



State of Vermont

2012 – 2015 Strategic Plan

A strategic plan should never be set in concrete. It must continually evolve as gaps are discovered and as our times, people, and circumstances demand.

– Jeb Spaulding, Secretary, Agency of Administration

Version 5, Updated December 17, 2012

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Message from the Governor

I am pleased to present the State of Vermont 2012-2015 Strategic Plan, the foundation of my commitment to ensure our government delivers the best services to Vermonters at the best cost to taxpayers.

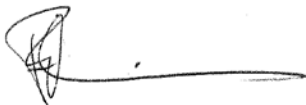
When we began developing a strategic plan, little did we realize that our state would be hit with Tropical Storm Irene. In the wake of that devastation and the scramble to ensure that Vermont not only recovered but was rebuilt in a way that left our state better than Irene found us, state government agencies tore down their traditional silos and worked together to overcome this crisis. Problems that impacted the Agency of Natural Resources also affected Transportation, Human Services, Agriculture and more. The old way of doing business was washed away with the flood waters; lines separating agencies disappeared, and working together, government delivered the services needed to put Vermont on a long-term path to recovery and revitalization.

That spirit is the theme of Vermont's Strategic Plan: Every agency in state government working together to deliver high quality services that Vermonters expect at the best possible cost for the taxpayers footing the bill. The eight priorities outlined in this report are designed to keep government efficient, effective and affordable. I am also committed to keeping government transparent so all Vermonters have easy access to our progress – as well as the problems – moving forward.

The priorities include: strengthening the economy; holding down health care costs; supporting the success of our families and safety of our communities; making Vermont The Education State; protecting and enhancing our natural environment and focus on renewable energy; modernizing state infrastructures; and improving the effectiveness of state government.

This strategic plan is a first step and will evolve over time. It establishes a clear and transparent baseline for Vermonters to gauge our progress. Just as we could not have anticipated Tropical Storm Irene, events and changing times will prompt us to adjust our plan to meet the most pressing needs of the time in the most efficient means possible.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Shumlin', with a long horizontal line extending to the right.

Peter Shumlin
Governor

State of Vermont Strategic Planning Process and Report

Strategic planning is the process by which members of State Government envision its future and develop the goals and strategies necessary to achieve that future. It is integral to the State's effort to allocate resources and measure results. Strategic planning makes it possible to align goals and strategies with customer needs and helps target scarce resources more effectively by clarifying desired results. It also provides context for making organizational and cultural changes and helps to ensure that individual agency perspectives can be linked to the statewide strategic plan.

The Executive Branch of Vermont State Government embarked upon the important effort of Strategic Planning in the spring of 2011 for the planning period of 2012 - 2015. This initiative engaged the Governor and every Agency and Independent Department in a process that will transform the way State Government plans and prioritizes its work.

The Governor articulated:

- A **Vision** Statement.
- **Values** by which all of State Government should operate.
- Seven **Priorities** that provide a strategic planning framework for all Agencies and Departments. (The planning process refined these into eight priorities in the final version.)

The State embraced both a top-down and bottom-up approach to the strategic planning process. The effort began with an Extended Cabinet retreat in June 2011. At this retreat, the Governor shared his vision, values and priorities in a way that was conversational, gathering input from the Extended Cabinet. The Extended Cabinet also had the opportunity to interact with each other, learning how other Agencies and Departments accomplish these priorities. The vision, values and priorities were fine tuned as a result of this retreat.

Agency and Independent Department leaders and managers then attended a facilitated strategic planning workshop, customized for their organization. These groups reviewed the statewide vision, values and priorities and discussed how their work aligned with these priorities. The results of these discussions provided the foundation for determining how best to develop their Agency and Department strategic plans. Based upon the feedback gathered at the Agency strategic planning sessions, the final version of the vision, values and priorities were developed. This final version of the vision, values and priorities is a collective agreement, from the entire executive branch articulating why we exist, what we will value in the process of doing our work, and identifying our priorities.

The leadership teams of each Department then began their own strategic planning processes. Most Departments held facilitated workshops with their Directors and Managers, who in turn brought proposed goals and measures to their line staff for review and further input. Strategies

were then developed. Department plans were then consolidated into Agency plans, which in turn were compiled into the first draft Statewide Strategic Plan.

A revision process followed, in which agencies and departments engaged in a revision of the performance measures. This process was fruitful, as it refined skills in creating measures and targets, and it resulted in the creation of a new, eighth priority: Working Landscape.

The second version of Vermont's Statewide Strategic Plan organized the goals not by Agency, but by the now eight priorities. It was the unification of all Agency and Independent Department Strategic Plans.

The third phase of the planning process brought together key representatives from each of the Agencies to develop an integrated approach to each of the priorities. The result is this version of the Statewide Strategic Plan. It contains goals that reflect the combined efforts of all Agencies and Departments.

This strategic plan focuses specifically on our efforts to achieve tangible goals, using specific measurements to assess our progress. It contains the high level inter-agency goals that reflect the combined efforts of Agencies and Departments. Strategies and measures can be found in the strategic plans of each Agency and Independent Department.

Our success in meeting our goals will indicate our overall progress in achieving our vision. As with all strategic plans, the information contained in this document is fluid and will evolve over time. By design, the goals and measures in Agency and Department plans may need to change based upon new requirements, new laws, budgetary pressures or policy changes.

In closing, it is worth noting that the work contained in this report was developed in large part during the statewide crisis of Tropical Storm Irene. Although many would have thought that planning would have to be pushed down on the priority list, it in fact had the opposite result. Agencies and Departments became further committed to prioritizing their work. State Government has built a firm foundation for planning, which can be leveraged for years to come.

Vermont State Government Vision

I want our children to be able to say of our time leading this state, “They took on some tough issues and as a result, we have better opportunities to raise our families and make a living in Vermont.”

Those tough issues include:

- Creating new jobs and raising the incomes of those who have jobs.
- Bringing down health care costs, while making health care a right not a privilege, and not dependent on one’s place of employment.
- Reducing recidivism and investing in quality educational opportunities from early childhood to continuing education and workforce training.
- Addressing the interconnected effects of climate change, our energy future, environment, farms, services and infrastructures.

Vermont State Government Values

1. State government values its employees and community partners. It demonstrates this by recognizing hard work well done, and by letting employees and partners know they are valued and appreciated. We strive to create an environment where there is mutual respect and mutual support.
2. We value our customers in exactly the same way. We are committed to providing excellent service to our customers that is respectful and responsive to their needs.
3. We value an open, honest and transparent government that clearly identifies its goals and objectives, and is accountable both for performance and the methods by which that performance is achieved.

Vermont State Government Priorities

In the planning period of 2012 – 2015, Vermont State Government will focus on the following priorities:

1. **The Economy:** Create a brighter economic future for Vermonters by raising incomes, growing jobs, improving job training, and improving our quality of life.
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 and overall economic growth, and that gets us better care.
3. **Strong Families, Safe Communities:** Ensure our children's future by supporting the success of our families, the safety of our communities, and the performance and economic sustainability of our schools.
4. **High Quality and Affordable Education:** Ensure Vermont's educational system prepares, in a cost effective and sustainable manner, all learners for success from early childhood through adulthood, and for lifelong learning.
5. **Environmental Conservation and Renewable Energy:** Enhance our quality of life and economic security through environmental conservation and by building a strong renewable energy and energy efficiency economy that will grow businesses, create well-paid jobs, save Vermonters money, get us off our addiction to fossil fuels, reduce our carbon footprint and adapt to the effects of climate change.
6. **Working Landscape:** Strengthen the economies and cultures of Vermont's working landscape by facilitating investments in agriculture and forestry that keep our natural resource based economy healthy and resilient, protect our increasingly unique pattern of alternating villages and countryside, conserve our important wildlife habitat, and bolster the state's resilience to flooding.
7. **Vermont's Physical Infrastructures:** Support modernization and improvements to Vermont's infrastructures, including our electric grid, road network, telecommunications system, and water supply and wastewater systems, to ensure Vermont's long-term economic and environmental sustainability.
8. **State Government and Employees:** Improve the effectiveness of state government by support of a motivated and healthy workforce and through greater accountability, performance measurement, and focus on customer service.

The priorities and goals that follow are intentionally set at a high level to reflect collaborative efforts across state government. After each goal is a list of the agencies and departments who are engaged in work that contributes to the success of that goal. More specific goals, measures and strategies can be found in the strategic plans of those agencies and departments. For more information on agency and department level plans, visit their websites, or contact the administrative office of that agency or department.

Agency Abbreviations

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

- Agency of Administration (AoA)
 - Health Care Reform (HCR)
 - Connect Vermont (CVT)
- Agency of Agriculture, Food and Markets (Agr)
- Agency of Commerce and Community Development (ACCD)
- Department of Education (Agency of Education effective 2013) (Edu)
- Department of Financial Regulation (DFR)
- Agency of Human Services (AHS)
- Department of Labor (VDOL)
- Department of Liquor Control (DLC)
- Vermont Lottery (Lot)
- Agency of Natural Resources (ANR)
- Department of Public Safety (DPS)
- Department of Public Service (PSD)
- Agency of Transportation (VTrans)

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.

P1.1: STATEWIDE ECONOMIC HEALTH, BUSINESS GROWTH, JOBS

Goal 1.1.1: Develop a statewide economic development strategic plan. (ACCD)

Goal 1.1.2: Promote programs, policies and legislation that support economic growth and competitive advantage for Vermont businesses and job creation in Vermont. Provide fair and consistent regulation of the marketplace. (VDOL, Agr)

Goal 1.1.3: In all grant-making and permitting programs, implement continuous improvement methods that will: systematically assess existing business practices for efficiency, transparency, and fairness, taking full advantage of advances in technology, without compromising our vision and statutory obligations to protect the environment. (ANR, Agr, ACCD, VDOL, VTrans)

Goal 1.1.4: Expand consumer and business access to the full range of retail, wholesale and institutional financial services (e.g., loans, deposit services, money transfers, lines of credit, life insurance, annuities, and securities investments) as a means to promote job growth and state revenue. (DFR, ACCD)

Goal 1.1.5: Encourage business growth through State collaboration with Vermont's manufacturing and business sectors, with an emphasis on an increase in the number of Vermont jobs. (DLC, Lot, ACCD, Agr)

Goal 1.1.6: Promote investment and development consistent with Vermont's historic settlement patterns of community centers surrounded by a rural working landscape of farms and forests. (VTrans, ANR, Agr, ACCD)

Goal 1.1.7: Promote the redevelopment of brownfields sites to return these properties to beneficial use, while addressing the health and environmental risks from contamination. (ANR, ACCD)

Goal 1.1.8: Promote growth and innovation and the continued fiscal health of Vermont's captive insurance industry, using our "gold standard" status as a model for marketing traditional insurance in the international arena. (DFR)

P1.2: VERMONTERS' READINESS for WORKFORCE/ECONOMIC SUCCESS

Goal 1.2.1: Help workers achieve permanent jobs with a livable wage and benefits, in a safe and healthy work environment; and support systems for continuous learning for jobs that align with workforce needs of Vermont employers. (VDOL, ACCD, Edu)

Goal 1.2.2: Provide programmatic and economic support to Vermonters who are unemployed, under-employed or otherwise economically disadvantaged, with a focus on removing employment barriers, reducing poverty and addressing the benefits cliff, and improving job and economic security. (VDOL, ACCD, AHS)

Goal 1.2.3: Focus education and economic programs and systems to ensure students at all levels are digitally literate and career ready with the education and specific skills necessary to keep Vermont competitive in the economic sectors critical to the Vermont economy. (ACCD, Edu, ACCD, VDOL AoA)

Goal 1.2.4: Ensure digital literacy for Vermont citizens through statewide access to high-speed broadband and the Internet for Vermonters at all income levels, web-based resources accessible to those with disabilities, and user-friendly e-Government resources. See Priority 7: Infrastructure.

Goal 1.2.4a: Promote and facilitate digital literacy for Vermonters of all ages, recognizing that these skills are essential for 21st century learning, global communication, quality of life and economic opportunity. (ACCD, AoA)

Goal 1.2.4b: Provide citizen access to a wide variety of licensed digital information resources to enhance lifelong learning, to provide reliable health information, and to support career exploration, workforce development and small business. (AoA, ACCD, VDOL)

P1.3: TOURISM, MARKETING, SALES

Goal 1.3.1: Increase the export of Vermont products, the number of foreign students attending Vermont educational institutions, and foreign direct investments in Vermont and Vermont companies. (ACCD, Edu, VDOL, DFR)

Goal 1.3.2: Increase travel to and within Vermont during all seasons. (ACCD, Agr, ANR, VTrans)

Goal 1.3.3: Promote increased opportunity and activity for hunting, fishing and diverse outdoor recreation for both Vermonters and visitors. (ANR, ACCD)

Goal 1.3.4: Build a “Made in Vermont” umbrella marketing and branding program based upon location – made in Vermont – that will provide benefits to value added consumer. (ACCD, Agr, ANR)

Goal 1.3.5: Increase the public’s knowledge and use of Vermont’s parks, historic sites and resources to maintain a shared sense of the environment, history and community, including strengthened stewardship of public and private historic assets. (ACCD, ANR)

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)

Priority 3 – Strong Families, Safe Communities

Ensure our children’s future by supporting the success of our families, early childhood development, and the safety of our communities.

Goal 3.1: Enable the creation of, and facilitate Vermonter’s access to, fair and income-appropriate housing options across the continuum of need. (ACCD, AHS)

Goal 3.2: Reduce the incidence and duration of homelessness for Vermont individuals, children and families. (AHS) (ACCD) (VDOL)

Goal 3.3: Decrease the lasting impacts of poverty on individuals, children and families in Vermont and create pathways out of poverty. (AHS, DPS, Edu, Labor, ACCD)

Goal 3.4: Implement a sustained, comprehensive interdepartmental approach to reduce correctional recidivism, overall crime, and the need for corrections resources. (AHS, DPS, Edu, VDOL)

Goal 3.5: Reduce abuse and neglect of children and vulnerable adults. (AHS, DPS, Edu)

Goal 3.6: Support and enhance public safety through a focus on education, enforcement, and rehabilitation. (DPS, AHS, Edu, VTrans)

Goal 3.7: Provide for and increase access to a statewide network of safe, secure, and resilient transportation systems. (VTrans, AHS)

Goal 3.8: Prepare state government systems and communities for all hazards response and recovery. (AOA, DPS, AHS, VEM, VTrans, and All of State Government)

Goal 3.9: Improve individual and system outcomes/results by implementing a criminal justice information-sharing program. (DPS, AHS, AoA)

Priority 3: Strong Families, Safe Communities

Goal 3.10: Promote and enforce policies and laws to ensure that Vermont's workplaces are safe, healthy and respectful. (VDOL)

Goal 3.11: Enhance highway safety through improvements in infrastructure and driver behaviors. (VTrans, DPS)

Priority 4 – High Quality and Affordable Education

Ensure Vermont’s educational system prepares, in a cost effective and sustainable manner, all learners for success from early childhood through adulthood, and for lifelong learning.

Goal 4.1: Ensure all children across the socio-economic spectrum enter kindergarten ready to learn. (AHS, Edu)

Goal 4.2: Ensure all students graduate high school or college and/or are career ready. (Edu, AHS)

Goal 4.3: Increase the number of Vermonters who pursue and complete post-secondary education, training, and career opportunities. (Edu, AHS, ACCD, VDOL, AoA, Comm. HS of VT)

Goal 4.4: Increase the number of students who are career and college-ready for Science Technology, Engineering and Mathematics (STEM) field opportunities. (Edu, ACCD, VDOL)

Goal 4.5: Support the creation of high quality learning environments that engage students in pursuit of college and career readiness. (Edu, VDOL, AoA, Higher Ed)

Goal 4.6: Efforts will be made to ensure all students attain grade level literacy and numeracy by the end of 3rd grade. (Edu, AHS)

Goal 4.7: Implement a coherent longitudinal data system across the learning spectrum. (Edu, AHS)

Goal 4.8: Enhance Vermont Lottery’s ability to benefit the Education Fund through sales and profit. (Lot)

Goal 4.9: Improve technical infrastructure for all schools. (Edu, DII, AoA, Lot)

Goal 4.10: Accelerate and expand citizen access to digital resources and digital literacy programs to support life-long learning and improved quality of life. (AoA)

Priority 5 – Environmental Conservation and Renewable Energy

Enhance our quality of life and economic security through environmental conservation and by building a strong renewable energy and energy efficiency economy that will grow businesses, create well-paid jobs, save Vermonters money, get us off our addiction to fossil fuels, reduce our carbon footprint and adapt to the effects of climate change.

Goal 5.1: Protect, sustain and enhance conservation of our natural resources for the benefit of this and future generations and to enhance our quality of life (ANR, Agr)

Goal 5.2: Ensure Vermont is more resilient to natural disasters, including flooding, and to the effects of climate change, so that we and our natural resources are able to withstand more severe events into the future, mitigate against future conditions, and enable our ecosystems to adapt to unavoidable changes. (ANR, VTrans, Agr, ACCD)

Goal 5.3: Promote a renewable and low carbon energy footprint to implement climate change goals of the Comprehensive Energy Plan (CEP) while keeping energy costs competitive. (ANR, VTrans, Agr, PSD, ACCD)

Goal 5.4: Promote energy efficiency and conservation in all sectors to improve our environment and enhance our competitive position. (ANR, PSD, VTrans, Agr, ACCD, AoA)

Priority 6 – Working Landscape

Strengthen the economies and cultures of Vermont’s working landscape by facilitating investments in agriculture and forestry that keep our natural resource based economy healthy and resilient, protect our increasingly unique pattern of alternating villages and countryside, conserve our important wildlife habitat, and bolster the state’s resilience to flooding.

Goal 6.1: Expand markets for Vermont forestry, farm and food businesses. (Agr, ANR, ACCD)

Goal 6.2: Provide diversified business opportunities for forestry, farm and food enterprises and land owners. (Agr, ANR, ACCD, PSD)

Goal 6.3: Maintain and enhance the health and productivity of farm and forest land, and wildlife habitats, including ecosystem services (flood resilience, water quality, clean air, etc.). (ANR, Agr, PSD, ACCD, VTrans)

Goal 6.4: Promote outdoor and traditional recreation opportunities and access. (ANR, ACCD, Agr, VTrans, Edu, AHS)

Goal 6.5: Promote Vermonters’ awareness of and engagement with the working landscape to embrace its cultural, economic and environmental realities and benefits. (Agr, ANR, ACCD, Edu)

Goal 6.6: Establish a statewide crop and feed safety program that manages all aspects of agricultural commodity safety, including pathogens, pesticides and other potential contaminants. (Agr)

Priority 7 – Vermont's Physical Infrastructures

Support modernization and improvements to Vermont's infrastructures, to ensure Vermont's long-term economic and environmental sustainability.

Goal 7.1: Concentrate residential and commercial development, and assure supporting infrastructure for that development in keeping with Vermont's existing compact settlement patterns and in a manner that supports productivity of the State's working landscape. (ACCD, VTrans, ANR, Agr, AoA)

Goal 7.2: Achieve universal broadband, with either a fixed or mobile connection, and vastly expand cellular service by the end of 2013. (AoA/CVT)

Goal 7.3: 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. (AoA)

Goal 7.4: Vermont libraries will provide citizens with an expanded and updated "information infrastructure" with 21st century access to library collections and digital resources. (AoA)

Goal 7.5: Preserve, maintain and operate Vermont's transportation system in the most cost effective and efficient manner. (VTrans)

Goal 7.6: Ensure Vermont's water, sewer and stormwater infrastructure meets federal and state requirements and is located and constructed so as to minimize damage and failure in the event of flooding or other natural disasters. (ANR, VTrans)

Goal 7.7: Ensure Vermont's electric infrastructure, at the local distribution and state transmission levels, meets Vermont's needs in the 21st century by:

- **Installing, operationalizing and supporting Advanced Metering Infrastructure;**
- **Increasing communication technology across sections of infrastructure to reduce outages and improve power quality; and**
- **Deploying local, distributed generation in a manner that supports Vermont's electric transmission system. (PSD, AOA/CVT)**

Priority 8 – State Government and Employees

Ensure the effectiveness of state government with practices that support a motivated and healthy workforce and a culture of accountability, continuous improvement, performance measurement, and customer service.

P8.1: PERFORMANCE/ACCOUNTABILITY

Goal 8.1.1: Implement a state-wide budgeting system that facilitates program-based budgeting and that has the capability to retain performance measures related to those programs. (AoA/Finance)

Goal 8.1.2: Produce informative, easy- to- understand documentation of the Governor’s recommended budget. (AoA/Finance)

Goal 8.1.3: Enhance AHS’s focus on program effectiveness, accountability for outcomes, and workforce development and engagement. (AHS)

Goal 8.1.4: 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. (AoA/F&M)

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

Goal 8.1.6: Design and implement a Financial Transparency Website. (AoA/F&M)

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

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

P8.2: BUSINESS PROCESSES

Goal 8.2.1: Enterprise Resource Planning (ERP) Initiative

8.2.1.a: 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. (AoA/F&M)

8.2.1.b: Increase efficiency by providing basic human resource and pay transaction processes online. (AoA/DHR, F&M)

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

Goal 8.2.3: Educate taxpayers, and modernize audit and compliance operations, in order to capture a greater percentage of taxable income and other uncollected taxes and fees across state government. (AoA/Tax, All of State Government)

Goal 8.2.4: Ensure appropriate business outcomes through technology processes and policies, thereby enhancing the reliability and availability of appropriate services. (AoA/DII)

Goal 8.2.5: 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. (AoA)

Goal 8.2.6: Reduce paper transactions and manual data entry in order to increase turnaround speeds and decrease errors. (AoA, All of State Government)

P8.3: FINANCE

Goal 8.3.1: 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, ANR, All of State Government)

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

P8.4: WORKFORCE HIRING, DEVELOPMENT, RETENTION, AND PLANNING

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

Goal 8.4.2: 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, motivation, and a flexible/adaptable workforce;**
- 3. organizational and individual accountability and performance;**
- 4. coaching, feedback, and conflict management.** (AoA/DHR, All of State Government)

P5.5: BUILDINGS AND FACILITIES

Goal 8.5.1: Minimize loss exposure and improve workplace and public safety on all State Government property. (AoA/BGS)

Goal 8.5.2: Improve energy efficiency for all buildings. (AoA/BGS)

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

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

P8.6: COMMUNICATION/CUSTOMER SERVICE

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

Goal 8.6.2: 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. (ACCD, AoA)

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

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

Goal 8.6.5: 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)

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

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

P8.7: PLANNING and PREPAREDNESS

Goal 8.7.1: 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)

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

Priority 8: State Government and Employees

Goal 8.7.3: Develop and implement facility security plans for all agencies and departments. (All of State Government)