



## Report of the Vermont State Auditor

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January 2, 2013

# JOB PROGRAMS PROFILE

At Least 70 Programs Support the  
Creation or Retention of Jobs

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**Thomas M. Salmon, CPA, CFE**  
**Vermont State Auditor**  
**Rpt. No. 13-01**

### **Mission Statement**

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**THOMAS M. SALMON, CPA, CFE**  
**STATE AUDITOR**



**STATE OF VERMONT**  
**OFFICE OF THE STATE AUDITOR**

January 2, 2013

The Honorable Shap Smith  
Speaker of the House of Representatives

The Honorable John Campbell  
President Pro Tempore of the Senate

The Honorable Peter Shumlin  
Governor

Senate Committee on Economic Development, Housing and General Affairs

House Committee on Commerce and Economic Development

Dear Colleagues,

Section 14 of Vermont Act 78 required the State Auditor to develop and recommend an audit strategy to comprehensively validate job creation programs. This is the first audit resulting from this strategy and is intended to profile the universe of job creation and retention programs to establish a baseline for other audits.

At least 70 programs funded by the state supported job creation or retention. These programs provided financial support, technical assistance, training, or marketing support directly to, or on behalf of, businesses or other organizations for the purpose of enabling business or infrastructure development throughout the state. For a two-year period (most reported 6/30/12 and 6/30/11), these programs received funding for financial awards totaling \$184 million and \$65 million of other technical assistance, training, and marketing support.

Please feel free to contact me with any questions. I would be pleased to provide you with further information.

Sincerely,

A handwritten signature in cursive script that reads "Thomas M. Salmon, CPA, CFE".

Thomas M. Salmon, CPA, CFE  
Vermont State Auditor

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## Introduction

Economic development programs can contribute to the creation and retention of jobs. A myriad of state, quasi-state, not-for-profit, educational, and business organizations work to shape economic development in Vermont which is defined in state statute as the process of generating wealth and vitality, security and opportunity for all Vermonters.<sup>1</sup>

Section 14 of Act 78 (2010) required the State Auditor's Office (SAO) to develop and recommend an audit strategy to comprehensively validate job-creation programs in Vermont.<sup>2</sup> We developed a plan for a series of discrete audits. In the first audit under this strategy our objective was to ascertain the number of state economic development programs that support the creation and retention of jobs in Vermont and provide a profile of these programs.

To identify potential job programs we compiled a list from our research and from interviews with state and local officials that are knowledgeable in economic development. We surveyed officials from organizations that manage these identified programs to obtain information such as missions, goals, general activities, performance measures, funding, and types of assistance provided. After reviewing the survey results we compared the data reported to certain criteria to determine whether the programs supported job creation or retention.

Appendix I contains the scope and methodology used to address our objective. Appendix II contains the abbreviations used in this report. Appendix III contains a list of programs included in our report. Appendix IV contains the template of the survey we used to collect our results. We compiled summaries of the responses we received by various topics in appendixes V (Primary Type of Support and Funding Reported by Program), VI (Geographical Information), VII (Industry Information), and VIII (Goals and Performance Measures).

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<sup>1</sup> 10 VSA §3(a).

<sup>2</sup> Audit Strategy for State Job Creation Programs, December 2010.

# Highlights: Report of the Vermont State Auditor Job Programs Profile: At Least 70 Programs Support the Creation or Retention of Jobs

(January 2, 2013, Rpt. No. 13-01)

## Why We Did This Audit

Section 14 of Act 78 (2010) required SAO to develop and recommend an audit strategy to comprehensively validate job-creation programs in Vermont.

The objective of this first audit under this strategy was to ascertain the number of state economic development programs that support the creation and retention of jobs in Vermont and provide a profile of these programs.

## Scope & Methodology

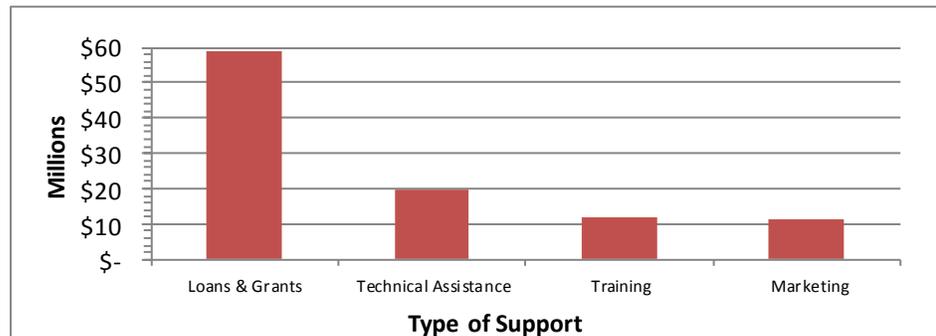
We sent surveys to 102 programs we identified as potentially supporting job creation and retention of which 88 responded (The 14 that did not respond received less than \$1.9 million in state funding in total over a two year period). After reviewing the survey results, we determined that 70 programs received state funding to provide financial or technical assistance, training, or marketing services to support the development of businesses or organizations in Vermont. See appendix I for the scope and methodology.

## Findings

At least 70 programs funded by the state supported job creation or retention. These programs provided financial support, technical assistance, training, or marketing support directly to or on behalf of businesses or other organizations for the purpose of enabling business or infrastructure development throughout the state. For the two most recently ended fiscal years (most reported 6/30/12 and 6/30/11) these programs received funding for financial awards totaling \$184 million and received funding totaling \$65 million to pay for the salaries, benefits, and other costs of providing technical assistance, training, and marketing support to their beneficiaries.

Fifty-one programs provided \$102 million in direct support to businesses over the last two fiscal years (see figure 1). Thirty-nine (76 percent) of these programs provided technical assistance services that included assistance with business plans and start-ups, market research, production improvements, and locating financing sources. These efforts are the front end of the state's grant and loan programs which received funding for grants and loans to businesses totaling \$59 million over the last two fiscal years. The Vermont Economic Development Authority (VEDA) was the largest loan provider to businesses, awarding \$42 million over the last two fiscal years through its Direct, Small Business, and Vermont Technology Loan programs.

**Figure 1: Total Funding by Type of Support of Programs that Provide Support Directly to Businesses (2011-2012)<sup>a, b</sup>**



<sup>a</sup>Most programs reported 6/30/12 and 6/30/11 year ends.

<sup>b</sup>Also included in our results was \$200,000 in incentives.

Nineteen programs indirectly supported job creation or retention by assisting primarily municipalities with economic development infrastructure projects. These programs provided \$147 million of support over the last two fiscal years, mostly in the form of loans and grants to municipalities. For example, the state's clean and drinking water revolving loan fund programs provided \$81 million over the last two fiscal years in loans and grants to municipalities for infrastructure projects, such as new sewer or water filtration systems which encourage economic development.

Goals and performance measures that are aligned with an organization's mission and activities help to demonstrate and achieve progress towards intended results. Almost all of the 70 programs established general goals or measures. About half of the programs established job creation or retention goals or measures. An example of a job creation goal that was established by a program was a goal to help low-to-moderate income Vermont entrepreneurs expand their businesses to create jobs and were measuring the number of jobs created. Program officials pointed out several reasons that job creation and retention can be difficult to measure, including the difficulty in ascertaining the extent to which a program contributed to job creation and lack of available job creation measurement guidance.

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## Background

The state's economic development infrastructure is supported at statewide, regional and local levels. The Agency of Commerce and Community Development which includes the Department of Economic, Housing & Community Development (DEHCD) and Department of Tourism and Marketing (VDTM), functions as the primary entity for coordinating the state's economic development activities. The DEHCD is responsible for growing the state's economy, helping businesses create jobs, supporting housing, and vibrant resilient communities. VDTM is responsible for promoting Vermont as a travel destination for Vermonters and visitors which supports the state's economy. VDTM works with its partners to develop and implement a comprehensive marketing plan that integrates television, radio, newspaper, and magazine print.

DEHCD also funds and supports regional efforts through the regional planning commissions<sup>3</sup> (RPCs) and regional development corporations<sup>4</sup> (RDCs). The RPCs and RDCs serve every geographic region of the state. These organizations serve as "satellites" of the Department, and they provide local knowledge and facilitate assistance in their communities. The RPCs assist municipalities with planning for land use, transportation, economic development projects, and other regional and local planning activities. The RDCs work directly with employers and communities to facilitate business start-up, expansion, and relocation, in addition to other economic development projects. At the local level other organizations such as non-profits and the chambers of commerce provide economic development and marketing support.

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<sup>3</sup> Vermont has eleven RPCs, each governed by a board of directors composed of representatives from the member municipalities.

<sup>4</sup> Vermont has twelve RDCs, each governed by a board of directors independently elected.

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## At Least 70 Programs Support the Creation or Retention of Jobs, about Half of Which Established Job Creation or Retention Goals or Measures

At least 70 programs support either job creation or retention by providing financial support, technical assistance, training, or marketing support directly to or on behalf of businesses or other organizations for the purpose of enabling business or infrastructure development throughout the state. For the two most recently ended fiscal years these programs received funding for financial awards totaling \$184 million<sup>5</sup> and received funding totaling \$65 million to pay for the salaries, benefits, and other costs of providing technical assistance, training, and marketing support to their beneficiaries, about 41 percent of which was derived from state sources. Three quarters of the programs we identified generally provided assistance directly to businesses to encourage business growth expected to result in job creation or retention. Other programs supported the creation of jobs by helping develop infrastructure that enables businesses the opportunity for growth. These programs generally provided financial and technical assistance to municipalities for the purpose of developing infrastructure to facilitate economic development thereby contributing to job creation and retention in a more indirect manner. Almost all of the 70 programs established general goals or measures. About half of the programs established job creation or retention goals or measures. Measures directly linked to goals and activities are an important mechanism that enables the program to accurately determine whether it is operating as intended.

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### Programs that Provide Support Directly to Businesses to Aid in Job Creation and Retention

At least 51 job programs provided one or more types of support directly to businesses (Figures 2 and 3 provide the number and funding of programs by type of support, respectively). These programs provided grants, loans, technical assistance, training, and marketing support totaling \$102 million for the two-year period. The most common type of support provided was technical assistance. Thirty-nine (76 percent) programs provided technical assistance services and received funding totaling \$20 million for the two-year

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<sup>5</sup>Included in our results are \$42 million of VEDA loan awards made during 2011 and 2012 directly to businesses to aid in job creation and retention. We have classified the awards (paid from the proceeds of loan repayments) as other funding sources since they cannot be categorized as appropriations.

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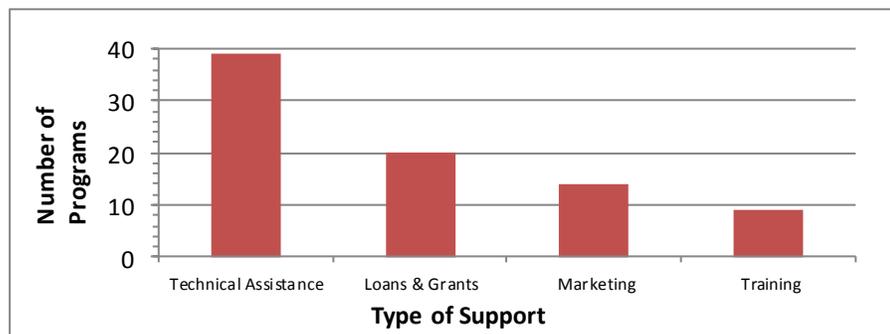
period. The technical assistance provided by these programs mostly consisted of assistance with business plans and start-ups, market research, production improvements, and locating financing sources.

The largest providers of technical assistance to businesses were the RDCs which were provided with more than \$10 million of state, federal, and other funding over a two-year period. Among the highest funded RDCs were the Brattleboro Development Credit Corporation and the Northeast Vermont Development Association, which received \$4 million and \$1.5 million in funding, respectively, most of which is from non-government sources such as rental income.

Technical assistance is the front end of the state’s grant and loan programs which received funding for grants and loans totaling \$59 million for the two-year period to businesses throughout the state. The Vermont Economic Development Authority was the largest source of loans provided to businesses from the programs included in our results, awarding \$42 million for the two-year period to businesses through its Direct, Small Business, and Vermont Technology Loan programs.

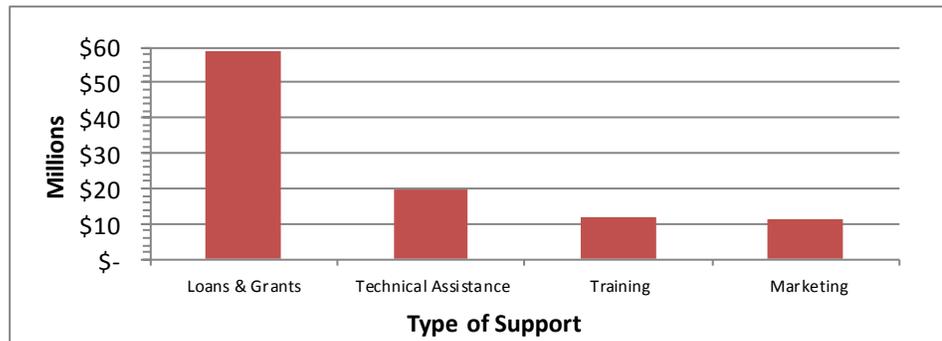
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**Figure 2: Number of Programs that Provide Support Directly to Businesses, by Type of Support <sup>a</sup>**



<sup>a</sup>Also included in our results was one program that provided incentives.

**Figure 3: Total Funding by Type of Support of Programs that Provide Support Directly to Businesses (2011-2012)<sup>a, b</sup>**

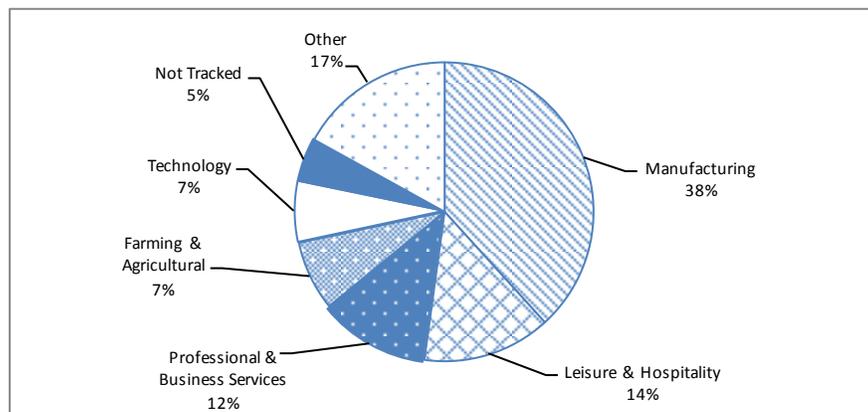


<sup>a</sup>Most programs reported 6/30/12 and 6/30/11 year ends.

<sup>b</sup>Also included in our results was \$200,000 of incentives.

Five industries received the largest amount of direct support accounting for about 78 percent of financial resources: 1) manufacturing, 2) leisure and hospitality, 3) professional and business services, 4) farming and agriculture, and 5) technology (See figure 4). Based on estimates provided by our survey respondents, about \$80 million for the two-year period was provided to businesses in these industries.

**Figure 4: Industries Served by Direct Support Programs Based on Funding**



## Programs that Indirectly Support Job Creation and Retention through Infrastructure Development

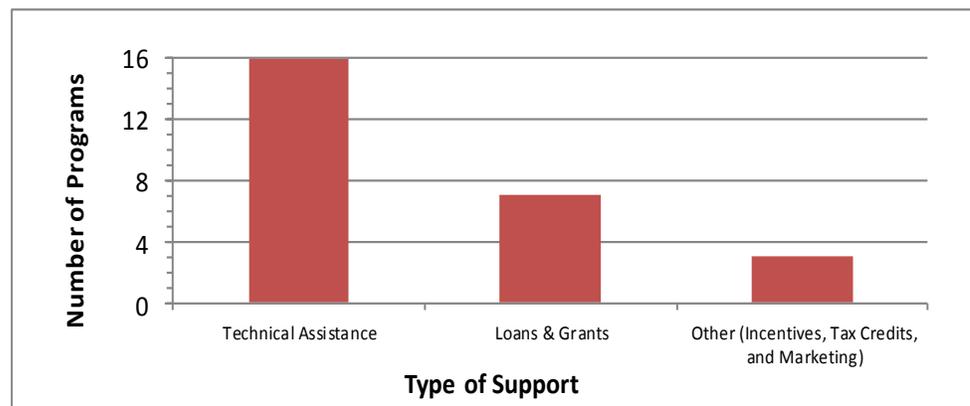
At least 19 programs indirectly supported job creation or retention by assisting primarily municipalities with economic development infrastructure projects throughout the state (see figures 5 and 6 for the number and funding of these programs, respectively). These programs provided \$147 million of

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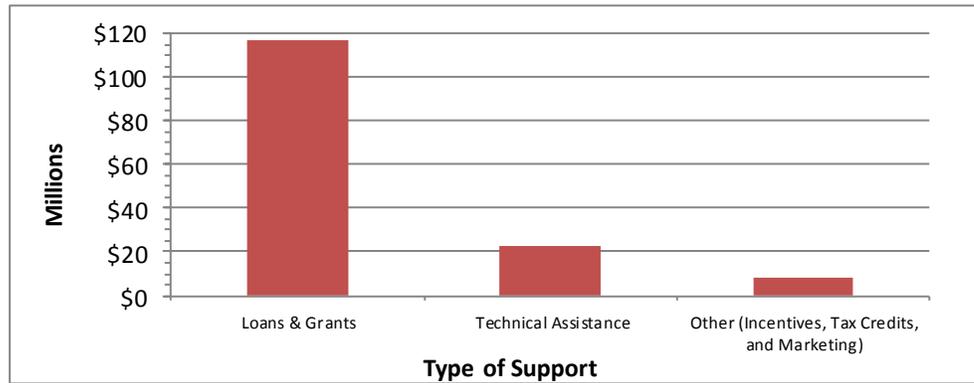
support for the two-year period, mostly in the form of grants and loans. Four programs accounted for \$112 million of grants and loans for the most recent two-year period. The state's clean and drinking water revolving loan fund programs provided the largest amount of support, funding \$77 million in loans and grants for the two-year period to municipalities for infrastructure projects, such as new sewer or water filtration systems which encourages economic development. The Vermont Telecommunications Authority also supported job creation and retention by providing grants and loans totaling approximately \$22 million for the two-year period to improve the state's broadband and mobile telecommunications access.

In addition, there were numerous indirect support programs that provided technical assistance. Sixteen (84 percent) programs provided technical assistance services and received funding totaling \$22 million. The technical assistance provided by these programs mostly consisted of planning for municipal and regional land use, transportation, and economic development. The largest providers of technical assistance to municipalities were the Regional Planning Commissions (RPCs), which were funded with more than \$16 million of state, federal, and other funding for the two-year period. Among the largest RPCs in terms of reported funding were Chittenden County Regional Planning Commission and the Northwest Regional Planning Commission which received \$8 million and \$2 million in funding, respectively for the two-year period. Most of that funding was from federal sources.

**Figure 5: Number of Programs that Indirectly Support Job Creation and Retention, by Type of Support**



**Figure 6: Total Funding by Type of Support of Programs that Indirectly Support Job Creation and Retention (2011-2012)<sup>a</sup>**



<sup>a</sup>Most programs reported 6/30/12 and 6/30/11 year ends.

## Goals and Performance Measures

Goals and performance measures that are aligned with an organization's mission and activities help to demonstrate and achieve progress towards intended results. Almost all of the 70 programs established general goals or measures. About half of the programs established job creation or retention goals or measures. Two examples of programs that had job creation goals and measures were the Department for Children and Families' (DCF) Micro Business Development program and the Vermont Economic Development Authority's Direct Loan program. DCF established a goal to help low-to-moderate income Vermont entrepreneurs to expand their businesses to create jobs and was measuring the number of jobs created. VEDA established a goal to contribute to the creation and retention of quality jobs in Vermont by providing loans and other financial support to eligible and qualified Vermont industrial, commercial and agricultural enterprises and was measuring the number of jobs impacted and added.

It was more common for programs that provided direct support to businesses to have job creation or retention goals and measures than those programs that provided infrastructure support. Specifically, about half of the programs that provided direct support to businesses established job creation and retention goals or measures, whereas about a quarter of the programs providing indirect support by assisting with economic development infrastructure projects established job creation and retention goals or measures. This lower rate for indirect programs is not surprising considering their activities generally focus on infrastructure development which is not as closely tied to

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job creation as direct support activities such as providing business loans. Moreover, program officials pointed out several reasons that job creation and retention can be difficult to measure. For example, there can be difficulty ascertaining the extent to which the program contributed to job creation or retention and available job creation measurement guidance is lacking.

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## Conclusion

There are a number of programs available to help businesses create and retain jobs in Vermont. These programs vary widely and some support job creation more directly than others. We identified at least 70 programs that supported job creation or retention in some manner. Many of these programs supported job creation or retention by providing financial, technical, marketing, training or other assistance directly to or on behalf of businesses. Other programs supported the creation of jobs by helping develop infrastructure that enables businesses the opportunity for growth. Almost half of the 70 programs supporting job creation or retention established job creation or retention goals or measures. Measures directly linked to goals and activities are an important mechanism that enables the program to accurately determine whether it is operating as intended.

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# Appendix I

## Scope and Methodology

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To address our objective, we identified and reviewed state statutes related to job creation and interviewed agency and department personnel involved with economic development from the Agency of Commerce and Community Development; Department of Labor; Agency of Agriculture, Food & Markets; and the Agency of Transportation.<sup>6</sup>

We also interviewed staff from the Greater Burlington Industrial Corporation, the Joint Fiscal Office, the Clean Energy Development Fund, the Vermont Economic Development Authority, and the state's legislative economist. Additionally, we reviewed the State's Unified Economic Development Budget for 2012 and 2011 along with other reports to identify information about the state's economic development programs. Using the information from our background research and interviews, we identified a universe of potential economic development programs that may support job creation or retention.

We developed the survey questions taking into account the information needed to address our audit objective and the feedback we received from our interviews and research. The survey was designed to capture the following information:

- mission statements
- goals
- performance measures
- general activities
- beneficiaries
- types of support provided
- program funding
- geographical support

The survey was reviewed by officials from the Agency of Commerce and Community Development, the Greater Burlington Industrial Corporation, the Department of Labor, and by the state's legislative economist. Their comments were incorporated into the final survey.

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<sup>6</sup> The Agency of Transportation was not included in the survey. Interviews with this agency's staff indicated that job creation is not a public policy objective of the agency nor are projects selected on the basis of economic development.

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# Appendix I

## Scope and Methodology

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We sent surveys to the organizations that manage the 102 programs we identified as potentially supporting job creation and retention, of which 88 responded. There were 14 programs that did not respond (See appendix III). The 14 that did not respond received less than \$1.9 million in state funding in total for the two-year period. Because of the small size of these programs, we do not believe that omitting them was a scope limitation. After reviewing the survey results, we determined that 70 programs met our criteria as programs that support job creation or retention. Our criteria for determining whether the programs supported job creation or retention were programs that received state funding to provide financial or technical assistance, training, or marketing services to support the development of businesses or organizations in Vermont.

We reviewed the survey data for consistency within the survey and with our research and other information obtained from websites or other reports, but did not validate the information provided. Inconsistencies or incomplete information was pursued and resolved with the program staff or other sources. For some programs we followed up to confirm if they established any job creation or retention performance measures.

In addition to the state and federal interest subsidy funding reported by VEDA officials in our survey, included in our results are \$42 million of VEDA loan awards made during 2011 and 2012 directly to businesses to aid in job creation and retention. We have classified the awards (paid from the proceeds of loan repayments) as other funding sources since they cannot be categorized as appropriations.

Our audit fieldwork was performed between May and December 2012 and included site visits to various organizations and state agencies. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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# Appendix II

## Abbreviations

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DCF	Department for Children and Families
DEHCD	Department of Economic, Housing & Community Development
JC	Job Creation
JR	Job Retention
RDC	Regional Development Corporation
RPC	Regional Planning Commission
SAO	State Auditor's Office
VDTM	Vermont Department of Tourism and Marketing
VEDA	Vermont Economic Development Authority
VSA	Vermont Statutes Annotated

# Appendix III

## Programs Surveyed

We sent surveys to 102 programs we identified as potentially supporting job creation or retention. Table 1 identifies the programs that met our criteria and were included in our report results and the programs that did not meet our criteria<sup>7</sup> or did not respond to our survey<sup>8</sup> and were excluded from our report results.

**Table 1: Programs Surveyed**

#	Organization	Program Name	Included in Results	Did Not Meet Criteria	Did Not Respond
1	Addison County Economic Development Corporation	Addison County Economic Development Corporation	X		
2	Addison County Regional Planning Commission	Regional Planning Program	X		
3	Ag Venture Financial Services	Ag Venture Financial Services Inc.			X
4	Agency of Agriculture, Foods & Markets	Dairy Program	X		
5	Agency of Agriculture, Foods & Markets	Eastern States Program			X
6	Agency of Agriculture, Foods & Markets	Farm Energy	X		
7	Agency of Agriculture, Foods & Markets	Local Foods Market Development grant program	X		
8	Agency of Agriculture, Foods & Markets	Slaughterhouse and Meat Processing Facility Capacity Program	X		
9	Agency of Agriculture, Foods & Markets	Vermont Dairy and Promotion Council		X	
10	Agency of Agriculture, Foods & Markets	Vermont Food Export Program		X	
11	Agency of Commerce & Community Development	Brownfield Program		X	
12	Agency of Commerce & Community Development	Business Recruitment	X		
13	Agency of Commerce & Community Development	Captive Insurance Development Program	X		
14	Agency of Commerce & Community Development	Downtown and Village Center Tax Credit	X		
15	Agency of Commerce & Community Development	Downtown Transportation Fund/ Vermont Downtown Program	X		
16	Agency of Commerce & Community Development	Science, Technology, Engineering & Math Initiative Program		X	
17	Agency of Commerce & Community Development	Vermont Community Development Program	X		
18	Agency of Commerce & Community Development	Vermont EB-5 Regional Center	X		
19	Agency of Commerce & Community Development	Vermont Procurement Technical Assistance Center	X		
20	Agency of Commerce & Community Development	Vermont Training Program	X		
21	Agency of Natural Resources	Brownfields Program		X	
22	Bennington County Industrial Corporation	Bennington County Industrial Corporation	X		
23	Bennington County Regional Commission	Bennington County Regional Commission	X		
24	Bennington-Rutland Opportunity Council, Inc.	Micro Business Development Program			X

<sup>7</sup> Our criteria for determining whether the programs supported job creation or retention were programs that received state funding to provide financial or technical assistance, training, or marketing services to support the development of businesses or organizations in Vermont.

<sup>8</sup> The programs were given several months to respond to our survey. Several notifications were sent to those programs that did not respond.

# Appendix III

## Programs Surveyed

#	Organization	Program Name	Included in Results	Did Not Meet Criteria	Did Not Respond
25	Brattleboro Development Credit Corporation	Brattleboro Development Credit Corp.	X		
26	Brattleboro Development Credit Corporation	Southeast Vermont Economic Development Strategy Program		X	
27	Burlington Community and Economic Development Office	Brownfields Economic Development Initiative		X	
28	Burlington Community and Economic Development Office	Community Development Block Grant			X
29	Burlington Community and Economic Development Office	Urban Development Action Grant		X	
30	Central Vermont Economic Development	Central Vermont Economic Development	X		
31	Central Vermont Regional Planning Commission	Central Vermont Regional Planning Commission	X		
32	Champlain College	Champlain College Center for Professional & Executive Development	X		
33	Champlain Valley Office of Economic Opportunity	Micro Business Development Program	X		
34	Chittenden County Regional Planning Commission	Chittenden County Regional Planning Commission	X		
35	Clean Energy Development Fund	Small Scale Renewable Energy Incentive Program		X	
36	Community Capital of Vermont	Job Start Program	X		
37	Department for Children and Families	Micro Business Development Program	X		
38	Department of Economic Housing and Community Development	Business Support Program	X		
39	Department of Environmental Conservation	Clean Water State Revolving Fund and Grant Program	X		
40	Department of Environmental Conservation	Drinking Water State Revolving Loan Fund	X		
41	Department of Labor	Next Generation Adult Technical Education Program		X	
42	Department of Labor	Registered Apprenticeship Program	X		
43	Department of Labor	Workforce Education & Training Fund Program	X		
44	Department of Tourism and Marketing	Communication & Outreach Program	X		
45	Department of Tourism and Marketing	Sales and Marketing Program	X		
46	Economic Development Council of Northern VT Grant	Economic Development Council of Northern VT Grant		X	
47	Franklin County Industrial Development Corp.	FCIDC Revolving loan fund		X	
48	Greater Burlington Industrial Corp.	Greater Burlington Industrial Corp.	X		
49	Green Mountain Economic Development Corporation	Green Mountain Economic Development Corporation	X		
50	Housing Vermont	Vermont Rural Ventures		X	
51	Lake Champlain Islands Economic Development Corporation	Lake Champlain Islands Economic Development Corporation	X		
52	Lake Champlain Regional Chamber of Commerce	Lake Champlain Regional Chamber of Commerce	X		
53	Lamoille County Planning Commission	Lamoille County Planning Commission	X		
54	Lamoille Economic Development Corporation	Lamoille Economic Development Corporation	X		
55	Montpelier SCORE	Service Core of Retired Executives			X
56	Northeast Kingdom Community Action	Micro Business Development Program	X		
57	Northeast Organic Farming Association of Vermont	Northeast Organic Farming Association of Vermont			X
58	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Development Corporation	X		
59	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Planning Commission	X		
60	Northern Community Investment Corporation	Economic Development Program	X		
61	Northwest Regional Planning Commission	Northwest Regional Planning Commission	X		
62	Office of Creative Economy	Creative Economy	X		
63	Renewable Energy Vermont	Renewable Energy Vermont			X

# Appendix III

## Programs Surveyed

#	Organization	Program Name	Included in Results	Did Not Meet Criteria	Did Not Respond
64	Rutland Economic Development Corporation	Rutland Economic Development Corporation	X		
65	Rutland Region Chamber of Commerce	Rutland Region Chamber of Commerce			X
66	Rutland Regional Planning Commission	Rutland Regional Planning Commission	X		
67	Ski Vermont	Vermont Ski Areas Association	X		
68	South Windsor County Incubator	Business Plan Competition		X	
69	Southeastern Vermont Community Action	Economic development program	X		
70	Southern Windsor Regional Planning Commission	Southern Windsor Regional Planning Commission	X		
71	Springfield Regional Development Corporation	Springfield Regional Development Corporation	X		
72	Two Rivers-Ottawaquechee Regional Commission	Two Rivers-Ottawaquechee Regional Commission	X		
73	University of Vermont	Vermont BioScience Alliance at the University of Vermont			X
74	University of Vermont	Women's Agricultural Network			X
75	Vermont Attractions Association	Vermont Attractions Association		X	
76	Vermont Chamber of Commerce	Vermont Chamber of Commerce		X	
77	Vermont Community Loan Fund	Lending programs	X		
78	Vermont Convention Bureau	Vermont Convention Bureau Program			X
79	Vermont Economic Development Authority	Direct Loan Program	X		
80	Vermont Economic Development Authority	Revenue Bond Program		X	
81	Vermont Economic Development Authority	Small Business Loan Program	X		
82	Vermont Economic Development Authority	Vermont Technology Loan Program	X		
83	Vermont Economic Progress Council	Tax Increment Financing	X		
84	Vermont Economic Progress Council	Vermont Employment Growth Incentive Program	X		
85	Vermont Employee Ownership Center	Vermont Employee Ownership Center	X		
86	Vermont Environmental Consortium	Vermont Environmental Consortium		X	
87	Vermont Fresh Network	Vermont Fresh Network			X
88	Vermont Global Trade Partnership	Vermont Global Trade Partnership	X		
89	Vermont Housing Conservation Board	Vermont Farm Viability Program	X		
90	Vermont Manufacturing Extension Center	Vermont Manufacturing Extension Center	X		
91	Vermont Maple Sugar Makers' Association	Vermont Maple Sugar Makers' Association			X
92	Vermont Seed Capital Fund, LP	Vermont Seed Capital Fund, LP	X		
93	Vermont Small Business Development Center	Small Business Development Center	X		
94	Vermont Sustainable Jobs Fund	Farm to plate investment program	X		
95	Vermont Sustainable Jobs Fund	Peer to Peer Collaborative Program	X		
96	Vermont Sustainable Jobs Fund	Vermont Sustainable Jobs Fund	X		
97	Vermont Technical College	Continuing Education and Workforce Development	X		
98	Vermont Technology Alliance	Vermont Technology Alliance	X		
99	Vermont Telecommunications Authority	Access to Affordable Broadband Services & Statewide Mobile Telecommunications Services	X		
100	Vermont Women's Business Center	Vermont Women's Business Center	X		
101	Vermont Wood Manufacturers Association	Vermont Wood Manufacturers Association			X
102	Windham Regional Commission	Windham Regional Commission	X		

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# Appendix IV

## Survey Template

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Below is a copy of the survey we used to collect the information used in this report.

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### Blank Survey Template

Thank you for taking the time to complete this survey for the Vermont State Auditor's Office. Our audit objective is to ascertain the number of state economic development programs that support the creation and retention of jobs (job programs) in Vermont and provide a profile of these programs. The information obtained from this survey will help us accomplish our audit objective. The information you provide about your program may not be included in our final report, but is valuable for our analysis and is very important to us.

This survey should only take about 10-15 minutes of your time. Before starting the survey, it would be helpful to have the financial information (funding sources and amounts for your two most recent fiscal years) and strategic planning/performance documents for your program available. It will not be necessary to email or upload any information; if we have follow-up questions we will contact you.

Please complete a separate survey for each program identified.

In order to progress through this survey, please use the following navigation links:

- Click the "Next" button to continue to the next page.
  - Click the "Previous" button to return to the previous page.
  - Click the "Exit this Survey" button if you need to exit the survey.
  - Click the "Submit" button to submit your survey.
- \* - indicates that a response is required

If you have any questions, please contact auditors Michele Pheeneey or Jeffrey Kellar at [Aud.Surveys@state.vt.us](mailto:Aud.Surveys@state.vt.us) or 802-828-2285 or 802-828-2122.

**\* 1. Please indicate the organization you represent.**

**\* 2. Your name:**

**\* 3. Title:**

**\* 4. Email address:**

**5. Telephone number:**

**6. Please provide the mission statement of your organization.**

**\* 7. Please provide the name of the program? (A new survey should be completed for each program separately.)**

# Appendix IV

## Survey Template

**\* 8. Please provide a brief description of the activities or services provided by the program.**

**\* 9. Have any goals been established for this program? (A goal is a broad statement of what a program expects to achieve. For example, "to provide loan application assistance to small business start-ups.")**

Yes  
 No

**10. Please identify any goals that have been established.**

Goal 1:

Goal 2:

Goal 3:

**\* 11. Have any performance measures been established for this program? (A performance measure is a specific numerical measurement for each aspect of performance under consideration, such as output or efficiency information. For example, "the number of completed loan applications processed during the calendar year.")**

Yes  
 No

**12. Please identify any performance measures that have been established.**

Measure 1:

Measure 2:

Measure 3:

**\* 13. Have any targets been established for this program? (A target is a desired numerical value related to a measure. For example, "to assist with the completion of at least 20 loan applications during the calendar year.")**

Yes  
 No

# Appendix IV

## Survey Template

**14. Please identify any targets that have been established.**

Target 1:

Target 2:

Target 3:

**15. Please indicate the type of support provided by this program. Check all that apply.**

- Grants (except those for training)
- Incentives (for example, Vermont Employment Growth Incentive)
- Loans (or other financing arrangements)
- Marketing
- Tax Credits (for example, Research & Development Tax Credit)
- Technical Assistance (such as business plan development, etc.)
- Training (including grants given specifically for training)

Other (please specify):

**\*16. Approximately how much state, federal, or other funding did the program receive for your most recently ended fiscal year?**

Fiscal year ended (mm/dd/yy):

State amount:

Federal amount:

Other amounts:

Specify other sources:

**\*17. Approximately how much state, federal, or other funding did the program receive for the prior fiscal year?**

Fiscal year ended (mm/dd/yy):

State amount:

Federal amount:

Other amounts:

Specify other sources:

# Appendix IV

## Survey Template

**\*18. Please estimate the percentage of financial support provided to each county.**

Addison	<input type="text"/>
Bennington	<input type="text"/>
Caledonia	<input type="text"/>
Chittenden	<input type="text"/>
Essex	<input type="text"/>
Franklin	<input type="text"/>
Grand Isle	<input type="text"/>
Lamoille	<input type="text"/>
Orange	<input type="text"/>
Orleans	<input type="text"/>
Rutland	<input type="text"/>
Washington	<input type="text"/>
Windham	<input type="text"/>
Windsor	<input type="text"/>

**\*19. Please estimate the percentage of financial support provided for each sector below.**

Construction firms	<input type="text"/>
Farms or agricultural firms	<input type="text"/>
Leisure & Hospitality firms	<input type="text"/>
Local government	<input type="text"/>
Manufacturing firms	<input type="text"/>
Non-profit organizations	<input type="text"/>
Technology based (hardware or software) firms	<input type="text"/>
Other firms (please specify percentage and type of firm)	<input type="text"/>

**20. Please indicate any additional comments below.**

**\*21. By typing your name below, you certify that to the best of your knowledge, the answers given previously are an accurate representation of your organization's job program.**

Name

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# Appendix IV

## Survey Template

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Thank you for participating in this survey. Your information is very important to us and we appreciate your time spent taking this survey.

If you have any questions about the survey, or would like to provide additional information, please contact auditors Michele Pheeny or Jeffrey Kellar at [Aud.Surveys@state.vt.us](mailto:Aud.Surveys@state.vt.us), 828-2285 or 828-2122.

# Appendix V

## Primary Type of Support and Funding by Program

Table 2 profiles the primary type of support and funding reported by the 70 programs included in our report. We reviewed the information reported by the programs in the surveys in conjunction with the other information obtained, and assessed the primary type(s) of support provided by the program. The funding included in this table represents the two most recently ended fiscal years reported by the programs. Most programs reported 6/30/12 and 6/30/11 year end funding. The total funding reported was nearly \$249 million, about 41 percent of which was derived from state sources.

**Table 2: Primary type of support and funding reported by program**

Primary Type of Support Legend:

G – Grants  
 IN – Incentives  
 L – Loans  
 M – Marketing  
 TA – Technical Assistance  
 TC – Tax credits  
 TR – Training

Program Type Legend:

D – Direct Support - Programs that provide support directly to businesses to aid in job creation and retention.  
 I – Indirect Support - Programs that indirectly support job creation or retention through infrastructure development.

#	Organization	Program Name	Program Type	Primary Type of Support Provided	Federal Funding	State Funding	Other Funding	Total Funding
1	Addison County Economic Development Corporation	Addison County Economic Development Corporation	D	L, TA	226,000	175,680	149,100	550,780
2	Addison County Regional Planning Commission	Addison County Regional Planning Commission	I	TA	803,858	597,249	72,107	1,473,214
3	Agency of Agriculture, Foods & Markets	Dairy Program	D	TA	-	1,532,678	52,033	1,584,711
4	Agency of Agriculture, Foods & Markets	Farm Energy	D	G, TA	7,540	211,686	-	219,226
5	Agency of Agriculture, Foods & Markets	Local Foods Market Development grant program	D	G, M	-	125,000	-	125,000
6	Agency of Agriculture, Foods & Markets	Slaughterhouse and Meat Processing Facility Capacity Program	D	G, TA	-	50,000	-	50,000
7	Agency of Commerce & Community Development	Business Recruitment	D	M, TA	-	286,322	-	286,322
8	Agency of Commerce & Community Development	Captive Insurance Development Program	D	M	-	760,000	-	760,000
9	Agency of Commerce & Community Development	Downtown and Village Center Tax Credit	I	TC	-	3,625,000	-	3,625,000
10	Agency of Commerce & Community Development	Downtown Transportation Fund/ Vermont Downtown Program	I	G	-	800,000	-	800,000
11	Agency of Commerce & Community Development	Vermont Community Development Program	I	G, TA	14,792,972	400,000	-	15,192,972

# Appendix V

## Primary Type of Support and Funding by Program

#	Organization	Program Name	Program Type	Primary Type of Support Provided	Federal Funding	State Funding	Other Funding	Total Funding
12	Agency of Commerce & Community Development	Vermont EB-5 Regional Center	D	L, M, TA	-	180,000	-	180,000
13	Agency of Commerce & Community Development	Vermont Procurement Technical Assistance Center	D	G, M, TA, TR	782,292	545,112	251,329	1,578,733
14	Agency of Commerce & Community Development	Vermont Training Program	D	TR	-	3,173,613	-	3,173,613
15	Bennington County Industrial Corporation	Bennington County Industrial Corporation	D	M, TA	-	172,000	70,000	242,000
16	Bennington County Regional Commission	Bennington County Regional Commission	I	M, TA	70,000	70,000	20,000	160,000
17	Brattleboro Development Credit Corporation	Brattleboro Development Credit Corp.	D	TA	-	174,000	3,826,000	4,000,000
18	Central Vermont Economic Development	Central Vermont Economic Development	D	G, TA	-	184,928	97,839	282,767
19	Central Vermont Regional Planning Commission	Central Vermont Regional Planning Commission	I	TA	-	465,401	136,894	602,295
20	Champlain College	Champlain College Center for Professional & Executive Development	D	TR	-	72,842	-	72,842
21	Champlain Valley Office of Economic Opportunity	Micro Business Development Program	D	TA	385,439	153,359	-	538,798
22	Chittenden County Regional Planning Commission	Chittenden County Regional Planning Commission	I	TA	6,019,561	1,086,867	480,000	7,586,428
23	Community Capital of Vermont	Job Start Program	D	L, TA	-	216,000	-	216,000
24	Department for Children and Families	Micro Business Development Program	D	TA, TR	136,200	697,740	-	833,940
25	Department of Economic Housing and Community Development	Business Support Program	D	TA	-	387,025	-	387,025
26	Department of Environmental Conservation	Clean Water State Revolving Fund and Grant Program	I	G, L, TA	7,315,400	35,773,354	-	43,088,754
27	Department of Environmental Conservation	Drinking Water State Revolving Loan Fund	I	G, L, TA	21,989,000	15,482,548	-	37,471,548
28	Department of Labor	Registered Apprenticeship Program	D	TR	-	1,298,566	437,661	1,736,227
29	Department of Labor	Workforce Education & Training Fund Program	D	TR	50,000	2,905,629	-	2,955,629
30	Department of Tourism and Marketing	Communication & Outreach Program	D	M	-	174,704	-	174,704
31	Department of Tourism and Marketing	Sales and Marketing Program	D	M	-	5,147,595	-	5,147,595
32	Greater Burlington Industrial Corp.	Greater Burlington Industrial Corp.	D	TA	-	175,682	-	175,682
33	Green Mountain Economic Development Corporation	Green Mountain Economic Development Corporation	D	L, TA	1,858	175,682	151,692	329,232
34	Lake Champlain Islands Economic Development Corporation	Lake Champlain Islands Economic Development Corporation	D	TA	3,171	116,859	211,194	331,224
35	Lake Champlain Regional Chamber of Commerce	Lake Champlain Regional Chamber of Commerce	D	M	-	1,000,000	235,000	1,235,000
36	Lamoille County Planning Commission	Lamoille County Planning Commission	I	TA	-	347,737	-	347,737
37	Lamoille Economic Development Corporation	Lamoille Economic Development Corporation	D	TA	-	175,682	215,293	390,975
38	Northeast Kingdom Community Action	Micro business development program	D	L, TA	-	119,548	27,240	146,788
39	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Development Corporation	D	TA	660,532	411,841	396,242	1,468,615
40	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Planning Commission	I	TA	660,532	411,841	396,242	1,468,615
41	Northern Community Investment Corporation	Economic Development Program	D	G, L, TA	3,430,036	237,672	2,476,132	6,143,840
42	Northwest Regional Planning Commission	Northwest Regional Planning Commission	I	TA	1,632,000	508,000	90,000	2,230,000
43	Office of Creative Economy	Creative Economy	D	TA	-	100,000	-	100,000
44	Rutland Economic Development Corporation	Rutland Economic Development Corporation	D	L, TA	-	211,682	1,035,561	1,247,243

# Appendix V

## Primary Type of Support and Funding by Program

#	Organization	Program Name	Program Type	Primary Type of Support Provided	Federal Funding	State Funding	Other Funding	Total Funding
45	Rutland Regional Planning Commission	Rutland Regional Planning Commission	I	TA	1,112,770	470,885	160,958	1,744,613
46	Ski Vermont	Vermont Ski Areas Association	D	M	-	40,000	2,220,425	2,260,425
47	Southeastern Vermont Community Action	Economic development program	D	TA	261,689	377,901	-	639,590
48	Southern Windsor Regional Planning Commission	Southern Windsor Regional Planning Commission	I	TA	-	343,898	-	343,898
49	Springfield Regional Development Corporation	Springfield Regional Development Corporation	D	TA	-	345,551	1,091,092	1,436,643
50	Two Rivers-Ottawaquechee Regional Commission	Two Rivers-Ottawaquechee Regional Commission	I	TA	-	480,000	-	480,000
51	Vermont Community Loan Fund	Lending programs	I	L, TA	750,000	155,000	755,000	1,660,000
52	Vermont Economic Development Authority	Direct Loan Program <sup>b</sup>	D	L, TA	1,332,976	422,525	27,100,000	28,855,501
53	Vermont Economic Development Authority	Small Business Loan Program <sup>b</sup>	D	L, TA	467,588	540,038	13,000,000	14,007,626
54	Vermont Economic Development Authority	Vermont Technology Loan Program <sup>b</sup>	D	L, TA	-	-	2,000,000	2,000,000
55	Vermont Economic Progress Council	Tax Increment Financing	I	IN	-	4,444,232	-	4,444,232
56	Vermont Economic Progress Council	Vermont Employment Growth Incentive Program	D	IN	-	200,000	-	200,000
57	Vermont Employee Ownership center	Vermont Employee Ownership center	D	TA	-	47,126	105,826	152,952
58	Vermont Global Trade Partnership	Vermont Global Trade Partnership	D	M, TA	420,000	289,670	-	709,670
59	Vermont Housing Conservation Board	Vermont Farm Viability Program	D	G, TA	626,500	835,688	220,000	1,682,188
60	Vermont Manufacturing Extension Center	Vermont Manufacturing Extension Center	D	G, TA, TR	792,966	1,230,585	1,836,885	3,860,436
61	Vermont Seed Capital Fund, LP	Vermont Seed Capital Fund, LP	D	L, TA	-	1,140,000	1,000,000	2,140,000
62	Vermont Small Business Development Center	Small Business Development Center	D	TA, TR	2,000,000	800,000	20,000	2,820,000
63	Vermont Sustainable Jobs Fund	Farm to plate investment program	D	M, TA	35,000	302,000	147,012	484,012
64	Vermont Sustainable Jobs Fund	Peer to Peer Collaborative Program	D	TA	-	5,500	7,500	13,000
65	Vermont Sustainable Jobs Fund	Vermont Sustainable Jobs Fund	D	G, TA	1,791,640	444,390	732,062	2,968,092
66	Vermont Technical College	Continuing Education and Workforce Development <sup>a</sup>	D	TR	200,000	20,000	-	220,000
67	Vermont Technology Alliance	Vermont Technology Alliance	D	M, TA	-	105,000	51,650	156,650
68	Vermont Telecommunications Authority	Access to Affordable Broadband Services & Statewide Mobile Telecommunications Services	I	G, L, TA	13,788,542	8,720,829	125,185	22,634,556
69	Vermont Women's Business Center	Vermont Women's Business Center	D	TA	234,924	36,100	87,769	358,793
70	Windham Regional Commission	Windham Regional Commission	I	G, L, TA	1,019,910	541,419	364,220	1,925,549
				Total	83,800,896	103,255,461	61,853,143	248,909,500

<sup>a</sup>The 6/30/11 funding amounts were not provided and were estimated based on actual 6/30/12 amounts reported.

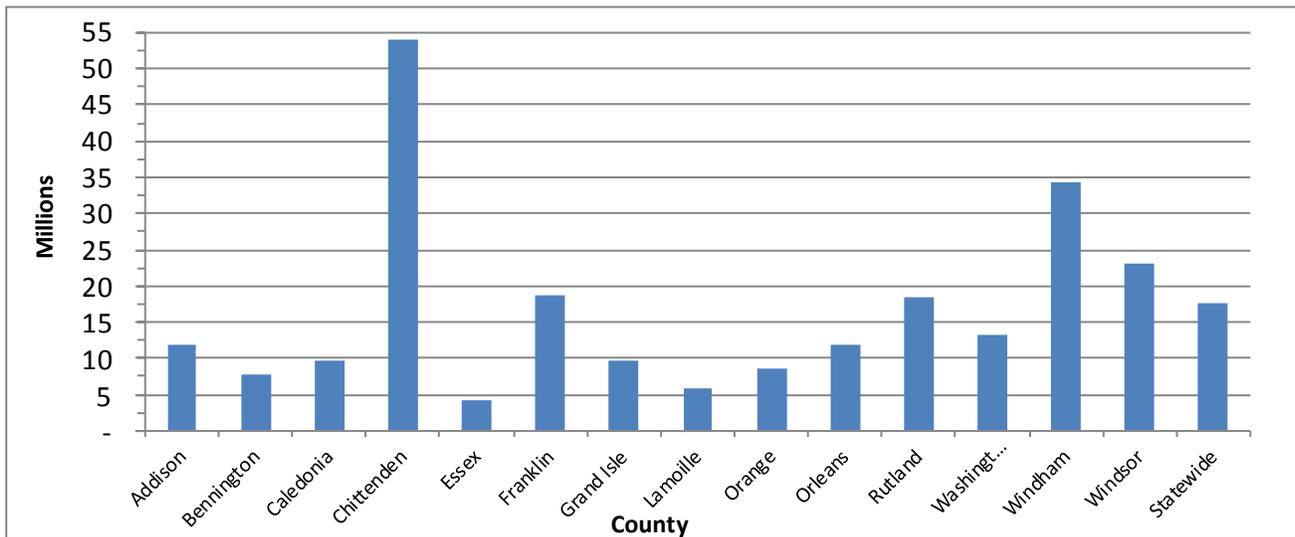
<sup>b</sup>Included in other funding sources are VEDA loan awards made during 2011 and 2012 directly to businesses to aid in job creation and retention. They have been classified as other funding sources since they cannot be categorized as appropriations. The loan awards were paid from the proceeds of loan repayments that originated from state funding sources.

# Appendix VI

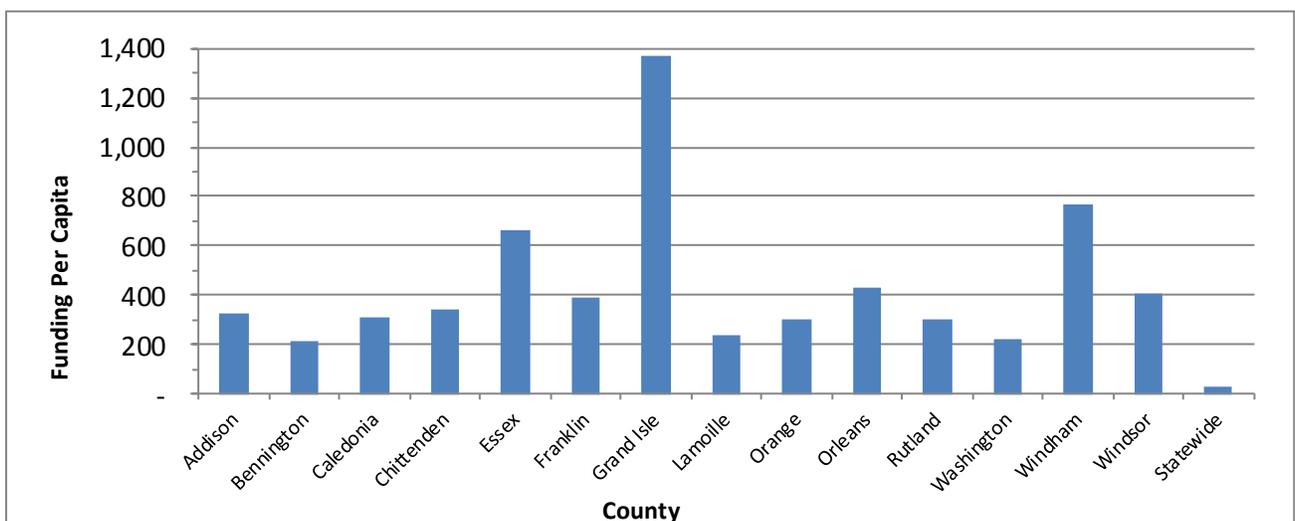
## Geographical Information

Figures 7 and 8 profile the total and per capita funding by county, respectively, based on the funding amounts and estimated percentage of support by county provided by the programs for the two-year period. Table 3 identifies the support by county provided by each program for the two-year period.

**Figure 7: Total Funding by County**



**Figure 8: Per Capita Funding by County**



# Appendix VI

## Geographical Information

**Table 3: County Support by Program**

#	Organization	Program Name	Addison	Bennington	Caledonia	Chittenden	Essex	Franklin	Grand Isle	Lamoille	Orange	Orleans	Rutland	Washington	Windham	Windsor	Statewide	Outside of VT
1	Addison County Economic Development Corporation	Addison County Economic Development Corporation	X															
2	Addison County Regional Planning Commission	Regional Planning Program	X															
3	Agency of Agriculture, Foods & Markets	Dairy Program															X	
4	Agency of Agriculture, Foods & Markets	Farm Energy															X	
5	Agency of Agriculture, Foods & Markets	Local Foods Market Development grant program															X	
6	Agency of Agriculture, Foods & Markets	Slaughterhouse and Meat Processing Facility Capacity Program								X					X			
7	Agency of Commerce & Community Development	Business Recruitment	X	X	X	X		X		X	X	X	X	X	X	X		
8	Agency of Commerce & Community Development	Captive Insurance Development Program <sup>a</sup>																X
9	Agency of Commerce & Community Development	Downtown and Village Center Tax Credit			X	X		X		X				X	X	X		
10	Agency of Commerce & Community Development	Downtown Transportation Fund/ Vermont Downtown Program	X		X	X		X		X								
11	Agency of Commerce & Community Development	Vermont Community Development Program															X	
12	Agency of Commerce & Community Development	Vermont EB-5 Regional Center	X									X		X		X		
13	Agency of Commerce & Community Development	Vermont Procurement Technical Assistance Center															X	
14	Agency of Commerce & Community Development	Vermont Training Program	X	X	X	X		X		X	X	X	X	X	X	X		
15	Bennington County Industrial Corporation	Bennington County Industrial Corporation		X									X			X		
16	Bennington County Regional Commission	Bennington County Regional Commission		X														
17	Brattleboro Development Credit Corporation	Brattleboro Development Credit Corp.													X			
18	Central Vermont Economic Development	Central Vermont Economic Development												X				
19	Central Vermont Regional Planning Commission	Central Vermont Regional Planning Commission								X				X				
20	Champlain College	Champlain College Center for Professional & Executive Development	X			X		X		X		X	X	X		X		
21	Champlain Valley Office of Economic Opportunity	Micro Business Development Program	X			X		X	X									
22	Chittenden County Regional Planning Commission	Chittenden County Regional Planning Commission				X												
23	Community Capital of Vermont	Job Start Program	X		X	X	X	X		X	X	X	X	X		X		
24	Department for Children and Families	Micro Business Development Program			X	X							X	X		X		
25	Department of Economic Housing and Community Development	Business Support Program															X	
26	Department of Environmental Conservation	Clean Water State Revolving Fund and Grant Program			X	X	X	X	X			X	X	X	X	X		
27	Department of Environmental Conservation	Drinking Water State Revolving Loan Fund															X	
28	Department of Labor	Registered Apprenticeship Program															X	
29	Department of Labor	Workforce Education & Training Fund Program															X	
30	Department of Tourism and Marketing	Communication & Outreach Program															X	
31	Department of Tourism and Marketing	Sales and Marketing Program															X	
32	Greater Burlington Industrial Corp.	Greater Burlington Industrial Corp.				X												
33	Green Mountain Economic Development Corporation	Green Mountain Economic Development Corporation	X							X		X				X		
34	Lake Champlain Islands Economic Development Corporation	Lake Champlain Islands Economic Development Corporation							X									
35	Lake Champlain Regional Chamber of Commerce	Lake Champlain Regional Chamber of Commerce				X		X										
36	Lamoille County Planning Commission	Lamoille County Planning Commission								X								

# Appendix VI

## Geographical Information

#	Organization	Program Name	Addison	Bennington	Caledonia	Chittenden	Essex	Franklin	Grand Isle	Lamoille	Orange	Orleans	Rutland	Washington	Windham	Windsor	Statewide	Outside of VT
37	Lamoille Economic Development Corporation	Lamoille Economic Development Corporation								X								
38	Northeast Kingdom Community Action	Micro business development program			X		X					X						
39	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Development Corporation			X		X					X						
40	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Planning Commission			X		X					X						
41	Northern Community Investment Corporation	Economic Development Program			X		X					X						
42	Northwest Regional Planning Commission	Northwest Regional Planning Commission						X	X									
43	Office of Creative Economy	Creative Economy																X
44	Rutland Economic Development Corporation	Rutland Economic Development Corporation											X					
45	Rutland Regional Planning Commission	Rutland Regional Planning Commission											X					
46	Ski Vermont	Vermont Ski Areas Association																X
47	Southeastern Vermont Community Action	Economic Development Program													X	X		
48	Southern Windsor Regional Planning Commission	Southern Windsor Regional Planning Commission															X	
49	Springfield Regional Development Corporation	Springfield Regional Development Corporation															X	
50	Two Rivers-Ottawaquechee Regional Commission	Two Rivers-Ottawaquechee Regional Commission	X								X	X					X	
51	Vermont Community Loan Fund	Lending programs	X	X	X	X		X	X	X	X	X	X	X	X	X	X	
52	Vermont Economic Development Authority	Direct Loan Program	X		X	X				X		X	X	X	X	X	X	
53	Vermont Economic Development Authority	Small Business Loan Program	X	X	X	X	X		X	X	X	X	X	X	X	X	X	
54	Vermont Economic Development Authority	Vermont Technology Loan Program	X		X	X				X								
55	Vermont Economic Progress Council	Tax Increment Financing				X		X									X	
56	Vermont Economic Progress Council	Vermont Employment Growth Incentive Program	X	X		X		X		X			X	X	X	X	X	
57	Vermont Employee Ownership Center	Vermont Employee Ownership Center																X
58	Vermont Global Trade Partnership	Vermont Global Trade Partnership																X
59	Vermont Housing Conservation Board	Vermont Farm Viability Program																X
60	Vermont Manufacturing Extension Center	Vermont Manufacturing Extension Center																X
61	Vermont Seed Capital Fund, LP	Vermont Seed Capital Fund, LP	X		X	X								X		X		
62	Vermont Small Business Development Center	Small Business Development Center																X
63	Vermont Sustainable Jobs Fund	Farm to plate investment program																X
64	Vermont Sustainable Jobs Fund	Peer to Peer Collaborative Program	X															
65	Vermont Sustainable Jobs Fund	Vermont Sustainable Jobs Fund																X
66	Vermont Technical College	Continuing Education and Workforce Development				X			X		X	X	X	X	X			
67	Vermont Technology Alliance	Vermont Technology Alliance	X	X		X			X					X	X			
68	Vermont Telecommunications Authority	Access to Affordable Broadband Services & Statewide Mobile Telecommunications Services	X	X	X		X	X		X	X	X	X	X	X	X	X	
69	Vermont Women's Business Center	Vermont Women's Business Center	X	X	X	X		X	X	X	X	X	X	X	X	X	X	
70	Windham Regional Commission	Windham Regional Commission		X											X	X		

<sup>a</sup>The captive insurance development program provides insurance recruiting services outside of the state.

# Appendix VII

## Industry Information

Table 4 below profiles the industry types supported by program.

**Table 4: Program industry information**

#	Organization	Program Name	Construction	Farms or Agricultural	Leisure & Hospitality	Municipalities	Manufacturing	Non-profit organizations	Professional & Business Services	Technology	Other	Did not Respond
1	Addison County Economic Development Corporation	Addison County Economic Development Corporation	X	X		X	X	X		X		
2	Addison County Regional Planning Commission	Regional Planning Program				X						
3	Agency of Agriculture, Foods & Markets	Dairy Program		X								
4	Agency of Agriculture, Foods & Markets	Farm Energy		X		X					X	
5	Agency of Agriculture, Foods & Markets	Local Foods Market Development grant program		X				X				
6	Agency of Agriculture, Foods & Markets	Slaughterhouse and Meat Processing Facility Capacity Program		X								
7	Agency of Commerce & Community Development	Business Recruitment					X			X	X	
8	Agency of Commerce & Community Development	Captive Insurance Development Program							X			
9	Agency of Commerce & Community Development	Downtown and Village Center Tax Credit									X	
10	Agency of Commerce & Community Development	Downtown Transportation Fund/ Vermont Downtown Program	X			X						
11	Agency of Commerce & Community Development	Vermont Community Development Program				X						
12	Agency of Commerce & Community Development	Vermont EB-5 Regional Center			X		X					
13	Agency of Commerce & Community Development	Vermont Procurement Technical Assistance Center	X	X	X		X	X		X		
14	Agency of Commerce & Community Development	Vermont Training Program					X			X	X	
15	Bennington County Industrial Corporation	Bennington County Industrial Corporation		X		X	X	X		X		
16	Bennington County Regional Commission	Bennington County Regional Commission				X		X				
17	Brattleboro Development Credit Corporation	Brattleboro Development Credit Corp.						X			X	
18	Central Vermont Economic Development	Central Vermont Economic Development		X			X			X		
19	Central Vermont Regional Planning Commission	Central Vermont Regional Planning Commission				X						
20	Champlain College	Champlain College Center for Professional & Executive Development					X			X	X	
21	Champlain Valley Office of Economic Opportunity	Micro Business Development Program	X	X	X		X		X	X		
22	Chittenden County Regional Planning Commission	Chittenden County Regional Planning Commission				X						
23	Community Capital of Vermont	Job Start Program	X	X	X						X	
24	Department for Children and Families	Micro Business Development Program										X
25	Department of Economic Housing and Community Development	Business Support Program	X	X	X	X	X	X		X	X	
26	Department of Environmental Conservation	Clean Water State Revolving Fund and Grant Program				X						
27	Department of Environmental Conservation	Drinking Water State Revolving Loan Fund				X		X				
28	Department of Labor	Registered Apprenticeship Program	X			X	X				X	
29	Department of Labor	Workforce Education & Training Fund Program	X	X		X		X		X	X	
30	Department of Tourism and Marketing	Communication & Outreach Program		X	X							
31	Department of Tourism and Marketing	Sales and Marketing Program		X	X							
32	Greater Burlington Industrial Corp.	Greater Burlington Industrial Corp.									X	
33	Green Mountain Economic Development Corporation	Green Mountain Economic Development Corporation	X	X	X	X	X	X		X		

# Appendix VII

## Industry Information

#	Organization	Program Name	Construction	Farms or Agricultural	Leisure & Hospitality	Municipalities	Manufacturing	Non-profit organizations	Professional & Business Services	Technology	Other	Did not Respond
34	Lake Champlain Islands Economic Development Corporation	Lake Champlain Islands Economic Development Corporation		X	X	X		X				
35	Lake Champlain Regional Chamber of Commerce	Lake Champlain Regional Chamber of Commerce										X
36	Lamoille County Planning Commission	Lamoille County Planning Commission				X		X				
37	Lamoille Economic Development Corporation	Lamoille Economic Development Corporation		X	X		X					
38	Northeast Kingdom Community Action	Micro Business Development Program		X	X		X				X	
39	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Development Corporation				X					X	
40	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Planning Commission				X					X	
41	Northern Community Investment Corporation	Economic Development Program					X					
42	Northwest Regional Planning Commission	Northwest Regional Planning Commission		X		X		X			X	
43	Office of Creative Economy	Creative Economy									X	
44	Rutland Economic Development Corporation	Rutland Economic Development Corporation	X			X	X				X	
45	Rutland Regional Planning Commission	Rutland Regional Planning Commission				X		X			X	
46	Ski Vermont	Vermont Ski Areas Association			X					X		
47	Southeastern Vermont Community Action	Economic Development Program	X	X	X		X				X	
48	Southern Windsor Regional Planning Commission	Southern Windsor Regional Planning Commission				X						
49	Springfield Regional Development Corporation	Springfield Regional Development Corporation	X	X	X		X			X		
50	Two Rivers-Ottawaquechee Regional Commission	Two Rivers-Ottawaquechee Regional Commission				X		X				
51	Vermont Community Loan Fund	Lending Programs		X	X		X	X				
52	Vermont Economic Development Authority	Direct Loan Program		X	X		X		X			
53	Vermont Economic Development Authority	Small Business Loan Program	X	X	X		X		X		X	
54	Vermont Economic Development Authority	Vermont Technology Loan Program								X		
55	Vermont Economic Progress Council	Tax Increment Financing				X						
56	Vermont Economic Progress Council	Vermont Employment Growth Incentive Program					X	X		X	X	
57	Vermont Employee Ownership center	Vermont Employee Ownership Center	X	X	X	X	X	X		X		
58	Vermont Global Trade Partnership	Vermont Global Trade Partnership		X	X		X			X		
59	Vermont Housing Conservation Board	Vermont Farm Viability Program		X			X	X				
60	Vermont Manufacturing Extension Center	Vermont Manufacturing Extension Center					X	X			X	
61	Vermont Seed Capital Fund, LP	Vermont Seed Capital Fund, LP								X	X	
62	Vermont Small Business Development Center	Small Business Development Center										X
63	Vermont Sustainable Jobs Fund	Farm to Plate Investment Program		X				X				
64	Vermont Sustainable Jobs Fund	Peer to Peer Collaborative Program								X		
65	Vermont Sustainable Jobs Fund	Vermont Sustainable Jobs Fund		X			X			X		
66	Vermont Technical College	Continuing Education and Workforce Development	X		X	X	X	X		X	X	
67	Vermont Technology Alliance	Vermont Technology Alliance								X		
68	Vermont Telecommunications Authority	Access to Affordable Broadband Services & Statewide Mobile Telecommunications Services								X		
69	Vermont Women's Business Center	Vermont Women's Business Center	X	X	X		X	X			X	
70	Windham Regional Commission	Windham Regional Commission				X						

# Appendix VIII

## Goals and Performance Measures

Table 5 profiles whether the programs established general goals or measures. It also reports whether they established job creation (JC) or job retention (JR) goals or measures.

**Table 5: Program goals and measures established by program**

#	Organization	Program Name	General Goals	General Measures	JC or JR Goals	JC or JR Measures
1	Addison County Economic Development Corporation	Addison County Economic Development Corporation	X	X		
2	Addison County Regional Planning Commission	Regional Planning Program	X	X		
3	Agency of Agriculture, Foods & Markets	Dairy Program	X	X		X
4	Agency of Agriculture, Foods & Markets	Farm Energy	X	X		
5	Agency of Agriculture, Foods & Markets	Local Foods Market Development grant program	X	X		
6	Agency of Agriculture, Foods & Markets	Slaughterhouse and Meat Processing Facility Capacity Program	X	X	X	
7	Agency of Commerce & Community Development	Business Recruitment				
8	Agency of Commerce & Community Development	Captive Insurance Development Program	X	X	X	
9	Agency of Commerce & Community Development	Downtown and Village Center Tax Credit	X		X	
10	Agency of Commerce & Community Development	Downtown Transportation Fund/ Vermont Downtown Program	X			
11	Agency of Commerce & Community Development	Vermont Community Development Program	X		X	
12	Agency of Commerce & Community Development	Vermont EB-5 Regional Center	X	X	X	X
13	Agency of Commerce & Community Development	Vermont Procurement Technical Assistance Center	X	X		X
14	Agency of Commerce & Community Development	Vermont Training Program	X	X	X	X
15	Bennington County Industrial Corporation	Bennington County Industrial Corporation	X	X	X	
16	Bennington County Regional Commission	Bennington County Regional Commission	X	X		
17	Brattleboro Development Credit Corporation	Brattleboro Development Credit Corp.	X	X		
18	Central Vermont Economic Development	Central Vermont Economic Development	X	X	X	X
19	Central Vermont Regional Planning Commission	Central Vermont Regional Planning Commission	X	X		
20	Champlain College	Champlain College Center for Professional & Executive Development	X	X		
21	Champlain Valley Office of Economic Opportunity	Micro Business Development Program	X	X	X	X
22	Chittenden County Regional Planning Commission	Chittenden County Regional Planning Commission	X	X		
23	Community Capital of Vermont	Job Start Program	X	X		
24	Department for Children and Families	Micro Business Development Program	X	X	X	X
25	Department of Economic Housing and Community Development	Business Support Program	X	X	X	
26	Department of Environmental Conservation	Clean Water State Revolving Fund and Grant Program	X	X		X
27	Department of Environmental Conservation	Drinking Water State Revolving Loan Fund	X	X		X
28	Department of Labor	Registered Apprenticeship Program	X			
29	Department of Labor	Workforce Education & Training Fund Program	X	X	X	X

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## Goals and Performance Measures

#	Organization	Program Name	General Goals	General Measures	JC or JR Goals	JC or JR Measures
30	Department of Tourism and Marketing	Communication & Outreach Program	X	X		X
31	Department of Tourism and Marketing	Sales and Marketing Program	X	X		X
32	Greater Burlington Industrial Corp.	Greater Burlington Industrial Corp.	X	X	X	X
33	Green Mountain Economic Development Corporation	Green Mountain Economic Development Corporation	X	X	X	
34	Lake Champlain Islands Economic Development Corporation	Lake Champlain Islands Economic Development Corporation	X	X	X	X
35	Lake Champlain Regional Chamber of Commerce	Lake Champlain Regional Chamber of Commerce	X			
36	Lamoille County Planning Commission	Lamoille County Planning Commission	X	X		
37	Lamoille Economic Development Corporation	Lamoille Economic Development Corporation	X	X	X	
38	Northeast Kingdom Community Action	Micro business development program	X	X		X
39	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Development Corporation	X	X	X	
40	Northeastern Vermont Development Association	Northeastern Vermont Development Association - Regional Planning Commission	X			
41	Northern Community Investment Corporation	Economic Development Program				
42	Northwest Regional Planning Commission	Northwest Regional Planning Commission	X	X		
43	Office of Creative Economy	Creative Economy	X	X		
44	Rutland Economic Development Corporation	Rutland Economic Development Corporation	X	X		
45	Rutland Regional Planning Commission	Rutland Regional Planning Commission	X	X		
46	Ski Vermont	Vermont Ski Areas Association	X	X	X	
47	Southeastern Vermont Community Action	Economic development program	X	X	X	X
48	Southern Windsor Regional Planning Commission	Southern Windsor Regional Planning Commission	X	X		
49	Springfield Regional Development Corporation	Springfield Regional Development Corporation	X	X	X	
50	Two Rivers-Ottawaquechee Regional Commission	Two Rivers-Ottawaquechee Regional Commission	X	X	X	
51	Vermont Community Loan Fund	Lending Programs	X	X		X
52	Vermont Economic Development Authority	Direct Loan Program	X	X	X	X
53	Vermont Economic Development Authority	Small Business Loan Program	X	X	X	X
54	Vermont Economic Development Authority	Vermont Technology Loan Program	X	X	X	X
55	Vermont Economic Progress Council	Tax Increment Financing	X	X	X	X
56	Vermont Economic Progress Council	Vermont Employment Growth Incentive Program	X	X	X	X
57	Vermont Employee Ownership Center	Vermont Employee Ownership Center	X	X	X	X
58	Vermont Global Trade Partnership	Vermont Global Trade Partnership	X	X		
59	Vermont Housing Conservation Board	Vermont Farm Viability Program	X	X		
60	Vermont Manufacturing Extension Center	Vermont Manufacturing Extension Center	X	X		X
61	Vermont Seed Capital Fund, LP	Vermont Seed Capital Fund, LP	X	X	X	X
62	Vermont Small Business Development Center	Small Business Development Center	X	X	X	X
63	Vermont Sustainable Jobs Fund	Farm to Plate Investment Program	X	X	X	X

# Appendix VIII

## Goals and Performance Measures

#	Organization	Program Name	General Goals	General Measures	JC or JR Goals	JC or JR Measures
64	Vermont Sustainable Jobs Fund	Peer to Peer Collaborative Program	X	X		X
65	Vermont Sustainable Jobs Fund	Vermont Sustainable Jobs Fund	X	X	X	X
66	Vermont Technical College	Continuing Education and Workforce Development	X	X		
67	Vermont Technology Alliance	Vermont Technology Alliance	X	X	X	X
68	Vermont Telecommunications Authority	Access to Affordable Broadband Services & Statewide Mobile Telecommunications Services	X	X		X
69	Vermont Women's Business Center	Vermont Women's Business Center	X	X		X
70	Windham Regional Commission	Windham Regional Commission	X	X	X	X
		Count	68	62	33	33
		%	97%	89%	47%	47%