

State of Vermont [phone] 802-828-3322
Agency of Administration [fax] 802-828-3320
Office of the Secretary
Pavilion Office Building
109 State Street
Montpelier, VT 05609-0201
www.aoa.vermont.gov

Susanne R. Young, Secretary

MEMORANDUM

TO: Governor Phil Scott, Jason Gibbs and Susanne Young
CC: Cabinet Members, Dru Roessle, Justin Kenney, and Adrienne Gil
FROM: Susan A. Zeller, Chief Performance Officer
RE: PIVOT Update 2017 - 2018
DATE: January 16, 2018

This memo summarizes the status/results of the **PIVOT** program for calendar year 2017, and current plans for 2018. PIVOT is intended to create a continuous improvement culture and system which integrates Top Down Vision with Bottom Up Ideas. PIVOT is led by the Chief Performance Officer (CPO) and the 3 key members most actively involved in RBA and Lean (Dru Roessle, AHS; Justin Kenney, DEC; Adrienne Gil, AOT). The “CPO +3” form the PIVOT Development Team (PDT). In addition, each Executive Branch Cabinet Agency and Independent Departments has an assigned PIVOT Lead with membership on the statewide Steering Committee.

I. **2017 Results**

Targeted Action Plans (TAPs): On June 20, 2017, forty-four (44) Targeted Action Plans (TAPs) were submitted for Gubernatorial acceptance and approved. The purpose of developing the TAPs was to have actionable items to work on in 2017 and beyond; jump-starting our ability to act on process and results improvements, rather than waiting for training program maturity or completion of the Strategic Plan. A “Dashboard” like report on the status of the initial PIVOT TAPs, as of 12/31/17 is attached. The TAPs are in various stages of development, progress and completion, etc. This document is also available electronically at:

http://spotlight.vermont.gov/sites/spotlight/files/Performance/PIVOT/2017_PIVOT_TAP_Update_12.31.17Final.pdf

A. Training: A total of 201 employees and 80 extended cabinet members have been trained in-house by the PIVOT Development Team, since June 19, 2017 (RBA and Lean). Prior to PIVOT, Lean-only training and support was contracted by DEC and AOT at a cost approaching \$300k, and trained 340 employees and 58 leadership positions from 2013 - 2017. In total, we now have 541 employees and 130 leaders/managers trained in some level of continuous improvement methodologies.

B. Steering Committee: The statewide Steering Committee has been established, consisting of the PDT members, the Chief Data Officer, and one representative from each of the 12 Cabinet Agencies and Independent departments. The Committee will provide governance, project selection advice, dissemination of best practices, training curriculum changes, assistance, etc.

C. **A Green Belt (GB) Practice Network** has been established. The network meetings are an opportunity for GBs to support and learn from each other. By sharing experiences, practicing skills, learning new tools, and staying connected, GBs will develop and sustain an infrastructure for continuous improvement to rely on for effective and consistent facilitation.

D. **SharePoint Sites:** A system of SharePoint sites has been established for collaborative work, documents, resources and communication, including separate sites for the PDT, PIVOT Team members, Green Belt Network, and Project Team sites as necessary.

II. 2018 Plans

1. Continue work on 2017 TAPs to completion;
2. Establish periodic meetings schedule with Cabinet and PIVOT Leads to review TAP progress;
3. Transfer White Belt training to Center for Achievement in Public Service (CAPS) workforce development staff;
4. Develop plan to ramp-up training capacity to meet strategic goals;
5. Continue working on the Service Domain, Program and Activities inventory (SPA Matrix):
 - S = Service Domains (broad services categories provided);
 - P = Programs (deliver services through Programs);
 - A = Activities (common processes and activities used to manage Programs).
6. Form a chartered Project Team for the new Outcomes-Based Programmatic Budget construct (key goal in AOA-Strategic Plan). The final SPA Matrix will be the basis for the new budget construct, eventually allowing for budgeting by organization (as we currently do), by individual Programs, and by Service Domains across Agencies - such as "All Housing Service."
7. Finalize the state Strategic Plan and planning process, with annual updates and to transcend administrations;
8. Future TAPs will be developed from the Strategic Plan and/or the continuous improvement process being built within each agency and departments;
9. Form a chartered Project Team for a Dashboard template and Open Data portal expansion, including Dashboards for the Strategic Plan, PIVOT and 2014 Act 186 Outcomes;
10. Assist Cabinet units in developing TAPs from the Strategic Plan and/or continuous improvement efforts;
11. Continue the institutionalization of a Continuous Improvement Culture, including process improvement methodology training (RBA and Lean), driving improvement work strategically, and pairing top down vision with bottom up ideas.

We believe we have made great progress in 2017, PIVOT's formative year. Our progress to date leave us well positions to increase trained employees and engage in projects which will improve results, make processes more efficient, eliminate waste, improve customer service and build programmatic capacity. Please feel free to contact me with questions at: susan.zeller@vermont.gov.

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														<div style="display: flex; justify-content: space-between; align-items: center;"> Green - On Schedule Yellow - Delayed Red - Behind Gray - Not Started </div>	
STATEWIDE PROJECTS															
S.1	ANR	ANR, ACCD, AAFM, AOT, NRB, DPS-FS, PSD, AOA-CPO	Statewide Permit Improvement: Phase 1	> Turn the focus of process to align with the customer's focus; > Develop improved business processes across all permits and across agencies.	X	X			Statewide project; Chartered Lean event(s)	4/14/2017	on-going	15			As part of a targeted action planning exercise, the Agencies of Commerce and Community Development (ACCD), Transportation (AOT), Agriculture (AAFM), and Natural Resources (ANR), the Departments of Public Safety (DPS) and Public Service (PSD), and the Natural Resources Board (NRB) submitted independent process improvement project proposals to the Governor. These projects are in varying degrees of implementation. Eight individuals from the aforementioned Agencies and Departments are meeting monthly for the purposes of sharing information and improving collaboration. This group has also been tackling some discrete tasks including: Creating an inventory of permits which identified a total of 209 permits (not including Department of Health) categorized primarily in three areas: Construction (47); Operations – Entity (93); and Operations – Site (58). Discussing jurisdictional overlap by sector and project type. Reviewing customer comments received during the ANR Listening Tour and other ad hoc means to better understand customer expectations and to determine where additional data may be needed. Identifying the various technological systems in place for online permitting and customer interaction.
			Future: Statewide Permit Improvement: Phase 2												
			Future: Statewide Permit Improvement: Phase 3												
S.2	ADS-AOA	ADS, AOT, AOE, CMO, AHS, AOA-CPO	Open Data Portal and Outcomes Dashboard	> Redesign Open Data Portal; > Develop Outcomes Dashboard template for use by all agencies > Expand datasets > Develop data governance policies and procedures		X	X		Project Plan; Needs Assessment; RFP; Implementation	7/19/2017	on-going 1/4/18 (StrPlan) 4/30/18 Act 186 6/30/18 (Budget)	6			Chief Performance Officer and Chief Data Officer working on addressing the Open Data Portal. Current provider will be very expensive to add functionality we desire. AOT assigned ADS developer has previewed a reasonable option which can be developed in-house, using PowerBI and Tachometer (we have both). Initial preview was more than promising. Decision to use Strategic Plan Dashboard as the beta site. The goal is to have a dashboard "template" usable by all agencies - standard format, but user-defined content. CPO & CDO will assemble one or two Project Teams for Open Data and Dashboard Template and begin determining project(s) scope, timeline, etc.
S.3	AOA	AOA, ADS, AHS, GMET	New Budget Construct	> Develop Outcomes-based budget construct; > Provide improved budget transparency & accountability > Track spending and performance measure for Programs > Breakdown siloed budgeting		X			Education in-house and JFO/Legislature; Needs Assessment & final design; interim work around; Implementation	10/4/2017	on-going 9/30/2019	24			Proposed high-level construct designed in draft; Meetings held with Budget & Management, Cabinet Level CFO's, Joint Fiscal Staff and House Appropriations Committee (12/19/17). ADS' new IT expenditure tracking model aligns. A related transition project has been included in AOA Strategic Plan Goals. Current VISION and Vantage Systems can be modified to accommodate. Eventually - GL redesign will be necessary. Upgrade of VISION is currently under development, new budget model will be incorporated. New GL chart of accounts and roll-up will be part of the VISION upgrade. Vantage will change after VISION is revised. CPO and CDO will lead Project Team being chartered (A3) now.
AGENCY PROJECTS															
1.1	AOA-LIB	AOA-LIB & VDOL	Job Helpers	> Expand help to citizens for resumes and job application on-line at local libraries; > Coordinate efforts with VDOL for maximizing regional coverage.	X				Partnership with CCV, Build community use base for program	8/1/2016	On-going	12			The program is active in 11 of the 12 libraries.. The Brattleboro Job Hunt Helper (JHH) moved on, CCV is in the process of establishing a new JHH in that location. 2 trainings have been completed to the JHH students on VT libraries, reference interview tips, resources, etc. Marketing of the program is being done by CCV, buying display ads in local papers, media alerts, and press releases are being done to notify more people of the program. JHH's have started connecting with VDOL offices in the town where they are working to make sure that appropriate referrals are being made in both directions (by JHH's and VDOL). LIB had initial meeting with VDOL to discuss future partnerships.
1.2	AOA-BGS	AOA-BGS, FIN, AGO	Streamline Contract process within AOA (BGS, FIN) and with AGO	> Correct usage and understanding of procurement tool; > Streamline communication (internal and external); > Create realistic expectation; > Identify workflow for emergencies; > Faster turnaround with AGO and AOA.	X				See notes section.	9/25/2017	9/28/2017	4			The following opportunity for improvement were identified: <ul style="list-style-type: none"> Extend E-sign process. Create parallel e-sign contract approval process to get the contract to the vendor sooner. Streamline distribution process. Increase approval thresholds for SoA. Make recommendations for budget analysts to approve only exceptions & waivers. Update internal office processes to include 3 checklists to ensure quality checks and balances occur. Review the use of standard bid process to determine if there are ways to utilize the simplified bid process. As a result of the event, average contract approval time has seen decreases from 46 days to 26 days. Our goal after full implementation is 21 days or better.
1.3	AOA-CO		Billing Process Improvement	> Standardize process across customer base > Improve efficiency and reduce staff time		X			Identify highest volume users/Outline Current Processes/Establish Ideal Process/Improve each billing type to match Ideal Process	10/1/2017	10/1/2018	12			We identified four customers – ADS Telecom, BGS Postal, BGS Print, and BGS Fleet – that make up 90% of our total billing workload each year (which is a total of 81,879 bills in FY17). ADS Telecom, BGS Postal, and BGS Print send interface files to AOA Accounting who upload them into VISION and mails the bills to the appropriate customers. This process takes 4-8 hours to complete each month for our accountants. BGS Fleet sends an average of 1,662 paper invoices to AOA Accounting each month. The accountant manually enters each item into VISION and mails the bills to the appropriate customer. This process takes 70-80 hours each month for our accountants. - We are going to use ADS Telecom, BGS Print, and BGS Postal as a model to improve the BGS Fleet Billing process. We are going to work with Fleet and the developer at ADS who designed the interface files for Print and Postal to create a billing file for Fleet. A successful interface file will reduce the time spent on fleet billing from 70-80 hours per month to 4-8 hours per month (800%), in addition to having a more consistent and accurate product. - Through new access and education in existing State technology, we are also moving from mailing to emailing bills to customers for Print, Postal, and Property Management. This will save time for our accountants as well as cost of postage on an average of 40,000 invoices per year.
2.1	ADS		Skype for Business - Web/Audio Conferencing	> Standardized system; > Flat fee vs. usage charges > Elimination of travel time and mileage reimbursement		X			Identify Citrix/WebEx users - Pilot Users Provide Training Resources to new users Get sign off - close out Citrix/WebEx accounts. Identify Cost Savings	4/10/2017	ongoing	14			Accounts identified. Reach out to account admins and IT Managers across the State to identify users of web/audio conferencing. Training materials provided -- combo of demos/online training. Over 53 accounts identified across the state. 12 closed out. Many more testing and training at this time. Cost savings identified at about \$193,000 savings annually. More \$\$ to be identified and more accounts closed as timing/training permits.
3.1	AAFM		Permits - Large Farm Operating Rules	> Reduce time to permit > Improve compliance	X	X			LEAN	8/1/2017	on-going				v Completed. o Program Charter Completed o Internal Staff mapped out the current LFO permitting business process.

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														<div style="display: flex; justify-content: space-between;"> <div style="width: 15px; height: 10px; background-color: green; border: 1px solid black;"></div> Green - On Schedule <div style="width: 15px; height: 10px; background-color: yellow; border: 1px solid black;"></div> Yellow - Delayed <div style="width: 15px; height: 10px; background-color: red; border: 1px solid black;"></div> Red - Behind <div style="width: 15px; height: 10px; background-color: gray; border: 1px solid black;"></div> Gray - Not Started </div>	
				> Better communications with permittees										<ul style="list-style-type: none"> <input type="checkbox"/> Timelines were assigned to critical steps in the process that could expedite the permitting process • In Process: <ul style="list-style-type: none"> o Staff developing a list of stakeholders and process for revision of the LFO Rule. o Exploring different permitting strategies o Establish work groups for each strategy • Next Steps: <ul style="list-style-type: none"> o Formalize LFO permitting business process map o Further develop and integrate "Permit Application Review Checklist" as part of initial permit application review o Further develop baseline data for the following tiers of permitting: 	
3.2	AAFM		Multi-Year Licensing	< Change from annual to Multi-year (3) licensing, certification, registration, etc. < Reduction of administrative time by 2/3.	X	X			LEAN	5/1/2017	9/30/2018	17		<ul style="list-style-type: none"> √ Completed. <ul style="list-style-type: none"> o Program Charter Completed o Met with all relevant program staff o Identified programmatic requirements prohibiting multi-year (annual bonding, labeling & reporting requirements) o Have gone live with system upgrade and 'bulk renewals' • In Process: <ul style="list-style-type: none"> o Identifying financial impact to applicable programs o Working with database contractor to establish scope of work & cost of implementation o Reviewing potential financial impacts with program managers • Next Steps: <ul style="list-style-type: none"> o Prepare & submit proposal for selected programs to Agency Leadership o Present plan to IT Committee o Outreach to impacted population o Implement 	
3.3	AAFM		Credit-Card Payment Acceptance	< Improve customer service (no checks) < Save customers money (no postage)	X	X			LEAN	5/1/2017	7/31/2018	15		<ul style="list-style-type: none"> √ Completed. <ul style="list-style-type: none"> o Program Charter Completed o Initial walk through requirements with database vendor o Have gone live with system upgrade and 'bulk renewals' • In Process: <ul style="list-style-type: none"> o Obtaining scope of work and cost estimate from database vendor to implement on-line licensure • Next Steps: <ul style="list-style-type: none"> o Present scope of work and cost estimate to IT Committee and Agency Leadership for consideration o IT will work with 3rd Party Payment Processor & database vendor for steps to bring on credit card & on-line payment acceptance o Outreach to impacted population o Implement 	
3.4	AAFM		Grant & Contract Management System	< Improved turn-around time for under review < Reduced administrative time	X	X			LEAN	6/8/2017	7/31/2018	14		<ul style="list-style-type: none"> • Completed: <ul style="list-style-type: none"> o The Ag Development Grants and Contracts Team created an administration and process flow document for our Grants Management System (GMS) with input from the Ag Development Division program managers and Division leadership o Program Charter Completed identifying our project scope, goals and performance indicators o One-day LEAN Event held in June 8, 2017 o During this workshop, all unresolved issues and ideas were captured and ranked for difficulty o Implementation Team met with Justin Kenney on June 21, 2017 and categorized all the tasks and unresolved issues from the workshop into five different categories (Technology, Info structure, Standardization, Roles and Responsibility, and Customer Service) o This categorized list of tasks established the draft implementation plan proposal to share with the larger Ag Dev Grants and Contracts group o The Implementation Team met on July 7 to begin the process of establishing timelines and responsible parties for each of the Lean tasks o The team started with 'easier to accomplish' tasks to develop reasonable 3-month goals o Business Office - paperless grant processing implemented o Implementation Team and larger Grants and Contracting Team of Ag Dev meet monthly to go over implementation plan, and to communicate progress o 95% of 'green' - easy to accomplish tasks (17 total) - were completed! The last remaining item is 95% completed. o 30% of 'red' - difficult to accomplish tasks (7 total) - were completed. o Baseline key performance indicators were created. These include: number of days from grant decision to executed agreement; number of days from invoice to payment; and a grant program manager survey to quantify change in granting process satisfaction over time. o The average number of days it took to fully execute a grant agreement in 2016 was 101 days. o The average number of days it took to fully execute a grant agreement in 2017 was 77 days. o The baseline score for grant program manager satisfaction was 60.71% • In Process: <ul style="list-style-type: none"> o On July 12, the Implementation Team shared the first prioritized tasks with the larger Grants and Contracting Team of Ag Dev (now the GMS Lean Team) o Empowered to complete assigned timelines to priority tasks and then reconvene the whole group to confirm task assignments and begin to move ahead on implementation o Some tasks are pending vendor update of the Grants Management System, anticipated for February/March 2018. Two 'red' tasks will be accomplished with that update. o Several tasks were removed from the initially generated list as they were deemed no longer relevant to the granting process or were out of non-compliant with Bulletin 5.0. o Anecdotal evidence indicates a substantial increase in grant program manager satisfaction in FY18. o Grants and Contracts Team is continuing to track Key Performance Indicators. • Next Steps: <ul style="list-style-type: none"> o Follow-up meetings to access implementation 	
4.1	ANR		Electrify Current Use Forest Management	< Increase inspection visits from 56% to 100% < Increase management plan harvest compliance to 95%	X	X			Field insp form - reviewed and being refined Plan Template - first draft nearly complete	7/15/2017	12/31/2017	5		<ul style="list-style-type: none"> o Inspection form IT elements are proving more cumbersome than expected though resolvable. Completion is anticipated for 5/1/18. -- Plan Template Draft elements are complete and the recommendation is being formalized by the Private Lands Advisory Committee following the most recent meeting on 12/13/17. FPR and county foresters are beginning formal review in anticipation of the recommendation over 4 scheduled meetings on January 10, 16, 23 and Feb. 6th. Initial meeting with ANR IT to begin development occurred on January 3rd based on info available the developer is confident in the feasibility of the project and very positive about the groundwork 	

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														Green - On Schedule Yellow - Delayed Red - Behind Gray - Not Started	
									Develop Activity report for digital submission	7/15/2017	12/31/2017	5	Red		In support of project to date. This component is on track. A LEAN event is under development in support of this component, which will focus on mapping development, submission and review. This was not originally planned as part of the project but has the potential to significantly compliment the other elements of the project. This will be a interagency effort involving FPR and PVR primarily, with input from Listers and Assessors from towns and consulting foresters. -- Forest Mgmt. Activity Report form is completed, data transfer process designed, however form submission mechanics are delaying final deployment due to capacity issues at PVR. Completion is expected by 4/1/18.
4.2	ANR		VOREC - Creating an Exceptional Vermont Outdoor Recreation Experience	Lead and coordinate a collaborative group created by Governor Executive Order including organizational guidance and goals	X	X			Appoint a 15 member Vermont Outdoor Recreation Economic Collaborative (VOREC)	6/15/2017	6/15/2017		Green		With the issuance of Executive Order No. 11-17, Governor Scott established the Vermont Outdoor Recreation Economic Collaborative. The effort is to be guided by the VOREC steering committee, made up of Vermont businesses and non-profits including outdoor manufacturers, retailers, brand representatives, trail and user groups and conservation organizations, as well as state government.
				Identify and coordinate opportunities for stakeholder involvement					The collaborative designs outdoor recreation conference	6/15/2017	6/20/2017		Green	The VOREC steering committee's purpose is to engage with businesses, government, the nonprofit sector and the public to identify specific outcomes that promote business opportunities, increase participation opportunities, and strengthen the quality and stewardship of our recreational resources, and provide recommendations to the Governor based on that purpose.	
				Establish work groups to execute targeted action plans					Gather relevant background such asset, use, economic impact, inventory and data				Gray		
				Hold outdoor recreation conference hosted by VOREC (includes many stakeholders)					8/2/2017	8/3/2017		Green	As of 12/31/2017 VOREC has hit nearly all milestones identified in the TAP. Items not completed are either next steps or by design being incorporated into later actions. The one delayed item is imminent and involves engagement with the office of the Governor. . The work of this collaborative has publicly engaged with hundreds of Vermonters and resulted in 1000's of pieces of feedback. The Governors approval and endorsement of the implementation of the next steps will trigger new and/or amended Targeted Action Plans.		
				Draft action items and recommendations for broader stakeholder input					8/3/2017	9/12/2017		Green			
				Hold statewide regional meetings to gather broad input on draft recommendations					9/12/2017	10/24/2017		Green			
				Report at national SHIFT (Shaping How we Invest For Tomorrow) festival					11/2/2017	11/2/2017		Green			
				Develop next steps in strategic action plan (Recommendations)					11/28/2017		1	Yellow			
			Update / develop new targeted action plans (Implementation)												
			First official report to the Governor	9/15/2017	9/15/2015										
4.3	ANR	ANR, ACCD, AAFM, AOT, AOA	Share Clean Water Project Success w/Dashboard	< Enhance transparency for \$50 million spending < Collaborate with AOT, AAFM, AOA, ACCD for content	X				Database enhancement: focus on external communication	7/1/2017	10/1/2018	15 months	Green		Team charter developed; external stakeholder survey completed in September. Power BI selected for external dashboard platform; data management - currently under review for clean up, consistency and simplification. Three phases of implementation: (1) individual funded projects one page completion reports (complete in February), (2) dashboard using Power BI (complete in March); (3) interagency coordination and integrated database (complete by October).
4.4	ANR	ADS	Permit Process Improvement: Initial Contact	Improve customer satisfaction with the initial contact portion of the permitting process by: --Making the process by which customers obtain information about the permitting process simpler, more consistent and less time consuming, and; --Improving the ability of customers to understand and successfully navigate the process.	X	X			Lean/DMAIC	4/14/2017	Ongoing	16	Green		A team of diverse staff from across the Agency was pulled together and has been working through the motions of the project plan. The team has gone through the steps of using SIPOC to better define what initial contact is and identifying critical to quality requirements tied to performance measures. Work has just begun on data collection and analysis which will include looking deeply at website metrics and project review sheets.
5.1	ACCD		Create Cross-Sector Marketing Strategy	< Share marketing resources across departments	X				< Create inventory of marketing assets and staff skills.	10/16/2017	1/31/2018	3.5	Green		Initial survey has been distributed to capture program needs and staff skills/capacity to identify opportunities for alignment.
				< Create system and workflow to allow resource sharing					< Develop and document workflow for creative projects; document process to share assets/resources.	2/1/2018	5/30/2018	4	Gray	Using survey results, prioritize creative services and marketing activities for alignment and develop/document corresponding resources and workflows.	
5.2	ACCD		Information Governance Initiative	< Document Data governance					< Create stewardship team & charter	9/27/2017	10/3/2017	0	Green		Completed
				< Create easy access to data					< Develop data management maturity model	11/1/2017	1/31/2018	3	Green	In progress	
				< Allow for better decision making using data					< Create data catalog template	11/1/2017	11/30/2017	1	Green	Completed	
				< Complete agency-wide data catalog					2/16/2018	4/13/2018	2	Green	Ahead of schedule, project team is working with departments to fill in data sets and sources in the catalog.		
				< Create data standards for Dynamics CRM Pilot					12/16/2018	2/16/2018	2	Gray	Dependent on maturity model being completed.		

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														<div style="display: flex; justify-content: space-between; font-size: 8px;"> Green - On Schedule Yellow - Delayed Red - Behind Gray - Not Started </div>	
5.3	ACCD		Program* Workflow & Automation (*Program = grants, tax credits, contracts, incentives)	< Eliminate guesswork with documentation	X				< Compile comprehensive list of all ACCD Programs and determine which do not have a documented workflow	7/31/2017	9/18/2017	2	Green		v Completed. 40 Programs documented; 11 formal workflows identified; 13 workflows remain to be completed during this TAP--will be consolidating several programs into one workflow--as in all pass-through grants will use the same workflow.
				< Consistency between programs				< Complete selection of four programs to streamline and implement in GEARS	7/31/2017	10/4/2017	3	Green	v Completed. Programs chosen: 1. VTP Pipeline Grants; 2. TIF Annual Reporting; 3. Certified Local Government grants; 4. STEP grants		
				< Better coordination and expectations management				< Identify KPIs for each of the four Programs chosen for automation	10/4/2017	12/1/2017	2	Yellow	Programs completed: 1. VTP Pipeline Grants; 2. TIF Annual Reporting		
				< Better outcomes for customer through improved communication				< Create implementation plans for each Program being created in GEARS	10/4/2017	4/30/2018	4	Green	Programs completed: 1. VTP Pipeline Grants; 2. TIF Annual Reporting		
								< Complete implementation of Programs in GEARS		12/30/2019	24	Green	Programs completed: 1. VTP Pipeline Grants; 2. TIF Annual Reporting		
				< Document current workflows for all Programs.		12/31/2019	24	Green	Programs completed: 1. VTP Pipeline Grants; 2. TIF Annual Reporting						
6.1	AOT		Oversized/Overweight Permits - Phase 1	< Timely categorization of revenue		X			Establish steering committee	Aug-17	Aug-17		Green	< Steering committee has been established. Members have changed due to some staff changing positions.	
				< Streamline operational functions across all locations and units				Review and finalize TAP	Oct-17	Oct-17		Green	< TAP has been reviewed with initial group. Modifications are being made and will be shared with the new members		
				< Reduce staff time, improve accuracy, reduce risk of fraud				Process mapping event	Jan-18			Yellow	<Process mapping event has not been held.		
								Create on-line intelligent forms	TBD			Yellow	<Rest of activities dependent on mapping event results		
								Establish pre-approved routes and envelope size	TBD			Yellow			
				< Enhance system security, internal controls and financial reporting				Go live single trip permits		Mar-18		Gray			
6.2	AOT		DMV Cashiering System (Point of Sale)	< Timely categorization of revenue		X			draft RFP and requirements	2015		12	Green	<Revenue categorization is now at 2 days vs 5 days	
				< Streamline operational functions across all locations and units				award contract	Jan-17	Jan-17	4	Green	<Streamlining operational functions is on-going		
				< Reduce staff time, improve accuracy, reduce risk of fraud				Configure system	Jan-17	Oct-17	10	Green	<Accuracy continues to increase, risk of fraud has been reduced due to system tracking		
								Test Outputs	Sep-17	Oct-17	4 weeks	Green	<System security has been enhanced, internal controls and reporting enhancements are on-going		
								Train Staff	Oct-17	Oct-17	2 weeks	Green			
				< Enhance system security, internal controls and financial reporting				Implement system	Nov-17	Nov-17	3 days	Green			
6.3	AOT		VTrans "Master Grant" Grant Process Reform	< Single Master Grant agreement per Grantee for multiple grants	X				Find and study other jurisdictions' prior similar initiatives for lessons	6/1/2017	12/31/2017		Green	STEP 1: Based upon examining other jurisdictions, VTrans' Master Grant concept is both broader yet simpler than NY's 'grants reform. USDOT's Federal Transit Administration has a Master Grant process and documents that could (in simplified form) be a good starting point. Neb. DOT's Hwy Safety has a "Mini Grant" extra-expedited process that could be woven into VTrans' Master Grant for small grants.	
				< Compliance standard across each funding stream										Green	STEP 2: Commenced and ongoing
				< Reduce administrative workload for VTrans and grantee.				Confer with compliance and internal stakeholders to scope needed changes and safeguards	8/1/2017	4/30/2018		Green			
7.1	VDOL		Organizational Performance (Culture Shift)	< organizational structure and environment that achieves "organizational excellence"	X		X		Employee communication and root cause analysis		18-Dec		Green	Annual PIVOT review of each Division	
				< customer and employee benchmarks								18-Dec		Green	Increase completion rate for annual evaluations from a current rate of 20% to 75%
				< Valued staff								20-Dec		Green	Increase staff participation in the DHR employee engagement survey from 25% to 90%
												20-Dec		Green	Increase percentage of VDOL employees who are 'satisfied' with their job from current level of 68.2% to exceed the state-wide average of 76%
7.2	VDOL	DVR, AOE, LIB	WIOA Implementation	< Integrated system of training in regional job centers	X		X		System and regional development; customer service improvement		19-Jan		Green	Establish a locally-tailored service referral system;	
												19-Jan		Green	Establish a job inventory database in all 12 regions;
				< Leverage partners for better resource usage								20-Jul		Green	Establish one full-service One-Stop Job Center and three satellite One-Stop Job Centers
												19-Jul		Green	increase the total amount of staff-assisted services to un- and under-employed Vermonters by 10% over 2017 levels
7.3	VDOL		UI Modernization	< Better meet federal data reporting	X		X	IT Project Plan and implementation		17-Oct		Green	Develop Master Schedule (COMPLETED)		

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														<div style="display: flex; justify-content: space-between; font-size: 8px;"> Green - On Schedule Yellow - Delayed </div> <div style="display: flex; justify-content: space-between; font-size: 8px;"> Red - Behind Gray - Not Started </div>	
				< Improved customer service										<ul style="list-style-type: none"> 18-Feb Identification/Definition of Forms 18-Mar Requirements Gathering 18-Jul Internal development 18-Aug testing 18-Sep Final Implementation 18-Oct Go Live 	
8.1	DPS		Policies & Procedures	<ul style="list-style-type: none"> < Centralized digital policy & procedure repository < New Employee policy on-boarding < Improve internal communications 		X			<ul style="list-style-type: none"> *Created charter and identified key members. *Gather all policies/procedures and other pertinent materials. * Develop centralized digital policy/procedure repository. 	11.01.17	11.30.17	1 month	Complete		
														In progress	
8.2	DPS		Purchasing & Contracting	<ul style="list-style-type: none"> < Streamline process < Reduce number of approvals < Centralized request system 		X								Currently waiting on the outcome from the State Wide process improvement project, before internal process improvement project begins.	
8.3	DPS		New Hire On-Boarding	<ul style="list-style-type: none"> < Reduce timeline by 50% < Decrease hardcopy documents by 75% < Produce single, measurable process flow < Customer friendly documents 		X			Develop Project Charter, and identify stakeholders.	09.01.17	10.01.17	1 month	Complete		Currently waiting on the outcome from the State Wide process improvement project, before internal process improvement project begins.
8.4	DPS		Intergovernmental Data/Document Sharing	<ul style="list-style-type: none"> < Open data system for public and internal data < Document management system 		X									
9.1	AOE		School Finance data collection efficiency and quality improvement	<ul style="list-style-type: none"> < Collect both pre-audit and audited data more efficiently < Reduce turn around time < Eliminate within and between entity discrepancies 		X			<ul style="list-style-type: none"> >Develop charter and select teams members >Gather information /materials and hold event >Implement changes >Track Progress 	7/15/2017		6			
9.2	AOE		Technical Assistance Production Process	<ul style="list-style-type: none"> < Develop a formal process for generating technical assistance < Train staff in use < Achieve 80% technical assistance drafted, reviewed and published within established timeline < Denial of unsuitable technical assistance upon first submission 		X			<ul style="list-style-type: none"> > Develop charter and select team members > Prepare for event (Rules, Guidance, and Guidelines) > Hold event (Rules, Guidance, and Guidelines) >Implement changes to process and train employees (Rules, Guidance, and Guidelines) >Track and report performance 	7/15/2017		11		Project is ahead of schedule as we will be holding one event for Rules, Guidance, and Guidelines	
9.3	AOE		English Learner (EL) Survey Process	<ul style="list-style-type: none"> < 75% surveys completed with no revisions or corrections < Streamline the process with 75% surveys submitted electronically < Improve accurate information received to 50% of the time 			X		<ul style="list-style-type: none"> > Develop charter and select team members > Hold project kick off meeting and identify survey questions >Send survey out >Review survey results > Prepare for event >Hold LEAN event >Create Implementation Plan/Project Plan >Implementation >Track, Monitor changes 	7/15/2017		10		Project is behind due to scheduling issues with stakeholders in schools. Lean event is scheduled for 1/9/18-1/11/18. Project is expected to be on schedule to begin final step in February 2018.	

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														Green - On Schedule Yellow - Delayed Red - Behind Gray - Not Started	
10.1	AHS		Universal Screening	< Understanding/framework for assessing needs and risks at entry and exit < Measure and monitor assessing screening practice < Screening should lead to: earlier intervention; increased utilization of lower levels of care; increased % of referrals to assessment; decreased utilization of higher levels of care < Holistic understanding of clients" needs < Identify gaps in service system		X	X		>Agency wide project >Assess current screening tools and processes. >Assess how current screening processes and results are measured and monitored >Analyze screening processes against a standard >Develop implementation and monitoring plan for changes in practice	TBD	TBD	6mo-1 yr.	Yellow	Project is on hold while AHS considers projects associated with Strategic Plan goals that will bring clarity to business need. This project is subject to change as AHS staff works with leadership to identify highest areas of leverage and opportunity for achieving goals related to ensuring increased utilization of lower/appropriate levels of care ND efficient business practice related to screening and referring clients across program, service type, and provider.	
10.2	AHS		Grants Management	< • Clear and traceable strategy aligning grants to intended outcomes < • Consolidate grants to individual providers to reduce administrative burden < • Expectations for like-services and performance measures are consistent < • Performance measure data, outcomes and quality reported in a consistent format with improved monitoring	X	X	X		>Agency wide project >Assemble agency wide project team >Determine scope of project and timeline >Assess current processes associated with managing grants > Document current processes within scope > Compare processes to a standard and to other agencies/departments in SOV > Develop recommendations to improve process >Compare to electronic grants management system owned by SOV >Develop implementation and communication plans for new processes and procurement strategy	Feb-18	TBD	TBD	Yellow	PIVOT Lead continues to hold meetings with project sponsor and project lead to confirm scope and necessary resources to manage the project in an achievable way. This is an agency-wide project that will document current process against a standard representing an improvement, and standardize practice across the Agency in preparation for exploring an electronic grants management system. The identification of a project team has commenced but will not formalize until project facilitation resources are secured, which are TBD and potentially a risk for this project. Following resource determination, AHS will formally assemble the project team, map timeline, and develop a charter(s).	
10.3	AHS		Contracts & Procurement	< RFPs reflect AHS strategy for improving outcomes < Clear deliverables in RFP that can be measured < Subject matter expertise about service to be procured engaged in RFP development < Clear points of accountability for reviewing & approval of RFP and contract procurement	X	X	X		>Agency wide project >Assess current processes associated with managing contracts through to execution (phases by Department) > Document current processes within scope >Develop recommendations for improvements in process > Compare processes to a standard in order to move into assessment of other AHS departments				Green	Project is on track. This is an agency-wide project that will document current process and recommend improvements to process that can be scaled across AHS. Phase 1 of the project is on track to be completed by 1/19, which has documented current process, eliminated waste, and developed recommendations for improvement to process in DVHA. When recommendations have been considered by DVHA leadership, AHS will work with other departments to map process against the DVHA improvement and consider standard improvements to scale from there.	

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														Green - On Schedule Yellow - Delayed Red - Behind Gray - Not Started	
				< Streamline process, clear functions, and roles for approval of contracts											
11.1	PSD		Communication Planning	< Develop communication plan < Improve transparency and public engagement		X	X		< Set objectives, provide tools and tactics, define impact and track performance	8/1/2017	1/1/2018, revised to 8/31/2018	5 originally, revised to 12			Goal was too broad and too bold for timeline. Team has established smaller project goals, see three mini projects.
11.11	PSD		Mini project 1, Messaging for external audiences	Improve transparency & public engagement		X	X		Engage across Department Division's to ensure consistent accurate messaging, train re strategic goals	11/1/2017	1/1/2018	2			Training provided to workgroup about the Department's strategic goals. Messaging practiced. Stakeholders and initial outreach identified.
11.12	PSD		Mini project 2, Plan for consumer/utility outreach	Improve transparency & public engagement		X	X		Establish outreach objectives and workplan	10/1/2017	2/1/2018	4			Workplan drafted, final updates pending.
11.13			Mini project 3, Website	Improve transparency & public engagement, improve website flow and utility.	X	X	X		Review all content and update. Identify bottlenecks and waste. Create guidance & policies. Train, implement.	7/1/2017	8/31/2018	12			Process and timeline to review content established. Policies under development.
11.20	PSD		Docket & Petition Work Flow	< Create metrics to gauge performance < Develop well-thought out process map & define roles < Ensure resources devoted align with importance of dockets (example: how ,much rate payer money is on the line, etc.)	X				Plan, define performance metrics, map current process, research & define each major type of work activity in overall process, map process improvements, develop new process guide, train, implement, monitor.	10/1/2017	9/30/2018	12			Goal was too broad and too bold for timeline. Team has focused on one initial piece of the workflow (see Phase 1).
11.21	PSD		Phase 1, Case Initiation	Increase efficiency and meet internal quality control and time standards	X				map current process, define roles/responsibilities, identify waste, optimize staff time by training/use of database to reduce waste. Map new process.	11/1/2017	12/4/2017	2			Case Initiation Process LEAN up results in estimated savings of 12 to 16 hours staff time monthly and meets internal quality control and time standards
11.3	PSD		Annual Report Tax Process	< Improving staff time efficiency and elimination of duplicated effort < better use of technology (ePSD) to provide immediate visibility for timing of receipt of payments. < generate better reporting to be used in projecting trends and forecasting budgets	X	X			*Outline the current process flow, establish baseline data. define *Complete web interface to accept annual reports electronically. *Implement and monitor performance.	7/30/2017	revised to 7/31/2018	originally 5, now 12			The current process is drafted and under review by the Finance & Economics and Administrative Divisions for effectiveness and efficiency. Planning to consider how the implementation of the new ePSD Annual Reports software module will impact processes for both Divisions has added more complexity to this project. The workgroup is now working on which steps in the current process will be replaced with activities that can be performed by the new software and how to best use the information collected via the software module. Benefits are already being realized because resources assigned to the process have been realigned and redundant process steps eliminated.
12.1	DFR		Accounts Payable	< Eliminate Audit findings and customer complaints < Eliminate misdirected payments < Develop process to meet 3-day process time goal		X			*Business Manager performs audit on AP voucher backup in files *Meet with appropriate Staff to review audit and identify improvements *Update procedures	11/6/2017	11/11/2017	1 week			Completed
										11/17/2017	11/17/2017	1 day			Completed
										11/17/2017					In process
12.2	DFR		Travel Expense Reimbursement	< Employees do not follow Bulletin 3.4 policies < Reduce administrative support needed < Develop training policy for existing and new employees		X			*Review all pertinent policies and procedures *Create work group including business office and staff who travel *Develop training	12/1/2017		2weeks 1 week 1 month			In progress, but delayed due to other priorities
12.3	DFR		Insurance Producer Licensing	< Review existing process to determine improvements < Inexperienced staff need to be part of process improvement		X			*New staff to familiarize themselves with current procedures *Coordinate with outside parties to discuss possible efficiencies	10/1/2017	10/30/2017	1 month			Completed
										11/1/2017		1 month			In progress, but delayed due to staff tacking another position in the department
13.1	DLC		Point of Delivery Scan-Gun Project	< Establish policy and procedure for delivered inventory cheche-in	X					4/1/2016	4/1/2017	12 months			Although behind the original schedule, this project is nearly complete. The scan guns are in hand and are working. We are continuing to work with the vendor to get a few remaining items finalized. We expect these final items to be wrapped up shortly but are using the guns now. The major delay in getting this project started was

PIVOT TARGETED ACTION PLAN STATUS REPORT

As of: 12/31/2017

Project #	Sponsor Agency/ Dept.	Cross-Agency Members	Project Name	Project Goals	Economic Growth	Affordability	Protecting the Vulnerable	Other	Project Type/ Steps	Start Date	End Date	Est. Project Months	Status	(a) Project Status Legend:	Narrative/Comments
														<div style="display: flex; justify-content: space-between;"> Green - On Schedule Yellow - Delayed Red - Behind Gray - Not Started </div>	
				< Purchase and install automated check-in process through the use of scan guns. < Reduce chances for inventory discrepancies											related to purchasing and getting needed signoffs from the Agency of Digital Services.
13.2	DLC		Shifting to Pallet Delivery	< Reduce number of times cases are touched and moved and staff time to load trucks and deliver by palletizing < Maximize delivery space by palletizing < Retrofit delivery tracks to handle pallets	X	X				7/12/2017	7/12/2018	12 months			We have made significant progress on this project. We have surveyed all of our 80 locations and have made initial determinations as far as suitability for pallet delivery. We have also outfitted one of our delivery trucks with a lift gate. We have conducted several test deliveries. We are experiencing some challenges with the new lift gate and are working with vendor and manufacturer to get these issues resolved.
13.3	DLC		Licensee Inspection Mobile Application	< Eliminate manual entry of licensee site inspections (currently manual paper based) with mobile application on inspectors smartphones and tablets. < Automate mobile app to download data directly to system	X	X				2/1/2017	7/15/2017	6 months			The initial project is complete. We continue to expand the use of the application to other areas of our operation. This project has been a great success. We are sharing our success with other Departments and would welcome the opportunity to further share this very cost effective technology solution with other Departments that conduct inspections.
13.4	DLC		Automated Approvals for Two Processes	< Automate approval processes for alcohol returns and professional tastings < Make "mistake proof" forms requiring all needed data prior to submission < Save time for staff, investigators, managers & customers < Provide usable data	X	X				7/1/2017	11/1/2017	4 months			While some progress is being made the project is ongoing. The reason the project has not been completed is that we are working with VIC and are essentially at their mercy as far as how quickly (or slowly) they do their work. We are frustrated with the pace of the work and are continuing to prod them to get what appears to be a fairly straight forward project completed.
14.1	NRB		Act 47 Executive Branch Workgroup	< Develop systems to facilitate communications between NRB and Act 250 agencies/departments. < Develop united perspective on what Act 250 changes would look like and impact mutual goals	X	X			RBA - See Notes	6/19/2017	10/10/2017	4 months			The NRB submitted its TAP 14.1 for the Act 47 Executive Branch Working Group Report in June 2017, and the project was completed when the Report was delivered to the legislative Commission on Act 250: The Next 50 Years, in October 2017. Multiple meetings were held among leadership, and senior staff for the NRB, ANR, AOT, AAFM and ACCD. A Results Based Accountability format was used with leadership to identify issues. The subject of the Report was to express the administration perspective on possible changes to Act 250 that the Commission on Act 250 should consider. While the central focus was to develop the Report, the process was also intended to improve communication among the state agencies and the NRB.
									RBA - See Notes Section	6/19/2017	10/10/2017	4 months			Multiple drafts and formats for the Report were created. A final Draft was submitted to the Governor's Office for review on September 8. After the Report was submitted to the Commission in October, the different agencies presented additional information via testimony in December.
44.00	TOTAL PROJECTS														