANR's multi-disciplinary approach to state lands management. They lead a diverse team of representatives from Fish & Wildlife; Forests, Parks & Recreation; and the Department of Environmental Conservation. These teams work toward a broad goal of exemplary management of Vermont's state owned land. Their responsibility is increasingly complex due to the growing demands for recreation, conservation, habitat diversity, water quality, flood resiliency, and economic benefit. Each Stewardship Forester demonstrates outstanding leadership, problem solving, and facilitation skills. They demonstrate a clear understanding of the complexities of ANR's land management including varying goals and funding sources for over 600,000 acres of diverse state lands. They collaborate on a regular basis to improve coordination, communication and consistency of state land management across Vermont.

Three Managers Team

Department of Buildings and General Services

Team Members: Mike Blanchet, Deborah Ferrell, Al Simard

The Three Managers – "Working Together". While each of these individuals represent different divisions at BGS, they each share the same professional commitment and dedication to our organization. Their dedication contributes to our success and their ability coupled with their professional approach make each of them a valuable asset. These three individuals have combined, 102 years of dedicated service to the State of Vermont.

**Vermont Forensic Laboratory Team
Department of Public Safety**

Team Members: Amanda Bolduc, Trisha Conti, Denise Gregory, Harry Jeppe, Joy Mapp, Tara Tighe

The mission of the Department of Public Safety - Vermont Forensic Laboratory (VFL) is to provide quality forensic services to the people of the State of Vermont with the highest degree of fairness, professionalism and integrity. To this end, the Laboratory cooperates with other state agencies and departments, local and federal authorities as well as the defense community. The VFL is accredited under The American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD/LAB) International testing program. This prestigious designation was achieved in July 2015. While preparation for accreditation was a monumental task, the Vermont Forensic Laboratory continued to serve its mission to provide quality forensic services to the people of the State of Vermont. This includes laboratory examinations and scientific analysis of evidentiary items, with interpretations and reports of data/findings for use in criminal investigations and civil cases. Customer deadlines were met and challenges facing the laboratory were addressed.

**Waterbury Move Team
Agency of Human Services - Central Office**

Team Members: Karen Crowley, Chris McConnell, Dean Mudgett, Valerie Nickel, Guy Norwood, Dawn O'Toole, Katie Whitney

This team comprised of members of the AHS Secretary's Office helped implement the Waterbury move and assisted staff to navigate change through a series of leadership and change readiness workshops and meetings. This team developed a WSOC website to provide information about the complex including an orientation guide, reference documents and articles to help staff navigate the new dynamic of an open office environment. Their commitment to the move ensured an orderly transition during a time of change. This commitment to positive morale and organizational culture exemplifies the Agency of One approach.

Cross-Agency Selection

Nurse Classification Project Team

Team Members: Gloria Abbiati, Kristin Allard, Jenny Audet, Paula Brown, Kathy Bushey, Christina Cullinane, Pam Dalley, Trudee Ettlinger, Suzanne Leavitt, Kate Minall, Doug Pine, Sue Shepard, Margaret Wilson

In late 2014, AHS and all of its Departments along with the Veteran's Home and DHR, embarked on a massive project to fundamentally change the way we classify and compensate nurses in order to better attract, recruit and retain nurses, who provide such critical services to Vermonters. The Team was committed to developing a nursing compensation structure that will: (a) have internal equity; (b) be competitive with the external market; and (c) be easy to administer so departments can successfully recruit and retain the people with the skills and abilities that they need. And this team went all in, dedicating countless hours to reviewing over 70 different nursing job classes affecting over 300 positions and restructuring a fragmented system into one that is simple, predictable, transparent, fair and sustainable. This effort required collaboration amongst every organization in which nurses are employed, and support from Agency leadership. This new system will significantly enhance the state's ability to provide quality care to some of the most vulnerable Vermonters.