

London, Sarah

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**From:** Allen, Susan  
**Sent:** Tuesday, October 04, 2011 4:10 PM  
**To:** Allen, Susan  
**Subject:** Afternoon media clips for Tuesday, Oct. 4:

**BURLINGTON FREE PRESS:**

**Green Mountain Coffee may build Essex roasting plant**

Green Mountain Coffee Roasters Inc. is considering building a nearly 500,000-square-foot roasting facility in Essex that would bring 800 jobs to that town, Town Manager Pat Scheidel said today.

The Waterbury-based coffee giant had already received the permitting it needs from the town, Scheidel said. It is working its way through the Act 250 permitting process required by the state, documents show.

Green Mountain Coffee already has a packaging facility and support offices in buildings at the Essex site. But company spokeswoman Suzanne DuLong said a final decision about where to locate a new roasting facility has not yet been made. The company operates from seven locations across North America, including Toronto and Montreal.

"All I can tell you from a corporate perspective is at this time we haven't made a decision whether we'll expand in that Essex location," DuLong said. "We're in the process of working through the decision."

The roasting plant would link two existing buildings in Gauthier Industrial Park, totaling about 250,000 square feet, with a new 235,000-square-foot building on a 29-acre tract that includes Rouille Industrial Park. The land is owned by The Miller Realty Group, LLP, in Williston, which applied for the Act 250 permit from the Natural Resources Board District 4 Environmental Commission in Essex.

"I would love dearly the opportunity to have a local business stay and grow here and employ local people and circulate dollars locally," Scheidel said. "They've gone through the public process with the local planning commission. They're going forward with their state permitting. I see those as positive steps toward commitment."

DuLong said the company is in the "fortunate position" of experiencing rapid growth, and is looking to expand capacity. The company's total sales for the third quarter of 2011 were \$717.2 million, up 127 percent from 2010 third quarter sales of \$316.6 million.

Rep. Linda Myers, R-Essex, who is also the town's Selectboard chairwoman, said she hasn't spoken to anyone at Green Mountain Coffee yet, but hopes to soon.

"The town of Essex would absolutely love to have Green Mountain Coffee Roasters here," Myers said. "While it is now nationwide, we think it's still homegrown Vermont."

## **Vermont Law, long a holdout, lifting military ban**

SOUTH ROYALTON — When military recruiters begin arriving this month for the first time in more than a decade at Vermont Law School, it will have a special meaning for Alex Manning.

Manning, a lesbian, graduated from the law school in 2006, 17 years after she was discharged from the Army for a "failure to adapt to military standards."

She was serving as a private at Fort Lewis, Wash., when she went to a farewell dinner for a friend who was being discharged for being a lesbian, and then out with a group to a gay bar. The investigation started soon after.

"It had the flavor of a witch hunt," she said, adding that she soon followed her friend in being expelled from the service. In the days before the Clinton administration created "don't ask, don't tell," she said, the policy was, "We asked. You lied. You're out of here."

Manning, now 42, went on to a career in law enforcement, working as a drug detective for the Georgia Bureau of Investigations in her native state, as well as other agencies.

Last week, she traveled north from Atlanta, where she practices family and criminal law, to attend a ceremony at Vermont Law marking the end of the military's "don't ask, don't tell" policy — and the end of a ban on military recruiters by the small, unaffiliated law school.

The ban wasn't a 1970s-style protest against U.S. military involvements, the school says.

"We had a non-discrimination policy in place that includes the idea that no employer can be allowed on campus who's going to discriminate against our students based on their membership in a protected class," said Jackie Gardina, a professor at the school who was active in a national group that fought to overturn the military policy.

Professor Kinvin Wroth, a former dean of the 650-student law school, said its policy barring military recruiters dated from the mid-1980s, years before the Clinton administration adopted the policy that became known as "don't ask, don't tell" in 1993.

In 1996, Congress passed an amendment cutting off federal aid, including financial aid, to schools that barred recruiters from campus. Wroth said the law school would have been devastated if its students had been denied access to federal loans and grants and changed its policy for a couple of years.

(Page 2 of 3)

It later switched back to banning recruiters after Congress dropped student financial aid from the forms of federal assistance denied schools that barred recruiters. Since that 1999 decision, the school has forsaken an estimated \$300,000 to \$500,000 a year in other forms of federal help.

The William Mitchell College of Law in Minnesota, like Vermont Law a small, independent school, also banned recruiters during the "don't ask, don't tell" era but is ending its policy with the federal repeal. It and Vermont Law were the only law schools in the country to stick with the ban. Others were affiliated with larger schools, which would have lost funding for a range of programs.

"It wasn't as if we were a medical school or a physics department that essentially depended for its continued funding streams" on the federal government, Wroth said. "Once federal (student) aid was out from under the thumb we were not under serious pressure."

Wroth argued that while the recruiter ban has drawn most of the attention, the law school's role as a national leader in the movement to repeal "don't ask, don't tell" may have been more effective. The school sponsored a student trip to Washington each spring, with students lobbying Congress to make the change.

Gardina wrote a white paper and later a law review article on the legal issues connected with "don't ask, don't tell." Wroth said when former Defense Secretary Robert Gates spoke about the impending repeal in February, he used language strikingly similar to Gardina's.

When the policy was eliminated Sept. 20, it became clear immediately that recruiters looking for young lawyers to staff the services' Judge Advocate General Corps would no longer have to meet with students in the conference room of a bank across the street from the picturesque campus along the White River.

"The fact that we have welcomed them back so soon after the policy was lifted is evidence of the point we've made along, which is that our position has never been anti-military; it's anti-discrimination," said Greg Johnson, another law professor and longtime campus leader on the issue.

(Page 3 of 3)

The Marines are famous for going in first, but this time it will be JAG recruiters from the Army who come to campus on Oct. 14, followed by Marine representatives on Oct. 26.

Pentagon spokeswoman Eileen Lainez said in an email that recruiters' job is to promote the military to students as "a great opportunity to further their education, gain a marketable skill, become independent, and serve their country. Most students do not know individuals who have served in the military, and wouldn't otherwise be exposed to the opportunities the military can offer."

Several students interviewed at the school Monday said they were fine with recruiters coming to campus; two of the eight questioned said they might be interested in talking to the recruiters.

"I'm glad to see it, personally," said Ellick Clark, 29, a second-year student from Iron Station, N.C. "I've considered a career with the JAG Corps after graduating."

Manning says one inspiration for her was Shirley Jefferson, the law school's associate dean for student affairs. A native of Selma, Ala., Jefferson, 58, said she was 11 when she joined Martin Luther King Jr.'s historic march from Selma to Montgomery and was a member of the class that desegregated Selma High School.

Both Manning and Jefferson said they saw parallels in their struggles.

Jefferson recalled from her childhood her father telling her she couldn't have an ice cream cone because the shop they were passing was whites-only.

"All I wanted was an ice cream cone," she said. "All she (Manning) wanted was to be herself."

When they got to South Royalton and Vermont Law School, Jefferson in 1982 and Manning in 2003, "We were accepted for who we were, no matter our color or sexual orientation. We could be ourselves," Jefferson said.

"South Royalton is my Selma, Ala.," Manning said. "Big things start in little, bitty towns."

### **UVM to host 32 flooded Vermont scientists**

BURLINGTON — The University of Vermont says 32 state scientists whose Waterbury offices were flooded by Tropical Storm will be working in laboratories in Burlington.

UVM says the scientists began moving on Sept. 19. The moves will be completed the week of Oct. 17.

In some cases UVM scientists will share space and in others the state scientists will move into vacant labs.

Eight Agency of Agriculture scientists will work in the Terrill Building.

Scientists from the Department of Environmental Conservation will move into two labs in James M. Jeffords Hall.

It's expected the state scientists will work in Burlington for between six and nine months.

The state office complex was heavily damaged by flooding from Irene.

### **Vermont Public Service Board still must approve Vermont Gas expansion**

MONTPELIER — Vermont Gas Systems has cleared a key hurdle toward expanding its natural gas pipelines south from Chittenden County into Addison County, but it still must clear another.

The utility must get what is essentially a state license from the Public Service Board. The company and the Department of Public Service, which represents consumers, are differing over how broad the board's review should be.



The hurdle just cleared by Vermont Gas Systems was the board allowing it to bill current customers for the costs of the expansion, which as planned would reach Vergennes and then Middlebury.

That approval drew a protest from the Vermont Fuel Dealers' Association, which represents oil and propane dealers, among others. It sees Vermont Gas being given an unfair competitive advantage.

### **WCAX:**

#### **Clock ticking on Disaster Unemployment Assistance**

Vermonters who lost work because of Tropical Storm Irene are eligible for Disaster Unemployment Assistance, but time is running out to sign up.

Workers in Addison, Bennington, Caledonia, Chittenden, Orange, Rutland, Washington, Windham and Windsor counties must submit their applications by Friday, Oct. 7.

People in Franklin, Lamoille, and Orleans counties have until Oct. 21 to apply.

You might qualify if you were injured in the disaster, if your workplace was damaged or if you couldn't get to work. To find out if you qualify, call the Vermont Labor Department's Claim Assistance Line at 1-877-214-3330.

### **VPR:**

#### **Waterbury Looks Toward Long-Term Recovery**

(Host) Over the past five weeks, hundreds of volunteers have helped fuel Waterbury's short-term flood recovery effort.

But as VPR's Bob Kinzel reports, local officials say they now need to develop a different model to help guide the town's long term recovery.

(Kinzel) The Waterbury Town office is now located in a large classroom at the Thatcher Brook elementary school - right down the hall from the school's gym.

Bill Shepeluk is the town manager. He says he had to move because the old office on South Main Street was heavily damaged.

*(Shepeluk) "We had five inches of water up on the first floor. We had a basement that was fully submerged in water. Our oil tank overturned and oil just permeated through the entire structure."*

(Kinzel) Shepeluk says he's been overwhelmed by the volunteer spirit in Waterbury. But he says the time has come to work on a different long term recovery plan.

That's why a nonprofit group known as "Revitalizing Waterbury" was asked to expand its traditional business focus to include the needs of residents in a new venture that backers hope will be staffed with three paid positions.

*(Shepeluk) "This effort is targeted at getting residential properties back and be able to be reoccupied, get people back and families back to this community where they then can support the business community that Revitalizing Waterbury has worked with and has had a focus on for over 20 years now."*

(Kinzel) The staff positions will include an overall project manager, a construction manager and a caseworker to help residents navigate the state's social service network.

*(Shepeluk) "Everybody acknowledges that as big a physical challenge this is for people - their homes are destroyed, they might not have a job to go to - there's a huge human cost that needs to be addressed as well."*

(Kinzel) Rebecca Ellis is the chairperson of the Waterbury select board. She says creating a new non profit group makes a lot of sense:

(Ellis) *"We at the municipal level felt a nonprofit could really better provide these services to individuals. They could do a better job for fundraising. They'd have more flexibility in terms of hiring. They'd have more flexibility in incorporating donated labor into the non profit structure."*

(Kinzel) What's the mood in Waterbury five weeks after tropical storm Irene?

(Ellis) *"I think people are surprised from the outside to see how far along we are, that people are all mucked out and a lot of people have gone ahead to get their own contractors and start rebuilding. They've put in electrical. They've put in insulation. They're putting up dry wall. So for the most part, people are doing pretty well. So it's a pretty positive mood from that standpoint."*

(Kinzel) "Rebuilding Waterbury" hopes to hire at least three staff people by the end of the month.

#### **FOX44:**

##### **Plans for a Single-Payer Health Care System to Start**

Montpelier, Vermont - Vermont's new Green Mountain Care Board will meet for the first time Tuesday and is expected to focus on reducing the cost of health care.

The Kaiser Foundation recently reported that health insurance premiums increased more than 9% in cost last year around the country.

Anya Rader-Wallack, the chairwoman of the board, tells Vermont Public Radio it will focus early-on on those rising costs.

She says keys to reducing health care costs include moving away fee-for-service payment to a system in which one medical problem is paid for with a single fee, even though a range of professionals may work on it.

She also says savings can be achieved by reducing administrative overhead.

Fox44's Natalie Paterson is going to the meeting and will provide you with updates later in the day.

#### **Vt. Rt. 9 & 11 Open 2-Lanes**

Montpelier, Vermont - Two east-west roads in southern Vermont that were devastated by Tropical Irene have reopened to two lanes of traffic.

The Agency of Transportation said Tuesday that both lanes of routes 9 and 11 are now open.

Officials say a bridge on Route 9 had been reduced to one lane after a second round of inspections found more damage that had been hidden by debris.

Route 11 in Chester also had been restricted to one lane in September.

#### **TIMES ARGUS/RUTLAND HERALD:**

##### **Welch bill would help schools buy local food**

Rep. Peter Welch introduced legislation to allow Vermont to use federal funds to buy local produce for schools.

Vermont schools currently receive produce from a regional distribution center in Rhode Island under the Department of Defense Fresh Fruit and Vegetable Program.

Welch's Fresh and Local School Foods Act would create a three-state pilot program that would allow participants to opt out of the DOD program and spend that money on local fruit and vegetables.

### **ST. ALBANS MESSENGER:**

#### **Gaming Irene**

*union dues and union don'ts*

#### ***Politics by Emerson Lynn***

The Vermont State Employees' Association has filed suit against the Shumlin administration claiming the state did not follow accepted procedures in the aftermath of Tropic Storm Irene and that state workers affected are owed double time pay that could amount to several million dollars.

There are battles to pick and there are battles to avoid. This would be one for the union to avoid. It makes them look small and self-centered.

The union says it has no choice but to file the suit. If its members file a grievance, they have the obligation to advocate on their behalf. Over 100 members of the union have signed the grievance.

The administration is not being accused of asking people to work and then not paying them; the union is essentially taking advantage of a paper work dispute.

The issue in question is a requirement in the state's employment contract that requires the state to send a formal re-location notice if employees are asked to work elsewhere because the workplace has been closed due to an emergency.

Tropical Storm Irene was the emergency. The state's offices in Waterbury – home to 1,500 state workers – were flooded, which meant 1,500 workers could not go to work and needed to be reassigned. The Shumlin administration interpreted the contract such that the day after Irene, August 29, was the extent of the emergency and that employees were due double-time pay for that day, which amounted to \$400,000, but not thereafter. The administration told the union it did not consider time after August 29th as time that would qualify under the "emergency closing" provision of the contract.

According to the complaint filed with the state, the administration sent an email to all state employees asking that they not code their timesheets "emergency closing", which meant the double-time pay would only pertain to August 29. The VSEA says the administration did not send the proper paper work to its members and that it would not ask its members to accept the administration's request, thus denying some of its members the extra money.

The union was playing to a "gotcha" moment.

There is a bigger picture here, one the administration sees and the union leadership does not. The public has no appetite for such nonsense. Towns have been reduced to rubble. Streets and bridges have been destroyed. The state is looking at a billion-dollar price tag, which, no matter what comes our way from the federal government, will cost us countless millions. A suit from the union asking for millions more in double-time pay is the proverbial skunk at the party; it stinks.

Our guess is that it also embarrasses many state employees as well. The moment the extent of the damage was understood state employees from one end of Vermont to the other volunteered to help. Many asked to help without pay. It was an emergency and most state employees, like Vermonters everywhere, wanted to be of service. That was particularly true for the state's transportation department, a crew that adopts a service-beyond-self mentality as its religion [watch them during any blizzard.] They were the ones who were first to begin digging through the rubble, trying desperately to open roads to towns isolated from the storm. It was never about the money.

Collectively, it's been a remarkable effort. But it's also been expensive. The state has already spent almost \$2 million in overtime costs and the extra work required is far from complete. It's been a massive effort to get the state back up and running again, and equally daunting to figure out how to relocate 1,500 employees in a way that's productive, and to do so quickly. A number of state workers have not been able to get back to work, but all state employees continue to receive their weekly paychecks, even those who have no place to go to work.

So, the union thinks it's fair that some of its workers should get double time and others paid their regular pay, all for the same work, just because of a dispute over whether or not the right paper work was filed?

After all that has been done to recover from Irene, after all the good work state employees have accomplished, this is the union leadership's takeaway message? This is how they want Vermonters to remember them?

In a technical sense, the union leadership may be required to act on behalf of those filing the grievance. But it does not have to embrace the complaint and it should have explored every option available to avoid the conflict, or to mitigate it. At a time when most Vermonters are being squeezed by a poor economy, and the state is in the midst of a budget shortfall, it makes no sense to ask Vermonters to dig into their wallets for several million dollars in double-time pay – all because of a dispute over the proper filing of paperwork during an state emergency of historic proportions.

Talk about being tone deaf to the needs of Vermonters.

## **VERMONT TIGER:**

### **The Turbines of Wrath....**

*by Daniel Foty*

It's been obvious for some time that wind turbines are little more than useless eyesores that exist only for their religious significance.

Now, they can be further downgraded - to worse than useless:

*Ontario's rapid expansion in wind power projects has provoked a backlash from rural residents living near industrial wind turbines who say their property values are plummeting and they are unable to sell their homes, a CBC News investigation has found.*

*The government and the wind energy industry have long maintained turbines have no adverse effects on property values, health or the environment.*

*The CBC has documented scores of families who've discovered their property values are not only going downward, but also some who are unable to sell and have even abandoned their homes because of concerns nearby turbines are affecting their health.*

Read the whole thing.

This is, of course, practically interesting - since such findings provide support for any tort claims (hint) that those who suffer devaluation of their property due to windmills may choose to file. (And if you follow the link, you can read the interesting story of how an Ontario wind developer so threatened bought up the four properties of the complainants.... and then re-sold them at a significant loss....)

### **Where Did All the Tax Revenues Go?**

*and why we need an economic boom to bring them back*

*by Tom Evslin*

Don't read this post unless you like numbers.

In fiscal year 2000 the federal budget was actually in surplus. Revenues were higher than expenditures and the national debt was reduced a small amount. Economists hadn't predicted that strange occurrence; it was certainly a consequence of soaring tax revenues from profits on bubble IPOs and a robust economy. On the expenditure side, the trajectory of welfare payments had been reduced by reform supported by Bill Clinton and Republicans; and we weren't fighting any wars. By fy2001, revenues were declining and expenses were still climbing. Post 9/11 in fy2002, we were back to running an annual deficit and we haven't recovered yet - the fy2009 deficit was an astonishing \$1.413 trillion dollars, 10% of our gross domestic product (GDP). My former colleague in state government Tom Pelham describes this well in a [Vermont Tiger post](#).

What went wrong?

On the expenditure side, the answer is simple: government spending went from \$1.789 (18% of GDP) in 2000 to \$2.983 trillion (21% of GDP) in fy2008 to \$3.517 trillion (25% of GDP) in 2009. Spending ratcheted up during the Bush years; then soared with stimulus spending as well as increased demand for government services like unemployment insurance and welfare in the first full year of recession and the Obama presidency. Federal spending has not been this high as percentage of GDP since WWII. The closest was 23% of GDP in fy1982. We can't sustain this level of spending and still be the same kind of country we've been. Some people think we should be a different kind of country, more like the welfare states of Europe where the percentage of government expenditure is even higher; I'll leave that argument for another day.

But what happened to revenue? Did the Bush tax cuts do us in? Have the rich somehow managed to escape their fair share? In fy2000 the feds took in \$2.025 trillion (20% of GDP); in fy2008, after the tax cuts, revenue was UP to \$2.524 trillion (but only 18% of GDP); in 2009 revenue was DOWN to \$2.105 trillion (15% of GDP). The last time federal revenue was this low as a percentage of GDP was in 1943! It would NOT change the nature of the country to have federal revenues work their way back up to the 17% or 18% of GDP which they have historically been in modern times. Put another way, we WILL be changing the nature of the country - perhaps for the better, perhaps not - if we keep federal revenues at such a low percentage of the GDP. We will certainly roll back the role of government to what it was before WWII in peacetime with no standing army and much smaller social commitments. I'll leave that argument for another day, as well.

Assuming we want to get government revenues back up to their modern norm, how do we do that? First we have to understand why revenue declined.

After the Bush tax cuts, federal revenues did decline for a couple of years; partly because of the tax cuts and partly because of the lingering effects of the dotcom crash and 9/11. By fy2005 federal revenues were back at record highs in nominal dollars and continued to climb strongly for a few more years. The revenue loss from fy2007 to fy2009 came from recession and wiped out all these gains and more. Because taxable income declined by almost a trillion dollars, personal income tax receipts declined from \$1.163 trillion to \$0.915 trillion while the corporate income tax was off an even greater percentage, shrinking from \$0.370 trillion to \$0.138 trillion. Together that's over \$400 billion/year of lost revenue which had nothing to do with the Bush tax cuts; in fact, if tax rates had been higher, the declines in revenue would have been even greater. Almost all of the decline in personal tax revenue is from those with adjusted gross income above \$200,000 both because they paid 52% of the income tax and had 40% of modified taxable income in 2007 and because their modified taxable income was down 34% over those two years.

So the well-to-do – who have more income to lose – lose a greater percentage of that income during a recession than everyone else. That's no consolation, of course, to someone who has lost his or her job and all of the income that went with it; but it does explain why an income tax system which gets the majority of its revenue from the wealthy has lots of downside during a recession. According to the IRS, in fy2008 the top 1% of taxpayers paid 23% of all income tax and the top 0.1% paid over 12%. When the big bucks don't roll in for the rich, they don't roll in for the federal government as a whole. It's not an exaggeration to say that our tax system was playing the stock market and the housing market. When those markets tanked, revenue went with them. That's easy to understand.

Harder to understand is why, even though GDP was higher in FY2009 than FY2007, both corporate and personal taxable income were still much lower in the latter year. Part of the answer, indubitably, is that people didn't have many assets to sell off at big gains as the country came slowly out of a recession. There were almost no IPOs with big payoffs nor as many lucrative buyouts – that 0.1% who pay 12% of our taxes aren't all the same people every year; they're just the ones that scored big. Corporate profits are up but the tax law permits tax loss carry forwards. So it takes a few good years in a row before corporate income taxes can recover to pre-recession levels.

Possible good news in all this is, if we don't dip back into recession, tax receipts should start a strong recovery on their own without any need to increase rates. The Congressional Budget Office estimates fy2012 GDP at just over \$15 trillion. If federal revenues were to recover to the 18% of GDP that they were in fy2007 (still less than the 20% it was in 2000), we would take in \$2.7 trillion – just about enough money to balance the budget if we could get spending in dollars down to where it was in fy2007 (not allowing for inflation).

This particular scenario is a pipedream; spending won't come down that fast; the recovery is slow. But the lesson is still correct. We can reverse our revenue shortfall if we can get our economy chugging again.

President Obama has proposed rolling back the Bush tax cuts for people earning more than \$250,000 per year. However the Bush cuts lowered taxes for everyone who pays them – especially those in the lower brackets. Repealing the cuts just for these "millionaires" would raise something over \$0.1 trillion/year even assuming they didn't just find new tax shelters and keep their income down; so all of our taxes have to go up if increased tax rates are the answer. In order to increase revenue from 14% to 20% of GDP just through increased taxes, we would have to raise taxes on the average by close to 50%. And we'd still have to bring government spending down a huge amount to live within these new revenues.

We need a booming economy! More government spending won't get us there and government has nothing left to spend anyway. So how do we get there?

1. Tap America's abundant energy resources now, especially abundant natural gas. The payoff will be a rebirth of manufacturing - and lots of middleclass jobs – based on low energy costs compared to our competitors.
2. Reform permitting drastically so that corporations like Google and Amazon can spend the huge amounts of earnings they have in their coffers to boost their worldwide presence from their American base and so that the 20 year backlog of public and private infrastructure projects awaiting approval and fighting off nuisance lawsuits can be done in the next five years.
3. Reform the tax code to eliminate loopholes and reduce the nominal rates dramatically. Actually this will increase the share of taxes paid by the rich (because they use loopholes more). It will also make America a competitive place to invest corporate cash (see #1 and #2 above).
4. Don't bail out anymore banks.
5. Reduce federal spending to less than 20% of GDP.
6. Through all of the above, increase the relative wealth of the middle class so that our government revenues are not so much at risk in years when top earners are not earning top dollar.

The sources for all these numbers are directly or indirectly the IRS, the Census Bureau, and the Congressional Budget Office. The Tax Foundation, usgovernmentspending.com, and usgovernmentrevenue.com do a particularly good job at aggregating.

Susan Allen  
Special Assistant to the Governor  
802-828-3333

**London, Sarah**

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**From:** Carrier, Janis  
**Sent:** Tuesday, October 04, 2011 3:50 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Closing out e-mail

Sorry about that Liz - we were waiting until DII copied over your remaining files/emails to a cd before we shut it down. I will ask DII to hurry up with that so we can close the email.

Janis Carrier  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
Telephone: (802) 828-3333  
Fax: (802) 828-3339

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, October 04, 2011 3:40 PM  
**To:** Carrier, Janis  
**Subject:** Closing out e-mail

Hi Janice, I am still getting Exec mailings, press, schedule etc. You can go ahead and close this e-mail address down anytime you want. I have been deleting it daily. I no longer receive any personal e-mails at this adress either from Gov staff or others. Hope all is well and you are getting time away from Irene and all the daily stuff that comes with your job. Hope to see you all sometime soon.



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**From:** Wengroff, Ariel  
**Sent:** Friday, September 02, 2011 12:43 PM  
**To:** EXE  
**Subject:** Sue wanted you to see these photos from the air!  
**Attachments:** Townsend dam; Williamsville damage; Dover road washed out; Dummerston covered bridge ; Standing ovation at Marlboro college; West bratt. Had been under water; Just outside Brattleboro ; Water still a little high heading into springfield; Damage in Woodstock

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**From:** Llwwforuminc@aol.com  
**Sent:** Tuesday, August 16, 2011 12:28 PM  
**To:** Llwwforuminc@aol.com  
**Subject:** LLW Forum Memo: Call-In Info, Agenda, and Docs for 8/17 ACRS Part 61 Meeting  
**Attachments:** ACRSAugust17openingpresentation.pptx; ACRSAugust17pathforwardpresentation.pptx; agenda-rpnm-august17.pdf; DWMEP\_August17\_2011\_ACRS\_rev8.pptx; ommentsonthepreliminaryproposedrulelanguagepresentation.pptx

To: Members and Subscribers of the Low-Level Radioactive Waste Forum, Inc.

From: Todd D. Lovinger, Esq.  
Executive Director of the LLW Forum, Inc.

Date: August 16, 2011

**Re: Call-In Information, Agenda & Docs for August 17 ACRS Subcommittee Meeting re Part 61**

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On August 17, 2011, the Subcommittee on Radiation Protection and Nuclear Materials of the U.S. Nuclear Regulatory Commission's (NRC's) Advisory Committee on Reactor Safeguards (ACRS) will hold an open meeting to hear presentations by and hold discussions with the NRC staff and other interested persons regarding the Part 61 Site-Specific Analyses preliminary proposed rule language, its associated technical basis, and draft guidance document.

The meeting will take place from 1:00 pm to 5:00 pm in Conference Room T2-B3 of the NRC headquarters at 11545 Rockville Pike, Rockville, Maryland. If you are not able to attend the meeting in person, but would like to participate via teleconference, ACRS has arranged the following bridge line and access code:

Bridge Line: (888) 566-6347

Access Code: [REDACTED]

If calling in, please be sure to have your phone's setting on "mute" so that noises from outside of the meeting room do not disrupt the meeting and "unmute" the lines only when requested by the Subcommittee Chairman.

Attached, for your information and convenience, please find the meeting agenda and staff's presentation slides.

*For additional information, please see LLW Forum News Flash titled, "ACRS to Hold Open Meeting re Part 61 Site-Specific Analyses Preliminary Proposed Rule Language, Technical Basis and Draft Guidance Document," August 15, 2011.*

*For additional information, please contact Andrew Carrera, Rulemaking Project Manager for the U.S. Nuclear Regulatory Commission, at (301) 415-10178 or at [Andrew.Carrera@nrc.gov](mailto:Andrew.Carrera@nrc.gov).*

London, Sarah

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**From:** Margaret Henderson <margaret.henderson@tllrwdcc.org>  
**Sent:** Thursday, August 11, 2011 7:46 PM  
**To:** Bob Gregory; Bob Gregory; Bob Wilson; Bob Wilson; Dick Saudek; Bankowski, Elizabeth; Hon. Richard Dolgener; Hon. Richard Dolgener; John White; K. L. Peddicord; KL Peddicord; Michael Ford; Peter A. Bradford  
**Subject:** August 20, 2011, Agenda & Materials Currently Available  
**Attachments:** 20110820 agenda final msf.pdf; WCS Response to UT ltr 2011 0722[1].pdf; LAR\_CC Budget\_75%%breakdown.pdf; Petitions for August 20 2011 Meeting.pdf; Sample Export Order.docx; TCEQ\_TxLLRWDCC FY10 & FY11 Expense Report\_07122011[1].pdf; Texas Legislature 2011 Legislative Changes.docx; UT Notice 2011 0720[1].pdf

Everyone,

I'm sending you the revised agenda (in Item # 6, *amend* was changed to *adopt* in reference to action on the FY 12 budget). Also attached are the materials that are available at this time. I'll send you additional information as it becomes available. If you have any questions or need anything, let me know.

--

Margaret Henderson  
Interim Executive Director

Contact Information for the Texas Low Level Radioactive Waste Disposal Compact Commission

<http://www.tllrwdcc.org>

Telephone: 512-820-2930

Mailing Address:

TLLRWDCC

3616 Far West Blvd., Ste. 117, # 294

Austin, Texas 78731

NOTE: This is a mailing address only and not the physical location of the Commission.

## London, Sarah

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**From:** Karen Hein <khein@hughes.net>  
**Sent:** Tuesday, July 26, 2011 10:18 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Pallas, Karen  
**Subject:** Green Mountain Care Board  
**Attachments:** 07-26-2011.10;02;06AM.pdf

## London, Sarah

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**From:** Carrier, Janis  
**Sent:** Friday, July 22, 2011 1:47 PM  
**To:** EXE  
**Subject:** FW: HR Communications July 22, 2011  
**Attachments:** Free Consulting VPM 2012.doc; Hot Weather Conditions Memo.pdf; July 2011 VSEA Stewards List.xls; July 2011 VSEA Council List.doc; July 2011 VSEA Committee Members List.xls; July 2011 VSEA Bargaining Team List.xls; CPR First Aid 2011.pdf; Messenger\_State\_Summer11.pdf

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**From:** Pallas, Karen  
**Sent:** Friday, July 22, 2011 1:44 PM  
**To:** DHR; Boisvert, Sonya; Booth, John; Clark, Claudia; Connelley, Amy; Cyr, Joanne; Desrochers, Norm; Duncan, Shari; Flanagan, Kathy; Fuller, Stephanie; Graves, Mary; Hudson, Brenda; Johnson, Harriet; Leibold, Phil; Macaskill, Lucie; Morse, Linda; O'Toole, Dawn; Patton, Tammie; Pepin, Ruth; Rowe, Gayle; Seymour, Susan; Simoes, Nancy; Tibbetts, Terri; Walker, Penny; Wojtyna, Donna; Appel, Robert; Barton, Sandy; Bernardini, Barbara; Buck, Rebecca; Bullard, Janet; Cameron, Cathy; Carrier, Janis; Chamberlin, Brenda; Davison, Vanessa; Deaett, Mary; Grassmann, Felix; Hall, Linda; Howe, Christine; Lacasse, Carole; Lambert, Sandra; LaPerle, Al; Leinoff, Emily; Mattison, Lestyn J; Metivier, Krista; Miller, Janet; Morrison, Mary; Moz-Knight, Melinda; Murray, Jan; OHara, Kathy; Osborne, Mike; Rockcastle, Sheri; Stone, Judi; Swanson, Mary-Kay; Thayer, Kathy; Wheeler, Denise  
**Subject:** HR Communications July 22, 2011

Greetings:

Please read all the messages below. If you have questions, please reach out to the contact person listed. Thanks.

1. **HOT WEATHER CONDITIONS IN STATE OFFICES (1 attachment)**

See attached Memo from Secretary of Administration Spaulding concerning Hot Weather Conditions in State Offices. Please feel free to share this memo. Also please remember that any decision to send employees home due to adverse weather conditions must have the prior approval of the Secretary of Administration, or his delegated representative.

2. **FREE CONSULTATION SERVICES FOR YOUR AGENCY OR DEPARTMENT (1 attachment)**  
**Apply by August 19, 2011**

Please see the attached announcement for details on how departments/agencies in VT State Government can apply to be assigned a consulting team from the Vermont Public Manager Program (VPM). We must receive a simple application describing your project idea by August 19. The requirements for these proposals are outlined in the attached document. Not all proposals can be accepted. Final results of projects will be delivered in May 2012.

Please pass the enclosed information along to any manager, program or division director, or department and agency head or deputy who may have need and interest in a team to research and provide recommendations in a wide range of areas. Some of them include:

- Workflow and/or business process analysis and recommendations
- Assessing Program Effectiveness
- Assessing Customer Satisfaction
- Analyzing Job Satisfaction & Morale
- Identifying Cost-Saving Measures
- Analyzing Recruitment & Retention

Thank you for your assistance. Please feel free to contact us for further information:  
[melissa.pettersson@state.vt.us](mailto:melissa.pettersson@state.vt.us) 802/241-1115, or [rose.gowdey@state.vt.us](mailto:rose.gowdey@state.vt.us) 802/241-1117.

### 3. INTERNSHIP PROGRAM

Recruitment Services is kicking off the Internship Program for the Fall 2011 semester! If you are interested in hosting an intern, please visit [http://humanresources.vermont.gov/career\\_center/internship\\_opportunities/agencies](http://humanresources.vermont.gov/career_center/internship_opportunities/agencies) for details, applications, and other important information. Internship proposals are due no later than Monday, August 15. If you have any questions, please contact Ellie Mack at 241-4709 or [SOV-Internships@state.vt.us](mailto:SOV-Internships@state.vt.us).

### 4. VSEA (4 attachments)

Attached for your information are the latest lists from VSEA for:

- Stewards
- VSEA Council Members
- VSEA Standing Committee and Labor Management Committee Members
- VSEA Bargaining Teams

If you have any further questions, please contact Tom Ball at 828-3642, or email at [tom.ball@state.vt.us](mailto:tom.ball@state.vt.us).

### 5. EAP SUMMER NEWSLETTER (1 attachment)

### 6. DIVISION FOR WORKFORCE RECRUITMENT, DEVELOPMENT & WELLNESS/DEPARTMENT OF HUMAN RESOURCES

*CPR/First Aid Course on September 2, 2011 at the Summit (see attached flyer)*

The Summit still has room in the following class. Please encourage employees and managers who might benefit. To enroll, complete the registration form available online at [http://humanresources.vermont.gov/training/the\\_summit/classroom\\_online\\_training](http://humanresources.vermont.gov/training/the_summit/classroom_online_training) and fax it to us at 802-241-1119. Thanks!

September 2011				
Date	Code	Class Title and Location	Cost	Time
09/02/11	040225	<u>CPR/First Aid</u> - The Summit, Hazens Notch Room, Waterbury	\$70.00	8:30 – 3:30
09/21/11	040225	<u>Retirement Issues</u> - Summit Center - Hazens Notch Room, Waterbury	No Cost	8:30 – 4:00



**London, Sarah**

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**From:** Bothfeld, Diane  
**Sent:** Wednesday, July 20, 2011 1:53 PM  
**To:** Bothfeld, Diane  
**Cc:** Waterman, Louise  
**Subject:** Ag Medicine Training Flyer  
**Attachments:** VTFarmHealthTaskForceAgMedicineTrgFlyer.pdf

Hello all,

Please take a look at the attached flyer. This training is for all that work in rural communities and with farmers. We all know of situation on farms and in rural communities when more assistance is needed during an emergency situation. This course can help.

Thanks,

Diane

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, July 18, 2011 1:55 PM  
**To:** Trombley, Shana  
**Subject:** RE: Health Care Board

Plan is to meet July 27 to make our recommendations to Governor for Health Care Board. We are thinking of sending 2 lists highly qualified and qualified. I will have a better sense by Wed on how many people we need to interview beyond the one's scheduled for Tues and Wed this week. We have 30 more resumes to review and only one and half additional days of interview time. We have decided to break into two interview teams for interviews next Tues and Wed. By Thursday this week, I can give you a read on what to expect, how many candidates are coming your way. I am no longer on The Permanent Fund Board so will not be there Thursday night. Also have another event for The Windham Foundation in Grafton that night. Will be interviewing at National Life all day tomorrow and Wednes. Interviews start at 9:30. Could you let Exec list know I invite them for bagels and cream cheese Wed AM starting at 8:00. at your office. I still have my pass to get in.  
Miss seeing all of you.

---

**From:** Trombley, Shana  
**Sent:** Monday, July 18, 2011 11:50 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Health Care Board

Hi Liz,

Hope you are well! Beginning in 2 weeks I've got big chunks of time blocked off for GPS to begin interviewing candidates for the board? Will we be ready beginning August 1st because if not, I'd really like to release this time so that I can schedule other meetings/events. Please advise and thank you for the talking points for Thursday night. Will you be there too?

Shana Trombley  
Scheduler  
Governor's office  
802.828.3333 (o)  
802.371.7499 (c)  
shana.trombley@state.vt.us

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, July 28, 2011 9:30 AM  
**To:** 'drdebvt@sover.net'; 'tom@vermont.org'; 'senatorayer@gmavt.net'; 'kjmbjm@aol.com';  
'Kevin Kelley'; 'marklvt@gmail.com'; 'Louis.A.Kazal.Jr@Dartmouth.EDU';  
'victoriastrong@juno.com'; Duffy, Kate; Pallas, Karen  
**Subject:** I Miss You Already

Greetings all, dropped off the list and applications of the [REDACTED] recommended candidates to Bill Lofy at around 3:30 yesterday. (Kate even made some official looking stationery for the Nominating Committee) Governor's office is not clear how they will proceed. I have e-mailed each of the [REDACTED] candidates advising them that they are on the list and also that I am not sure how the Governor's office intends to proceed. They should all hear from Gov. office within a week. I told them that. I know the Gov. office will start scheduling interviews next week but not sure who yet. We cannot assure all candidates they will have an interview with the Governor. You may start hearing from candidates on the list. Sorry we missed Kevin K. and Louis in our final deliberations. Kate and I briefed Louis and Kevin happy to do the same with you. I will keep you posted. Expect to speak with Governor in coming days. I think it's likely Steve Kimbell will staff the interviews. Worked out with Bill Lofy that although we will not disclose any names or identifying information, will say we received 107 applications, interviewed 37, recommended 22 if asked. Today, I will e-mail the 15 candidates that did not advance from the interviews. Karen will send a letter from me to the rest of the pool as early in the week as she can. I think you each have the candidate list if you need it again let Karen know. For quick reference they are: [REDACTED]

[REDACTED]

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London, Sarah

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**From:** Pallas, Karen  
**Sent:** Sunday, July 17, 2011 3:05 PM  
**To:** [REDACTED] Bankowski, Elizabeth  
**Subject:** RE: Application for Green Mountain Care Board  
**Attachments:** GMCB Application.pdf; GMCB Description.pdf

[REDACTED]  
Please find attached a copy of the application and job description per your discussion with Liz Bankowski.  
Feel free to contact me with any questions.  
Karen

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Karen Pallas | Office of the Commissioner | Vermont Department of Human Resources  
110 State Street | Montpelier, VT 05620-3001 | Ph: 802-828-3491 | Fax: 802-828-3409

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**From:** [REDACTED]  
**Sent:** Saturday, July 16, 2011 3:31 PM  
**To:** Bankowski, Elizabeth; Pallas, Karen  
**Subject:** Re: Application for Green Mountain Care Board

Thank you. [REDACTED]

---

On Sat, Jul 16, 2011 at 8:41 AM, Bankowski, Elizabeth <Elizabeth.Bankowski@state.vt.us> wrote:  
Greetings [REDACTED] thank you for your letter. [REDACTED]

[REDACTED] Karen Pallas who is copied here will send you the questionnaire. Please complete it and return to Karen as soon as possible and no later than Monday July 25th.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Saturday, July 16, 2011 8:42 AM  
**To:** [REDACTED] Pallas, Karen  
**Subject:** Application for Green Mountain Care Board

Greetings [REDACTED] thank you for your letter. [REDACTED]

[REDACTED] Karen Pallas who is copied here will send you the questionnaire. Please complete it and return to Karen as soon as possible and no later than Monday July 25th.

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, July 15, 2011 3:29 PM  
**To:** Duffy, Kate; Lofy, Bill; Pallas, Karen  
**Subject:** [REDACTED]

Angry letter from [REDACTED] in my snail mail today. He says his application for GMC Board "fell between the cracks".. He included a copy of an e-mail from Aly Richards dated June 1 and the general letter Bill Lofy sent out May 31. Did he receive notice of the application process? He says he never heard anything. He is not qualified. [REDACTED]

[REDACTED] That's what his letterhead says. How shall we handle. Clearly there is a record of his interest so if we never sent him anything I could tell him to quickly fill out the questionnaire. I'd be inclined to do that give him a few days to get this back. If he doesn't so be it but if we did send him the information and he didn't respond I'll send regrets.

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, July 15, 2011 7:29 AM  
**To:** Mark Larson  
**Subject:** RE: Proposal for moving forward

Thanks Mark, turned it over both ways. We agreed to do two lists 1) Highly Qualified with some attention to the diversity of skill sets. 2) Qualified. Thus the Governor will receive a broad slate. I felt we should all interview candidates who might go on the highly qualified list as there should be consensus about highly qualified candidates especially those with high profiles. Other than [REDACTED] who will clearly advance to that category others not clear yet. To your point there may well be others from the 50 resumes we haven't carefully reviewed yet, that we should interview together. Maybe we can do the last round the morning of the 27th. Are you available Wednes? We may be in Montpelier Tuesday, so perhaps you will be able to join is in the morning.

---

From: Mark Larson [marklvt@gmail.com]  
Sent: Wednesday, July 13, 2011 4:42 PM  
To: Bankowski, Elizabeth  
Subject: Re: Proposal for moving forward

Liz, .

Does it make sense to break into two teams for the most clearly qualified candidates? It seems to me that these are the ones where having the entire team involved is less important and it is with the next group that having the entire nominating committee involved is most important. When it comes down to choosing the ones who may be least clear, it seems that these are the ones everyone will want to have seen personally in order to help make a decision. I worry that we will have a lot of "well I am not sure I can agree without seeing them myself..."

I am unfortunately not available Tuesday to meet in WRJ. I have a commitment in the afternoon in Waterbury. Depending on when we start, I am not sure how helpful it is if I have to leave at 11:30.

Mark

On Wed, Jul 13, 2011 at 10:16 AM, Bankowski, Elizabeth <Elizabeth.Bankowski@state.vt.us> wrote:

> Thank you all for a very productive day yesterday. To keep moving forward, here's what I suggest: Please respond with your comments and note your availability for added day of interviewing on Wed. July 20 next week. We are already holding Tues. July 19.

>

> Plan: Use Tues July 19 and Wed. July 20 for very qualified candidates

> we identified yesterday for interviews. Do these with entire

> committee. Give these folks 30 minute slots since they have such

> strong credentials. (We'll put a little wiggle room in there for folks

> who we may need a bit longer with.)

>

> Candidates in this grouping: For Tuesday: [REDACTED]

> [REDACTED]

> [REDACTED]

>

> Wednesday group: [REDACTED]

>

> Not clear all can come on these days so grouping could change.

>

> We would start at 9:30 end at 4:00.

>

> You will receive a packet of these resumes. On Monday we will

> identify who else to interview from the 50 applicants you will review. (We could do this at lunch) Assume there are maybe 20 to 25 more. I propose we break into two interview teams for this last round which would occur on July 26, place or places to be determined.

> There might be some spillover to the morning on July 27 but that day we would meet in Montpelier to make our recommendations on a Highly Qualified and Qualified List we would submit to the Governor. We will check references on the Highly Qualified list but not the Qualified List.

>

> So here's what you need to tell me:

> 1)Are you available Tuesday July 19 and Wed, July 20? Both meeting will be same place Hampton Inn White River Junction. Is it okay to start at 9:30? Could you start at 9:00?

>

> 2)Do you support the list for interviews by entire committee? I know you do not have these resumes at hand, this was the group we identified together. I do not recall who knew who on this list so if anyone feels there is someone here who could be deferred for the separate team interviews, let me know.

>

> 3)Are you okay with breaking into two teams to finish? If it works we may do these in different locations for your convenience and the convenience of the candidates. If we don't do it this way we will not finish any time soon. No one had added days readily available.

>

> Kate please send complete list of candidates as soon as convenient to committee members, noting those invited for interviews. I will draft a gracious letter to send to candidates we did not invite for interviews. Those will go out next week. I will send you a copy and the list of applicants who received it in case you get inquiries. There will be a second letter to those interviewed but not recommended for submittal to the Governor and I will provide you with a draft of that letter.

> I expect that would be sent at the end of the month.

>

> Thanks again welcome any suggestions.

>

>

>

>

>

>

>



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, July 13, 2011 10:16 AM  
**To:** Mark Larson; drdebvt@sover.net; tom@vermont.org; Louis.A.Kazal.Jr@Dartmouth.EDU; senatorayer@gmavt.net; kjmbjm@aol.com; 'Kevin Kelley'; victoriastrong@juno.com  
**Cc:** Duffy, Kate  
**Subject:** Proposal for moving forward

Thank you all for a very productive day yesterday. To keep moving forward, here's what I suggest: Please respond with your comments and note your availability for added day of interviewing on Wed. July 20 next week. We are already holding Tues. July 19.

Plan: Use Tues July 19 and Wed. July 20 for very qualified candidates we identified yesterday for interviews. Do these with entire committee. Give these folks 30 minute slots since they have such strong credentials. (We'll put a little wiggle room in there for folks who we may need a bit longer with.)

Candidates in this grouping: For Tuesday

Wednesday group:

Not clear all can come on these days so grouping could change.

We would start at 9:30 end at 4:00.

You will receive a packet of these resumes. On Monday we will identify who else to interview from the 50 applicants you will review. (We could do this at lunch) Assume there are maybe 20 to 25 more. I propose we break into two interview teams for this last round which would occur on July 26, place or places to be determined.

There might be some spillover to the morning on July 27 but that day we would meet in Montpelier to make our recommendations on a Highly Qualified and Qualified List we would submit to the Governor. We will check references on the Highly Qualified list but not the Qualified List.

So here's what you need to tell me:

1)Are you available Tuesday July 19 and Wed, July 20? Both meeting will be same place Hampton Inn White River Junction. Is it okay to start at 9:30? Could you start at 9:00?

2)Do you support the list for interviews by entire committee? I know you do not have these resumes at hand, this was the group we identified together. I do not recall who knew who on this list so if anyone feels there is someone here who could be deferred for the separate team interviews, let me know.

3)Are you okay with breaking into two teams to finish? If it works we may do these in different locations for your convenience and the convenience of the candidates. If we don't do it this way we will not finish any time soon. No one had added days readily available.

Kate please send complete list of candidates as soon as convenient to committee members, noting those invited for interviews. I will draft a gracious letter to send to candidates we did not invite for interviews. Those will go out next week. I will send you a copy and the list of applicants who received it in case you get inquiries. There will be a second

letter to those interviewed but not recommended for submittal to the Governor and I will provide you with a draft of that letter.

I expect that would be sent at the end of the month.

Thanks again welcome any suggestions.

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, July 13, 2011 9:34 AM  
**To:** Lunge, Robin; Wengroff, Ariel; Spaulding, Susan  
**Subject:** RE: Caller

Greeting all. As Robin noted the deadline was July 11 at 2:00. We have not made exceptions so you will have to send regrets, process closed.

---

**From:** Lunge, Robin  
**Sent:** Wednesday, July 13, 2011 8:41 AM  
**To:** Wengroff, Ariel; Spaulding, Susan; Bankowski, Elizabeth  
**Subject:** RE: Caller

Here is the information about applications, but they were due Monday... Liz B. is the chair of the nominating committee, so the question is how to deal with late applicants. Ari - could you follow up with her? I am at Dartmouth and have limited phone calling ability.

Green Mountain Board Member Search  
ATT: Karen Pallas  
Department of Human Resources  
110 State Street  
Montpelier, VT 05620-3001  
karen.pallas@state.vt.us  
Fax: (802) 828-3409

Completed applications must be received no later than 2:00 p.m. on July 11, 2011.

Robin Lunge  
Director of Health Care Reform  
Agency of Administration  
(802) 828 3322

---

**From:** Wengroff, Ariel  
**Sent:** Wednesday, July 13, 2011 8:39 AM  
**To:** Spaulding, Susan; Lunge, Robin  
**Subject:** FW: Caller

Would this be through AOA?

Ariel Wengroff  
Constituent Correspondent  
Office of Governor Peter Shumlin  
109 State Street  
Montpelier, VT 05609  
Office: 802-828-3333  
Fax: 802-828-3339

From: Carrier, Janis  
Sent: Wednesday, July 13, 2011 8:07 AM  
To: Wengroff, Ariel  
Subject: Caller

When getting my j-cup this morning the phone was ringing so I answered it but I didn't know the answer to the gentleman's question. He is hoping to have an answer within the next hour. What is the deadline for submitting an application to the Health Care Board for consideration (and keep in mind he was transferred from Human Resources to us – I thought they were the ones receiving applications but they transferred him here)? Anyways, he is hoping he has not missed the deadline. I don't know if you know that answer but it not can you pass it along to the appropriate person to return his call.

is the caller and he can be reached at \_

Janis Carrier  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
Telephone: (802) 828-3333  
Fax: (802) 828-3339

**London, Sarah**

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**From:** Pallas, Karen  
**Sent:** Friday, July 08, 2011 3:28 PM  
**To:** Bankowski, Elizabeth; 'drdebvt@sover.net'; 'tom@vermont.org'; 'marklvt@gmail.com'; 'Louis.A.Kazal.Jr@Dartmouth.EDU'; 'senatorayer@gmavt.net'; 'kjmbjm@aol.com'; 'Kevin Kelley'; 'victoriastrong@juno.com'  
**Cc:** Duffy, Kate  
**Subject:** Interview Candidates for Tuesday - July 12 @ 10:00 a.m. - Hampton Inn, White River Junction  
**Attachments:** Chauncey.pdf; cobb.pdf; Hogan.pdf; Post.pdf

For your review.

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**From:** Pallas, Karen  
**Sent:** Friday, July 08, 2011 3:21 PM  
**To:** Bankowski, Elizabeth; 'drdebvt@sover.net'; 'tom@vermont.org'; 'marklvt@gmail.com'; 'Louis.A.Kazal.Jr@Dartmouth.EDU'; 'senatorayer@gmavt.net'; 'kjmbjm@aol.com'; 'Kevin Kelley'; 'victoriastrong@juno.com'  
**Cc:** Duffy, Kate  
**Subject:** REMINDER - Meeting Date, Tuesday - July 12 @ 10:00 a.m. - Hampton Inn, White River Junction

The next meeting and first round of interviews with candidates is scheduled for Tuesday, July 12 at 10:00 a.m. at the Hampton Inn in White River Junction. Please confirm your attendance plans.

The day's schedule is attached. Copies of candidates' applications who are scheduled to be interviewed will be sent in a separate email for your review and hard copies will be distributed at the meeting.

More information will follow on Monday including a list of new candidates.

Please feel free to call me with any questions.

Karen

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Karen Pallas | Office of the Commissioner | Vermont Department of Human Resources  
110 State Street | Montpelier, VT 05620-3001 | Ph: 802-828-3491 | Fax: 802-828-3409

## London, Sarah

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**From:** Pallas, Karen  
**Sent:** Tuesday, July 05, 2011 11:47 AM  
**To:** Bankowski, Elizabeth; 'drdebvt@sover.net'; 'tom@vermont.org';  
'senatorayer@gmavt.net'; 'kjmbjm@aol.com'; 'Kevin Kelley'; 'marklvt@gmail.com';  
'Louis.A.Kazal.Jr@Dartmouth.EDU'; 'victoriastrong@juno.com';  
'vickistrongvt@gmail.com'; 'vstrong@leg.state.vt.us'  
**Cc:** Duffy, Kate  
**Subject:** Conference Call on July 6, 2011  
**Attachments:** GMCB Memo 7-5-11.doc; GMCB Schedule.pdf; Directions - Hampton Inn White River  
Junction.pdf;  
...pdf

See attached memo and documents for your review.

Please let me know if you have any problems opening any of the attached documents.

---

Karen Pallas | Office of the Commissioner | Vermont Department of Human Resources  
110 State Street | Montpelier, VT 05620-3001 | Ph: 802-828-3491 | Fax: 802-828-3409

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Sunday, June 19, 2011 7:18 AM  
**To:** Duffy, Kate  
**Subject:** FW: Our circulation is 15,900 in Burlington!  
**Attachments:** BCNnanMarketing\_two\_page2011.indd.pdf

Looks like they want us to advertise with them. Please ack.

---

From: noavenews@aol.com [noavenews@aol.com]  
Sent: Saturday, June 18, 2011 8:55 AM  
To: Bankowski, Elizabeth  
Subject: Our circulation is 15,900 in Burlington!

Dear Elizabeth: Please pass on to the Marketing Group for this Information: Thanks - see attached

For Immediate Release  
June 17, 2011

Contact: Elizabeth Bankowski  
Elizabeth.bankowski@state.vt.us

Green Mountain Care Nominating Committee accepting applications for five-member reform board MONTPELIER -- Elizabeth Bankowski, Chair of the Green Mountain Care Nominating Committee, announced today that the panel is now accepting applications for the Chair and four side members of the independent, five-member Green Mountain Care Board, which was established by Vermont's landmark health care reform law. The board will be appointed by the Governor from a list of qualified candidates identified by the Nominating Committee and is to be in place by Oct. 1. The health care reform law sets out a process, overseen by The Green Mountain Care Board, to move the state through several stages of health care system change leading to a publicly financed, universal health benefits program called Green Mountain Care. When completed, the program will provide affordable access to high quality health care for all Vermonters, separate from their employment.

The position description and applicant questionnaire are available at Department of Human Resources website at: [http://humanresources.vermont.gov/GMCB\\_Search](http://humanresources.vermont.gov/GMCB_Search). Completed applications must be received by the Department of Human Resources no later than 2 p.m. on July 11, 2011.

Bankowski said the Nominating Committee will advertise the position in newspapers throughout the state, on websites such as Career Builders, and on health care public interest and industry websites.

Cliff & Ellen Cooper Pub/Eds  
Burlington's Community Newspaper  
The North Avenue News, Inc.  
Burlington, VT 05408-0031 ph 802-864-7530

**London, Sarah**

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**From:** noavenews@aol.com  
**Sent:** Saturday, June 18, 2011 8:55 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Our circulation is 15,900 in Burlington!  
**Attachments:** BCNnanMarketing\_two\_page2011.indd.pdf

Dear Elizabeth: Please pass on to the Marketing Group for this Information: Thanks - see attached

For Immediate Release  
June 17, 2011

Contact: Elizabeth Bankowski  
Elizabeth.bankowski@state.vt.us

**Green Mountain Care Nominating Committee accepting applications for five-member reform board**

MONTPELIER -- Elizabeth Bankowski, Chair of the Green Mountain Care Nominating Committee, announced today that the panel is now accepting applications for the Chair and four side members of the independent, five-member Green Mountain Care Board, which was established by Vermont's landmark health care reform law. The board will be appointed by the Governor from a list of qualified candidates identified by the Nominating Committee and is to be in place by Oct. 1.

The health care reform law sets out a process, overseen by The Green Mountain Care Board, to move the state through several stages of health care system change leading to a publicly financed, universal health benefits program called Green Mountain Care. When completed, the program will provide affordable access to high quality health care for all Vermonters, separate from their employment.

The position description and applicant questionnaire are available at Department of Human Resources website at: [http://humanresources.vermont.gov/GMCB\\_Search](http://humanresources.vermont.gov/GMCB_Search). Completed applications must be received by the Department of Human Resources no later than 2 p.m. on July 11, 2011.

Bankowski said the Nominating Committee will advertise the position in newspapers throughout the state, on websites such as Career Builders, and on health care public interest and industry websites.

Cliff & Ellen Cooper Pub/Eds  
Burlington's Community Newspaper  
The North Avenue News, Inc.  
Burlington, VT 05408-0031 ph 802-864-7530



London, Sarah

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**From:** Duffy, Kate  
**Sent:** Sunday, June 12, 2011 8:50 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Fwd: GMC Board materials  
**Attachments:** GMHCB\_job\_description\_(3)[1] red line.doc; ATT00001..htm; GMCB APPLICATION\_FOR\_CANDIDATES[1] red line.docx; ATT00002..htm

Liz, here are Steve's comments. We can incorporate them into our second draft. KGD

Sent from my iPhone

Begin forwarded message:

**From:** Stephen Kimbell <[swkimbell@gmail.com](mailto:swkimbell@gmail.com)>  
**Date:** June 11, 2011 5:42:04 PM EDT  
**To:** "Duffy, Kate" <[Kate.Duffy@state.vt.us](mailto:Kate.Duffy@state.vt.us)>  
**Subject:** GMC Board materials

Kate:

The job description and application form are attached with my suggested changes in red line format.

Most of my recommendations are copy edits. The most important suggestion is for paragraph 12 of the application, where I suggest adding a sub-section related to health care delivery experience, reflecting the the language of 18 V.S.A. sec. 9392 of the new law.

The state email system seems to be having problems, so I sent this using my personal email. Please forward to Liz Bankowski and Robin Lunge.

Give me a call on my cell - if you want to talk about this for any reason.

Thanks very much for managing this process.

Steve Kimbell

**London, Sarah**

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**From:** Pallas, Karen  
**Sent:** Friday, June 10, 2011 2:24 PM  
**To:** Bankowski, Elizabeth; 'drdebvt@sover.net'; 'tom@vermont.org';  
'vickistrongvt@gmail.com'; 'senatorayer@gmavt.net'; 'kjmbjm@aol.com'; 'Kevin Kelley';  
'marklvt@gmail.com'; 'Louis.A.Kazal.Jr@Dartmouth.EDU'  
**Cc:** Spaulding, Jeb; Lunge, Robin; Duffy, Kate  
**Subject:** GMC Board Nominating Committee Meeting Information - Tuesday, June 14 @ 1 p.m.  
**Attachments:** APPLICATION FOR CANDIDATES 6 2 11.docx; GMCB job ad.doc; GMHCB job description  
(3).doc; June 14 Meeting - Agenda.docx



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**State of Vermont**  
**Department of Human Resources**  
**Office of the Commissioner**  
110 State Street, Drawer 20  
Montpelier, VT 05620-3001  
[www.humanresources.vermont.gov](http://www.humanresources.vermont.gov)

*Agency of Administration*

[phone] 802-828-3491  
[fax] 802-828-3409

**TO:** Members of the Green Mountain Care Nominating Committee  
**FROM:** Commissioner Kate Duffy  
**DATE:** June 10, 2011  
**SUBJECT:** Meeting on June 14<sup>th</sup>

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As you know, the Committee is scheduled to meet on the 4<sup>th</sup> Floor of the Pavilion Building, 109 State Street, Montpelier on Tuesday, June 14, 2011 to begin the process of identifying candidates for appointment to the Green Mountain Care Board. I have attached an agenda that describes the tasks we hope to complete at the meeting.

In anticipation of the meeting, Liz Bankowski, Robin Lunge and I have prepared drafts of a job description, advertisement and candidate questionnaire, which are attached to this email. Given our tight deadlines, I would like the Board to finalize these documents at the meeting, so I request that you review the drafts in advance of the meeting.

I would also like us to take some time to review the timeline and schedule several dates when as many people as possible are available to review applications and conduct interviews. Therefore, please bring your calendar and be prepared to schedule approximately five meetings, mostly in July.

I look forward to seeing you on Tuesday. Please feel free to contact me with any questions.

cc:      Jeb Spaulding  
         Robin Lunge

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, June 07, 2011 2:09 PM  
**To:** Duffy, Kate  
**Subject:** RE: Let's schedule a call

Hi kate, Ad looks good, only suggestions and feel free to not take, is whether to add in the qualifications section "Commitment to the health care reform principles stated in the law which can be reviewed at [www.\\_\\_\\_\\_\\_](http://www._____.), and should we say side members .8 time? Had a good chat with Tom Torti today he wanted to be sure that qualifications would not disqualify a businessperson. I looked things over again and see no reason that would happen as long as candidate had general knowledge and specific personal skills we call for. Would you agree? Fine to talk Friday. I have a call from 10 to 11, can talk before or after that. Mostly I wanted to suggest, and you are probably already planning this, that you send the job description, questionnaire and ad to the members Friday afternoon or no later than Monday. Tell them again that you, Robin I have worked on this with review by Jeb and Steve Kimbell (assume they both said it was fine, I did not see any comments from them.) If board members come prepared with comments this will go faster. Other agenda matters for the meeting. 1)Brief self-introductions, 2) Elect chair 3)Overview of the new law, should we ask Larsen and Ayer to do this with Robin and Steve? 4)Review draft job description discuss and finalize, including issue of whether side positions are .8 time 5)Review questionnaire discuss and finalize, 6)Same for ad and include description of how the positions will be publicized. 7)Bring calendars, we hope to accomplish our tasks with 5 meetings mostly in July so let's get them scheduled. As part of that we can discuss proceeding with interviews without everyone present. There are bound to be vacations. We should point out process is confidential but organizing meeting is not. We will need an executive session at this organizing meeting to discuss a few matters, including letting Nominating Board know Anya will be a candidate so we have precluded her from this process.)

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**From:** Duffy, Kate  
**Sent:** Tuesday, June 07, 2011 1:22 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Let's schedule a call

Hi Liz, my first free time is Friday at 10:00. Would that work for you? I have attached a draft advertisement for the position. Let me know what you think of it. Thanks. KGD

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, June 07, 2011 12:34 PM  
**To:** Duffy, Kate  
**Subject:** Let's schedule a call

Hi kate, let's schedule a call to discuss upcoming Nominating Board meeting. I'm flexible, later today after 3, tomorrow Wednesday all day and possibly Thursday as well.  
Let me know what's good for you.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, June 02, 2011 1:01 PM  
**To:** Duffy, Kate; Lunge, Robin  
**Cc:** Spaulding, Jeb; Kimbell, Steve  
**Subject:** RE: Green Mountain Nominating Committee

This is a problem as this process needs to be public, not the interviewing but the organizing. If everyone can make one of the dates next week, let's go with that and have a separate meeting with whomever cannot attend. In my view, there needs to be a full discussion among Nominating Board on both job description and questionnaire. (Various stakeholders will want to listen in.) We also need to elect a Chair. Important to get people's calendars now and schedule 4 or 5 all day meetings, 9 to 3 or 4. My experience is that it is virtually impossible to get everyone so when that fails, let's go for getting as many as possible. Getting the names to the Gov. by second week in August will work if it has too.

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**From:** Duffy, Kate  
**Sent:** Thursday, June 02, 2011 11:38 AM  
**To:** Bankowski, Elizabeth; Lunge, Robin  
**Cc:** Spaulding, Jeb; Kimbell, Steve  
**Subject:** Green Mountain Nominating Committee

I have contacted the Committee members and there is no date during the week of June 6th that all are available for an initial meeting. This is problematic given the deadlines we have; the list of qualified candidates must go to the Governor by July 29th. I have attached our proposed timeline for your review. If we try to get something set up for the following week in person we are going to compress the already tight deadlines. I am particularly concerned that we will not give the candidates enough time to apply. Therefore, I think we should consider whether we should try and accomplish the initial work without a meeting. I could send an email with a proposed task list/timeline, job description and application and ask for feedback. We could schedule a conference call for anyone who wants a greater role on these specific items. Please let me know what you think. If you do not want to proceed in this manner, I will try to schedule something for the week of June 13th and we can then discuss how the deadlines should be altered. Thanks.  
KGD

Kate G. Duffy  
Commissioner  
Department of Human Resources

**London, Sarah**

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**From:** Duffy, Kate  
**Sent:** Wednesday, May 25, 2011 12:27 PM  
**To:** Bankowski, Elizabeth; Lunge, Robin  
**Subject:** Green Mountain Nominating Board  
**Attachments:** APPLICATION FOR CANDIDATES.docx

Liz and Robin, I have attached for your review a draft application for the Green Mountain Board positions. I have modeled it on the Application used by the Judicial Nominating Board. You will note that certain questions require greater knowledge of health care, so I am looking to you Robin to give us some guidance, particularly on questions: 12, 38, 39, 40 and 41. Thanks, and please feel free to make any changes or suggestions you would like. KGD

*Kate G. Duffy  
Commissioner  
Department of Human Resources*

**London, Sarah**

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**From:** Lunge, Robin  
**Sent:** Wednesday, May 25, 2011 9:22 AM  
**To:** Duffy, Kate; Bankowski, Elizabeth  
**Subject:** RE: Green Mountain Care Nominating Board  
**Attachments:** job description revised RJI.docx

Hello! I think there is a short list – not sure if they've been asked yet....I'm not in that part of the loop. Here are some suggestions on the AWESOME job description Liz wrote!

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**From:** Duffy, Kate  
**Sent:** Wednesday, May 25, 2011 8:08 AM  
**To:** Lunge, Robin; Bankowski, Elizabeth  
**Subject:** Green Mountain Care Nominating Board

Good morning ladies, just checking in to see if we have identified any of the appointees to the nominating committee. I'd like to start reaching out to them as soon as they are identified, with the hope of moving our schedule up a bit. Thanks, KGD

*Kate G. Duffy  
Commissioner  
Department of Human Resources*

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, May 23, 2011 2:26 PM  
**To:** Lizbankowski@gmail.com  
**Subject:** Health Board Job Description

Here's my first take at the Preamble for the job description. Much of the interviewing will center around the "principles" so I think it important to state them.

Vermont's landmark health care health reform law sets out a process to move the state through several stages of health system change leading to a publically financed health insurance benefits program, Green Mountain Care, that will, when completed by 2017, provide affordable access to a high quality health care for all Vermonters separate from employment. The law establishes an independent, five-member Green Mountain Care Board to oversee approve the executive branch's development and design of this program. The initial charge to the board is controlling the growth of health care spending by revamping the way doctors and hospitals get paid, moving them away from a fee-for-service model. The board's immediate oversight role includes reviewing a health information technology plan, a health care workforce development plan and a resource allocation plan. The Board also is authorized to review insurance rate requests, hospital budgets and capital projects requiring certificates of need. Following legislative approval of a financing mechanism and budget for the program in 2013, the Board will design and oversee approve the design of a benefit package offering Vermonters timely and high quality health care from the provider of their choice.

The Board consists of a full-time Chair and four part-time? Side? members (define what part-time is). The Chair is responsible for the administration of the Board, including supervision of staff, in addition to the duties required of board members. Side members are paid at 2/3 the salary of the chair and may have outside work, although all members must comply with conflict of interest and recusal requirements noted below. The Governor will make appointments to the Green Mountain Care Board by October 1, 2011 from a list of qualified candidates submitted to him by the Nominating Committee. The Nominating Committee consists of nine members, appointed by the Speaker of the House, Senate President Pro Tempore and Governor to identify candidates for these positions. Appointments by the Governor to the Green Mountain Care Board are subject to approval confirmation by the Senate next legislative session. The application process is confidential.

Candidates must be committed to the principles outlined in the law. These are:

The State of Vermont must ensure universal access to and coverage for high-quality, medically necessary health services for all Vermonters.

Overall health care costs must be contained and growth in health care spending must balance the health needs of the population with the ability to pay for such care.

The health care system must be transparent in design, efficient in operation, and accountable to the people it serves. Primary care must be preserved and enhanced so that Vermonters have care available to them preferably within their own communities.

Every Vermonter should be able to choose his or her health care provider.

Vermonters should be aware of the costs of health services. Costs should be transparent and easy to understand.

Individuals have a personal responsibility to maintain their own health and to use health resources wisely.

The health care system must recognize the primacy of the relationship between patients and their health care practitioners.



Vermont's health delivery system must seek continuous improvement of health care quality, safety and promote and incent healthy lifestyles.

Vermont's health care system must include mechanisms for containing all system costs and eliminating unnecessary expenditures.

The financing of health care must be sufficient, fair, predictable, transparent, sustainable and shared equitably.

The system must consider the effects of payment reform on individuals and on health care professionals and suppliers.

Vermont's health care system must operate as a partnership between consumers, employers, health care professionals, hospitals and government.

Candidates must also have demonstrated knowledge or expertise in health care policy, health care delivery or health care financing and openness to alternative approaches to health care. It is expected that the expertise, knowledge and characteristics of individual members will complement each other and that as individuals and as a group, The Green Mountain Care Board will demonstrate the characteristics of integrity, impartiality, empathy, diligence, and regard for the public good.

Board members may not serve as an officer, director, consultant or attorney for an entity regulated by the Board. Board members may practice medicine and be a non-management employee of a hospital or other health care facility, but would be required to recuse themselves from any Board matters which involve their employer. Candidates need not resign these positions prior to accepting a position.

In the first year, the Board is expected to set up an advisory board of patients, consumers and health care professionals; begin approving insurance rate increases, review payment reform pilot projects recommended by the Department of Vermont Health Access, begin to develop cost-containment mechanisms, and develop a process for rate-setting for health care providers. By January 15, 2012, the Board must have a work plan to submit to the general assembly outlining how it will begin this work. The Board will also make recommendations to the legislature about changes to current rules relating to managed care organizations in order to ensure the rules fit with the payment reform pilots by March 15, 2012.

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, May 23, 2011 10:03 AM  
**To:** Lunge, Robin; Duffy, Kate  
**Subject:** Preamble in Job Description

Here's my first take at the Preamble for the job description. Much of the interviewing will center around the "principles" so I think it important to state them.

Vermont's landmark health care health reform law sets out a process to move the state through several stages of health system change leading to a publically financed health insurance program, Green Mountain Care, that will, when completed by 2017, provide affordable access to a high quality health care for all Vermonters separate from employment. The law establishes an independent, five-member Green Mountain Care Board to oversee the development and design of this program. The initial charge to the board is controlling the growth of health care spending by revamping the way doctors and hospitals get paid, moving them away from a fee-for-service model. The board's immediate oversight role includes reviewing a health information technology plan, a health care workforce development plan and a resource allocation plan. The Board also is authorized to review insurance rate requests, hospital budgets and capital projects requiring certificates of need. Following legislative approval of a financing mechanism and budget for the program in 2013, the Board will design and oversee design of a benefit package offering Vermonters timely and high quality health care from the provider of their choice.

The Board consists of a full-time Chair and four part-time members (define what part-time is). The Governor will make appointments to the Green Mountain Care Board by October 1, 2011 from a list of qualified candidates submitted to him by the Nominating Committee. The Nominating Committee consists of nine members, appointed by the Speaker of the House, Senate President and Governor to identify candidates for these positions. Appointments by the Governor to the Green Mountain Care Board are subject to approval by the Senate. The application process is confidential.

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Candidates must also have demonstrated knowledge or expertise in health care policy, health care delivery or health care financing and openness to alternative approaches to health care. It is expected that the expertise, knowledge and characteristics of individual members will complement each other and that as individuals and as a group, The Green Mountain Care Board will demonstrate the characteristics of integrity, impartiality, empathy, diligence, and regard for the public good.

(Next session specific responsibilities, stated and explained)

**London, Sarah**

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**From:** Lunge, Robin  
**Sent:** Monday, May 23, 2011 8:37 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Theresa # and job descrip

Cool thanks!

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Monday, May 23, 2011 8:35 AM  
**To:** Lunge, Robin; Duffy, Kate  
**Subject:** RE: Theresa # and job descrip

Thanks for getting this started Robin. In general I think we need to pump this up. Introduction should state the significance of what Vermont is doing, draw from the principles section of the statute, this will set the stage. We are asking people who serve on this board to be social entrepreneurs, need to give flavor to that because people we pick need to be comfortable starting something new. Also people not us don't know what this is about so duties, responsibilities section should say more and lastly we will need to include a skills/qualifications section. that the 3 of us will need to discuss. Under separate cover I will send you the job description for the \_\_\_\_\_ as an example of a job description. I am at various meetings this week won't be in Montpelier but reachable by phone and e-mail. Cel.

**From:** Lunge, Robin  
**Sent:** Saturday, May 21, 2011 8:53 AM  
**To:** Bankowski, Elizabeth; Duffy, Kate  
**Subject:** RE: Theresa # and job descrip

I have included an overall description of health reform efforts - I kept it short, but let me know if you want something more expansive. I also revised the board's duties to reflect the bill as passed.

Robin Lunge  
Assistant General Counsel, BISHCA  
(802) 828-3333

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, May 20, 2011 8:28 AM  
**To:** Duffy, Kate; Lunge, Robin  
**Subject:** FW: Theresa # and job descrip

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**From:** Liz Bankowski [lizbankowski@gmail.com]  
**Sent:** Friday, May 20, 2011 7:58 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Fwd: Theresa # and job descrip

----- Forwarded message -----

**From:** Wallack, Anya <Anya.Wallack@state.vt.us<mailto:Anya.Wallack@state.vt.us>>  
**Date:** Tue, May 17, 2011 at 12:40 PM  
**Subject:** Theresa # and job descrip

To: Liz Bankowski <lizbankowski@gmail.com<mailto:lizbankowski@gmail.com>>, "Bankowski, Elizabeth"  
<Elizabeth.Bankowski@state.vt.us<mailto:Elizabeth.Bankowski@state.vt.us>>

Here is the job descrip I did months back. Duties are out of date, but the rest might be helpful to you.

Theresa numbers:

work  
cell

Any

**London, Sarah**

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**From:** Lunge, Robin  
**Sent:** Saturday, May 21, 2011 8:54 AM  
**To:** Bankowski, Elizabeth; Duffy, Kate  
**Subject:** RE: Theresa # and job descrip  
**Attachments:** JOB\_DESCRIPTION\_-\_CHAIR RJL.docx

I have included an overall description of health reform efforts - I kept it short, but let me know if you want something more expansive. I also revised the board's duties to reflect the bill as passed.

Robin Lunge  
Assistant General Counsel, BISHCA  
(802) 828-3333

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, May 20, 2011 8:28 AM  
**To:** Duffy, Kate; Lunge, Robin  
**Subject:** FW: Theresa # and job descrip

---

**From:** Liz Bankowski [lizbankowski@gmail.com]  
**Sent:** Friday, May 20, 2011 7:58 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Fwd: Theresa # and job descrip

----- Forwarded message -----

**From:** Wallack, Anya <Anya.Wallack@state.vt.us<mailto:Anya.Wallack@state.vt.us>>  
**Date:** Tue, May 17, 2011 at 12:40 PM  
**Subject:** Theresa # and job descrip  
**To:** Liz Bankowski <lizbankowski@gmail.com<mailto:lizbankowski@gmail.com>>, "Bankowski, Elizabeth" <Elizabeth.Bankowski@state.vt.us<mailto:Elizabeth.Bankowski@state.vt.us>>

Here is the job descrip I did months back. Duties are out of date, but the rest might be helpful to you.

Theresa numbers:

work ...  
cell :

Anya

**London, Sarah**

**From:** Bankowski, Elizabeth  
**Sent:** Friday, May 20, 2011 10:41 AM  
**To:** Lofy, Bill; MacLean, Alex  
**Subject:** Announcement of Nominating Board and other press matter

We tentatively said this would be done by press release. Alex, I assume joint press release, Gov. Speaker, ProTemp. Who should coordinate that? Sue working with leg staff? We will need 2 line bios on all members and I guess joint or individual quotes. Should we consider doing with bill signing, just adding on announcement that nominating committee has been named and giving out release with the names? Could show keeping up the momentum. The press release is also an opportunity to jump start the process, would include information about contacting Dept. of Human Resources to receive information on applying etc. Kate Duffy, Robin and I all agree we need to convene the nominating committee as early in June as possible for an organizational meeting. As soon as we know Speaker, ProTemp and Gov have made offers that have been accepted we will need contact info so first meeting can be scheduled. Alex assume you are the link there or I can contact their offices directly if you want.

[REDACTED] If you are involved in those conversations you know the time demand will be June and July. Everything will be done for efficiency - could be no more than 5 days if members willing to meet for day not part of a day and none of the members are contentious. [REDACTED]

Same with [REDACTED] We also need to make a decision!

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, May 20, 2011 8:28 AM  
**To:** Duffy, Kate; Lunge, Robin  
**Subject:** RE: Green Mountain Nominating Board

We each get that we have to move fast don't we! Whew. Major concern is too little time for applying, can we spread that out, say apply by July 15 and then have Board meet as soon thereafter as possible. Small points in May: Kate I know this is assumed but reach out to committee members depends on offers made by 3 office holders and those accepted. I will keep an eye on that process, it is underway. June, pretty sure there will be a joint announcement of entire 9 via press release from the 3 office holders (will talk to Alex and Sue Allend about this.) Also June, posting the job description both on Gov and DHR web site and add send to all groups involved with health care reform. Robin I assume Zach can help with that or who do you suggest? Under separate e-mail I will forward the job description I asked Anya to do very early on. It's a building block for us. Our job description needs to be comprehensive. Robin could you draft a couple of paragraphs for the prelude that gives the broad view, sets the bigger goals of this health care reform effort. That section would be followed by the job responsibilities and the next would be job qualifications, last would be details pay becoming state employee with benefits etc. I won't be in Montpelier next week but lets plan to have a conference call to review a draft of the job descriptions - need one for chair, one for others.

---

**From:** Duffy, Kate  
**Sent:** Thursday, May 19, 2011 5:13 PM  
**To:** Bankowski, Elizabeth; Lunge, Robin  
**Subject:** Green Mountain Nominating Board

Liz, Robin, I have prepared a draft outline of proposed tasks and deadlines to get the nomination process underway. Obviously, this is all subject to change, but I thought it might give us somewhere to start. Please let me know your thoughts. Thanks. KGD

Kate G. Duffy  
Commissioner  
Department of Human Resources



London, Sarah

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**From:** Liz Bankowski <lizbankowski@gmail.com>  
**Sent:** Friday, May 20, 2011 7:59 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Fwd: Theresa # and job descrip  
**Attachments:** ATT00001..txt; JOB DESCRIPTION - CHAIR-1.docx

----- Forwarded message -----

**From:** **Wallack, Anya** <[Anya.Wallack@state.vt.us](mailto:Anya.Wallack@state.vt.us)>  
**Date:** Tue, May 17, 2011 at 12:40 PM  
**Subject:** Theresa # and job descrip  
**To:** Liz Bankowski <[lizbankowski@gmail.com](mailto:lizbankowski@gmail.com)>, "Bankowski, Elizabeth" <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)>

Here is the job descrip I did months back. Duties are out of date, but the rest might be helpful to you.

Theresa numbers:

work  
cell

Anya

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, May 19, 2011 5:27 PM  
**To:** MacLean, Alex  
**Cc:** Lofy, Bill  
**Subject:** Nominating Committee work and timeline

Alex, you asked that I provide a sense of the Nominating Committee's work and timeline. Let me start with the timeline. Statute calls for 5 member board to be appointed by October 1. Let's allow one month for the designees to disengage from what they are doing now (all will be fully-engaged professionals) That means we want to make the offers early in September thus, the Governor should complete his interviews in August, the Nominating Committee complete its interviews in July. Had a preliminary meeting with Kate Duffy, Commissioner of Human Resources and Robin today to outline staff level work we can start.

This is: 1) Create draft job descriptions based on responsibilities outlined in the statute with specific skills and experience spelled out. This will include a short narrative on getting to single payer and the importance of the work this Board will do, they are pioneers. Statute makes clear those on this board must be fully committed to the vision. Job description and interview process needs to communicate that. 2) Draft a questionnaire applicants will complete, modeled on Judicial Nominating Questionnaire. 3) Draft a job posting and plan to get the word out far and wide.

Notice of jobs will be sent to all groups involved in the health care discussion and also to newspapers, internet sites etc. Jobs needs to be posted by mid-June to allow 30 days to apply. Interviews would start mid-July in a marathon interviewing process (if necessary.) Committee sends names to the Governor by August 1. I expect as many as 12 to 15 people to come through the process who will met the qualifications requirement. It could be more if a lot of out of state people apply and are willing to come up at their own expense for interviews. The Nominating Committee job is not to winnow down the list, it is to send forward "qualified" applicants. This will create a burden on the Governor's schedule that Shanna is aware of. I have asked her to hold ten to 15 hours. The Nominating Committee has to be fast and efficient. I can envision doing this over the course of 6 meetings in June and July assuming Nominating Committee is aligned. As we all know no footprints here so we plot our own way, those involved must have the right intentions.

**London, Sarah**

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**From:** Duffy, Kate  
**Sent:** Thursday, May 19, 2011 5:13 PM  
**To:** Bankowski, Elizabeth; Lunge, Robin  
**Subject:** Green Mountain Nominating Board  
**Attachments:** Timeline Tasklist 5.19.11.docx

Liz, Robin, I have prepared a draft outline of proposed tasks and deadlines to get the nomination process underway. Obviously, this is all subject to change, but I thought it might give us somewhere to start. Please let me know your thoughts. Thanks. KGD

*Kate G. Duffy  
Commissioner  
Department of Human Resources*

London, Sarah

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**From:** Denis Barton <dbarton@bistatepca.org>  
**Sent:** Thursday, May 19, 2011 2:47 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: GMC Nominating Committee

Thank you!

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Thursday, May 19, 2011 2:20 PM  
**To:** Denis Barton  
**Subject:** RE: GMC Nominating Committee

Thank you Denis for sending information about \_\_\_\_\_ As I explained the Governor, Speaker and Senate President each make 3 appointments to the nine member board. The Governor has names for the health care expert slot under consideration and I will make sure he knows about \_\_\_\_\_ interest.

---

**From:** Denis Barton [mailto:dbarton@bistatepca.org]  
**Sent:** Thursday, May 19, 2011 1:32 PM  
**To:** Bankowski, Elizabeth  
**Subject:** GMC Nominating Committee

Elizabeth,

Per our conversation, we would ask that Governor Shumlin consider \_\_\_\_\_ as a candidate for appointment to the Green Mountain Care Nominating Committee.

\_\_\_\_\_ helped revive \_\_\_\_\_ in 1994, and under her leadership \_\_\_\_\_ which does business as \_\_\_\_\_ has grown i

\_\_\_\_\_ leads by example and measures success by results achieved.

\_\_\_\_\_ and would bring her long term knowledge of health care and advocacy to ensure access to primary health for all Vermonters to her work for the Green Mountain Care Nominating Committee.

I have attached a brief bio and contact information as an attachment to this email and would be very happy to provide references or other information you may need.

Thank you.

**Denis Barton, MA, MBA**  
Director of Vermont Public Policy  
Bi-State Primary Care Association  
61 Elm Street  
Montpelier, VT 05602  
(802)-229-0002 ext. 218  
[dbarton@bistatepca.org](mailto:dbarton@bistatepca.org)

**London, Sarah**

---

**From:** Denis Barton <[dbarton@bistatepca.org](mailto:dbarton@bistatepca.org)>  
**Sent:** Thursday, May 19, 2011 1:32 PM  
**To:** Bankowski, Elizabeth  
**Subject:** GMC Nominating Committee  
**Attachments:** MCP BIO 808.doc

Elizabeth,

Per our conversation, we would ask that Governor Shumlin consider \_\_\_\_\_ as a candidate for appointment to the Green Mountain Care Nominating Committee.

\_\_\_\_\_ helped revive a \_\_\_\_\_ in 1994, and under her leadership \_\_\_\_\_ which does  
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I have attached a brief bio and contact information as an attachment to this email and would be very happy to provide references or other information you may need.

Thank you.

Denis Barton, MA, MBA  
Director of Vermont Public Policy  
Bi-State Primary Care Association  
61 Elm Street  
Montpelier, VT 05602  
(802)-229-0002 ext. 218  
[dbarton@bistatepca.org](mailto:dbarton@bistatepca.org)

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, May 18, 2011 5:15 PM  
**To:** MacLean, Alex; Robinson, Beth  
**Cc:** Lunge, Robin  
**Subject:** Health Reform Nominating Board

Checked with Robin. Shap could appoint [REDACTED] to be his expert and then two legislative appointees, otherwise his third appointment needs to be someone with expertise in "health Care policy, health care delivery or health care financing". We could explore business people that might qualify such as the one Beth mentioned. Robin also advises that [REDACTED] told her although he doesn't want to serve on the Nominating Board for any personal reason, he would do it if we need him too. Alex you can let Shap know that. Point to make this is the next critical piece in the process, nominating committee work starts with identifying people with "commitment to the principles" in Section 9392. It would be easier to translate that to Nominating Committee with [REDACTED] presence, harder with legislators not fully committed. Shap may want to check with leg counsel on reading of this section.

London, Sarah

---

**From:** Wallack, Anya  
**Sent:** Tuesday, May 17, 2011 12:41 PM  
**To:** Liz Bankowski; Bankowski, Elizabeth  
**Subject:** Theresa # and job descrip  
**Attachments:** JOB DESCRIPTION - CHAIR-1.docx; ATT00001.txt

Here is the job descrip I did months back. Duties are out of date, but the rest might be helpful to you.

Theresa numbers:

work [REDACTED]  
cell [REDACTED]

Anya



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, May 16, 2011 1:53 PM  
**To:** Lofy, Bill  
**Subject:** RE: PS: Green Mountain Care Nominating Board

Lets have a quick call this afternoon, I'm available now or later, what's good for you.

---

**From:** Lofy, Bill  
**Sent:** Monday, May 16, 2011 1:47 PM  
**To:** Bankowski, Elizabeth; MacLean, Alex  
**Subject:** Re: PS: Green Mountain Care Nominating Board

I haven't talked to Shap or John about this but am having drinks with Shap and can do so tonight. I think this just raises the bigger issue of how we're coordinating the nominating board overall, which is a conversation we can have on Wednesday unless you'd prefer to do so sooner.

**From:** "Bankowski, Elizabeth" <Elizabeth.Bankowski@state.vt.us<mailto:Elizabeth.Bankowski@state.vt.us>>  
**Date:** Mon, 16 May 2011 13:36:08 -0400  
**To:** Bill Lofy <bill.lofy@state.vt.us<mailto:bill.lofy@state.vt.us>>, "MacLean, Alex" <Alex.MacLean@state.vt.us<mailto:Alex.MacLean@state.vt.us>>  
**Subject:** PS: Green Mountain Care Nominating Board

PS It would be good to do the announcement of the nine members to the nominating committee all together, there will be someone in the lineup for everyone so good idea to coordinate our appointments. Alex, have you talked to Shap and Campbell about this? I know [REDACTED] so for example if we do his

[REDACTED] I will be up Wed and Thurs. Before we get [REDACTED] involved in this perhaps one of you should have a chat with [REDACTED]

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, May 16, 2011 12:57 PM  
**To:** Lofy, Bill; MacLean, Alex  
**Subject:** FW: Green Mountain Care Nominating Board

How do you want to handle this meeting the Speaker wants to have.

---

**From:** Lunge, Robin  
**Sent:** Monday, May 16, 2011 10:06 AM  
**To:** Bankowski, Elizabeth; Duffy, Kate  
**Cc:** Pallas, Karen; Kimbell, Steve  
**Subject:** RE: Green Mountain Care Nominating Board

Hi Liz & Kate -

I got a call from Mark Larson - H.202 contemplates some inter-branch coordination because the bill indicates that the appointments to the nominating committee should be complementary with each other. The Speaker would like to set up a call or meeting soon to discuss - I'm happy to coordinate with his office & the pro tems office, but wanted to check in to see who from our end should attend.

Robin

-----Original Message-----

From: Bankowski, Elizabeth  
Sent: Sunday, May 15, 2011 12:47 PM  
To: Anya Rader Wallack; Duffy, Kate  
Cc: Lunge, Robin; Pallas, Karen  
Subject: RE: Green Mountain Care Nominating Board

Kate looking forward to getting together. Looks like I will be one of the three appointments by the Governor to the Nominating Board. I think it will be very helpful to that process to start drafts of job descriptions for the Green Mountain Care Board. As you know the qualifications section of the new law is pretty general but a reading of the statute sets out the responsibilities which on their face will require specific expertise and background. It would be great if you, Robin and I could have a preliminary meeting about this and the process. I am mindful and respectful of the fact that no one speaks for the nominating board as this time but that shouldn't hamper our taking the initiative to draft job descriptions, a process and a timeline. Thursday May 19 from 8 to 10 and from noon until 4:00 is open for me.

---

From: Anya Rader Wallack [anya@arrowheadha.com<mailto:anya@arrowheadha.com>]  
Sent: Tuesday, May 10, 2011 7:41 PM  
To: Duffy, Kate  
Cc: Lunge, Robin; Pallas, Karen; Bankowski, Elizabeth  
Subject: Re: Green Mountain Care Nominating Board

Yes, let's discuss tomorrow. Liz Bankowski has been working on this so you should make sure to connect with her as well. Nominating committee has to be appointed by June 1 but board members do not get appointed until October 1 under the final version of the bill. Thanks for being willing to staff this. Robin can help with legal aspects as needed, too.

Anya

On May 10, 2011, at 5:04 PM, Duffy, Kate wrote:

Hello ladies, Jeb has asked me to organize the Green Mountain Care Nominating Board in H.202. As you know, the Green Mountain Care Board members should be in place by July 1, 2001, so we will need to move quickly to get the nominating board set up. I would like to discuss what you visualize for the nominating board to make sure I have all the information needed. You may also know who the Governor is thinking of for his appointees, or may have suggestions, which would be helpful. I will be at the meeting tomorrow, and if we have time, we can discuss it then. Otherwise, what times might work for you early next week? Thanks, KGD

Kate G. Duffy  
Commissioner  
Department of Human Resources

London, Sarah

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**Subject:** PS: Green Mountain Care Nominating Board

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**Sent:** Monday, May 16, 2011 12:57 PM  
**To:** Lofy, Bill; MacLean, Alex  
**Subject:** FW: Green Mountain Care Nominating Board

How do you want to handle this meeting the Speaker wants to have.

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**From:** Lunge, Robin  
**Sent:** Monday, May 16, 2011 10:06 AM  
**To:** Bankowski, Elizabeth; Duffy, Kate  
**Cc:** Pallas, Karen; Kimbell, Steve  
**Subject:** RE: Green Mountain Care Nominating Board

Hi Liz & Kate -

I got a call from Mark Larson - H.202 contemplates some inter-branch coordination because the bill indicates that the appointments to the nominating committee should be complementary with each other. The Speaker would like to set up a call or meeting soon to discuss - I'm happy to coordinate with his office & the pro tems office, but wanted to check in to see who from our end should attend.

Robin

-----Original Message-----

**From:** Bankowski, Elizabeth  
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**To:** Anya Rader Wallack; Duffy, Kate  
**Cc:** Lunge, Robin; Pallas, Karen  
**Subject:** RE: Green Mountain Care Nominating Board

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From: Anya Rader Wallack [anya@arrowheadha.com]  
Sent: Tuesday, May 10, 2011 7:41 PM  
To: Duffy, Kate  
Cc: Lunge, Robin; Pallas, Karen; Bankowski, Elizabeth  
Subject: Re: Green Mountain Care Nominating Board

Yes, let's discuss tomorrow. Liz Bankowski has been working on this so you should make sure to connect with her as well. Nominating committee has to be appointed by June 1 but board members do not get appointed until October 1 under the final version of the bill. Thanks for being willing to staff this. Robin can help with legal aspects as needed, too.

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Kate G. Duffy  
Commissioner  
Department of Human Resources

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, May 16, 2011 1:36 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Arts Council

██████████ booked, no surprise. ██████████ says another person to do the same heavy lifting would be ██████████ assume you know her. She would be excellent. I told ██████████ to see if ██████████ is willing to do first appt and then hand off to ██████████ She will let me know. I'll be up Wed and Thurs.

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, May 03, 2011 11:07 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Arts Council

Haven't heard from ██████████ will e-mail again today.

---

**From:** Spaulding, Susan  
**Sent:** Tuesday, May 03, 2011 9:35 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Arts Council

Any word on what is happening with that appointment?

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, May 16, 2011 1:36 PM  
**To:** Lofy, Bill; MacLean, Alex  
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**Sent:** Monday, May 16, 2011 10:06 AM  
**To:** Bankowski, Elizabeth; Duffy, Kate  
**Cc:** Pallas, Karen; Kimbell, Steve  
**Subject:** RE: Green Mountain Care Nominating Board

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Robin

-----Original Message-----

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**To:** Anya Rader Wallack; Duffy, Kate  
**Cc:** Lunge, Robin; Pallas, Karen  
**Subject:** RE: Green Mountain Care Nominating Board

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From: Anya Rader Wallack [anya@arrowheadha.com]  
Sent: Tuesday, May 10, 2011 7:41 PM  
To: Duffy, Kate  
Cc: Lunge, Robin; Pallas, Karen; Bankowski, Elizabeth  
Subject: Re: Green Mountain Care Nominating Board

Yes, let's discuss tomorrow. Liz Bankowski has been working on this so you should make sure to connect with her as well. Nominating committee has to be appointed by June 1 but board members do not get appointed until October 1 under the final version of the bill. Thanks for being willing to staff this. Robin can help with legal aspects as needed, too.

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Kate G. Duffy  
Commissioner  
Department of Human Resources

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, May 05, 2011 3:30 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: pdf  
**Attachments:** lizpdf.pdf

---

**From:** Wengroff, Ariel  
**Sent:** Thursday, February 24, 2011 10:58 AM  
**To:** Bankowski, Elizabeth  
**Subject:** pdf

**Constituent Correspondent**  
Office of Governor Peter Shumlin  
109 State Street  
Montpelier, VT 05609  
Office: 802-828-3333  
Fax: 802-828-3339



## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, May 04, 2011 1:07 PM  
**To:** Spaulding, Susan; 'Alexandra MacLean'  
**Subject:** RE: VT CNCS

Pretty sure all these positions are exempt that's why Hal is asking. Hire is through Governor's office not Agency of Admin. We have allowed many of our exempt employees to hire others into exempt positions without being involved beyond seeing the resume. We could do the same here, give Hal the go ahead of have an interview at the staff level. Alex do you have a preference?

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, May 04, 2011 12:19 PM  
**To:** 'Alexandra MacLean'  
**Cc:** Bankowski, Elizabeth  
**Subject:** RE: VT CNCS

Hi Alex – I don't think this is an "appointment" ... more of a hire. I think it goes through Sec of Admin but not sure. Would you like me to get this info? Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**From:** Alexandra MacLean [mailto:allymac9@gmail.com]  
**Sent:** Wednesday, May 04, 2011 12:14 PM  
**To:** Colston, Harold  
**Cc:** Spaulding, Susan; Bankowski, Elizabeth  
**Subject:** Re: VT CNCS

Hi hal -

Please provide us with [REDACTED] resume. We will likely follow your recommendation but would be good to see her resume.

Thanks!

Alex

Sent from my iPhone

On May 4, 2011, at 12:00 PM, "Colston, Hal" <hal.colston@ahs.state.vt.us<mailto:hal.colston@ahs.state.vt.us>> wrote:  
Hello Alex,

We are excited to announce offering the Program Officer position to [REDACTED] [REDACTED] and has high regards. What are the next steps for her name being presented to Governor Shumlin for appointment?

Thanks much,

Hal

"Freedom is never voluntarily given by the oppressor; it must be demanded by the oppressed."

Martin Luther King, Jr.

Hal Colston

Executive Director

VT Commission on National and Community Service

103 South Main Street

Waterbury, Vermont 05671-0204

hal.colston@ahs.state.vt.us<mailto:hal.colston@ahs.state.vt.us>

802.241.2135 (o) 802.338.8844 (c)

<http://vtcnsc.vermont.gov/>

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, April 20, 2011 5:01 PM  
**To:** Miller, Elizabeth  
**Subject:** FW: Fwd: Resume of [REDACTED]  
**Attachments:** Dept of Public Service 04 19 11.pdf

Liz, this is self-explanatory. Looks like he has been in touch with you directly. He was referred to us during the Transition but I have no knowledge of his credentials. (I don't remember who [REDACTED] obviously one of the many FoPs) I assume someone there is acknowledging resumes and I will leave that to you. I will let him know I have done as he requested and sent his material to you.

---

From: Liz Bankowski [lizbankowski@gmail.com]  
Sent: Tuesday, April 19, 2011 3:46 PM  
To: Bankowski, Elizabeth  
Subject: Fwd: Fwd: Resume of [REDACTED]

----- Forwarded message -----

From: [REDACTED]  
Date: Tue, Apr 19, 2011 at 3:41 PM  
Subject: Re: Fwd: Resume of [REDACTED]  
To: [REDACTED]

Hi, Liz,

Per the attached correspondence, I am writing to follow up on the emails we shared with [REDACTED] a few months ago about possible legal jobs in the State of Vermont. I noticed the Department of Public Service is currently seeking a staff attorney and that you had mentioned Elizabeth Miller in the attached correspondence.

I was wondering if you would feel comfortable forwarding my materials to Ms. Miller for the job opening. The attached PDF contains my complete submission. I am very grateful to you [REDACTED] for your assistance.

Please let me know if this acceptable, and any other thoughts or suggestions. Thank you.

Warm regards,  
[REDACTED]

----- Forwarded message -----

From: Deborah Markowitz [mailto:[REDACTED]]  
To: [REDACTED]  
Date: Thu, 16 Dec 2010 12:01:21 -0800 (PST)  
Subject: Re: Fwd: Resume of [REDACTED] Hi [REDACTED] We do not have a position available for you right now - but we will keep your resume on file as there are regularly lawyer positions that come open. Deb

----- Forwarded message -----

From: [REDACTED]  
<http://[REDACTED]/mc/compose?to=[REDACTED]>  
Date: Wed, Dec 15, 2010 at 11:28 AM  
Subject: Re: Resume of [REDACTED]  
To: [REDACTED] <http://[REDACTED]/mc/compose?to=[REDACTED]>

Hi, [REDACTED] and Liz,

Thanks both of you for thinking of me and your offer of assistance ([REDACTED] for such a warm recommendation).

Liz - please find attached my updated résumé. I would certainly appreciate being considered at ANR and other public service positions that you mention. I'd be glad to follow up independently once the ball is rolling - please let me know any suggested approaches for next steps (contacting Deb Markowitz, etc.).

Again, I'm glad just to have my name being circulated more directly by Peter and his staff, and all the support. Thanks!

Best,

[REDACTED]  
>> [REDACTED]  
>>> [REDACTED]@gmail.com <http://[REDACTED]/mc/compose?to=[REDACTED]>  
>>> [REDACTED]@gmail.com >> 12/15/10 7:53 AM >>>  
Hi Liz,

Thanks for getting back to me so quickly. I am copying [REDACTED] on this email, I imagine you will be hearing from him shortly.

On Wed, Dec 15, 2010 at 7:47 AM, Liz Bankowski

<[REDACTED]/mc/compose?to=[REDACTED]> wrote:

> [REDACTED] Peter has forwarded your e-mail about [REDACTED]. We are  
in  
> the homestretch now with all the primary appointments made by the  
> Governor-Elect completed. There are only about 40 of these positions  
and as  
> you would expect they are at the Secretary/Commissioner level. There  
are  
> very few open lawyer spots in the agencies. It would be best at this  
point  
> for [REDACTED] to send a resume to either Deborah Markowitz, the Secretary  
of  
> the Agency of Natural Resources designee, or to Elizabeth Miller, the  
> Commissioner of Public Service designee. If he wants to do that he  
should  
> send his resume to me and I will forward it to them.

London, Sarah

---

**From:** Liz Bankowski [REDACTED]  
**Sent:** Tuesday, April 19, 2011 3:46 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Fwd: Fwd: Resume of [REDACTED]  
**Attachments:** Dept of Public Service 04 19 11.pdf

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**From:** [REDACTED]@yahoo.com>  
**Date:** Tue, Apr 19, 2011 at 3:41 PM  
**Subject:** Re: Fwd: Resume of [REDACTED]  
**To:** [REDACTED]@gmail.com

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Warm regards,  
[REDACTED]

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**From:** Deborah Markowitz [REDACTED]@yahoo.com>  
**To:** [REDACTED]  
**Date:** Thu, 16 Dec 2010 12:01:21 -0800 (PST)  
**Subject:** Re: Fwd: Resume of [REDACTED]

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Best,  
[REDACTED]

>>> [REDACTED] 12/15/10 7:53 AM >>>  
Hi Liz,

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[REDACTED]

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> send his resume to me and I will forward it to them.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, April 15, 2011 4:37 PM  
**To:** [REDACTED]  
**Subject:** FW: He is SO excited!!!  
**Attachments:** IMG\_0235.MOV

---

**From:** Bill Lofy [REDACTED]  
**Sent:** Thursday, April 14, 2011 7:11 PM  
**To:** Bankowski, Elizabeth  
**Subject:** He is SO excited!!!

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, April 15, 2011 4:37 PM  
**To:** [REDACTED]  
**Subject:** FW: He is SO excited!!!  
**Attachments:** IMG\_0235.MOV

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**From:** Bill Lofy [REDACTED]  
**Sent:** Thursday, April 14, 2011 7:11 PM  
**To:** Bankowski, Elizabeth  
**Subject:** He is SO excited!!!



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, April 04, 2011 6:14 PM  
**To:** Robinson, Beth; Lofy, Bill; Kunin, Lisa; MacLean, Alex; Spaulding, Susan  
**Cc:** Duffy, Kate; Flood, Patrick  
**Subject:** RE: VT CNCS

This status of staff and salaries at Vt. CNCS came up during the Transition. I worked with Kate Duffy and Patrick Flood on this. I have included both here. My understanding is that all the positions there were classified as exempt so I am assuming that includes the program officer but I think Kate and/or Patrick can best provide the final word on that. As you know we have filled all the other positions as Governor's appointments.

---

**From:** Robinson, Beth  
**Sent:** Monday, April 04, 2011 4:57 PM  
**To:** Lofy, Bill; Kunin, Lisa; MacLean, Alex; Spaulding, Susan; Bankowski, Elizabeth  
**Subject:** RE: VT CNCS

Clarification- Is the "Program Officer" a gubernatorial appointment, or is he authorized to hire someone and he's just asking what the process is for him to do that? If the former, then it really is Susan and Liz. If it's the latter, then if he is trying to figure out how to go about hiring, he can certainly talk to the folks at the agency where he's housed or to DHR. Susan Spaulding—if you can tell me the name of Hal's entity, I can try to look up the statute or executive order that created the entity to see whether it provides any better sense of the issue here.

Thanks.

**From:** Lofy, Bill  
**Sent:** Monday, April 04, 2011 12:04 PM  
**To:** Kunin, Lisa; MacLean, Alex; Spaulding, Susan; Bankowski, Elizabeth; Robinson, Beth  
**Subject:** Re: VT CNCS

Lisa, happy to follow up but I don't have an answer for him. Does anyone know how this process should move forward?

**From:** "Kunin, Lisa" <Lisa.Kunin@state.vt.us<mailto:Lisa.Kunin@state.vt.us>>  
**Date:** Mon, 4 Apr 2011 11:50:43 -0400  
**To:** Bill Lofy <bill.lofy@state.vt.us<mailto:bill.lofy@state.vt.us>>, "MacLean, Alex" <Alex.MacLean@state.vt.us<mailto:Alex.MacLean@state.vt.us>>  
**Subject:** FW: VT CNCS

Bill,  
Would you mind following up with Hal on this?

Thanks,  
Lisa

**From:** Colston, Hal [mailto:hal.colston@ahs.state.vt.us]  
**Sent:** Monday, April 04, 2011 11:20 AM  
**To:** Kunin, Lisa  
**Subject:** VT CNCS

Hello Lisa,

Hope all is well for you. I want to confirm who needs to be contacted to initiate the process for the appointment of a Program Officer to my staff. Martha Faber who has held the position for over three years is moving down the hall to work with Patrick Flood. I know Patrick reached out to Liz Bankowski and then to Susan Spaulding to learn they were not the folks we needed to contact. I asked Susan to forward our e-mail communication to the appropriate person. Patrick was out on vacation the week before last and I was out at a conference for most of last week. I called Alex McLean on Friday and left a message on her cell phone as that is the only number I have for her.

Let me know if you know who we should contact, please.

Thanks,  
Hal

"Freedom is never voluntarily given by the oppressor; it must be demanded by the oppressed."  
Martin Luther King, Jr.

Hal Colston  
Executive Director  
VT Commission on National and Community Service  
103 South Main Street  
Waterbury, Vermont 05671-0204  
hal.colston@ahs.state.vt.us<mailto:hal.colston@ahs.state.vt.us>  
802.241.2135 (o) 802.338.8844 (c)  
<http://vtcnscs.vermont.gov/>

## London, Sarah

---

**From:** McLaren, Ryan  
**Sent:** Friday, April 01, 2011 10:34 AM  
**To:** EXE  
**Subject:** For anyone wondering what goes on in the ceremonial when the Gov is away....  
**Attachments:** photo (3).JPG; photo (4).JPG; photo (5).JPG

This photo series illustrates it perfectly.

**Ryan McLaren** | Constituent Correspondant  
Office of Governor Peter Shumlin  
Tel: 802.828.6422  
Fax: 802.828.3377

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 30, 2011 2:31 PM  
**To:** MacLean, Alex  
**Subject:** FW: Vt Community Mental Health Block Grant Planning Council  
**Attachments:** ListPlanningCouncilMembers031011.doc; ShumlinDraft030811.doc; OlivertoRacine030811.Doc

When convenient take a look at first attachment, planning council members. Christine Oliver wants to proceed with these appts. Any concerns about any of these names?

-----Original Message-----

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 30, 2011 12:10 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Vt Community Mental Health Block Grant Planning Council

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 30, 2011 12:04 PM  
**To:** liz.bankowski@state.vt.us  
**Subject:** Vt Community Mental Health Block Grant Planning Council

I have told Christine Oliver to move ahead and have asked her to please keep me part of the appointment process so there are no surprises for the Governor. Please let me know if you see any problems with the partial list ... attached.  
Thanks . Susan

## London, Sarah

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 30, 2011 12:10 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Vt Community Mental Health Block Grant Planning Council  
**Attachments:** ListPlanningCouncilMembers031011.doc; ShumlinDraft030811.doc; OlivertoRacine030811.Doc

---

From: Spaulding, Susan  
Sent: Wednesday, March 30, 2011 12:04 PM  
To: liz.bankowski@state.vt.us  
Subject: Vt Community Mental Health Block Grant Planning Council

I have told Christine Oliver to move ahead and have asked her to please keep me part of the appointment process so there are no surprises for the Governor. Please let me know if you see any problems with the partial list ... attached.  
Thanks . Susan

**London, Sarah**

---

**From:** Slota, Bianca  
**Sent:** Wednesday, March 23, 2011 12:20 PM  
**To:** Bankowski, Elizabeth; Spaulding, Susan  
**Subject:** CEO panel  
**Attachments:** Bianca Slota.vcf

When I was with the governor in Manchester on Monday he mentioned this panel that he wants to create of CEOs of big companies that can help us figure out how to get more big companies in Vermont.

He also offered to have [REDACTED] serve on this panel. I know he gave [REDACTED] his card but I thought I'd pass along [REDACTED] information to you guys. Email is [REDACTED]

-Bianca

**Bianca Slota**

Office of the Governor of Vermont  
Press Secretary

(802) 828-6409 Work

(802) 279-6825 Mobile

bianca.slota@state.vt.us

[www.governor.vermont.gov](http://www.governor.vermont.gov)

**London, Sarah**

---

**From:** Spaulding, Susan  
**Sent:** Friday, March 18, 2011 5:30 PM  
**To:** Bankowski, Elizabeth  
**Subject:** BBF Exec Order  
**Attachments:** 09.6.27Building Bright Futures Council.docx

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

---

**From:** Spaulding, Susan  
**Sent:** Friday, March 18, 2011 5:14 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Building Bright Futures  
**Attachments:** Building Bright Futures.docx

Liz – this is the information I have on Building Bright Futures. Is the Governor going to do an Executive Order or are we going on the previous administration's EO? If you could clarify for me who is not being reappointed from this list, and who is being appointed in their place, that would be helpful. Also, if you have the contact info for the new appointees that would also be good. And the email address and phone number for the Staff contact person would be good too ☺. Hope you were able to enjoy this gorgeous day! Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333



**London, Sarah**

---

**From:** Richard Saudek <RSaudek@cbs-law.com>  
**Sent:** Thursday, March 17, 2011 7:06 PM  
**To:** Richard Dolgener  
**Cc:** Bankowski, Elizabeth; Peter Bradford  
**Subject:** RE: Welcome

Judge Dolgener,

Thank you very much.

I would be very interested to visit the Andrews site and I know Peter Bradford is looking forward to a visit, too. We've been following as best we can from here the Texas legislature's consideration of bills that would provide funding for the commission's activities. I'm guessing that when those issues are resolved for better or worse, a meeting will be scheduled. If a meeting takes place in the next couple of months, I'd certainly like to travel to Andrews.

Best regards,

Dick Saudek

Richard H. Saudek  
Cheney, Brock & Saudek, P.C.  
159 State Street  
Montpelier, VT 05602  
(802) 229-0335

---

**From:** Richard Dolgener [mailto:rdolgener@co.andrews.tx.us]  
**Sent:** Thursday, March 17, 2011 6:53 PM  
**Cc:** Elizabeth Bankowski; Richard Saudek; Peter Bradford  
**Subject:** Welcome

Just got a message from Mike Ford on your being named as Vermont's Commissioner's to the Compact Commission welcome aboard. There plenty to be doing now that Japan has been the news. My contract info is below. Let me know if you would like to come to Andrews and see the site and I can arrange the visit. Welcome I look forward in working with you.

Judge Richard H Dolgener  
Andrews County Judge  
Andrews County Courthouse, Rm. 104  
201 North Main Street  
Andrews, Texas  
Office 432-524-1401  
Cell [REDACTED]  
[rdolgener@co.andrews.tx.us](mailto:rdolgener@co.andrews.tx.us)

---

**From:** Michael S. Ford, CHP [mailto:michael.ford@tllrwdcc.org]  
**Sent:** Thursday, March 17, 2011 5:41 PM  
**To:** Bob Wilson; Bob Wilson; Richard Dolgener; Gregory, Bob; Henderson, Margaret; John White; John White, TLLRWDCC; KL Peddicord; Peddicord, Dr. Lee  
**Cc:** Elizabeth Bankowski; Richard Saudek; Peter Bradford  
**Subject:** Introduction of New Vermont Commissioners

Dear Colleagues,

Please accept my apologies for taking so long to introduce our new fellow Commissioners from Vermont. On 31 January 2011, Governor Peter Shumlin, appointed two new Commissioners — Peter Bradford and Richard Saudek — and a new alternate Commissioner — Elizabeth Bankowski — to the Texas Compact Commission.

Please join me in welcoming our new Vermont members and alternate.

Vice Chairman John White and I have been working diligently with members of the Texas Legislature in the hopes that we will be properly funded to do our work. That's not an acceptable excuse for such a lengthy delay, merely an explanation. It's been our achilles heel thus far.

Once the legislative picture unfolds in the next month, we should have a better understanding of when we will schedule our next meeting.

Very Respectfully,

Michael S. Ford, C.H.P.  
Chair, Texas LLRWD Compact Commission  
(806) 410-0226 main  
1-888-341-0634 fax  
[michael.ford@tllrwdcc.org](mailto:michael.ford@tllrwdcc.org)  
[www.tllrwdcc.org](http://www.tllrwdcc.org)

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**London, Sarah**

---

**From:** Richard Dolgener <rdolgener@co.andrews.tx.us>  
**Sent:** Thursday, March 17, 2011 6:53 PM  
**Cc:** Bankowski, Elizabeth; Richard Saudek; Peter Bradford  
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Judge Richard H Dolgener  
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201 North Main Street  
Andrews, Texas  
Office 432-524-1401  
Cell [REDACTED]  
[rdolgener@co.andrews.tx.us](mailto:rdolgener@co.andrews.tx.us)

---

**From:** Michael S. Ford, CHP [mailto:[michael.ford@tllrwdcc.org](mailto:michael.ford@tllrwdcc.org)]  
**Sent:** Thursday, March 17, 2011 5:41 PM  
**To:** Bob Wilson; Bob Wilson; Richard Dolgener; Gregory, Bob; Henderson, Margaret; John White; John White, TLLRWDCC; KL Peddicord; Peddicord, Dr. Lee  
**Cc:** Elizabeth Bankowski; Richard Saudek; Peter Bradford  
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[michael.ford@tllrwdcc.org](mailto:michael.ford@tllrwdcc.org)

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**London, Sarah**

---

**From:** Richard Saudek <RSaudek@cbs-law.com>  
**Sent:** Thursday, March 17, 2011 6:51 PM  
**To:** Michael S. Ford, CHP; Bob Wilson; Bob Wilson; Dolgener, Hon. Richard; Gregory, Bob; Henderson, Margaret; John White; John White, TLLRWDCC; KL Peddicord; Peddicord, Dr. Lee  
**Cc:** Bankowski, Elizabeth; Peter Bradford  
**Subject:** RE: Introduction of New Vermont Commissioners

Thank you, Chairman Ford.

Judging by the briefings we've had so far, it sounds as if this will be a sophisticated and interesting assignment. I look forward to meeting everyone on the Commission and the other officials who are involved in the Commission's work. It is vital to Vermont.

With very best regards,

Dick

Richard H. Saudek  
Cheney, Brock & Saudek, P.C.  
159 State Street  
Montpelier, VT 05602  
(802) 229-0335

---

**From:** Michael S. Ford, CHP [mailto:michael.ford@tllrwdcc.org]  
**Sent:** Thursday, March 17, 2011 6:41 PM  
**To:** Bob Wilson; Bob Wilson; Dolgener, Hon. Richard; Gregory, Bob; Henderson, Margaret; John White; John White, TLLRWDCC; KL Peddicord; Peddicord, Dr. Lee  
**Cc:** Elizabeth Bankowski; Richard Saudek; Peter Bradford  
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**London, Sarah**

---

**From:** Michael S. Ford, CHP <michael.ford@tllrwdcc.org>  
**Sent:** Thursday, March 17, 2011 6:41 PM  
**To:** Bob Wilson; Bob Wilson; Dolgener, Hon. Richard; Gregory, Bob; Henderson, Margaret; John White; John White, TLLRWDC; KL Peddicord; Peddicord, Dr. Lee  
**Cc:** Bankowski, Elizabeth; Richard Saudek; Peter Bradford  
**Subject:** Introduction of New Vermont Commissioners

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Michael S. Ford, C.H.P.  
Chair, Texas LLRWD Compact Commission  
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[www.tllrwdcc.org](http://www.tllrwdcc.org)

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 16, 2011 3:29 PM  
**To:** 'bschulick@new-chapter.com'  
**Subject:** FW: new ppt presentation on the health care bill  
**Attachments:** overview March 10.pptx; ATT00001..txt

Attached is an overview of the health care bill.



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 16, 2011 2:16 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Wednesday

I would like to be on the road then, shall we do this by phone tomorrow?

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 16, 2011 1:07 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Wednesday

Hi Liz – I'm about to go grab lunch and then go to VIC to work on the BOARDS AND COMMISSIONS website. I should be back around 3:15 ... want to plan on meeting around 4:15?

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, March 15, 2011 1:45 PM  
**To:** Davenport, Amy  
**Subject:** RE: Lunch plans?

This week here today and tomorrow. Can't do lunch tomorrow, could meet for coffee. Then next week Tues 3/24 and Wed 3/25. Down to two days.

---

**From:** Davenport, Amy  
**Sent:** Tuesday, March 15, 2011 12:02 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Lunch plans?

How is your schedule?

Amy M. Davenport  
Chief Administrative Judge for the Trial Courts  
Tel: 802 828 4908 or 802 476 4797  
Fax: 802 828 3457

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 09, 2011 2:39 PM  
**To:** Davenport, Amy  
**Subject:** RE: Lunch plans?

Hi Amy. I wasn't here yesterday, sorry I didn't get back to you. I didn't check this e-mail account yesterday. Shall we try for next week? I could check in with you Tuesday. I'm never quite sure of my schedule until I get here.

---

**From:** Davenport, Amy  
**Sent:** Tuesday, March 08, 2011 11:20 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Lunch plans?

Are you free for lunch today?

Amy M. Davenport  
Chief Administrative Judge for the Trial Courts  
Tel: 802 828 4908 or 802 476 4797  
Fax: 802 828 3457

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 14, 2011 3:05 PM  
**To:** Keith Flynn  
**Subject:** RE: Homeland Security Advisory Council

Thanks Keith, keep Susan Spaulding in loop as well. I'll be in Montpelier tomorrow, if necessary we can have a brief chat about this group, how you want to use them, any changes you envision.

---

**From:** Keith Flynn [kflynn@dps.state.vt.us]  
**Sent:** Monday, March 14, 2011 2:26 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Homeland Security Advisory Council

Liz,

Rosemary and I should have a response to you by either this afternoon or tomorrow regarding the membership of this Council.

Keith

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Wednesday, February 16, 2011 8:41 AM  
**To:** Flynn, Keith  
**Subject:** FW: Homeland Security Advisory Council

Hi Keith, know you are really busy but could you put your eyes on this and give me a sense of the membership. If we need to find new people we can take the time to do that. Just want your preliminary take. Phone here is 828-6415. Hope all goes well.

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 09, 2011 1:57 PM  
**To:** Flynn, Keith  
**Cc:** Bankowski, Elizabeth  
**Subject:** Homeland Security Advisory Council

Liz Bankowski and I are working on appointments to Boards and Commissions. All the terms of the Homeland Security Advisory Council are scheduled to end next week. I've attached the original Executive Order creating the Council and a list of the current members. We would like to get your opinion on this and would be happy to set up a time for a phone call if that's easiest for you. Thanks for your help. Susan S.

[cid:image001.jpg@01CBE253.BFD54860]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 14, 2011 3:02 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Friday afternoon

The fish and wildlife boards have huge influence on policies such as deer season so Patrick is very astute to pay a lot of attention. He seems to be a great blend of traditional sportsman and new thinker. I bet he will find us some great women candidates. I'll be there tomorrow, I bet we can come up with some good lawyers for Janice.

---

**From:** Spaulding, Susan  
**Sent:** Monday, March 14, 2011 2:23 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Friday afternoon

That works out well ... maybe there is another board [REDACTED] would be interested in ... like the Osteopathic Board! It needs a public member, meets 4 times a year at National Life in Montpelier. The applications from [REDACTED] and [REDACTED] gave me a chuckle ... she notarized his application and he notarized her application! He would like to be appointed to the Human Services Board and she would like to be appointed to the District #1 environmental Commission ... too bad it isn't the other way around. She looks like she has the legal experience that would be good on the Human Services Board and he looks like he has the experience as a retired dairy farmer to be on the environmental commission! I've left messages for [REDACTED] twice and will keep trying. I've been in touch with Patrick Berry regarding the Fish & Wildlife Board ... he is GREAT. Last week he called and requested that the Chair be reappointed as Chair and gave us the name of [REDACTED] from [REDACTED] County that everyone loves who is a fisherman and whose family owns a store in the area. He will be sending appointment requests for an Orleans County representative whose term has ended and isn't eligible for reappointment. Also, today I received a resignation from the woman who represented Orange County on that Board. Patrick knew about it and is going to forward a replacement suggestion. I have pointed out to him that the woman from Orange County who resigned was the only woman on that board... it would be nice to get two women on that board if possible. We'll see what Patrick sends to us. He has now told me twice how thrilled he is that the Governor is paying attention to this board and communicating with him about appointments. He said the Douglas administration just appointed political people that really had nothing to contribute to the work of the board. That's it for now. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 14, 2011 2:06 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Friday afternoon

Gov was very interested in [REDACTED] but turns out she has no interest in Real Estate Board. She is a retired realtor among other things she's done. So that's done with.

---

From: Spaulding, Susan  
Sent: Saturday, March 12, 2011 9:59 AM  
To: Bankowski, Elizabeth  
Subject: Re: Friday afternoon

All sounds good except [REDACTED]...I don't think she fit the slot and I think we appointed the person who did. Maybe there is another slot on that board but I am not in the office to look it up .

Sent from my Verizon Wireless Phone

----- Reply message -----

From: "Bankowski, Elizabeth" <Elizabeth.Bankowski@state.vt.us>  
Date: Sat, Mar 12, 2011 9:22 am  
Subject: Friday afternoon  
To: "Spaulding, Susan" <Susan.Spaulding@state.vt.us>

[REDACTED] is really interested in this, as I mentioned she was the ED before becoming [REDACTED] the arts are a special interest of hers. I know the Gov will be thrilled if she takes the slot. Will hear next week. [REDACTED] looks like a yeas for Lake Advisory Council. He is with his [REDACTED] but e-mailed me. Offered [REDACTED] and inquired of [REDACTED] whether she is interested in Real Estate Board (remember that came up at our meeting with Gov.) I know [REDACTED] take VHCB but want to run that opne by Gov first.

---

From: Spaulding, Susan  
Sent: Friday, March 11, 2011 4:34 PM  
To: Bankowski, Elizabeth  
Subject: Friday afternoon

Vermont Arts Council ... the Governor only gets one appointment for a 2 year term. The cover letter for [REDACTED] application says she was "invited by [REDACTED] and [REDACTED] to forward her application. I think the Governor knows her. Let me know what [REDACTED] says ... then again if [REDACTED] declines on the New England board of Higher Ed that may be something [REDACTED] would like to do or at least be asked to do. ☺

I have left a voice message for [REDACTED] regarding the Human Services board and [REDACTED] regarding the Lottery Commission.

I'll continue down the list and report back. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 14, 2011 3:01 PM  
**To:** Allen, Susan  
**Subject:** RE: Left you a voice mail. Here's contact info for Vermont Edition producer:

Got your message I will be in touch with her, see you tomorrow \_\_\_\_\_

From: Allen, Susan  
Sent: Monday, March 14, 2011 2:28 PM  
To: Bankowski, Elizabeth  
Subject: Left you a voice mail. Here's contact info for Vermont Edition producer:

Samantha Fields

Producer/Reporter, Vermont Edition

Vermont Public Radio

vpr.net

802 654 4318

sfields@vpr.net<mailto:sfields@vpr.net>

Topic: Women in Politics

## London, Sarah

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**From:** Keith Flynn <kflynn@dps.state.vt.us>  
**Sent:** Monday, March 14, 2011 2:26 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Homeland Security Advisory Council  
**Attachments:** image001.jpg

Liz,

Rosemary and I should have a response to you by either this afternoon or tomorrow regarding the membership of this Council.

Keith

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**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Wednesday, February 16, 2011 8:41 AM  
**To:** Flynn, Keith  
**Subject:** FW: Homeland Security Advisory Council

Hi Keith, know you are really busy but could you put your eyes on this and give me a sense of the membership. If we need to find new people we can take the time to do that. Just want your preliminary take. Phone here is 828-6415. Hope all goes well.

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**From:** Spaulding, Susan  
**Sent:** Wednesday, February 09, 2011 1:57 PM  
**To:** Flynn, Keith  
**Cc:** Bankowski, Elizabeth  
**Subject:** Homeland Security Advisory Council

Liz Bankowski and I are working on appointments to Boards and Commissions. All the terms of the Homeland Security Advisory Council are scheduled to end next week. I've attached the original Executive Order creating the Council and a list of the current members. We would like to get your opinion on this and would be happy to set up a time for a phone call if that's easiest for you. Thanks for your help. Susan S.

**Susan Spaulding**

(802) 828-3333 Work  
Susan.Spaulding@state.vt.us

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 14, 2011 2:06 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Friday afternoon

Gov was very interested in [REDACTED] but turns out she has no interest in Real Estate Board. She is a retired realtor among other things she's done. So that's done with.

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**From:** Spaulding, Susan  
**Sent:** Saturday, March 12, 2011 9:59 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Re: Friday afternoon

All sounds good except [REDACTED]...I don't think she fit the slot and I think we appointed the person who did. Maybe there is another slot on that board but I am not in the office to look it up.

Sent from my Verizon Wireless Phone

----- Reply message -----

**From:** "Bankowski, Elizabeth" <Elizabeth.Bankowski@state.vt.us>  
**Date:** Sat, Mar 12, 2011 9:22 am  
**Subject:** Friday afternoon  
**To:** "Spaulding, Susan" <Susan.Spaulding@state.vt.us>

[REDACTED] is really interested in this, as I mentioned she was the ED before becoming [REDACTED] the arts are a special interest of hers. I know the Gov will be thrilled if she takes the slot. Will hear next week. [REDACTED] looks like a yeas for Lake Advisory Council. He is with his [REDACTED] but e-mailed me. Offered [REDACTED] and inquired of [REDACTED] whether she is interested in Real Estate Board (remember that came up at our meeting with Gov.) I know [REDACTED] will take VHCB but want to run that opne by Gov first.

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**From:** Spaulding, Susan  
**Sent:** Friday, March 11, 2011 4:34 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Friday afternoon

Vermont Arts Council ... the Governor only gets one appointment for a 2 year term. The cover letter for [REDACTED] application says she was "invited by [REDACTED] and [REDACTED] to forward her application. I think the Governor knows her. Let me know what [REDACTED] says ... then again if [REDACTED] declines on the New England board of Higher Ed that may be something [REDACTED] would like to do or at least be asked to do. ☺

I have left a voice message for [REDACTED] regarding the Human Services board and [REDACTED] regarding the Lottery Commission.

I'll continue down the list and report back. Susan

Susan M. Spaulding  
Director, Constituent Services



Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 14, 2011 2:05 PM  
**To:** Lofy, Bill  
**Subject:** RE: PSB

Yes. went over it with Alex, and prior to that with Beth. Reappointment needs to follow process of approval by Judicial Nominating Board. So steps are, 1)Make sure PS on board with this appointment, He is now I am told. 2)Get with Beth R to let Judicial Nominating Board know. 3)Get with Sue Allen to put out a release that tees up Gov intent to reappoint Voltz. This gets the word out to others who might have applied if they think it is an open contest. Also creates an opportunity to talk up Voltz, gave Alex some talking points on that - his service as public advocate, his fair mindness, respectful temperment etc. This all happened end of week so assume getting word out is in the works. Assume someone has let Jim know. Gov should call him and note he will be signaling his support for Voltz re-appointment via release if that's what Sue and Alex and you decide. Jeb staffed the interview with Voltz so put him in communication loop as well. See you tomorrow.

---

**From:** Lofy, Bill  
**Sent:** Sunday, March 13, 2011 8:24 AM  
**To:** Bankowski, Elizabeth; Spaulding, Jeb  
**Subject:** PSB

Hi Liz – the gov was asking why the PSB chair re-appointment hasn't happened yet, and I'm not sure what to tell him. Do you what the status is?

**London, Sarah**

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**From:** Allen, Susan  
**Sent:** Sunday, March 13, 2011 7:41 AM  
**To:** Allen, Susan  
**Subject:** Media clips for Sunday, March 13 (don't forget to turn your clocks forward one hour).

**TIMES ARGUS/RUTLAND HERALD:**

**Privacy trumps oversight of prescriptions in Vermont**

By Brent Curtis

STAFF WRITER - Published: March 13, 2011

From Phil Ciotti's perspective, some of the biggest drug dealers in Vermont aren't criminals, they're doctors whose only intentions are to help their patients.

"In my experience, some doctors are just too nice. They got in the business to help people and they think writing too many drug prescriptions is the way to help people," said Ciotti, a longtime investigator with the Vermont Medical Practice Board.

It's Ciotti's job to identify physician practices that deviate from state standards of care — including proper prescribing of powerful and often addictive painkillers, mood-altering drugs and stimulants.

It's a tough job, he said, often requiring a complaint from a family member, pharmacist or staff person to identify a problem with a doctor's prescribing practices, followed by months of investigation requiring tracking down far-flung patient records.

But it could be easier, he said, if Vermont, like some other states, used its electronic prescription monitoring system to find and investigate potential violations.

"To investigate one case takes about six months," he said. "Some of these doctors are writing prescriptions filled at pharmacies in a 100-mile radius from their office. It takes a lot of work to track them down."

"If all that information is in the database, why not use it? It's all right under our noses. Not to communicate that information to law enforcement is insane," he said.

As Vermont continues to try to curb what is statistically one of the worst prescription drug abuse problems in the country, Ciotti isn't the only one who would like to see the state do more with its two-year-old monitoring system, which collects information about every prescription written in Vermont.

But balanced against concerns about prescriber abuse are patient privacy interests that have been a guiding factor in determining the database's use since the Legislature first proposed its creation in 2006.

To help providers

Created as a tool to provide timely and useful information to prescribers and pharmacists, the Vermont Prescription Monitoring System wasn't intended to serve as a tool for law enforcement or to supervise prescribers, according to the Department of Health, which oversees the database.

"It's a tool for health care providers," said Barbara Cimaglio, deputy commissioner for alcohol and drug abuse programs at the Department of Health. "It's not meant to identify issues at the state level."

Prescription information on their own patients is sent quarterly to doctors, dentists, nurses, veterinarians and others with licenses to prescribe drugs in the state. It shows what that provider and others have prescribed for each patient.

In addition to aiding physicians in the treatment of their patients, the reports also serve as a tool for physicians to identify patients who may be illicitly seeking prescription drugs from a number of doctors at the same time.

But there's no one analyzing the data in the system to identify suspect practices on the part of the prescribers.

That's not a bad thing as far as Marty Irons is concerned. The former president of the Vermont Pharmacists Association said the pharmacist community in Vermont has been against using the database as a tool for investigations since its inception.

"It's here to help patients, not to be used for fishing expeditions," he said. "As a patient, is it anyone's business if they're taking a painkiller? I think we can all sleep better at night without thinking about Big Brother looking through our medical records."

Todd Mandell, medical director of alcohol and drug abuse programs for the Department of Health, said using the database to scrutinize doctors could also have unintended consequences for patient care.

"We don't want there to be a chilling effect," he said.

Mandell, who has overseen several training seminars on proper painkiller prescribing since 2009, said the seminars and a statewide dissemination of a physicians guide titled "Responsible Opioid Prescribing" were a better way to ensure doctors aren't overprescribing powerful painkillers.

On guard

But even seasoned doctors said striking a balance between vigilance and meeting patient needs is challenging.

Dr. Tim Cook, owner of Convenient Medical Care in Rutland, said he knows what it's like to be targeted by those seeking to divert medications.

The primary care doctor said his initial training as an Army medical officer failed to prepare him for the war on drugs he found in Rutland when he returned home and began practicing at the walk-in clinic.

"In the Army you didn't have the issues with drugs that you have here," Cook said. "I had to get used to the idea that people could look you in the eye and completely fabricate things."

During the early years of his practice, Cook said, he fears he was duped by some patients who spread the word to others seeking to get prescription drugs to abuse or sell.

"I was a big target because of where I am and what I do," Cook said. "But I've gotten to a point where it's pretty manageable. I think word got out that I have my guard up."

For Cook — and the majority of doctors practicing in Vermont — having his "guard up" means being one part detective, one part physician.

"I have an ethical obligation to treat pain," said Cook, who added that failing to treat pain in a patient can lead to a much worse chronic condition.

But with so many people seeking to divert prescription drugs, Cook said he spends a lot of his time asking questions to uncover scams.

It's a reality to practicing medicine these days that Cook said he doesn't enjoy.

"I didn't become a doctor so I could second-guess my patients' needs from the get-go," he said.

Training can help

While Vermont decided against using the database to track prescribers' practices, the head of an organization dedicated to designing prescription monitoring systems said he recommends using the system to watch doctors.

"Absolutely, it has benefits," said John Eadie, executive director of the Prescription Drug Center of Excellence based Brandeis University. "We've seen the results in other states."

Among the states that use their monitoring systems to track prescriber practices are New York and Massachusetts, where he said investigators have reported positive results.

By contrast, Eadie said Maine — the only state with a higher rate of people seeking treatment for prescription drug addictions than Vermont — has a model of use for its monitoring system that is very similar to Vermont's.

Eadie said one of the primary benefits of using prescription databases to track doctors' activities is the ability to identify physicians in need of more training.

"There are some doctors who get into difficulty with issues of prescribing and they're not even aware they're having difficulty," he said. "They could be elderly doctors who are not up to date on prescription opioid abuse or they could be duped."

Eadie said he has seen undercover videos made by skilled "doctor shoppers" who have presented convincing cases to doctors who wrote prescriptions for them.

"Once that happens, word can spread and the doctor can be targeted without ever knowing it," he said.

Some other doctors, he said, are too overworked and busy to ask all the proper questions and conduct a physical exam before writing prescriptions.

"They're willing to rely on what they're being told," he said.

Of course, in the treatment of pain there is no way to measure the intensity beyond what a patient says, Eadie added. But there are clues that a proper degree of questioning and physical examination can bring to light, he said.

#### No cases alike

For the reasons highlighted by Eadie and others, prescribing violations account for the bulk of investigations handled by the Vermont Medical Practice Board, Ciotti said.

"In my experience on the board, we've relieved more licenses for prescription issues than anything else," he said. "Some doctors think writing prescriptions for 300 oxycodone a month is a proper way to treat pain. Usually in those types of cases you have a physician who is failing to conform to standards of care."

But while Ciotti would like to see the state analyze the information in the monitoring system to help investigators, his counterpart at the state Office of Professional Regulation in the secretary of state's office urged caution.

"Would it be helpful? Yes," said Amy Carlson, chief investigator at the Office of Professional Regulation. "But overprescribing cases can be very complex. ... It's something that would need to be approached carefully and diligently."

Carlson, whose office oversees the licenses of dentists, nurses, veterinarians, nurse practitioners and osteopathic physicians, all of whom have the ability to write prescriptions in Vermont, said state officials wouldn't be able to tell from looking at the information in the database why some doctors' patients might be receiving large amounts of drugs.

"People receive medications on several different levels," she said. "You can't have a blanket opinion based on what's in the database. Any investigation would have to look deeper."

Like Ciotti, Carlson said cases involving prescribing practices have been taking up an increasing amount of her office's time. But she added that while the number of complaints about prescribers' practices has increased, the number of violations found by her office has not.

"A lot of these cases involve generally complicated medical histories requiring high levels of pain medication," she said.

#### Feeling alone

Cook said doctors could use more help from a team approach that's lacking when it comes to addressing the problem of prescription drug diversion.

His efforts to weed out "doctor shoppers" has been aided somewhat by the state's monitoring system, which he said helped him identify two suspect patients since December.

But Cook said he's tired of feeling like doctors are fighting the prescription drug war on their own.

"We shouldn't be the only people dealing with this, but sometimes it feels like we're the only people," he said. "The thing is, we may be the most publicly obvious ones dealing with it, but we're not the only aspect to the system."

To broaden the fight against prescription drug diversion, Cook said he would like to see Rutland Regional Medical Center host a brainstorming session attended by everyone from the city's mayor to members of law enforcement and local pharmacists.

"It's going to take a holistic process, and it's got to be done soon or we're going to wake up one day and wonder what happened to Rutland," Cook said.

## **WPTZ:**

### **Chowtime For Legislators**

**MONTPELIER, Vt.** -- Business leaders and legislators will get a chance to sample some of Vermont's finest foods.

The Vermont Chamber of Commerce will hold its annual Taste of Vermont Legislative Networking Reception on March 22.

The free event at Capitol Plaza in Montpelier will feature nearly 20 vendors, mostly restaurants, from around the state.

Organizers say the event from 5 p.m. to 7 p.m. takes place halfway through the legislative session and gives business leaders and legislators an opportunity to connect on issues impacting business in Vermont.

## **BURLINGTON FREE PRESS:**

### **Special Report: Toxic Spills Hit Home**

The nonprofit Toxics Action Center published a town-by-town profile in January outlining the presence of toxic materials in most Vermont communities.

The list included 1,421 hazardous sites. Ninety percent of those sites involve gasoline and oil spills or leaks.

Today, Green Mountain looks at a sampling of those sites and their sometimes long-lasting effects on the environment and the people whose lives they disrupt.

Lead story: Petroleum spills and leaks disrupt lives

Gas leak pollutes Hinesburg town wells

Burlington Couple struggles to clear their house's good name

New Haven church a hazardous site in the making?

Tips: Six ways to minimize risk of heating oil spills

## **Petroleum spills attract few headlines, but leave behind polluted indoor air, contaminated water and disrupted lives**

RICHMOND — Mary Dillon discovered the leak in her mobile home's kerosene tank the hard way: "No heat!" she recalled. Her 275-gallon tank had been filled in January, but just three weeks later on a frigid February evening, her serviceman found it empty. Daylight revealed the trouble: a tiny hole in the bottom of the tank and the stain of bright-pink-dyed kerosene in the snow beneath.

After four weeks, \$10,000 and the excavation of 50 tons of frozen, contaminated dirt, Dillon still does not know for certain that the cleanup is complete. Her blue-shuttered trailer even could end up on the state's list of hazardous sites.

That list is a long one. In January, the nonprofit Toxics Action Center published a town-by-town list that identified 1,421 hazardous sites in Vermont. While the phrase "hazardous waste sites" conjures pictures of multi-acre Superfund properties like Burlington's Pine Street Barge Canal, Vermont has relatively few such industrial polluters.

Instead, 90 percent or more of the places on the state's hazardous-sites list are the result of spills and leaks of gasoline, kerosene and home heating oil at service stations, mom-and-pop general stores, small businesses and individual homes.

Many of those sites are at risk of polluting groundwater, surface water or indoor air at homes and businesses. Gasoline spills or leaks have polluted nearly 1,000 public and private drinking water wells since 1987. Home-heating-oil spills release fumes that can cause nausea, headaches and dizziness, driving people from their homes until the oil is removed.

The effect of petroleum pollution on individuals can be devastating:

- "I lost my home," said Fred Watkins. The house in Proctor he shared with his former wife was demolished in 2010 after a 275-gallon heating-oil tank overturned on the dirt floor of the basement. Chemicals evaporating from the oil made the air inside the house sickening to breathe. Contractors found it impossible to remove the saturated soil while the house was standing.

- Parishioners of the United Reformed Church of New Haven temporarily have lost the use of their church on U.S. 7 after hundreds of gallons of kerosene spilled down walls and across floors from an attic furnace in February.

- Eighteen years after a leaking underground gasoline storage tank was removed from the property of a Killington hotel, neighbor John Cook still cannot drink water from his well without treating it to remove contaminants. The state and an insurer have spent nearly \$2 million on monitoring, cleanup and water treatment for homes in the area.

Vermont has catalogued 3,500 petroleum spills and leaks since the Agency of Natural Resources began tracking them in 1988. Today, there are 1,200 active petroleum-contaminated sites on the list. In cases such as the Killington hotel, pollution has persisted for decades.

"Petroleum affects a small number of people at each spill, but when you look at the sheer number of spills, it adds up to a large number of people," said Chuck Schwer, head of the state's hazardous waste sites program.



Cleaning up the contamination doesn't come cheap: The state has spent more than \$110 million in 23 years, most of the money from a special Petroleum Cleanup Fund fed by taxes and fees on petroleum fuels. Some years, the fund runs short of money to carry out all the work that needs to be done.

### **Don't take a shower, your water could explode**

Leaking underground gasoline storage tanks at Vermont filling stations and general stores were identified as a serious problem in the 1980s. Old single-walled tanks corroded over time and leaked some of their contents into the surrounding soil.

The state set a 1998 deadline for removal of unprotected tanks and established standards for new storage tanks, most of which are double-walled to prevent leaks.

Lawmakers also created the Petroleum Cleanup Fund to cover most of the associated costs.

That money pays for digging up and disposing of gasoline-laced soil; for vapor extraction systems that remove gasoline from soil; for pumping contaminated water from the ground; for monitoring wells and water testing; for providing neighbors with water-treatment systems or bottled water.

Sometimes, neighbors must be compensated for reduced property values: The owner of a Rutland office building received more than \$330,00 from the fund last year in the wake of pollution at a gas station next door.

Some gasoline leaks are limited to soil around tanks, but in other cases, petroleum has followed fractures in the bedrock, penetrating deep into the earth. Some of the compounds in gasoline can travel hundreds or thousands of feet in groundwater.

A spill from an overturned gasoline tanker in 1997, for example, polluted 41 wells in Hartland.

The results of many fuel leaks can last for years. In Burlington, an environmental management firm continues to bail petroleum from monitoring wells near Simon's Downtown Quick Stop on South Winooski Avenue, 15 years after two gasoline tanks and a fuel-oil tank were removed from the ground. As of August 2010, the firm had recovered 441 gallons of petroleum by bailing the wells every week since 2007.

Perhaps the most expensive case to date is that of Summit Lodge, a hotel just north of the Killington ski area.

John Cook, an environmental engineer from East Greenwich, R.I., bought land in a development near the hotel with his brother and a cousin in 1993. They began constructing a duplex vacation home and drilled a well 350 feet deep.

The liquid that came out stank of petroleum. Cook took a sample to a lab for analysis.

"Oh, my God. There were very, very high concentrations of gasoline," he said last week. "They said there was so much gasoline that if you were showering and someone was smoking in the same room, there could be an explosion."

The source of the pollution was tracked to a leaking 275-gallon underground gasoline tank at Summit Lodge where the gasoline had penetrated bedrock. In the following years, the state monitored about 80 drinking water wells in the vicinity, Schwer said, and found gasoline compounds in about half.

Among the chemicals found in Cook's well were benzene, a carcinogen, and methyl-tertiary-butyl-ether or MTBE, a now-discontinued gasoline additive that is highly soluble and thus spreads quickly through groundwater.

Today, a treatment system strips gasoline from the water in Cook's well so that it can be used by the household. The Petroleum Cleanup Fund provides bottled water for drinking, just in case the treatment systems malfunction. Sampling last fall showed that gasoline compounds continue to contaminate nine other wells in the vicinity.

"Once gasoline gets into the bedrock aquifer, it is very difficult to get out," Schwer said, "We have done everything we can, and the contamination is still there."

## **Oil spilled, a house lost**

Home heating oil leaks and spills are less likely to contaminate groundwater, in part because the compounds in it are less soluble than those in gasoline. Heating-oil spills pose a hazard when fumes enter a house, a particular concern when the spill is in the basement or living area.

Watkins, the Proctor man whose home was demolished because of a spill, said his settlement with his oil company barred him from discussing what happened.

"They couldn't have lived there," Schwer, the state program director, said, recalling the spill that sent fumes through the house. "I got a headache after just a half hour in there."

Contractors dug 17 tons of oil-soaked soil from Watkins' basement, but the petroleum had traveled under and through the foundation and substantial contamination remained.

In the end, Cobalt Properties, a subsidiary of Irving Oil Corp., Watkins' fuel dealer, bought the home and paid the cleanup costs, according to documents filed with the state.

"They knocked down the house, then went in with a backhoe and dug it all up," Schwer recalled. In all, 418 tons of oil-laced soil was dug up and trucked away for disposal.

If the Watkins house is an extreme example, the house at 44 Overlake Park in Burlington illustrates the headaches that come with much smaller fuel oil leaks.

A young couple with a new baby purchased the house in 2005. They smelled a faint, persistent petroleum odor. Tests over several months detected trace amounts of volatile organic compounds, gases that can have many sources but in this case were traced to the basement's concrete floor, where fuel oil once had leaked.

After trying a number of solutions, the couple — who have since moved to California and declined to be interviewed — temporarily moved out of the house while the basement slab was broken up with jackhammers, and 4.5 tons of concrete and soil were removed, a vapor barrier was installed and new concrete floor poured. Cost to the Petroleum Cleanup Fund: \$15,000.

The lesson, state regulators and fuel industry experts said, is that homeowners need to make sure their heating-oil tanks are installed and maintained properly.

"It's common sense. You wouldn't run your car for 100,000 miles without taking it into the shop," said Matt Cota, executive director of the Vermont Fuel Dealers Association. "You should have your home heating tank and fuel lines inspected every year, or every two years at most."

## **A problem, unabated**

Although Vermont service stations have replaced their old tanks, 109 new petroleum-polluted sites were identified in 2010. In the past 10 years, new spills from above-ground home-heating-oil tanks have averaged 60 a year. At dozens of older sites, active cleanup and monitoring continues.

Lawmakers last year increased the cleanup-fund tax on home heating oil from half a cent to 1 cent, to refill the depleted heating-oil-cleanup account from which they had siphoned money to help balance the state's General Fund budget.

If the petroleum-cleanup program has detractors, it is homeowners whose houses have remained on the hazardous-sites list beyond what the owners think is reasonable.

Some sites stay on the list as high- or medium-priority sites because their owners have not responded to the state's prodding to clean up.

Schwer, head of the hazardous waste sites program, acknowledged there have been cases where sites have not been reclassified or removed from the list when they should, although he said such an occurrence is rare.

When property owners don't respond to requests to have contamination cleaned up, the Waste Management Division's alternative is to recommend enforcement action.

"It's illegal to release hazardous materials. If you do you must report it and clean it up. We have good powers, but there are only so many attorneys in the department," he said, referring to the Environmental Conservation Department. Usually petroleum-contamination cases don't make the enforcement priority list, he said.

### **'It keeps you up'**

Dillon, the Richmond homeowner coping with a new kerosene leak, is pleased with the cleanup programs. She praised the advice and assistance she received from Schwer's office and said she "heaved a huge sigh of relief" when she learned the cleanup fund will cover almost all the costs of handling the unknown number of gallons of kerosene soaked into her backyard.

Nevertheless, she said the spill, the subsequent excavations and the disruption of her daily life have been hard.

"It is pretty devastating," she said. "It is pretty devastating."

She sat at the dining table in her immaculate kitchen, her cat, Shadow, providing company. Outside, her formerly neat back lawn was a waste of bulldozed earth and dirty snow.

"I don't have a yard anymore," she said. Despite the state's financial assistance, she expects the kerosene spill to eat a hole in her pocket. She said she is likely to postpone her plans for new kitchen linoleum and living-room carpet this year.

"It keeps you up at night," she said of the days following the spill.

Contact Candace Page at 660-1865 or [cpage@burlingtonfreepress.com](mailto:cpage@burlingtonfreepress.com).

### **Lyndonville to address possible gang activity**

LYNDONVILLE -- A Vermont village is preparing to hold a meeting to address possible gang activity in light of problems such as a student being mugged at knifepoint at a bridge.

Dan Hill, municipal administrator in Lyndonville, told the Caledonian-Record the concept of a Neighborhood Watch program will be brought up at the meeting.

The pedestrian bridge is behind the municipal building.

**London, Sarah**

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**From:** Allen, Susan  
**Sent:** Sunday, March 13, 2011 8:01 AM  
**To:** Allen, Susan  
**Subject:** Media clips for Sunday, March 13 (final)

## **ASSOCIATED PRESS:**

### **Vermont eyes open records law**

MONTPELIER, Vt. — Public records of government actions are generally free. But sometimes, getting access to them can get expensive.

In Vermont, experienced litigators charge up to \$300 to represent people or newspapers suing government agencies to get access to public records they've been denied.

"If the case is entirely simple, it can cost in the neighborhood of \$5,000," said Robert B. Hemley, a Burlington lawyer who handles such cases. "If it's more complicated and results in an appeal to the Vermont Supreme Court, the cost can be \$25,000 to \$30,000."

Open government advocates say those fees are having a chilling effect on those who would go to court after being denied access to a record. And they're driving an effort in Vermont to amend the state Public Records Act with a slight but momentous change — saying courts "shall" require reimbursement of winning plaintiffs' legal fees in such cases, instead of "may," as the current law says.

"We think this is the critical point in the whole debate," said Joseph Choquette III, a lobbyist for the Vermont Press Association. "The courts could do this, but they don't."

Under a bill advancing in the Legislature, the wording in the Public Records Act would make reimbursement of legal fees the norm for people who go to court to challenge a public records denial and win.

It has one exception: If within 10 days of the first court appearance by a lawyer for the public agency denying the record concedes it should be public, then the court "may" award attorney's fees to the prevailing party, not "shall." That means the person denied the record would still have to file a civil complaint to force the issue.

Other states — including California, Colorado, Hawaii and Indiana — require reimbursement of plaintiffs' legal costs, though they use varying standards in applying who qualifies.

"The availability of recouping attorneys' fees is not a novel idea," said Mark Caramanica, Freedom of Information Act director at the Reporters Committee for Freedom of the Press, a non-profit in Arlington, Va.

"It does exist in a significant amount of jurisdictions. And it's a valuable arrow in the requesters' quiver. It's a tool to fight back. It gives you incentive to fight back against the government, if they know they're going to be on the hook if they don't disclose."

It's a topic near and dear to the heart of Ross Connelly, publisher of the weekly Hardwick Gazette. Connelly has been active in seeking public records for his newspaper's coverage of local issues, including a 2002 discrimination case brought by a former Hardwick police officer who said he was forced from the department because he was transgendered.

Unable to afford a legal battle to get the records in that case, Connelly never obtained them. When that happens, he says, it's not just the newspaper's loss.

"A citizen's right to know, that's what's being lost. That's what this is all about. It's not about newspapers or media outlets. It's about people's right to know."

It remains to be seen whether the bill changing "may" to "shall" is passed by lawmakers and signed by Gov. Peter Shumlin. He supports it, according to counsel Beth Robinson.

"It's going to make government think twice about the law, and what it already requires the public agency to do," said Allen Gilbert, executive director of the American Civil Liberties Union's Vermont chapter. "Now, there's absolutely no downside to a public agency for refusing to turn over a public document. This is going to create a more level playing field."

Not everyone thinks it's a good idea.

Steve Jeffrey, executive director of the Vermont League of Cities and Towns, believes the legal fee reimbursement provision has the potential to cost taxpayers in cases where government officials believe they're acting in good faith in denying the records.

"The problem is, regardless of whether there's a good defense or a good faith effort on the public agency's perspective, that they would be responsible for paying someone else's attorney's fees. We feel that's an undue burden on the property taxpayers," Jeffrey said.

## **BENNINGTON BANNER:**

### **Editorial from Saturday:**

#### **From Vermonters: Share the pain**

As Vermont lawmakers struggle to deal with a projected \$170 million state budget shortfall, it seems that solid voter support is out there for the opinion that those who can afford to pay more in taxes should.

The Rutland Herald reported that a poll, the results of which will be released in detail next week as the Legislature considers budget cuts, showed overwhelming support among Vermonters for asking more from the wealthy in this deep recession.

This comes not long after a report from the Public Assets Institute argued that a reduction in what the top 5 percent of income earners reap through the extended Bush-era tax cuts could eliminate most or all of the shortfall. In other words, taking back a portion of that federal tax cut amount in Vermont income tax could help the state avoid massive spending cuts and the job cuts in both the public and private sectors that would follow.

The Herald reported that the poll, conducted by the Center for Rural Studies at the University of Vermont for the Vermont Campaign for Health Care Security, found more than half of Vermonters strongly in favor of raising taxes on the wealthy to close the budget gap. Another hefty percentage were somewhat in favor of the proposal, which mentioned taxes on incomes above \$250,000.

Of course, polls are never perfect and always reflect only a moment in time, but if lawmakers were expecting Vermonters to be swept up in the Tea Party slash-and-burn fervor of other states, they might have misjudged Vermonters. Maybe most believe that, in an emergency, everyone should pitch in according to their ability to help. Simple as that: No overriding tax or spend philosophy, just a realization of what is fair right now, and what is needed to keep the state moving forward.

Governor Peter Shumlin has opposed higher taxes on the wealthiest in the state, in part because he believes many could move or claim residence elsewhere. But a temporary increase of up to three years - not high enough to cover the entire budget shortfall in itself - is far from outrageous given the extended Bush tax cuts. It shouldn't cause anyone to flee the state in panic.

In terms of fairness, it has been amply demonstrated that the percentage in taxes that the wealthiest Americans pay has fallen since the 1970s, and that the nation's wealth is largely concentrated in the

very highest-income families. Clearly, a rebalancing of America wealth is overdue, and that would at the same time be a stimulus for the economy as lower-income citizens are far more like to spend than sock excessive income back into portfolios.

Ultimately, the federal government has to deal with the issue of too low taxes and too high spending, the effects of which are hitting every state hard. But right now, today, Vermont could help itself greatly during this punishing recession by not listening to the slashers. Putting more people out of work is not the answer.

### **TIMES ARGUS/RUTLAND HERALD (CON'T):**

#### **Unionization bad for child care**

By Mary Burns - Published: March 13, 2011

Vermont's early education centers, after-school programs and home child-care providers dedicate their work to providing high-quality, affordable child care for Vermont families of all incomes and backgrounds. Seventeen child-care organizations from throughout Vermont have formed the Early Education for Children Coalition in order to alert the community to a bill under consideration in the Legislature that threatens our ability to continue this service to children and families.

H.97, pending in the House Human Services Committee, would authorize the creation of a statewide union that would represent all early education, after-school program and home child-care workers — managers and employees alike. The union would be the sole representative to negotiate with the state and would receive a portion of child-care subsidies from the state.

H.97 creates serious obstacles for the goal of ensuring that all children receive the care they need to become lifelong learners and productive, contributing citizens of Vermont. Here's why:

The bill would give the state direct power over private child care and early education workers regarding health care, disability and retirement benefits; professional development and training; child-to-staff ratios; and grievance procedures. These are things that private employers should determine based on their unique design and the knowledge that their employees are the backbone of a successful endeavor. These offerings should not be dictated by a statewide public employees union agreement that would apply to every private organization offering early education services.

The Step Ahead Recognition System (STARS) established by the Vermont Department for Children and Families rewards providers with increased subsidy reimbursement rates for completing training courses and implementing other quality improvements. This program gives providers an incentive to have the best quality child care possible. H.97 would increase subsidies for all child-care providers, regardless of program quality.

The bill would provide state dollars directly to the union that negotiates with the state (likely the American Federation of Teachers). State money should go directly to children and child-care providers to support quality outcomes for children, not to pay union dues.

Lastly, this bill will have a chilling effect on the charitable giving that supports our early education and after-school programs. Donors give money to support our programs because they want to fund programs that serve children. Donors will likely not want to support costs that are created through

statewide collective bargaining. Those of us who are private charitable organizations could not maintain our services without charitable contributions.

No state has authorized statewide collective bargaining for all child-care providers. Many workers have no interest in a new arrangement. At a time when the number of public employees is being reduced and services to vulnerable groups are being cut, the notion of redistributing resources to force others to bear the cost of a union hardly seems prudent or sustainable.

Every day we strive to provide safe, stimulating places for our children. And every day we see firsthand the challenges facing working families and child-care workers. There is a more effective and cost-effective solution to the problems we face in providing quality care for all of Vermont's kids: The Legislature can raise reimbursement rates through the appropriations process. H.97 is a costly and inefficient way to bring more money to child care centers, and it is likely to harm quality child care, not improve it.

Mary Burns is president and CEO of the Greater Burlington YMCA and a member of the Early Educators for Children Coalition.

### **BURLINGTON FREE PRESS (CON'T):**

#### **Vermont lawmakers aim for boost in home-grown electricity**

By Joel Banner Baird, Free Press Staff Writer •

The Vermont House will consider legislation next week designed to promote more locally produced, grid-connected electricity.

Provisions of the new legislation, which moved out of committee this week, would double current caps on energy that residents can sell back to the grid, House Natural Resources and Energy Committee Chairman Tony Klein, D-East Montpelier, said Friday.

The bill is designed to encourage home- and community-scale generation of electricity -- and to stimulate local energy businesses, Klein said.

Some of its goals would be funded by a proposed 55-cent-per-month surcharge on all electric utility bills in the state for three years, to help replenish the Clean Energy Development Fund. That fund has depended on payments from the Vermont Yankee nuclear power plant since 2005, in an agreement that will sunset next year.

The new bill, co-sponsored by Klein and Rep. Margaret Cheney, D-Norwich, would increase the permitted size of ratepayers' renewable-energy installations from 250 kilowatts to 500 kW, and would allow their contribution to a utility's total peak power to double, from 2 percent to 4 percent. That provision applies only to net-metered facilities, where customers generate power to offset their own use -- and not to commercial power plants.

"It will put net metering within the reach of the average Vermonter," Klein said. "It's doable."

Opponents of the bill will scrutinize that claim closely, Associated Industries of Vermont Vice President Bill Driscoll said Friday.

Driscoll, who has closely followed the bill's progress on behalf of Vermont manufacturers, said the bill, H.56, would accelerate rate hikes and set a harmful precedent.

Although the proposed changes are relatively small, he added, they shift costs of renewable energy to ratepayers at a time when Vermont producers already face a high cost of doing business.

"The goalposts continue to move, and the costs continue to increase," Driscoll said.

On average, a Vermont household requires about 700 watts (or 0.7 kW) in steady generating capacity -- enough to keep seven 100-watt bulbs running constantly, according to U.S. Environmental Protection Agency estimates.

(2 of 2)

Most renewable-energy sources such as wind and sunlight are intermittent and might never achieve that "base load;" the new bill proposes ways they might carve out a larger, more useful niche.

Klein described the net-metering portions of the bill -- those that define how utilities' credit their power-producing ratepayers -- as the bill's "cornerstone," and one that has broad support.

The concept isn't new. Net-metering agreements have been permitted in Vermont since 1998. Back then, the law capped generating capacity at 15 kW per customer; farms were allowed facilities of up to 150 kW.

During the past decade, utilities in the state have worked to promote localized energy production (or "distributed generation") to reduce the need for costly transmission upgrades, and as a hedge against less-stable prices for energy on the open market.

Klein said Colchester-based Green Mountain Power, which awards its customers a 6-cent-per-kilowatt-hour premium for solar-generated electricity they contribute to the grid, inspired another provision of H.56 that will likely emerge from his committee today.

If the bill becomes law, all utilities in the state would have to sweeten rates for photovoltaic producers.

Why only solar?

Bang for the buck, answered Andrew Savage, director of communications for Williston-based AllEarth Renewables, a manufacturer of wind and solar generators.

"Solar arrays reach peak efficiency precisely at the same time demand on our grid is at its highest: in the summer," he said. "It's a time when utilities are at a corresponding peak in price for their power."

Other provisions of the bill evidently made less-compelling economic sense, and didn't make it out of committee Friday.

Incentives for biomass-produced electricity faced opposition from groups who dispute advocates' environmental claims, as well as those, like Driscoll, who question wood-chip plants' effect on utility rates.



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Saturday, March 12, 2011 9:25 AM  
**To:** Trombley, Shana; MacLean, Alex; Lofy, Bill  
**Subject:** RE: Meeting with Entergy N.E. and VY

I will not be attending. I would think Jeb might want to be there.

---

**From:** Trombley, Shana  
**Sent:** Friday, March 11, 2011 5:02 PM  
**To:** MacLean, Alex; Lofy, Bill; Bankowski, Elizabeth  
**Subject:** Meeting with Entergy N.E. and VY

Hi,

The meeting is set for Thursday, March 24 from 1-2 pm in GPS's office in the Pavilion bldg.

Brian Cosgrove, Rick Smith (Entergy N.E.) and possibly Michael Tomey (Entergy N.E.) will be in attendance.

Who else from our end is coming? Beth? They asked to be informed who would be at the meeting.

Shana Trombley  
Scheduler  
Governor's office  
802.828.3333 (o)  
802.371.7499 (c)  
shana.trombley@state.vt.us

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Saturday, March 12, 2011 9:19 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Friday afternoon

[REDACTED] is really interested in this, as I mentioned she was the ED before becoming [REDACTED] the arts are a special interest of hers. I know the Gov will be thrilled if she takes the slot. Will hear next week. [REDACTED] looks like a yeas for Lake Advisory Council. He is with his [REDACTED] but e-mailed me. Offered [REDACTED] and inquired of [REDACTED] whether she is interested in Real Estate Board (remember that came up at our meeting with Gov.) I know [REDACTED] will take VHCB but want to run that opne by Gov first.

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**From:** Spaulding, Susan  
**Sent:** Friday, March 11, 2011 4:34 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Friday afternoon

Vermont Arts Council ... the Governor only gets one appointment for a 2 year term. The cover letter for [REDACTED] application says she was "invited by [REDACTED] and [REDACTED]" to forward her application. I think the Governor knows her. Let me know what [REDACTED] says ... then again if [REDACTED] declines on the New England board of Higher Ed that may be something [REDACTED] would like to do or at least be asked to do. ☺

I have left a voice message for [REDACTED] regarding the Human Services board and [REDACTED] regarding the Lottery Commission.

I'll continue down the list and report back. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

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**From:** Allen, Susan  
**Sent:** Friday, March 11, 2011 2:31 PM  
**To:** Allen, Susan  
**Subject:** Afternoon media clips for Friday, March 11 (final):

**SEVEN DAYS BLURT BLOG:**

**NRC to Issue New License to Vermont Yankee**

By Shay Totten

Well, there is joy in Mudville: Despite years of repeated bad news, including cooling water tower collapses, tritium leaks, steam leaks and other mishaps, the Nuclear Regulatory Commission voted Thursday to end the five-plus-year legal proceeding regarding renewal of the operating license for the Vermont Yankee nuclear plant, and will grant the reactor a new, 20-year license.

In a statement, the NRC said its staff expects to issue the renewed license soon; the renewed license will expire March 21, 2032.

"This is the final step in the NRC's detailed technical and legal process of examining whether it's appropriate to issue a renewed license," said NRC Chairman Gregory B. Jaczko. "Since there are other approval processes outside the NRC, we'll continue to ensure Vermont Yankee is meeting the appropriate public health and safety standards regardless of the reactor's ultimate status."

The commission voted unanimously, 4-0, to extend the license.

Commissioner George Apostolakis recused himself because of his prior service on the ACRS (Advisory Committee on Reactor Safeguards), which recommended renewal of the Vermont Yankee license some time ago, said NRC spokesman Neil Sheehan.

The decision to renew the license comes after the NRC staff's thorough and extensive safety and environmental reviews of the application, submitted Jan. 27, 2006, by the plant's operator, Entergy Nuclear Operations. The application and the staff reviews were also examined by the NRC's Advisory Committee on Reactor Safeguards (ACRS), an independent body of nuclear safety experts that advises the NRC. The application was also the subject of an adjudicatory hearing by the Atomic Safety and Licensing Board (ASLB), a quasi-judicial arm of the NRC that handles licensing matters.

A last-minute appeal by the New England Coalition to halt the issuance of a new license until some of Entergy's filings from the past three months could be reviewed was rejected by the NRC.

Jeffrey Wimette, the business manager for the International Brotherhood of Electrical Workers, which represents close to 200 employees at Vermont Yankee, was pleased with the ruling.

"As the chief regulator for all American nuclear power plants, the NRC has an excellent record for safety and environmental protection. Its relicensing process has been long and thorough," said Wimette. "The IBEW hopes that today's announcement will prompt Vermont utilities and Vermont Yankee plant owner Entergy to finalize a power contract for the duration of the 20-year license. We also urge state officials to support the plant's

continued operation. The IBEW stands ready to cooperate in any way to keep the hundreds of Vermont Yankee employees on the job delivering reliable low-cost, low-carbon power to Vermont homes and businesses.”

Vermont's congressional delegation, however, was not as pleased with the ruling. They issued the following joint statement: “It should surprise no one that the Nuclear Regulatory Commission has voted to extend Vermont Yankee’s license for another 20 years. The NRC has never denied a nuclear plant an extension, and in fact has granted 62 straight license extensions. We believe that Entergy should respect and abide by Vermont’s laws, which require approval from the Vermont Legislature, and then the Vermont Public Service Board, for the plant to continue to operate beyond 2012.”

Last month, **Entergy CEO J. Wayne Leonard said he was hopeful that the company** would have a renewed NRC license and a power deal with Vermont utilities by mid-year. He also said a power deal with Vermont utilities was not necessary to gain complete relicensure, and hinted that **the company could take the state to court.**

Still holding up Yankee's effort to run beyond March 2012, however, is a state license to operate. The Vermont Senate — led by now Gov. Peter Shumlin — voted last year to thwart the Vermont Public Service Board from completing its review of the renewal application. Senators voted 26-4 against allowing the application to be reviewed, saying it was a bad deal for Vermonters.

In response to the NRC ruling, Shumlin said he still believes VY should be closed in 2012.

“Today’s vote from the Nuclear Regulatory Commission is not unexpected, and does not change the fact that Vermont Yankee still needs approval from the state to continue operating beyond its 2012 license expiration,” said Shumlin in a statement. “I am pleased that the NRC is reaffirming Vermont’s authority to determine the plant’s future. Given the serious radioactive tritium leaks and the recent tritium test results, the source of which has yet to be determined, and other almost weekly problems occurring at this facility, I remain convinced that it is not in the public good for the plant to remain open beyond its scheduled closing in 2012.”

### **And the Doyle Survey Says ...**

With 34 towns reporting and 3587 votes tallied, the 2011 Town Meeting Survey results were released this week by Sen. Bill Doyle (R-Washington).

Doyle has **conducted this unscientific survey of residents** across Vermont for more than 40 years, and said this year's 13 questions included what he believes to be a record number of "new" queries. In past years, Doyle has tended to rely on very similar questions. This year, several politicians, and members of the public, asked him to put specific items on the survey ballot.

Big winners from this year's survey are: expanding the bottle bill, keeping the state's motorcycle helmet law intact and, once again, banning the use of cellphones while driving. Those who filled out the survey also said there should be tougher penalties for repeat DUI offenders.

By a slight margin, those who filled out the survey said that Vermont Yankee should not have its license renewed in 2012, and that people should not be mandated to buy health insurance.

Of those surveyed, 46 percent have "confidence" in Gov. Peter Shumlin, while 28 percent did not. Another 25 percent weren't sure.

Here are the results (so far):

**1. Should Vermont Yankee's license be renewed in 2012?**

Yes: 1441 (40%)

No: 1681 (47%)

Unsure: 429 (12%)

**2. Should drivers be prohibited from using cellphones while driving?**

Yes: 2749 (77%)

No: 630 (18%)

Unsure: 177 (5%)

**3. Should Vermont legalize physician-assisted suicide?**

Yes: 1906 (53%)

No: 1194 (33%)

Unsure: 464 (13%)

**4. Should Vermont have a four-year term for governor?**

Yes: 2147 (60%)

No: 1021 (28%)

Unsure: 385 (11%)

**5. Should there be a mandatory minimum sentence for repeat DUI offenders?**

Yes: 2733 (76%)

No: 477 (13%)

Unsure: 343 (10%)

**6. Should Vermonters be required to buy health insurance?**

Yes: 1123 (31%)

No: 1720 (48%)

Unsure: 682 (19%)

**7. Do you have confidence in Governor Shumlin?**

Yes: 1654 (46%)

No: 1000 (28%)

Unsure: 901 (25%)

**8. Should Vermont continue to require the use of motorcycle helmets?**

Yes: 3273 (91%)

No: 228 (6%)

Unsure: 68 (2%)

**9. Should law enforcement personnel be permitted to use Tasers?**

Yes: 1790 (50%)

No: 1048 (29%)

Unsure: 716 (20%)

**10. Should Vermont's legislature encourage bicycling and walking?**

Yes: 2598 (72%)

No: 631 (18%)

Unsure: 284 (8%)

**11. Should Vermont's bottle deposit law be expanded to include all bottled beverages?**

Yes: 2814 (78%)

No: 499 (14%)

Unsure: 252 (7%)

**12. Are you willing to pay more for locally grown food?**

Yes: 2386 (67%)

No: 834 (23%)

Unsure: 317 (9%)

**13. In order to encourage wind, solar and other renewable energy sources, are you willing to pay higher prices?**

Yes: 1701 (47%)

No: 1324 (37%)

Unsure: 510 (14%)

**GREEN MOUNTAIN DAILY:**

Think it's too early for us to consider the 2012 election season underway? Not so, sez self-described "Republican Newspaper" the Caledonian Record. The same paper that warned us of the creeping Greenpeace hordes among us has, on March 11 of 2011, decided to **make it's first endorsement for election day 2012.**

From today's editorial entitled "*Salmon vs Sanders - Courageous, Shrewd, or Both?*" (ooo... tough choice, almost as tough as "*George W. Bush - Great president, or the greatest president?*"):

We thoroughly approve Tom Salmon's candidacy to replace Bernie Sanders. It has been painful for the past 12 years to know Vermont interests have had no representation in Sanders, first in the House, now in the Senate. Electing him and re-electing him has been a harmful exercise in political naiveté for Vermont. Replacing him with Tom Salmon will be an announcement that Vermont is back on the national scene.

(Note: Publisher Smith doesn't approve *of* a Salmon candidacy, he simply "approves" it... guess it's a go, then!)

This is truly awesome. It's early March of the year *before* the election, and the Broken Record isn't wasting any time, endorsing a candidate *who hasn't even announced a decision to run!* I'm sure the meetings of the endorsement board were riveting exercises in critical thinking and cool, intellectual journalistic professionalism.

But in all seriousness, the Broke-Rec should be applauded for its efficiency and prophetic foresight. No doubt in coming weeks we can see more time-saving endorsements, such as:

- Thomas Lauzon, Governor 2012
- Sarah Palin, President 2012
- Sarah Palin, President 2016
- Bristol Palin, President 2020
- Ronald Reagan's cloned brain, housed in a nuclear-powered bionic exoskeleton, President 2024

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 11, 2011 10:20 AM  
**To:** Spaulding, Jeb  
**Subject:** Reminder about Brattleboro

Hi Jeb, here is the reminder to close the loop with the Governor and town of Brattleboro regarding the upgrade presently underway on the Wastewater Treatment plant and if and how the state can help.

Town manager is Barbara Songag 802-254-4541, mailing address 230 Main Street, Brattleboro 05301. Selectboard chair is Dick DeGray. Martha O'Connor attended but is no longer on Selectboard but should probably be kept in loop. I can do that.



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 11, 2011 7:34 AM  
**To:** Spaulding, Susan  
**Subject:** RE: meeting dates with the Governor

I would prefer not 9:00 on Tuesday as I will be driving up and I have something else on March 29. You could do these on your own if necessary. Also I can leave early enough on 3/22 to get there by 9:00 and may be able to leave the meeting I'm at on 3/29 - it is in Montpelier. Given how hard it is to get on the Gov. schedule I leave it to you to decide to hold these or not. Wed 3/24 or Thurs 3/24 (before 3:00 or after 4:30) good, 3/30 or 3/31 good. Did I tell you I had a good call with [REDACTED] about VEPSE? Let's talk by phone today, what's good for you? Home phone [REDACTED]

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**From:** Spaulding, Susan  
**Sent:** Thursday, March 10, 2011 5:56 PM  
**To:** Bankowski, Elizabeth  
**Subject:** meeting dates with the Governor

Did you get the meeting dates that are scheduled for March 22nd 9:00-9:30am and March 29th 1-1:30pm ... and do those work for you? Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 10, 2011 5:52 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Student Appointments to the State Board of Education

have to check on that I think she is a sophomore but I'm not sure \_\_\_\_\_

From: Spaulding, Susan  
Sent: Thursday, March 10, 2011 5:50 PM  
To: Bankowski, Elizabeth  
Subject: RE: Student Appointments to the State Board of Education

Is [REDACTED] a sophomore this year ... if she is older it won't work because it is a 2 year appointment. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

-----Original Message-----

From: Bankowski, Elizabeth  
Sent: Thursday, March 10, 2011 5:37 PM  
To: Spaulding, Susan  
Subject: RE: Student Appointments to the State Board of Education

There is one student he has in mind, [REDACTED] need to check on whether the school she attends is public, I think it one of those that are both public and private. I'll find out for sure and let you know.

---

From: Spaulding, Susan  
Sent: Thursday, March 10, 2011 3:10 PM  
To: Bankowski, Elizabeth  
Subject: FW: Student Appointments to the State Board of Education

Do we want to follow the same process the Douglas admin put together? I like getting the students involved but if the Governor has someone in mind I don't want to have the other students go through the motion of applying if we know they aren't going to be appointed. I also thought the attached list of Home Study parents might be helpful for your BBF.  
Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

From: King, Carol C  
Sent: Thursday, March 10, 2011 2:16 PM  
To: Spaulding, Susan  
Cc: Bankowski, Elizabeth; 'fayneese.miller@uvm.edu'  
Subject: RE: Student Appointments to the State Board of Education

Hi Susan – the State Board meets on the 3rd Tuesday of each month (except for July), so for May and June it will be May 17 and June 21 (in addition to the regular meeting, this is also the Board's annual planning meeting). The Board goes to the school of the "senior" student in May, so we will be at Otter Valley UHS, Brandon, on May 17 (Robert Kelley's school). And yes, Elizabeth Strano – currently the "junior" student member (from Mt. Anthony UHS, Bennington) - will move up to "senior" and voting status as of July 1, and the new student appointee then becomes the "junior" member. (See 16 V.S.A. §161)

I've attached an application used by the Douglas administration (Marty Searight). I hope this helps. Getting the information out and back so you have time for a selection and interview process will be important. The Board would, of course, love to have this student attend the June planning meeting. You may want to keep in mind that April school vacations occur during the weeks of April 11 (Rutland and Bennington counties) and April 18 (the rest of the state). Also, if I may, I would add that we have found that students who have completed their sophomore year exhibit a bit more maturity in this type of environment.

Also, once you have the packet of information developed, we would be happy to put it on our Web site and include the information in our Weekly Field Memo.

I've attached the following Excel spreadsheets:  
9-12 High School Principals  
9-12 Guidance Directors  
9-12 Independent School Contacts.  
Home Study parents (with students in grades 9-12)

Please let me know if there is other information I can provide.

Carol

Please note my new email address: Carol.C.King@state.vt.us<mailto:Carol.C.King@state.vt.us>

\*\*\*\*\*

Carol King  
Executive Assistant/State Board Administrator Vermont Department of Education Montpelier 05620  
Phone: (802) 828-5101  
Fax: (802) 828-3140/0573

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From: Spaulding, Susan  
Sent: Thursday, March 10, 2011 10:48 AM  
To: King, Carol C  
Cc: Bankowski, Elizabeth  
Subject: RE: Student Appointments to the State Board of Education

Hi Carol. I want to make sure to do this in a timely fashion. Can you please tell me when the Board of Education meets in May/June. Does the Board usually do "something" for the outgoing student? It is my understanding the current

junior student becomes the senior voting student and the Governor needs to appoint a new junior student. Is that correct? Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

From: King, Carol C  
Sent: Wednesday, March 09, 2011 2:26 PM  
To: Spaulding, Susan  
Subject: Student Appointments to the State Board of Education

Hi Susan – can you give me an idea of your timeline for application process for student appointments to the State Board of Education (two year appointment July XX – June XX). For the previous administration we provided Excel spreadsheets for 9-12 public schools principals, guidance directors, independent school contacts, and parents of 9-12 home study students. I'll be happy to send over at the appropriate time – just let me know. In the meantime, I've had an inquiry from a student who will be gone for the month of April and does not want to miss the application process – thus the inquiry. Any guidance you can provide will be appreciated.

Regards,  
Carol King

Please note my new email address: Carol.C.King@state.vt.us<mailto:Carol.C.King@state.vt.us>

\*\*\*\*\*

Carol King  
Executive Assistant/State Board Administrator Vermont Department of Education Montpelier 05620  
Phone: (802) 828-5101  
Fax: (802) 828-3140/0573

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 10, 2011 5:37 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Student Appointments to the State Board of Education

There is one student he has in mind, [REDACTED], need to check on whether the school she attends is public, I think it one of those that are both public and private. I'll find out for sure and let you know.

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**From:** Spaulding, Susan  
**Sent:** Thursday, March 10, 2011 3:10 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Student Appointments to the State Board of Education

Do we want to follow the same process the Douglas admin put together? I like getting the students involved but if the Governor has someone in mind I don't want to have the other students go through the motion of applying if we know they aren't going to be appointed. I also thought the attached list of Home Study parents might be helpful for your BBF.  
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**From:** King, Carol C  
**Sent:** Thursday, March 10, 2011 2:16 PM  
**To:** Spaulding, Susan  
**Cc:** Bankowski, Elizabeth; 'fayneese.miller@uvm.edu'  
**Subject:** RE: Student Appointments to the State Board of Education

Hi Susan – the State Board meets on the 3rd Tuesday of each month (except for July), so for May and June it will be May 17 and June 21 (in addition to the regular meeting, this is also the Board's annual planning meeting). The Board goes to the school of the "senior" student in May, so we will be at Otter Valley UHS, Brandon, on May 17 (Robert Kelley's school). And yes, Elizabeth Strano – currently the "junior" student member (from Mt. Anthony UHS, Bennington) - will move up to "senior" and voting status as of July 1, and the new student appointee then becomes the "junior" member. (See 16 V.S.A. §161)

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9-12 Guidance Directors  
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Home Study parents (with students in grades 9-12)

Please let me know if there is other information I can provide.

Carol

Please note my new email address: Carol.C.King@state.vt.us<mailto:Carol.C.King@state.vt.us>

\*\*\*\*\*

Carol King  
Executive Assistant/State Board Administrator Vermont Department of Education Montpelier 05620  
Phone: (802) 828-5101  
Fax: (802) 828-3140/0573

---

From: Spaulding, Susan  
Sent: Thursday, March 10, 2011 10:48 AM  
To: King, Carol C  
Cc: Bankowski, Elizabeth  
Subject: RE: Student Appointments to the State Board of Education

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109 State Street  
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(802)-828-3333

From: King, Carol C  
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Regards,  
Carol King

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\*\*\*\*\*

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 10, 2011 5:32 PM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** RE: HSB and [REDACTED]

No problem with the lawyer. We are holding off on making other appts so [REDACTED] if she accepts, could pick someone. Welcome suggestions about a lawyer for this board. We cannot do anything about the per diem. The Governor will call her to make the offer.

---

**From:** Flood, Patrick [Patrick.Flood@ahs.state.vt.us]  
**Sent:** Thursday, March 10, 2011 1:20 PM  
**To:** Bankowski, Elizabeth  
**Subject:** HSB and [REDACTED]

I had a good conversation with [REDACTED] this morning. She grasped the issues very quickly. A summary of her key concerns are below. I am bringing this to your attention for 2 key reasons:

1. She specifically asked that one of the other vacant positions be filled with an attorney who could be helpful to her in her role. I don't know if the Governor has any ideas for who might fit that bill, or should we at AHS be looking for someone?
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Let me know how you want to proceed.

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It is. Thanks. You also asked that a strong attorney be appointed to fill one of the vacant spots to be able to assist you in wrestling with any issues that come up re: the hearing officers, who are both attorneys. I also have some homework to do on how HSB administrative tasks (like signing time sheets) are currently being handled. I'll talk with you soon.

---

**From:** [REDACTED] [REDACTED@comcast.net]  
**Sent:** Thursday, March 10, 2011 10:31 AM  
**To:** Flood, Patrick  
**Cc:** [REDACTED]  
**Subject:** Follow up

Dear Patrick,

First, thank you for your generosity with time this am.



Results of call:

I have agreed to accept the invitation to chair the HSB pending:

[REDACTED]

Patrick, is this an accurate summary of our conversation?

Again, thanks for your call,  
Janice

**London, Sarah**

---

**From:** Wallack, Anya  
**Sent:** Thursday, March 10, 2011 4:48 PM  
**To:** EXE  
**Cc:** Kimbell, Steve; Lunge, Robin  
**Subject:** new ppt presentation on the health care bill  
**Attachments:** overview March 10.pptx; ATT00001.txt

Attached is a new overview of the health care bill. Bianca, would you please put this up on the website? Thanks!

Anya

**London, Sarah**

---

**From:** Spaulding, Susan.  
**Sent:** Thursday, March 10, 2011 3:10 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Student Appointments to the State Board of Education  
**Attachments:** Student SBE member Application 2008.doc; 2010 HS Principals\_Carol.xls; 2010-2011 Home Study High School Aged Students.xlsx; 2010-2011 HS Guidance Directors\_Carol.xls; 2010 -2011 HS Independent Sch Contacts\_Carol.xls

Do we want to follow the same process the Douglas admin put together? I like getting the students involved but if the Governor has someone in mind I don't want to have the other students go through the motion of applying if we know they aren't going to be appointed. I also thought the attached list of Home Study parents might be helpful for your BBF. Susan

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**From:** King, Carol C  
**Sent:** Thursday, March 10, 2011 2:16 PM  
**To:** Spaulding, Susan  
**Cc:** Bankowski, Elizabeth; 'fayneese.miller@uvm.edu'  
**Subject:** RE: Student Appointments to the State Board of Education

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**London, Sarah**

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**To:** Bankowski, Elizabeth  
**Subject:** HSB and [REDACTED]

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Results of call:

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Again, thanks for your call,  
Janice



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 10, 2011 12:33 PM  
**To:** Trombley, Shana  
**Subject:** Basketball next week

Hi Shana, sorry to say I have no message from Larry's son so I cannot make a contact for you to figure out how to make best use of Gov. attendance at next weeks high school basketball games. Assume you have Larry's e-mail address, left you his cell phone number. I know you are swamped and I am sorry not to be of some help here.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 10, 2011 11:58 AM  
**To:** Spaulding, Susan  
**Subject:** RE: notes

Susan don't think I did, brought bunch of papers but doesn't look like these are your notes, please send again. I didn't end up staffing Gov. today so I can't get him to make any calls. Let's you and I regroup on what needs to happen to move things forward. I'm prepared to take responsibility to go ahead with some and then have Gov. call later or drop notes. His schedule is just too demanding it seems to get calls done.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, March 10, 2011 11:26 AM  
**To:** Bankowski, Elizabeth  
**Subject:** notes

Did you get the notes and questions I left on your desk last evening? If not I can email them to you. Susan

Susan M. Spaulding  
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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 10, 2011 11:57 AM  
**To:** Robinson, Beth  
**Subject:** RE: records request

I have nothing

---

**From:** Robinson, Beth  
**Sent:** Thursday, March 10, 2011 10:07 AM  
**To:** EXE - SrStaff  
**Subject:** FW: records request

Please let me know ASAP if anyone has anything other than the stuff I already got from Shana and Bill.

-----Original Message-----

**From:** Allen, Susan  
**Sent:** Thursday, March 10, 2011 10:03 AM  
**To:** 'Hallenbeck, Terri'  
**Cc:** Robinson, Beth  
**Subject:** RE: records request

Through this response I am forwarding your request to Beth Robinson. She will be in touch. Sue

-----Original Message-----

**From:** Hallenbeck, Terri [mailto:THALLENB@burlingt.gannett.com]  
**Sent:** Thursday, March 10, 2011 10:00 AM  
**To:** Allen, Susan  
**Subject:** records request

Susan Allen  
Governor's Office  
Pavilion Building  
Montpelier, VT  
March 10, 2011

Sue:

I would like to make a request under Vermont's Public Records Act (Vermont Statutes Annotated, Title 1, Chapter 5, Subchapter 3, subsections 315-320).

I am requesting all correspondences between the governor's office and other state departments discussing Gov. Peter Shumlin's March 2011 vacation plans, including those before, during or after his time off.

This request for access to public information should be construed as broadly as possible.

According to the law, the custodian of these records is expected to "promptly produce the record" or certify within two business days why access to these records is being denied. This time limit can be extended with notice only under certain conditions listed in subsection 318.

If all or part of this request is denied, please list the specific exemption(s) you are relying on to deny access to the documents, as well as the name and title of the person responsible for the denial. Also, as the law requires, please inform me of appeal procedures available to me and to whom that appeal should be made. If any portion of my requested information is not releasable, please provide me the releasable portions.

I would prefer to receive the material electronically, if it available in that mode. Otherwise, I am willing to pay reasonable copying fees for this information. Please notify me prior to fulfilling my request if the fees are expected to exceed \$50. If you are unable to copy this material for me, please notify me when the documents will be available for my inspection.

If you have any questions about this request, please contact me at the telephone number below. I will, however, as the law requires, expect a written reply to this request.

Thank you for your cooperation. I look forward to hearing from you.

Sincerely,

Terri

Terri Hallenbeck  
Capital Bureau  
The Burlington Free Press  
(802) 999-9994  
thallenb@bfp.burlingtonfreepress.com<mailto:thallenb@bfp.burlingtonfreepress.com>

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 09, 2011 5:30 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Brian Searles

Yes give him a heads up on both.

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 09, 2011 5:29 PM  
**To:** Trombley, Shana  
**Cc:** Bankowski, Elizabeth  
**Subject:** Brian Searles

The other thing we need to put on the agenda when Brian Searles comes in is appointments to [REDACTED]

[REDACTED] THANK YOU.

Susan M. Spaulding  
Director, Constituent Services  
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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 09, 2011 2:39 PM  
**To:** Davenport, Amy  
**Subject:** RE: Lunch plans?

Hi Amy. I wasn't here yesterday, sorry I didn't get back to you. I didn't check this e-mail account yesterday. Shall we try for next week? I could check in with you Tuesday. I'm never quite sure of my schedule until I get here.

---

**From:** Davenport, Amy  
**Sent:** Tuesday, March 08, 2011 11:20 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Lunch plans?

Are you free for lunch today?

Amy M. Davenport  
Chief Administrative Judge for the Trial Courts  
Tel: 802 828 4908 or 802 476 4797  
Fax: 802 828 3457

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 09, 2011 2:33 PM  
**To:** MacLean, Alex  
**Subject:** Contact info [REDACTED]

[REDACTED]@gmail.com Phone I had during transition is 802-[REDACTED], belief she's still in D.C. If you want me to contact her for you glad to do that.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 09, 2011 12:28 PM  
**To:** Spaulding, Susan  
**Subject:** RE: rail advisory

See no reason not to. Assume you have a little background on these folks if Gov wants it.

---

**From:** Spaulding, Susan  
**Sent:** Tuesday, March 08, 2011 11:11 AM  
**To:** Bankowski, Elizabeth  
**Subject:** rail advisory

Are we going ahead with Brian's requests for the Rail Advisory Council?  
Reappoint:

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Appoint for the first time: [REDACTED] from St. Albans and Brian is trying to identify a rail shipper.  
DO NOT reappoint: [REDACTED] from [REDACTED] or [REDACTED]

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**London, Sarah**

---

**From:** Allen, Susan  
**Sent:** Tuesday, March 08, 2011 3:18 PM  
**To:** Allen, Susan  
**Subject:** Media clips for Tuesday, March 8

VTDIGGER (CON'T):

**Hoffman: A welcome change**

By Opinion on March 7, 2011

Editor's note: *This op-ed is by **Jack Hoffman**, a senior policy analyst with Public Assets Institute in Montpelier.*

Town Meeting last week marked the second year in a row that Vermont's education spending has declined. And it happened without the angst we all felt last year.

Only three districts rejected their budgets. That's the fewest in at least 20 years. And based on the anecdotal evidence, many budgets were approved by bigger margins than in recent years.

Another change this year: This was the first time in recent memory that the governor didn't harangue school boards from January to Town Meeting Day about their reckless spending. Instead of the constant noise about out-of-control school budgets and threats to have Montpelier dictate education spending limits, there was mostly a welcome silence.

When the governor has talked about school boards, it's been to acknowledge the responsible job they do. Although he hasn't said it in so many words, Gov. Peter Shumlin appears to believe that the voters who elected him in the fall ought to be trusted to decide in March how much they want to spend to educate their children.

The budgets school boards put forward were constrained this year, which no doubt helped them pass. According to preliminary calculations by the Department of Education on the budgets that had been submitted by late February, overall spending was up 0.6 percent and education spending, which affects school tax rates, was down about 0.6 percent.

As we know from recent years, taxes can still rise even when there is little or no increase in spending. For the last two years, the Legislature has cut the annual transfer from the General Fund to the Education Fund. In addition, there was little growth in the sales tax and lottery revenue going into the Education Fund during the recession. Both of those factors shifted more of the cost of supporting schools onto the property tax.

Gov. Peter Shumlin's budget would restore some of the money that has been cut from the General Fund transfer to the Education Fund, but not all. And he has proposed a permanent reduction in the transfer of at least \$23 million a year for fiscal 2013 and beyond. Like his predecessor, the governor is asking local school boards to cut their spending and booking the savings in the state budget. If local districts improve efficiency or find other ways to save money, those savings should accrue to local property taxpayers. Unlike his predecessor, however, this governor acknowledges that a reduction of the General Fund transfer to the Education Fund means that property taxes will be higher than they would have been without the cut.

A way to ease that additional pressure on the property tax would be to have all residents pay school taxes based on income. Now about two-thirds of homeowners pay income-based school taxes on their homes. Nevertheless, the school finance system is still regressive. The typical Vermont family spends a greater share of its income to support our schools than do high-income families.

Moving away from the residential property tax for schools is a discussion Vermont should have — perhaps next fall and winter. In the meantime, we should be grateful that voters here still value education and that we don't have to fight a governor trying to destroy public education as they are in Wisconsin and Ohio.

## **VERMONT TIGER:**

### **Vermont: Myths and Realities I**

*by Art Woolf*

This is the first of an occasional series of postings on, well, what the title says.

We've often heard politicians and others lament the decline in manufacturing in Vermont. And with that comes the observation that one of the reasons Vermont has a revenue problem, a weak economy, a small tax base, and a host of other ills is because the state's manufacturing base is much smaller than the nation's.

Let's examine both of those claims.

The alleged decline in manufacturing is said to be evidenced by the number of manufacturing jobs in Vermont.

In 1997, there were 44,000 Vermonters worked in manufacturing. In 2009 there were only about 31,000, more than a 25% decline in manufacturing jobs, according to the Vermont Department of Labor. So it is certainly true that the number of manufacturing jobs has been falling in Vermont. But that's not the end of the story.

The U.S. Bureau of Economic Analysis reports that in 1997 Vermont's manufacturing sector produced \$1.69 billion worth of output. In 2009 the manufacturing sector produced \$2.9 billion worth of output (both in inflation-adjusted dollars).

That's a 70% increase in output in a little over a decade. In 1997, each manufacturing worker produced \$38,000 worth of output. By 2009 that had risen to \$92,000. Each worker produced nearly 2.5 times as much in 2009 compared to 1997. That's a sign of success and health, not a sign of decline.

What about Vermont's manufacturing compared to the nation? Bureau of Labor Statistics data show that manufacturing employed 10.5% of Vermont's total employment base in 2009 compared to 9.1% nationwide. And BEA data show that Vermont's manufacturing sector produced 12.5% of the state's total output (GDP) compared to 11.5% for all 50 states combined.

Vermont's manufacturing sector is as important, and large, in this state as it is nationally. It's not true that Vermont's manufacturing sector is smaller than in most states nor is it true that manufacturing is shrinking, at least in terms of output. That the number of workers it takes to produce that larger amount of output is falling is primarily due to productivity, not to firms shipping their production offshore. Rising productivity in manufacturing or anywhere else in the economy is a sign of health, not of decline.

#### **All Signs Point to "No"**

*if single payer means stupendous taxes, then it is not likely to fly*

*by Mike Bertrand*

Knowing full well I might one day have to eat these words, I'm starting to think that the Shumlin Administration's ambitious (and, yes, well-intentioned) plan to enact a single-payer system in Vermont will never make it to the finish line.

I say that knowing full well that the Legislature will no doubt plow ahead this year with a "framework" bill that lays out the steps to achieve their vision. The Democrats control the Governor's Office, and enjoy veto-proof majorities in both chambers. THIS year's bill will pass. In the off chance that it doesn't, it would be viewed as an epic failure by supporters, and an epic waste of time by pretty much everyone else.

[I'll pause here for a moment so those legislators, many of whom I consider to be friends, can dutifully build and burn an effigy of me.]

But this year's bill is just Episode I in a multipart saga. It's the easy one. It's the sequels that are going to have everyone on the edge of their seats, or maybe fleeing for the exits. That's especially true for Episode II, premiering at a State House near you in early 2013.

As everyone acknowledges, there are countless hurdles to enacting this ambitious vision of a “cheaper but better” health care system managed by an all-wise, all-powerful, five-member Jedi Council. But the most important - which I have discussed before - is the money. At the risk of sounding like a broken record, it comes down to who pays what, and what’s the price?

Did I say price? I meant taxes. To be more specific, I mean “The Largest Tax Increase in Vermont History.” We’re talking about votes on the House and Senate floor that will raise billions of dollars in taxes. Billions! In a small, rural state with just over 600,000 people.

We’re talking a tax debate that will forever eclipse past debates over education taxes, income taxes, and the state’s sales tax. Big, big money. At a time that we can’t find a way to pay for the health care programs we’ve already got (R.I.P., Catamount Health), and in a political climate where more and more folks doubt the ability of government to control costs on just about anything.

From the outside, it looks like the Legislature is just now getting around to understanding how employers actually pay for and manage their health care programs. Big employers like IBM and national retailers have ERISA-protected packages that they buy and manage on a countrywide scale. Medium employers have a broad range of coverage, from gold-plated policies that are breaking the bank to thrifty HSA policies that have allowed them to stay in business. As for small employers, it’s all over the map: some offer coverage, many do not. In the service industry, many employers only offer a new employee health coverage after a period of time – say six months or a year – because turnover in their industries is so high.

So if the planned rejoinder is “yes, this is The Largest Tax Increase in Vermont History, but in exchange you will see a corresponding decrease in your health insurance costs” . . . well, please spare us. It’s just not true.

Sure, some employers may see a decrease. Some may come out about the same. And, yes, some will find themselves paying more, most notably those smaller employers that currently don’t offer their employees any coverage at all. The Hsiao report says just that, right up front, on page xix: “Furthermore, employers who currently do not currently provide coverage for their workers, or who provide minimal coverage, will face greater costs under Option 3, despite an overall average reduction in employer spending.” [Note: the use of the word “currently” twice is their typo, not mine. For \$300,000 they couldn’t hire a proofreader?]

Well then, fire up the Millennium Falcon, Captain Solo! System savings await! Individual impacts be damned!

There are lots of other barriers that could and might prevent this plan from ever making it to the promised land of a “cheaper but better” system: all those federal waivers that would have to be approved (esp. Medicare, Medicaid and ERISA waivers), resistance from some hospitals and physicians, perhaps even some pushback from public sector unions if they are forced to accept coverage less than what they have already collectively bargained for. There will also be an understandable reluctance by legislators to cede control over health care matters to the Jedi Council. But it is “The Largest Tax Increase in Vermont History” that will generate the most phone calls, emails and letters to the editor.

Meditate on this, I will.

\*\*\*\*

On a related note, it was interesting to see the different ways the “Obama waiver endorsement” played out in the

Vermont media versus the national media. In Vermont, the endorsement was trumpeted by the Governor as if this particular waiver (they need a whole bunch of 'em) was a done deal, and that the little issue of getting it passed through the U.S. Congress was just a mere formality.

Ummmm, not quite. A more apt headline would have been "President endorses Senate bill that has little if any chance of passing the Republican House." I scanned all the Vermont stories on this, and didn't see anyone talking about what Rep. Eric Cantor (R-VA), the House Majority Leader, said about the President's endorsement, which can be summed up as "D.O.A."

Remember: the U.S. House has already voted to repeal the whole Affordable Care Act. It was one of the very first things they did in January. They don't like it. They have little interest in amending a bill they want repealed, and "throwing the President a political lifeline" is not on the top of their to-do list either.

Methinks the Shumlin Administration tried to play this up as news that their single-payer plan is now on the fast track, and maintain the perception that this is all inevitable. It's not. Over the past few weeks, the drumbeat of critiques – such as the balloon-bursting analysis from the folks at Fletcher Allen – has picked up. Those critiques are slowly but steadily making their way into the public consciousness. Given that, I guess we shouldn't be surprised that they tried to puff up Obama's endorsement into something it's not.

*(Mike Bertrand is the founder of Bertrand Strategies, a political and regulatory consulting firm in Montpelier.)*

## **Damn the Torpedoes! Full Steam Ahead to Health Care.**

*by Chris Campion*

Despite alarm bells clanging from other parts of the country, centralized, gov't-sponsored, and "single" payer health care is moving forward with great vigor in the Vermont House. Or it isn't, depending on who you ask, and how they answer the question. From the Freeps:

*The bill will largely follow the template provided to the Legislature by Gov. Peter Shumlin, who set transformation of health care as a priority for his first term in the state's top job.*

But:

*"It is not a vote that we are jumping off a cliff to a single-payer system," Anya Rader Wallack, Shumlin's special assistant for health reform, said to assure those worried the administration and Legislature might be moving too fast. "This is a multi-year process. We are proposing we just get on the road toward a system."*

Oh, so it's a top priority, but a slow-moving one. What do fast-moving low priorities look like? But she continues:

*Single payer we think is where you experience the greatest cost savings and allow people to have the simplest interaction with the health system," Wallack said. "We think it is worth heading for."*

So it's worth heading for, but not worth jumping off a cliff for. Understood. Now, never mind that historically, the federally-run programs like the one they're trying to replicate here in Vermont have not reduced costs, and

are not simple, and some doctors won't accept those federal programs as payment because they don't cover the costs of providing health. Remind me again what those anticipated benefits are? Are they really just political benefits, unmentioned in the cheerleading?

The three main components of the bill are (from the Freeps):

- *It sets up a mechanism for cost control — the Vermont Health Reform Board.*

A central, unelected board that has the power to determine what health care you'll receive.

- *It creates a health benefit exchange or marketplace for health insurance as required by the federal health reform law.*

There's already a marketplace for health insurance. It would be a much larger marketplace if the federal health care reform law allowed interstate competition for insurance, which *would* reduce the price of insurance, since the pools would be larger.

- *It sets out a work plan to lead the state to a single-payer system that would be known as Green Mountain Care.*

There is no such thing as a single-payer system, and Green Mountain Care can't and won't change that.

But don't worry, we haven't implemented the new system - yet. As House Health Care Chairman Mark Larson, D-Burlington, states:

*Larson said the bill will state that Green Mountain Care won't be implemented until the new board has approved a benefit package, the Legislature and the governor have approved a financing plan and the federal government has granted a waiver.*

In other words, the Board is the one that controls what coverage(s) will be allowed to who, what, where, and when. Also note that this requires the fed to (yet again) provide a waiver to its own health care reform system, which must mean that system is just aces if so many profit and non-profit entities (including big unions), and states, have filed for and received a waiver. Note that there won't be any political influence asked for or granted in the waiver process. Ever. That's just not how things are done in the patriarchy.

But wait - not everyone is quite ready to drive off the cliff, er, move forward (from the Freeps):

*Rep. George Till of Jericho is a doctor and a Democrat who, unlike many in his party, has many questions about the pending legislation — starting with the fundamental assertion that health care is too expensive.*

Till listed four big drivers of health costs:

- *The spike in spending at the end of life.*
- *Increased care for people who now live longer with chronic diseases.*
- *Spending on new medical technology.*
- *Increased use of drugs to treat and cure.*

*"What can we do about these?" Till asked.*

"Nothing", is the answer, and he knows it - the legislature can't mandate cheaper costs simply by dint of wishful thinking. New technologies are expensive. New drugs are expensive to develop. Someone pays those costs. Costs cannot be battled aside in the rush to get onboard the health care bus. Effectively, the state's Board will limit people's access to the latest medicine, simply because they *cannot* control its costs. Stating that you can control costs doesn't mean you're controlling them. Till continues:

*"Some providers of health care — doctors and hospitals — worry about the track record of government medical care programs. Medicaid and Medicare both pay less than care costs.*

*Within the health care community there is a not a lot of trust government can run things well," Till said.*

I trust that Till knows that the same level of doubt applies to people outside of the health care community, and not just about the government's ability to manage health care. Other attempts to "manage" things leave us with a federal zoo filled with white elephants - at least one named Fannie and one named Freddie. Lastly, those larger entities that will actually have to provide the health care our politicians can't seem to stop talking about, might have a perspective that's lacking in the political arena:

*Melinda Estes, president and CEO of Fletcher Allen Health Care in Burlington, has lots of questions about how the health care reform board would work. This board will make decisions affecting hospital budgets and provider reimbursements.*

*Estes rattled off a list of concerns such as whether the board would have staff with expertise on technical topics? What would its relationship be to the Legislature which would have authority over the dollars for a government-financed health care system?*

The board doesn't need to have expertise. It is a politically-appointed body. Obviously, this can only have good outcomes. The less choice the individual has, and the more he or she cedes their choices to a centralized planning authority, has been historically demonstrated to always lead to better outcomes for the individual. Ask Mao. Or Stalin. Or Pol Pot. Each individual will have his or her health care allocated to his or her need. Estes continues:

*She also voiced concerns about the effect of the big change on the state's ability to recruit and retain physicians. "Physicians are a notoriously risk averse lot," she said.*

I can't imagine that physicians and medical students are looking at available housing in Vermont, either, considering what other government programs have done regarding payments for services. It's why many physicians now won't accept Medicare as a provider because it doesn't cover costs. Yet the state is going to magically create, out of its vast supply of resources (don't worry, they say, the almighty Fed will shower us with any money we might need, no strings attached), a new system that (they promise us) improves on the guaranteed failings of the old - but carries all the financial, administrative, and political trappings of the federal creations.

Damn the torpedoes. Full steam ahead.



**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Monday, March 07, 2011 12:36 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Board appointments  
**Attachments:** State-by-State Info; Karen Gross appointment letter.doc; ATT00001..txt

I don't think this adds anything to what I've already passed on to you. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

-----Original Message-----

**From:** Office of the President [mailto:presidentsoffice@nebhe.org]  
**Sent:** Monday, March 07, 2011 11:43 AM  
**To:** Spaulding, Susan  
**Subject:** Board appointments

Hi Susan:

Per our phone conversation of this morning, here is a copy of the welcome letter we sent to Karen Gross. It states the responsibilities etc. the only thing that will change is the 2011 Fall board meeting will be held in Newport, RI on 9/23 & 9/24. Also I am attaching the State by State Info for your review. In regard to Carol Moore, she was reappointed by the VHEC board in November 2009 for 6 years.

Let me know if any other questions.

Regards,

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 07, 2011 12:05 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Emailing: The Vermont Statutes Online1960

Thanks, I'll be seeing [REDACTED] this afternoon and will gage his interest without any commitment. I'll ask if there are boards he's interested in and mention this one.

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**From:** Spaulding, Susan  
**Sent:** Monday, March 07, 2011 10:51 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Emailing: The Vermont Statutes Online1960

We're assuming Deb is correct that a vote hasn't been taken ... vs. the board has kept the same chair. If they haven't voted I think [REDACTED] would be happy to make it official. NEW ENGLAND BOARD OF HIGHER EDUCATION. Two board meetings a year. The March meeting is in Boston (this Friday and Saturday) the Fall meeting rotates states. This year in Newport, RI. There is one other conference every year with the Federal Reserve Bank of Boston talking about College readiness that board members are invited to. The Role of the Board is to promote the agency and promote tuition break program compact for the regional student program. I will be forwarding you an email with more info as soon as I receive it. Susan

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-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 07, 2011 10:28 AM  
**To:** Spaulding, Susan  
**Cc:** Robinson, Beth  
**Subject:** RE: Emailing: The Vermont Statutes Online1960

Advisory board shall elect a chair but statute does not reference how often that should happen. Also note it provides for 3 yr terms, so Beth a question, would 3 yr. term imply chair should be elected at that interval or another? Whole board could turn over within 9 years and if no election technically they haven't chosen a chair. Chair is well regarded but couple of people including Deb M have noted he has served as chair for a long time (10 yrs?) without an election and she feels there should be one. Susan and I hope to finalize appts for this board this week. We will be closing the loop with Deb so wanted to comment on chair matter.

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**From:** Spaulding, Susan  
**Sent:** Monday, March 07, 2011 9:49 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Emailing: The Vermont Statutes Online1960

Susan M. Spaulding  
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From: Spaulding, Susan  
Sent: Monday, March 07, 2011 9:45 AM  
To: Spaulding, Susan  
Subject: Emailing: The Vermont Statutes Online1960

The Vermont Statutes Online  
Title 10: Conservation and Development  
Chapter 63: VERMONT CITIZENS ADVISORY COMMITTEE ON LAKE CHAMPL  
10 V.S.A. Â§ 1960. Vermont citizens advisory committee on Lake Champlain's future created

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(f) [Repealed.] (Added 1989, No. 265 (Adj. Sess.), { 1; amended 2003, No. 42, { 2, eff. May 27, 2003; 2007, No. 121 (Adj. Sess.), { 32.)

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**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Monday, March 07, 2011 10:52 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Emailing: The Vermont Statutes Online1960

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London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, March 07, 2011 10:30 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED] resume

Good for one of the env, boards, let's see where we are on Lake Champlain.

---

**From:** Spaulding, Susan  
**Sent:** Monday, March 07, 2011 10:16 AM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED] resume

This is the person that Bill Lofy recommended ... no relation to [REDACTED] or [REDACTED] ☺.

Susan M. Spaulding  
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**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Monday, March 07, 2011 10:16 AM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED] resume  
**Attachments:** [REDACTED] resume.doc

This is the person that Bill Lofy recommended ... no relation to [REDACTED] or [REDACTED] 😊.

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**Sent:** Monday, March 07, 2011 9:50 AM  
**To:** Bankowski, Elizabeth  
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## The Vermont Statutes Online

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---

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Sunday, March 06, 2011 4:38 PM  
**To:** Spaulding, Jeb; Trombley, Shana; Johnson, Harriet  
**Subject:** RE: Invitation to the Vermont Campus Compact Awards Ceremony

Jeb you are more official than I am as a representative of the Administration so if you could do it that would be great.

---

**From:** Spaulding, Jeb  
**Sent:** Friday, March 04, 2011 4:50 PM  
**To:** Trombley, Shana; Johnson, Harriet; Bankowski, Elizabeth  
**Subject:** RE: Invitation to the Vermont Campus Compact Awards Ceremony

Happy to have Liz be our emissary or do it myself. Let me know.

**From:** Trombley, Shana  
**Sent:** Friday, March 04, 2011 2:57 PM  
**To:** Johnson, Harriet; Bankowski, Elizabeth; Spaulding, Jeb  
**Subject:** FW: Invitation to the Vermont Campus Compact Awards Ceremony

Here's the invitation.

**From:** Charlotte Strasser [mailto:cstrasser@cabotcheese.com]  
**Sent:** Thursday, March 03, 2011 12:28 PM  
**To:** Trombley, Shana  
**Subject:** Invitation to the Vermont Campus Compact Awards Ceremony

Shana,  
Attached is an invitation for Governor Shumlin for the Vermont Campus Compact Awards Ceremony.  
Let me know if you have any questions.

Thanks,  
Charlotte  
Charlotte Strasser | Promotions & Events Coordinator Cabot Creamery Cooperative  
1698 Loomis Hill Rd. | Waterbury Center, VT 05677  
Phone: 802-244-6242

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Sunday, March 06, 2011 4:34 PM  
**To:** Spaulding, Susan  
**Subject:** RE: VCDP Board

Need to get [REDACTED] on this one, as well as [REDACTED] Gov wants someone from Windham.

---

**From:** Spaulding, Susan  
**Sent:** Sunday, March 06, 2011 3:08 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: VCDP Board

I emailed Jen and told her I would call her next week. .... And let her know that [REDACTED] name is off the table. Also, I was able to find [REDACTED] phone number. Thanks. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**From:** Hollar, Jennifer  
**Sent:** Sunday, March 06, 2011 2:57 PM  
**To:** Spaulding, Susan  
**Cc:** MacKay, Noelle  
**Subject:** VCDP Board

Hi Susan,

Hope you had a chance to catch your breath last week. Have the girls been home?

I'm writing to touch base on recommendations for the Vermont Community Development Board. As we've discussed, there is one vacancy (due to Cathy Voyer's resignation) and the terms of three members are expiring in April.

At this point, we have two names for the Governor to consider. We may have additional recommendations (from the business and municipal perspectives) but wanted to be sure you have these before you as I am sure the Governor's office has ideas, too.

[REDACTED] is currently a member and plays an important and constructive role on the board. She is also a woman from Southern Vermont, (Danby) - a demographic you've been seeking! We recommend that she be reappointed. A brief biography is below. I'd be happy to provide a full resume, if that would be helpful.

Our Department also recommends that the Governor appoint Angus Chaney. Historically, the Agency of Human Services has had a representative on the board and that has proven to be very valuable. When she was originally appointed, Cathy Voyer was working at AHS and played that role. She left to work for Associated General Contractors and was reappointed by Governor Douglas leaving the board without a voice from AHS - an important perspective that has been

missed. Angus spearheads the state's homeless programs and is extremely knowledgeable about matching service and housing, a priority of our Department's and the Governor's.

I've spoken a number of times to Secretary Racine about the board and he has recommended Angus to serve as the Agency's representative. A brief bio of Angus is below, too.

That leaves two slots and I understand from Noelle that [REDACTED] is being considered as well. We are hoping to meet with her this week to answer any questions that she has about the Board.

At one point, you had mentioned that former [REDACTED] was interested in returning to the board. Is that still the case?

Please feel free to call me at any time to chat about this.

Jen

Deputy Commissioner  
Department of Economic, Housing and Community Development ACCD  
802-828-5208 office  
802-793-7346 cell

[REDACTED]

#### Angus Chaney

Angus Chaney is Community Services Programs Administrator at the Vermont Office of Economic Opportunity in the Agency of Human Services. Angus manages statewide anti-poverty and shelter programs including, the Emergency Shelter Grants program (Department of HUD); Community Services Block Grant (Department of HHS); and Vermont Homeless Shelters and Services funding. He chairs the Emergency Food and Shelter board for the balance of state which allocates Department of Homeland Security/FEMA funding to organizations providing basic food, shelter and prevention assistance to families in poverty. Prior to coming to state government in 2004, he worked in Community Action, assisting low-income families in Addison County to attain safe, affordable housing and economic security. He lives in Brandon, Vermont.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Sunday, March 06, 2011 4:22 PM  
**To:** Spaulding, Susan  
**Subject:** RE: US Commission on Civil Rights

I'm familiar with the US Commission, got Ellen Fallon on it during the Bush Administration. It's part of the US Commission on Civil Rights, each state has an advisory board. I don't think there are many federal commissions working at the state level. Commission nominates its own members so no requirement to contact us. Check it out on line if you want to know more about the process.

---

**From:** Spaulding, Susan  
**Sent:** Saturday, March 05, 2011 8:51 AM  
**To:** Bankowski, Elizabeth  
**Subject:** US Commission on Civil Rights

Did you see the article Bianca sent on the U. S. Commission on Civil Rights being appointed. I didn't know there were U.S./Vermont Boards appointed. Did anyone contact you about these appointments or do they just do it on their own? I noticed that [REDACTED] is one of the appointments.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Sunday, March 06, 2011 4:10 PM  
**To:** Spaulding, Susan  
**Subject:** RE: ken liebertof

I don't have one, Alex might or will know how to reach him. Did you google him

---

**From:** Spaulding, Susan  
**Sent:** Friday, March 04, 2011 5:02 PM  
**To:** Bankowski, Elizabeth  
**Subject:** ken liebertof

Do you know how I can find a phone number for [REDACTED]

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333



**London, Sarah**

---

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**Sent:** Sunday, March 06, 2011 3:08 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: VCDP Board

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(802)-828-3333

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**Cc:** MacKay, Noelle  
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Please feel free to call me at any time to chat about this.

Jen

Deputy Commissioner  
Department of Economic, Housing and Community Development  
ACCD  
802-828-5208 office  
802-793-7346 cell

[REDACTED]

#### Angus Chaney

Angus Chaney is Community Services Programs Administrator at the Vermont Office of Economic Opportunity in the Agency of Human Services. Angus manages statewide anti-poverty and shelter programs including, the Emergency Shelter Grants program (Department of HUD); Community Services Block Grant (Department of HHS); and Vermont Homeless Shelters and Services funding. He chairs the Emergency Food and Shelter board for the balance of state which allocates Department of Homeland Security/FEMA funding to organizations providing basic food, shelter and prevention assistance to families in poverty. Prior to coming to state government in 2004, he worked in Community Action, assisting low-income families in Addison County to attain safe, affordable housing and economic security. He lives in Brandon, Vermont.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 04, 2011 10:35 AM  
**To:** Bothfeld, Diane  
**Subject:** Are you there can I call you

Hi Diane, looking for some advice on a board appt.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 04, 2011 8:13 AM  
**To:** Spaulding, Jeb  
**Subject:** A Teaching Moment, maybe?

Jeb I know you have a million things on your mind, and I do not, but I cannot help but make a small point here. Yesterday all our inboxes had telephone call forms everyone needed to fill out. I wondered, what value is this adding, what cost is it saving? I can only imagine the time it takes to break down the bills, create and print the forms, circulate them, review them, fill them out, and then do that again next month. Might be interesting to calculate all the cost in resources, paper, ink and people. Let' say it takes every state employee 3 minutes to get it, read it, complete it. Simple questions to ask: how much money does this generate compared to those costs? I assume the state has volume priced, bundled phone services, can it possibly be that we are bringing in more money in accounted for personal calls than we are spending in enforcing this system? What follows is a quick summary of LEAN. Not recommending another formal program, point this program makes that is often overlooked is that every process, one as simple as this telephone accounting one, warrants review, does it add value, is it efficient. Entire hospitals have been redesigned under the LEAN program, attention goes to details as small as whether the cleaning supplies are placed where they are used and whether the supply case is near where it is needed. It's a simple concept, once it catches on people find thousands of little things to change. I wonder if we couldn't ask a bunch of Admins like Janice Carrier or Harriet to keep track of all the paperwork, look at each request as to why this is done, how does it add value or reduce cost.

---

A lean organization understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste.

To accomplish this, lean thinking changes the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers.

Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital, and less time to make products and services at far less costs and with much fewer defects, compared with traditional business systems. Companies are able to respond to changing customer desires with high variety, high quality, low cost, and with very fast throughput times. Also, information management becomes much simpler and more accurate.

#### **Lean for Production and Services**

A popular misconception is that lean is suited only for manufacturing. Not true. Lean applies in every business and every process. It is not a tactic or a cost reduction program, but a way of thinking and acting for an entire organization.

Businesses in all industries and services, including healthcare and governments, are using lean principles as the way they think and do. Many organizations choose not to use the word lean, but to label what they do as their own system, such as the Toyota Production System or the Danaher

Business System. Why? To drive home the point that lean is not a program or short term cost reduction program, but the way the company operates. The word **transformation or lean transformation** is often used to characterize a company moving from an old way of thinking to lean thinking. It requires a complete transformation on how a company conducts business. This takes a long-term perspective and perseverance.

The term "lean" was coined to describe Toyota's business during the late 1980s by a research team headed by Jim Womack, Ph.D., at MIT's International Motor Vehicle Program.

The characteristics of a lean organization and supply chain are described in *Lean Thinking*, by Womack and Dan Jones, founders of the Lean Enterprise Institute and the Lean Enterprise Academy (UK), respectively. While there are many very good books about lean techniques, *Lean Thinking* remains one of the best resources for understanding "what is lean" because it describes the *thought process*, the overarching key principles that must guide your actions when applying lean techniques and tools.



Lean Thinking

### **Purpose, Process, People**

Womack and Jones recommend that managers and executives embarked on lean transformations think about three fundamental business issues that should guide the transformation of the *entire organization*:

- Purpose: What customer problems will the enterprise solve to achieve its own purpose of prospering?
- Process: How will the organization assess each major value stream to make sure each step is valuable, capable, available, adequate, flexible, and that all the steps are linked by flow, pull, and leveling?
- People: How can the organization insure that every important process has someone responsible for continually evaluating that value stream in terms of business purpose and lean process? How can everyone touching the value stream be actively engaged in operating it correctly and continually improving it?

"Just as a carpenter needs a vision of what to build in order to get the full benefit of a hammer, Lean Thinkers need a vision before picking up our lean tools," said Womack. "Thinking deeply about purpose, process, people is the key to doing this."

#### More Lean Resources

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- [Lean Thinking](#)
- [Staying Lean](#)
- [Decoding the DNA of the Toyota Production System](#)
- [The Lean Service Machine](#)

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 5:33 PM  
**To:** Robinson, Beth  
**Cc:** Spaulding, Susan  
**Subject:** Couple of things

Beth, we haven't been successful in getting Keith Flynn's attention to the Homeland Security Advisory Board. Could you put this on your list with him or the Dept. We would like to run through the names, understand more about how people came to serve on this. We probably won't make wholesale changes. Other issue is the Parole Board, chair is paid position (\$22K) need a read on that board especially given role in incarceration practices. Even if Chair is a keeper probably worthwhile bringing him to get a sense of issues there and his views, not necessarily with Gov, maybe with you and Susan.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 04, 2011 7:46 AM  
**To:** Spaulding, Susan  
**Subject:** RE: march VTCAC meeting

Susan what is the time commitment? Could send statute or whatever says what they do and time commitment. I will share with [REDACTED] and maybe others who could be candidates. Is this another independent commission, has an ED that is not a state employee? Or is this entity's role to advise ANR and others in government?

-----Original Message-----

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 02, 2011 4:03 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: march VTCAC meeting

If we are going to have any new members it looks like we should try to get the appointments done by our meeting on Wednesday.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

-----Original Message-----

**From:** Stickney, Michaela  
**Sent:** Wednesday, March 02, 2011 3:49 PM  
**To:** Spaulding, Susan  
**Subject:** march VTCAC meeting

Hello Susan,

Here is a quick summary of the meeting on March 14 with the Vermont Citizens Advisory Committee (VTCAC) on the Future of Lake Champlain:

\*Neil Kamman and Ethan Swift (VTDEC) on Tactical Basin Planning process

\*Eric Smeltzer (VTDEC) on the new indicators/P tracking section of the annual Clean and Clear report

\*Alec Portalupi and Gina Campoli (VTrans) on revised road and bridge standards, act 110, and other transportation runoff issues

\*Amy Picotte and Susan Warren (VTDEC) on the Lake Scorecard



\*Colleen Hickey (LCBP) on the State of the Lake development process

Then, on March 15, the VTCAC will release their action plan to the Governor and Vermont Legislature. They will have separate meetings with Senate and House Agriculture, Senate and Ag. Natural Resources, and House Fish and Wildlife.

Then, if there is enough funding leftover, we will have a meeting in April, otherwise, the VTCAC will recess until September (they usually recess for the summer).

Thank you,

Michaela

Michaela Stickney  
Lake Champlain Basin Program Coordinator

Contact information:

VTANR

103 S. Main St., Center Bldg.

Waterbury, VT 05671-0309

(802)241-3619 phone

(802)241-3796 FAX

[www.lcbp.org](http://www.lcbp.org)

Kaua e rangiruatia te hā o te hoe; e kore tō tātou waka e ū ki uta. Do not lift the paddle out of unison or our canoe will never reach the shore. --a Maori whakatauki, or proverb

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 04, 2011 7:43 AM  
**To:** Hollar, Jennifer  
**Subject:** RE: Vermont Housing Council

Thanks for the update. Hope you are enjoying the work.

---

**From:** Hollar, Jennifer  
**Sent:** Wednesday, March 02, 2011 7:53 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

Liz and Susan,

I'm writing with an update on the status of the Housing Council and the vacancies we've discussed.

We held the first Housing Council meeting this afternoon and created a subcommittee (JoAnn Troiano, Gus Seelig and myself) to review the composition of the Council and make recommendations to the Council and, ultimately, the Governor for updating the 1995 Executive Order.

The Council will take up subcommittee's recommendations at our next meeting in May. We'll be in touch shortly after with suggestions for filling any vacancies. Some members expressed their strong preference for keeping and filling the private sector housing provider on the council, particularly since non-profit developers are currently represented. Others may prefer to change the council's membership to state agencies only.

I will keep you posted and please let me know if you have any questions.

Jen

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 8:27 AM  
**To:** Hollar, Jennifer; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

That sounds like a good plan. So, we won't fill the open seat until we hear back from you about how you wish to proceed with the council, wholeheartedly support your approach. When you can let us know your time frame for doing this. No hurry we have plenty on our plate. We will advise the Governor.

---

**From:** Hollar, Jennifer  
**Sent:** Tuesday, February 01, 2011 8:43 PM  
**To:** Bankowski, Elizabeth; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

Hello Liz,

A link to the executive order is below. The council was created in 1995, so an update is certainly in order. We hope to reconvene the Housing Council in early March and I had thought we might create a subcommittee to review the order and consider revisions to recommend to the Governor.

<http://www.leg.state.vt.us/statutes/fullsection.cfm?Title=03APPENDIX&Chapter=033&Section=00010>

Susan and I have talked about the two empty slots on the Council. One is for a representative from the Governor's office and the other a "private sector housing provider." As you mentioned, I've asked Gus for suggestions. I've also solicited input from all the other members of the Council including VHFA and Patrick Flood from AHS. Having a developer from the private sector might better enable the council to pursue the Governor's priority of removing obstacles to the development of workforce housing by helping us identify what the impediments are. Or, if a private landlord were to be appointed, it might facilitate a cross-sector discussion of how best to engage landlords in some initiatives we will be pursuing with AHS to better use that agency's service resources to support the homeless in private units.

I'd very much like to diffuse, or at least lessen, the tension between the private and public sector housers. Commissioner MacKay and I have both reached out to the Homebuilders Association. I have also contacted representatives of the realtors and landlords associations. VHFA and Housing Vermont work closely with the private folks and they may have good suggestions for the Council.

It's also possible, however, that the highest and best use of the Council is for it to serve as an inter-agency forum for coordinating state policy. If that's the case, we could wait to appoint a private sector representative until after the Council has convened and considered changes to its composition.

Best,  
Jen

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 6:55 PM  
**To:** Miller, Lawrence; Hollar, Jennifer  
**Cc:** Spaulding, Susan  
**Subject:** Vermont Housing Council

Jen, like you, Susan and I called Gus Seelig for a recommendation for an appointment to the Vermont Housing Council. We understand the purpose of the council is to align the views of various state housing agencies on specific projects and advise on policies. It occurs to us that if you haven't done so you may want to review the Executive Order creating this council, decide if you want to change it in any way. Not recommending that necessarily just pointing out that Executive Orders are created by Governor, do not exist in statute, and we can do what we think best here. As presently constituted the Executive Order calls for a private sector developer. Do we want to keep it that way, suggest a public member not necessarily a developer or just make the council members people within state government? I have not been able to find the Executive Order creating the Council in the Executive Orders Appendix to the Vermont statutes but will keep looking unless you have it readily at hand. Again fine to go with the status quo if that's what you want to do. If so do you have a recommendation for the developer/public member?

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 04, 2011 7:42 AM  
**To:** 'Frank Cioffi'; Spaulding, Susan  
**Subject:** RE: Martha O'Connor

The baton is passed, thanks Frank.

---

**From:** Frank Cioffi [mailto:frank@vermont.org]  
**Sent:** Thursday, March 03, 2011 9:56 PM  
**To:** Spaulding, Susan; Bankowski, Elizabeth  
**Subject:** Martha O'Connor

Hi Liz and Susan,  
Just a quick note to check in.  
Reached Martha O'Connor early evening and she is ready and willing to take the helm at the Lottery Commission. I think that Martha will be giving Liz a call tomorrow.  
Please let me know if there is anything that you need me to do.  
Best regards,  
frank

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 04, 2011 7:40 AM  
**To:** [REDACTED]  
**Subject:** RE: Re:Nice to be in touch

I let him know that. Have a good weekend, stay warm.

---

**From:** [REDACTED]@comcast.net [mailto:[REDACTED]@comcast.net]  
**Sent:** Thursday, March 03, 2011 10:16 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Re:Nice to be in touch

Liz

I am not home until Monday, do not want to miss Patrick's call.

Take care  
[REDACTED]

Sent from Xfinity Mobile

----- Original Message -----

**From:** Elizabeth.Bankowski@state.vt.us  
**To:** [REDACTED]@comcast.net  
**Sent:** Thu Mar 3 10:44:58 UTC 2011  
**Subject:** Nice to be in touch

Hi [REDACTED], look forward to seeing both of you. [REDACTED] thanks so much for considering chairing the Human Services Board. Patrick Flood will call you tomorrow to discuss. With this message you have my state e-mail. I'm coming up mid-week through the session. Home e-mail that I also access here is [REDACTED]@gmail.com

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, March 04, 2011 7:40 AM  
**To:** Flood, Patrick  
**Subject:** FW: Re:Nice to be in touch

Patrick FYI [REDACTED] not back until Monday

---

**From:** [REDACTED]comcast.net [mailto:[REDACTED]comcast.net]  
**Sent:** Thursday, March 03, 2011 10:16 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Re:Nice to be in touch

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London, Sarah

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 5:45 PM  
**To:** [REDACTED]comcast.net'  
**Subject:** Nice to be in touch

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 5:41 PM  
**To:** 'Doug.Racine@ahs.state.vt.us'  
**Subject:** FW: Chair Human Services Board

Hi Doug, first try failed, I had your address wrong. Patrick will follow up with [REDACTED]

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Thursday, March 03, 2011 5:34 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Chair Human Services Board

Since the rest is right it must be "Doug" not Douglas.

I will contact [REDACTED] tomorrow.

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Thursday, March 03, 2011 3:12 PM  
**To:** Flood, Patrick  
**Subject:** FW: Chair Human Services Board

Sorry to bother you with this, message to Doug bounced back, what is his e-mail?

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 3:07 PM  
**To:** Flood, Patrick; 'Douglas.Racine@ahs.state.vt.us'  
**Cc:** Spaulding, Susan  
**Subject:** Chair Human Services Board

Doug and Patrick, I am happy to report that [REDACTED] is interested in chairing The Human Services Board. She would like to know more. Could you contact her to discuss this. She would like to see the statute and any other background material. She would like to know what is expected and the time commitment and she would like background on the relationship between AHS and the board. Her phone number is [REDACTED] and her e-mail address is [REDACTED] Let us know when you've closed the loop with her and we'll take it from there.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 5:16 PM  
**To:** Slota, Bianca  
**Subject:** Emailing: Western New England College School of Law



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1215 Wilbraham Road, Springfield Massachusetts, 01119

413-782-3111



London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 3:12 PM  
**To:** Flood, Patrick  
**Subject:** FW: Chair Human Services Board

Sorry to bother you with this, message to Doug bounced back, what is his e-mail?

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 3:07 PM  
**To:** Flood, Patrick; 'Douglas.Racine@ahs.state.vt.us'  
**Cc:** Spaulding, Susan  
**Subject:** Chair Human Services Board

Doug and Patrick, I am happy to report that [REDACTED] is interested in chairing The Human Services Board. She would like to know more. Could you contact her to discuss this. She would like to see the statute and any other background material. She would like to know what is expected and the time commitment and she would like background on the relationship between AHS and the board. Her phone number is [REDACTED] and her e-mail address is [REDACTED]. Let us know when you've closed the loop with her and we'll take it from there.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 10:48 AM  
**To:** Spaulding, Susan  
**Subject:** Time to meet?

Afternoon looks open, pick a time.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, March 03, 2011 3:07 PM  
**To:** Flood, Patrick; 'Douglas.Racine@ahs.state.vt.us'  
**Cc:** Spaulding, Susan  
**Subject:** Chair Human Services Board

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**London, Sarah**

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**From:** Slota, Bianca  
**Sent:** Thursday, March 03, 2011 8:22 AM  
**Subject:** Media Clips for Thursday March 3rd

**Burlington Free Press**

**Teachers in South Burlington to strike March 9**

**By: Molly Walsh**

South Burlington's 2,400 public school students could find the doors to the city's five schools closed next week in the wake of a strike vote Wednesday by union teachers.

About 200 members of the South Burlington Educators Association voted unanimously to strike next Wednesday to protest the

school board's decision to impose employment terms and do away with automatic raises when a contract expires and no new

agreement has been settled.

The strike could be averted if the board re-opens negotiations, the union's co-president said.

"It's not too late," South Burlington Educators' Association Co-President Richard Wise said during a 4:30 p.m. news conference following the strike vote at Tuttle Middle School.

Schools are likely to be closed "at least at the beginning" of the strike and possibly throughout, depending on how the board chooses to respond, South Burlington Schools Superintendent John Everitt said.

"We'll see what they decide," he said.

Information for parents about the ramifications of the strike will be posted on the South Burlington School District website today. The district's goal will be to maintain a safe environment, minimize the disruption to students and try to preserve academic standards, Everitt said.

As news of the strike date circulated in the community, reaction was varied. At a regularly scheduled school board meeting a few hours after the teachers' vote, some members of the public urged the board to reconsider its position.

Mark Dickinson, a longtime South Burlington resident, told the board to go back to the bargaining table and avert a disruptive strike.

"There's no reason to crush this community," he said. Philip Soltau, a father of two South Burlington high school graduates, agreed.

"Do not tear this community apart," he told the board. "You can prevent that by simply returning to the bargaining table."

Others told the board to stand firm. Peter Walcott, father of a South Burlington fourth-grader, said public education costs in Vermont are accelerating at a rate that is unsustainable. Vermont can pay teachers less, or pay fewer teachers, he said. If teachers don't like the imposed terms, they could face something worse, he added.

"The alternative is the imposition of layoffs," Walcott said.

The board entered executive session around 8:45 p.m. to discuss collective bargaining. Around 10:30 p.m. Everitt said the board had decided to schedule a special meeting Friday or Saturday for another executive session on the topic. Asked if the board might offer new terms, Everitt said he did not know.

The School Board voted 3-1 to impose a contract last month. Teachers then set a strike vote date for today. The strike would be the first in the district's 50-year history. The last Vermont teachers strike was five years ago. Chittenden East teachers walked off the job in spring 2006; the previous autumn, teachers in Colchester struck.

About 40 teachers stood around the table Wednesday as Wise spoke in somber fashion about the pending strike and teachers' resolve to follow through, even as he added that teachers are reluctant to walk the picket line.

"The board has left us with very, very few options," he said.

Asked whether teachers might change their mind, as educators in the Addison Northeast Supervisory Union did last month, Wise said his union members would follow through on the strike.

"That is what we are going to do, if the board doesn't come back to the table," he said.

The core of the disagreement is one of principle, he said: The union cannot accept the board's insistence on removing automatic step raises between contracts. This position, Wise said, is a major departure from previous union contracts, and it's unrealistic for the board to change the provision without more study.

The job action in South Burlington, one of the highest-paying districts in Vermont, is being watched closely by other teachers' unions and school boards across the state. A number of other boards have imposed contracts this year, and some have successfully removed the automatic between-contract step provision from agreements. Asked if Vermont teacher unions had lost ground recently, Wise said, "Yes. I think some have."

South Burlington teachers are acting independently, however, he said, and not letting the broader trend dictate their decisions. Wise said he understands the strike could be difficult for the community, including families with school-age children. "I sympathize with the parents, of course," he said, but added that the solution lies with the School Board. The teachers, paid every two weeks, receive a paycheck this week.

As news of the strike date spread, parents worried about the disruption.

"I wish they wouldn't strike," said Peg Palombo, a parent of a seventh-grader at Tuttle Middle School. All the teachers who have taught her child have been dedicated and hard-working, she said, but the School Board's terms seem reasonable,



given the economic climate. After the School Board imposed terms on teachers, "I thought 'OK, just chill out and be happy with it until things start looking a little brighter,'" she said, referring to how she hoped educators would react.

She called the situation difficult. "I'm a little bit torn," she said, adding that she sees both sides and realizes how hard teachers work.

Two newly elected board members were sworn in Wednesday night, Julie Beatty and Diane Bugbee. It's unclear how they might vote on the matter, or how the decision of board chairman Richard Cassidy to recuse himself from discussing this year's contract might influence the outcome. Cassidy announced Tuesday that he would step aside in the matter due to what could be perceived as a conflict of interest after Vermont-NEA Executive Director Joel Cook sent Cassidy an email threatening to picket Cassidy's law office.

At Wednesday night's meeting, the board discussed the need to revisit the district conflict of interest policy and suggested it might be too broad. Cassidy expressed some frustration with policy and said it obliged him to take a position that was "very awkward" for him, and "very awkward" for the board

###

**Illuzzi calls Vermont Telecommunications Authority 'rogue agency'**

**By: John Briggs**

It's getting heated.

Sen. Vince Illuzzi, R-Essex-Orleans, who is convinced the Vermont Telecommunications Authority has become a competitor to private telecom companies rather than a facilitator of broadband to rural areas, said the authority's behavior has become "thuggish and reprehensible."

He also called the VTA "a rogue agency," and said it must "change or cease to exist." The strong language came in a recent e-mail from Illuzzi to the Free Press newsroom and editorial page editor. Illuzzi said this week it had been intended as background information, although he did not label his e-mail in that manner.

Illuzzi had been angered by a message Friday from Deborah Shannon, VTA's director of broadband outreach and coordination, to Bob Kern, superintendent of the North Country Supervisory Union in Newport. Shannon praised the Vermont Fiber Link project that the authority is supporting and that Illuzzi was questioning last week. She wrote that Illuzzi was "disrupting" the VTA's work and urged Kern and others to take "concerted action to educate the Senator about the VTA's activities in his region."

Illuzzi characterized Shannon's message as an attempt to "slime" and "malign" him for disagreeing with them over the project, which involves \$33.4 million in federal money and a subsequent unannounced \$2 million state grant to Sovernet Fiber Corp. in Bellows Falls. Sovernet is a subsidiary of Atlanta Telenetwork, an international company that operates across much of the United States, the Caribbean and South America.

VTA "has a mindset to seek out and destroy anybody that disagrees or competes with its partner," Illuzzi said.

"There never has been in Vermont, nor should there ever be in the future, a government agency using the Nixon-like tactics employed by the VTA," he said.

Secretary of Administration Jeb Spaulding said he heard from Illuzzi of Shannon's message and told VTA Director Chris Campbell it was "inappropriate and urged him to take corrective action right away." He pointed out that VTA, as a "quasi-independent 'authority,' doesn't answer to the Agency of Administration in the same way as state agencies and departments do."

Campbell apologized to Illuzzi for Shannon's message. He said that VTA staff "have heard our work characterized in ways that just don't square with their own experience" but, nevertheless, must "maintain an appropriate attitude."

The disagreement stems from VTA's unannounced award Jan. 18 of \$2 million of state money to Sovernet. The money is to help Sovernet meet its matching expenses of \$14 million for the \$33.4 million federal grant to build a 770-mile of high-speed network to connect 342 "community anchor sites such as state offices, schools, colleges, public libraries and health care providers."

The VTA, which was created by the Legislature in 2007 to help bring broadband to underserved parts of the state, is the recipient of the federal grant. Sovernet is its private partner and will build and operate Vermont Fiber Link. Construction of the network begins this spring and is scheduled to be completed within three years.

Some private providers, their cause taken up by Illuzzi, argue that VTA is actively marketing the Sovernet network. They also say the process by which the VTA awarded the \$2 million in state money to Sovernet was rigged so that only Sovernet could win the award. Illuzzi has called that process "a sham."

Mike Smith, formerly Secretary of Administration for the administration of Gov. Jim Douglas, told the Free Press the outcome of the \$2 million award process was "locked from the get-go."

Sunday, stung by the criticisms, VTA board chairman Steven Shepard asked the Attorney General's office to review the award process for fairness.

Illuzzi at first applauded that move then, reconsidering, said Monday that because the issues are "political," Spaulding should be in charge of the review to help decide whether "a state agency funded by taxpayers" should be in "direct competition" with private telecommunications companies such as Vermont Telephone Company, Fairpoint and Comcast.

Spaulding told the Free Press Monday that while the \$2 million award process "could have been handled better," he was unaware of any improprieties.

"Our assessment is ongoing," he said, "and the administration is totally supportive of a formal inquiry by the Vermont Attorney General's Office into this question."

##

School board vote all tied up in Georgia

**By: Joel Banner Baird**

GEORGIA — Georgia school board candidate Fred Grimm suspects a ballot recount he requested Wednesday might pull a Town Meeting Day tie vote out of electoral limbo.

His opponent, incumbent Carl Laroe, hopes it doesn't — because, he said, he stands a better chance of winning in a runoff vote.

"Voter turnout was extremely low Tuesday," he said. "I'm pretty confident I can get better results."

The two men chalked up 252 votes apiece for a three-year term on the board. It's the first tie in Georgia politics in at least 22 years, Town Clerk Laurie Broe said.

A lone write-in-vote went to a resident who had no desire to serve, she added.

Vermont law prohibits town officials from executing a quick, informal recount on election night, said Kathy Scheele, director of elections and campaign finance at the Secretary of State's Office. Instead, candidates must request a recount in writing.

She referred Broe to more protocols contained in Title 17 of the Vermont statutes: If neither candidate withdraws within five days of the election, the town must announce, within the following two days, a runoff election to be held no sooner than 15 days and no later than 22 days after the formal announcement, or warning, is made.

Broe said her head was swimming after a long Town Meeting Day, but she had "started the wheels in motion" for a runoff vote.

Laroe said he won't withdraw from the contest. Grimm said he'd wait until after the recount to make that decision.

"I'd like it better if everyone didn't have to go through all the motions again," Grimm said. His first chore today: to find out from Broe if his e-mailed recount request passes legal muster (the town clerk's office closed Wednesday afternoon before he could phone in for clarification).

A conversation he had with his wife Tuesday afternoon still plagues him.

"I told her that I've got to make sure my brother-in-law votes, because if he doesn't, Murphy's Law kicks in. If I don't win, it'll be his fault," Grimm said.

As it turned out, his brother-in-law was tied up in meetings all day Tuesday. He didn't vote.

##

## Vermont Environmental Court judge rejects Omya permit

By: Candace Page

In the first cases involving Vermont's 2008 groundwater protection law, an state Environmental Court judge has ruled that regulators must take additional steps to consider the impact on groundwater when reviewing projects with a potential to pollute.

Judge Merideth Wright on Wednesday threw out a permit issued last year by the Department of Environmental Conservation to Omya, a company that quarries marble and grinds it up to make calcium carbonate, a material with many industrial uses.

The state solid waste certification would allow Omya to dump tailings from its manufacturing process into a new, lined facility in Pittsford. Nearby residents challenged the permit.

Wright concluded that the 2008 groundwater law declared that Vermont's groundwater is held by the state in trust for the public and must be managed for the benefit of its residents. Many Vermont residents get their drinking water from wells that tap underground sources.

The law requires regulators who are reviewing a permit application "to determine what public trust uses are at issue, to determine if the proposal serves a public purpose, to determine the cumulative effects of the proposal on the public trust uses, and then to balance the beneficial and detrimental effects of the proposal," Wright wrote.

Efforts to obtain a comment from Omya were unsuccessful Wednesday night.

Omya did not respond to the decision by presstime.

Sheryl Dickey, a Vermont Law School professor, appealed the state permit on behalf of two Pittsford residents.

"This is an important victory for groundwater protection," she said Wednesday.

The Agency of Natural Resources had taken the position that the 2008 law "didn't change what they need to do to protect groundwater," she said. That new law, agency lawyers argued, only applied to the quantity of groundwater available, not its quality. Judge Wright disagreed, saying the law clearly applied to the quantity and quality of groundwater.

Some Omya neighbors have been worried about the company's plans because the new lined facility would be built on top of unlined pits already filled with marble tailings, Dickey said. Groundwater beneath the Omya site contains elevated levels of arsenic, iron, manganese and an industrial chemical used to separate calcium carbonate from the tailings.

In her decision, Wright said she was not judging whether Omya should receive its permit. That is up to the Agency of Natural Resources, she wrote, but the agency must "perform an additional level of public trust analysis" before making its decision.

##

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##

Salmon setting up committee to explore Senate run vs. Sanders

By: Terri Hallenbeck

MONTPELIER — Republican state Auditor Tom Salmon said Wednesday he is forming an exploratory committee so he can take a closer look at running against Sen. Bernie Sanders, I-Vt., next year.

"I feel our nation is in crisis," Salmon said, but he added that he has to weigh the impact of a campaign on his family. A decision could come after his daughter graduates high school in June, he said.

Salmon, 47, of St. Johnsbury has been hinting at a possible campaign for months, making comments critical of Sanders on Facebook as too liberal and contending someone needed to challenge Sanders, but then also hedging those comments by saying he might also step away from politics. Establishing an exploratory committee allows Salmon to raise money.

Eric Davis, retired Middlebury College political science professor, said any Republican, including Salmon, faces long odds in challenging Sanders, who is in his first six-year term in the Senate.

"Since the popular election of U.S. senators began about a century ago, Vermont has never defeated an incumbent senator," Davis said. "It's unlikely 2012 is going to be the first time."

Sanders is likely to raise \$3 million to \$5 million for his re-election bid, Davis said. National Republicans seeking to gain control of the U.S. Senate will spend their money in other states where they see better opportunities, he said.

Salmon might not be the only Vermont Republican eyeing the U.S. Senate seat. Barre Mayor Thomas Lauzon has indicated he might be interested.

##

Franklin sued by ACLU's Vermont chapter over prayer at town meeting

**By: Matt Ryan**

FRANKLIN — Franklin United Church pastor Jason McConnell has said a prayer to open Franklin's town meeting since moving there in 2004. Town resident Marilyn Hackett has objected at every one of those meetings.

Now, the dispute is in court. Wednesday, the Vermont Chapter of the American Civil Liberties Union sued in Franklin Superior

Court on Hackett's behalf over the practice, saying the tradition is improper.

"It is a subtle form of proselytizing that occurs throughout our government," Hackett said in an interview Wednesday night with the Burlington Free Press. "We can't pretend religion isn't in government, and we need to be very careful of that. Our founders knew that."

Not so, said McConnell, who contends the overwhelming majority of people at the meetings support the prayer.

"An invocation at town meeting, along with saying the Pledge of Allegiance, are long-standing traditions for town meetings here in Franklin," McConnell said. "People here feel very tied to the heritage and tradition of the town."

"As far as I know, there's really only one person in the town that's opposed to the prayer, and it's the woman that's filing the lawsuit," he said. "It's really well-received by everybody else."

The lawsuit claims Hackett's rights are being violated and says the tradition violates Vermont's Public Accommodations Act. Named as defendants are the town and Moderator Tim Magnant.

Hackett, 58, a para-educator at Richford Junior-Senior High School who moved to Franklin in 1995, said her criticisms of the prayer are valid regardless of the support — or lack of it — that comes from her neighbors. At the 2009 meeting, Magnant asked for a show of hands to gauge whether voters wanted a prayer recited, according to the lawsuit, and Hackett cast the lone dissenting vote.

"You cannot vote people's civil liberties away," she said Wednesday. "I'm certainly in the minority, but that doesn't mean I can't stand up for what's right."

Her objections have drawn the ire of town residents and some in government, she said. People have called Hackett names — one anonymous caller Wednesday night declared her "an idiot" and promptly hung up, she said — and she worries about vandalism, and whether the controversy will have any effect on her work at school. But tolerating the potential abuse is worth it, she said.

"We need not to accept any religion as status quo," Hackett said. "Every person in this country is entitled to their own individual conscience, their understanding of how the universe works, without government interference."

Magnant, who was elected moderator in 2007, did not return a message seeking comment Wednesday.

About 100 to 120 residents attend town meeting, Selectboard Chairman Scott Choiniere wrote in an e-mail Wednesday. Choiniere said he wanted to meet with the town attorney before discussing the lawsuit.

ACLU of Vermont Executive Director Allen Gilbert said the prayer amounts to government-sponsored religion.

"She has a constitutional right not to have government endorsing any particular religion," Gilbert said. "If you've listened to any of the actual prayers, they are overtly Christian prayers."

McConnell's prayers include references to the "Lord" and "the Father, Son and Holy Spirit," the lawsuit states.

"This came up in a couple towns a few years ago," said Kathy Scheele, director of elections and campaign finance at the Secretary of State's Office. "I don't think we ever came up with a definitive response."

Scheele said if a town moderator called her to ask whether to permit prayer at town meeting, she would recommend the town refrain from prayer or conduct prayer before the meeting, because she is unsure how courts would rule on the matter.

At a Selectboard meeting Feb. 8, 2010, Hackett recommended McConnell say a secular invocation distributed by the Vermont League of Cities and Towns, according to the lawsuit.

That invocation, first used in Danville, calls for a moment of silence and civility and makes no reference to a deity.

A pamphlet given to municipalities upon request by the league contains the secular invocation and quotes its creator, former Danville Town Moderator Toby Balivet, as saying, "We started doing this at town meeting when our local clergy (and others) reached too great a level of discomfort over church-and-state issues doing traditional invocation."

In response to Hackett's request at the Feb. 8, 2010, meeting, Magnant told the board that "prayer is a responsibility of respect for our elders," and he was "saddened that prayer has to be done away with," according to the lawsuit.

McConnell told the Selectboard at its Feb. 22, 2010, meeting that he was uncomfortable delivering the secular invocation.

"If the town asks me to lead them in prayer, I'm certainly happy to do that," McConnell said Wednesday, adding, though, that he would recite only Christian prayer. "I'm a Christian minister."

Steve Jeffrey, VLCT's executive director and Northfield's town moderator, said Vermont's town moderators have discussed whether to recite the "under God" portion of the Pledge of Allegiance, but not prayer, at town meetings.

About 90 percent of the roughly 110 town moderators who attended the workshop said they recited the Pledge of Allegiance before the meeting, Jeffrey said. He said he was unsure how many permitted prayer.

Hackett declined Wednesday to say whether she was religious. "That's irrelevant," she said, adding that she hopes a U.S. presidential candidate one day will have the courage to answer the same way when asked about religion.

Her goal of the lawsuit is to end the town's practice. "I hope," she said, "that they'll stop praying at me."



**London, Sarah**

---

**From:** Hollar, Jennifer  
**Sent:** Wednesday, March 02, 2011 7:53 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

Liz and Susan,

I'm writing with an update on the status of the Housing Council and the vacancies we've discussed.

We held the first Housing Council meeting this afternoon and created a subcommittee (JoAnn Troiano, Gus Seelig and myself) to review the composition of the Council and make recommendations to the Council and, ultimately, the Governor for updating the 1995 Executive Order.

The Council will take up subcommittee's recommendations at our next meeting in May. We'll be in touch shortly after with suggestions for filling any vacancies. Some members expressed their strong preference for keeping and filling the private sector housing provider on the council, particularly since non-profit developers are currently represented. Others may prefer to change the council's membership to state agencies only.

I will keep you posted and please let me know if you have any questions.

Jen

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 8:27 AM  
**To:** Hollar, Jennifer; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

That sounds like a good plan. So, we won't fill the open seat until we hear back from you about how you wish to proceed with the council, wholeheartedly support your approach. When you can let us know your time frame for doing this. No hurry we have plenty on our plate. We will advise the Governor.

---

**From:** Hollar, Jennifer  
**Sent:** Tuesday, February 01, 2011 8:43 PM  
**To:** Bankowski, Elizabeth; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

Hello Liz,

A link to the executive order is below. The council was created in 1995, so an update is certainly in order. We hope to reconvene the Housing Council in early March and I had thought we might create a subcommittee to review the order and consider revisions to recommend to the Governor.

<http://www.leg.state.vt.us/statutes/fullsection.cfm?Title=03APPENDIX&Chapter=033&Section=00010>

Susan and I have talked about the two empty slots on the Council. One is for a representative from the Governor's office and the other a "private sector housing provider." As you mentioned, I've asked Gus for

suggestions. I've also solicited input from all the other members of the Council including VHFA and Patrick Flood from AHS. Having a developer from the private sector might better enable the council to pursue the Governor's priority of removing obstacles to the development of workforce housing by helping us identify what the impediments are. Or, if a private landlord were to be appointed, it might facilitate a cross-sector discussion of how best to engage landlords in some initiatives we will be pursuing with AHS to better use that agency's service resources to support the homeless in private units.

I'd very much like to diffuse, or at least lessen, the tension between the private and public sector housers. Commissioner MacKay and I have both reached out to the Homebuilders Association. I have also contacted representatives of the realtors and landlords associations. VHFA and Housing Vermont work closely with the private folks and they may have good suggestions for the Council.

It's also possible, however, that the highest and best use of the Council is for it to serve as an inter-agency forum for coordinating state policy. If that's the case, we could wait to appoint a private sector representative until after the Council has convened and considered changes to its composition.

Best,  
Jen

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 6:55 PM  
**To:** Miller, Lawrence; Hollar, Jennifer  
**Cc:** Spaulding, Susan  
**Subject:** Vermont Housing Council

Jen, like you, Susan and I called Gus Seelig for a recommendation for an appointment to the Vermont Housing Council. We understand the purpose of the council is to align the views of various state housing agencies on specific projects and advise on policies. It occurs to us that if you haven't done so you may want to review the Executive Order creating this council, decide if you want to change it in any way. Not recommending that necessarily just pointing out that Executive Orders are created by Governor, do not exist in statute, and we can do what we think best here. As presently constituted the Executive Order calls for a private sector developer. Do we want to keep it that way, suggest a public member not necessarily a developer or just make the council members people within state government? I have not been able to find the Executive Order creating the Council in the Executive Orders Appendix to the Vermont statutes but will keep looking unless you have it readily at hand. Again fine to go with the status quo if that's what you want to do. If so do you have a recommendation for the developer/public member?

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 02, 2011 6:38 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Frank Cioffi

I don't think this one needs a letter. Assume you have or will be in touch with him about contacting Martha to do a hand-off. I told her he would contact her.

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 02, 2011 5:32 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Frank Cioffi

Usually when a board member comes off a board the Governor sends a letter thanking them for their service. Should I send a letter like that out to Frank for his time on the Lottery Commission or was that taken care of verbally during the meeting about the UVM Board of Trustees?

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 02, 2011 4:23 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Darby Bradley

Home phone is [REDACTED] and cell is [REDACTED]

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, March 02, 2011 3:30 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Darby Bradley

Do you have a phone number for Darby Bradley?

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 02, 2011 4:12 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: In case you were wondering...  
**Attachments:** Bianca Slota.vcf; Gov Shumlin's Favorite Recipe.docx

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**From:** Slota, Bianca  
**Sent:** Wednesday, March 02, 2011 3:55 PM  
**Subject:** In case you were wondering...

...what the governor's favorite recipe is, see the attachment.

**Bianca Slota**

Office of the Governor of Vermont  
Press Secretary

(802) 628-6409 Work

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www.governor.vermont.gov

**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Wednesday, March 02, 2011 4:03 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: march VTCAC meeting

If we are going to have any new members it looks like we should try to get the appointments done by our meeting on Wednesday.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

-----Original Message-----

From: Stickney, Michaela  
Sent: Wednesday, March 02, 2011 3:49 PM  
To: Spaulding, Susan  
Subject: march VTCAC meeting

Hello Susan,

Here is a quick summary of the meeting on March 14 with the Vermont Citizens Advisory Committee (VTCAC) on the Future of Lake Champlain:

- \*Neil Kamman and Ethan Swift (VTDEC) on Tactical Basin Planning process
- \*Eric Smeltzer (VTDEC) on the new indicators/P tracking section of the annual Clean and Clear report
- \*Alec Portalupi and Gina Campoli (VTrans) on revised road and bridge standards, act 110, and other transportation runoff issues
- \*Amy Picotte and Susan Warren (VTDEC) on the Lake Scorecard
- \*Colleen Hickey (LCBP) on the State of the Lake development process

Then, on March 15, the VTCAC will release their action plan to the Governor and Vermont Legislature. They will have separate meetings with Senate and House Agriculture, Senate and Ag. Natural Resources, and House Fish and Wildlife.

Then, if there is enough funding leftover, we will have a meeting in April, otherwise, the VTCAC will recess until September (they usually recess for the summer).

Thank you,

Michaela

Michaela Stickney  
Lake Champlain Basin Program Coordinator

Contact information:

VTANR

103 S. Main St., Center Bldg.

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Kaua e rangiruatia te hā o te hoe; e kore tō tātou waka e ū ki uta. Do not lift the paddle out of unison or our canoe will never reach the shore. --a Maori whakatauki, or proverb

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 02, 2011 3:00 PM  
**To:** Spaulding, Susan  
**Subject:** RE: meeting with the Governor

That works fine, booked it.

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**From:** Spaulding, Susan  
**Sent:** Wednesday, March 02, 2011 1:49 PM  
**To:** Bankowski, Elizabeth  
**Subject:** meeting with the Governor

I didn't realize the Governor was leaving this afternoon for some R & R. We have a meeting scheduled for Wednesday, March 9<sup>th</sup>, 2:00-2:45 ... does that work for you? Susan

Susan M. Spaulding  
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**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 02, 2011 2:59 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Lake Champlain Advisory Committee

Susan if you don't have a good sense of what they do, what important issues are, what they will be working on at 3/14 and 3/15 meeting, ask her to brief you. We can regroup on this tomorrow. I forget how many terms are up, we have some good names. Let's get together tomorrow to tee all this up. I have a meeting at 11:00, otherwise flexible

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**From:** Spaulding, Susan  
**Sent:** Wednesday, March 02, 2011 1:51 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Lake Champlain Advisory Committee

FYI - The Exec. Dir. of the Lake Champlain Advisory committee called to say they have a 2 day meeting coming up March 14 and 15 and wanted to know if we have any new appointees. She also said they probably wouldn't be meeting again till August or September. I told her I would call her if an appointment was made next week.

Susan M. Spaulding  
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The Pavilion - Fifth Floor  
109 State Street  
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**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, March 02, 2011 10:06 AM  
**To:** Spaulding, Susan  
**Subject:** RE: New England Board of Higher Education

Potentially good person [REDACTED], you know his excellent credentials.

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**From:** Spaulding, Susan  
**Sent:** Tuesday, March 01, 2011 3:57 PM  
**To:** Bankowski, Elizabeth  
**Subject:** New England Board of Higher Education

Leon Burrell is in the data base as term ending 2/28/2011 ... just found out he resigned over a year ago! The President & CEO of NEBHE is Michael Thomas. He recommends someone who is connected to higher education in Vermont. At one point we mentioned [REDACTED] but he is already a member as the [REDACTED] and [REDACTED] member as [REDACTED]. The other members from Vermont are Karen Gross- President Southern Vermont College, Carol Moore-President Lyndon State College, Representative Alice Miller and Michael Wool from Charlotte. What would you think of appointing [REDACTED] from [REDACTED] ... indepent college, woman, southern part of the state? Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
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(802)-828-3333

London, Sarah

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**From:** Allen, Susan  
**Sent:** Tuesday, March 01, 2011 1:40 PM  
**To:** Allen, Susan  
**Subject:** Afternoon media clips for Tuesday, March 1

**BUSINESS INSIDER POLITIX**

# Blue State Dems Turn On State, Local Workers

**Walter Russell Mead, The American Interest**

Who is killing the public unions?

Some people, like the tens of thousands of protesters in Madison and the tens of millions of Americans who agree with them, believe that the villains are scheming corporate interests, Fox News, Tea Party 'fanatics' and opportunistically populist politicians like Scott Walker.

Many of their opponents agree that the right is responsible, though from their point of view the Tea Party and politicians like Walker are the good guys, and the public sector unions are the ones in the black hats.

In fact, both sides are wrong. Despite the differences in rhetoric, killing public sector unions is a nonpartisan policy in the United States. While Republicans are more explicit about their goal, and want to move faster, Democrats and Republicans are both taking steps that will soon reduce the public sector union movement to a shadow of its current self.

Look at Rahm Emmanuel, newly elected mayor of Chicago. Chicago is a dark blue city in a deep blue state; Emmanuel is a career Democratic pol who served as chief of staff to the most liberal American president elected in many years. And what is Emanuel doing?

The mayor-elect was cagey on the subject during the campaign, but massive tax increases are off the table, and so are big bailouts from Washington DC. According to *Time* magazine, the campaign has spoken cryptically about saving \$110 million from reducing "outdated and duplicative work processes to focus on front-line service delivery." Translate that out of bureaucratic Newspeak and it means getting more work done with fewer people: layoffs. Emanuel says that the city's generous pensions need to be preserved, but may also have to be, ahem, renegotiated. This does not sound like a renegotiation up.

Strip away the fluff and the rhetoric and it looks as though Chicago's new mayor plans to balance the city budget primarily through layoffs and cutbacks.

Look at New York, the classically blue state where I live, home to liberal lions like Franklin and Eleanor Roosevelt, Fiorello LaGuardia and Mario Cuomo. Here our new governor Andrew Cuomo is seeking major concessions and threatening layoffs against the public sector unions, vowing to balance the state's budget with spending cuts. Cuomo has also promised — read his lips? — not to raise taxes, and has introduced what the New York Times editorial page calls a "radical" bill to cap property tax increases and require a super-majority to raise them by more than 2 percent a year. Up to 9,800 state employees face layoffs under his new budget: that is more than six times more people than Wisconsin governor Walker has threatened to lay off if his union bill isn't passed.

Or go to Providence, Rhode Island, the deep blue capital of what a recent Gallup poll identified as, next to the District of Columbia and Vermont, the most liberal state in the nation, where the school board is notifying every single public school teacher in the city that they may be laid off.

From a state that is bluer than blue, ultraviolet Vermont, comes the news that Governor Peter Shumlin, a Democratic governor with solid Democratic majorities in both houses of the legislature, will not solve his state's fiscal problems with a tax increase. Why? As *Politico* reports, "*We've already got a progressive income tax in Vermont, and we can't get more progressive because we'll lose the few payers that we have,*" Shumlin said in between sessions at the National Governors Association meeting. "*We don't have any more tax capacity.*"

"I can see New Hampshire from my house," said the governor, noting that Vermont is already losing business, investments and residents to its low-tax neighbor.

These politicians aren't taking these steps because they are afraid of Republican opposition or because the Tea Party is breathing down their necks. In New York, Vermont and Chicago, getting attacked by Republicans and the Tea Party makes your poll numbers go up. These are places where Democrats light votive candles in church in hopes that Ron Paul, Glenn Beck, Newt Gingrich and Sarah Palin will come to their district to campaign against them.

These politicians are slashing budgets, freezing taxes, cutting pay, chopping pensions and reducing their workforces because they have no choice. The old way of running government just doesn't work. They *can't* raise taxes any higher and they *can't* borrow more money from increasingly skittish bond markets.

Blue states where citizens want activist government to take on a lot of jobs actually feel this pressure more than red states: the more government you want, the more ruthlessly efficient you have to make it. Otherwise the costs explode and the state goes into a long fiscal death spiral as taxes increase while the business climate worsens. If you are a blue state politician whose constituents demand more government, you must prune the costs of delivering services.

If you are a politician in a red state whose citizens just hate taxes, you also have to make government more efficient. In both cases you simply cannot afford either the level of pay and benefits that public sector unions want to negotiate or the work rules and level of job protection that unions want their members to have.

The real news here is that the public sector labor movement is inexorably headed down the path the private sector labor movement started down thirty years ago. At its peak in 1953, the private sector labor movement included 35.7 percent of all private sector workers in the US. Now fewer than 7 percent belong to unions.

Labor activists would like to blame this on union-busting efforts by corporations, and it is certainly true that corporate resistance to unions has stiffened over the last thirty years. But what really drove this process was the market. With offshore competition and onshore automation cutting demand for unionized labor in the US even as immigration and a surge of women into the labor force increased supply, unions could not repeal the law of supply and demand. Over and over again, unions had to accept pay cuts, rollbacks, layoffs and arrangements that allowed companies to hire younger workers at lower wages and with less expensive benefit packages. The alternative to givebacks was closure: unions were negotiating at the point of a gun.

Meanwhile, workers, especially younger workers, grew less enthusiastic about unions. What's the point of paying dues to an organization that ultimately cannot protect you? Why would younger workers support an organization that mandates higher pay and better working conditions for aging Boomers than for Millennials with families to raise and mortgages to support?

In the private sector, unions can do less and less to protect their members; naturally enough, fewer and fewer workers make the choice to join — or are willing to run the risks and do the work that organizing a union involves.

Public sector unions did not have to face that kind of pressure until recent years. You can't outsource the Department of Motor Vehicles or the local public school to China. And government didn't face the relentless pressure to raise productivity and automate that the private sector does. As long as voters, bond buyers and Uncle Sam were willing to pick up the tab and put up with inefficiencies, government worker unions lived in a time warp. The pressures that were reshaping the rest of society and breaking up the old labor system in the private sector simply didn't apply.

Now they do. State and local budgets have reached the breaking point, and the public sector unions must now negotiate under the gun. Feeble, weak and defensive, they cannot do much for their members.

Look at Wisconsin: in a desperate effort to stave off an attack on their collective bargaining status, the Wisconsin unions have offered to capitulate to Governor Walker's financial demands. The unions are no longer bargaining for higher pay; they are not even able to resist demands for pay cuts. They are simply bargaining to stay alive.

Over time, this position is going to weaken support for unionization even among union members. Why am I paying dues to an organization that does not protect me, workers will ask. Why is my union agreeing to cut my wages in order to preserve its ability to deduct dues from my paycheck, one naturally begins to wonder.

The public sector labor movement has reached a historical dead end. Cities and states that yield to labor demands have higher costs, higher taxes and higher debt than places that don't. Over time, those states stand to lose revenue, jobs and population to cheaper and more efficient jurisdictions. If the governor of Vermont can see New Hampshire from his house, the governor of Illinois can see Wisconsin and Indiana.

In the old days, states could look to Washington for help with high costs. Most recently the stimulus package allowed many states to postpone the day of reckoning. But that time is gone. Washington's fiscal woes mean there will be no big new state subsidies coming; governors and state legislators will have to balance their budgets with less and less federal help.

The public sector labor movement has started down the path of private sector unions. It is a long and a winding trail, with many twists and turns along the way and the end won't be reached overnight, but this is a path, so far as the human eye can see, of no return.

The alliance between public sector labor unions and Democratic politicians is much more feeble than it looks. Those politicians used to be able to give the unions what they wanted: automatic wage increases, lifetime tenure for teachers, binding arbitration, gold plated pension and health programs. Now they can't, and it doesn't matter how much money the unions pump into their campaigns.

In Greece, it was the Socialist Party that had to impose the austerity programs when the money ran out. Ditto Spain. Democrat or Republican, red or blue, when there isn't any money and the credit cards are maxed out, something has to give.

Public union support is going to be less and less of a political asset. In Chicago, some key public unions actually backed one of Emanuel's rivals: Gery Chico. Chico got 24 percent of the vote in one of the most heavily Democratic places in the country. Increasingly, politicians seen as too close to public sector unions (and therefore likely to favor the interests of government workers against the taxpayers who pay them) are going to suffer at the polls.

Right now, many government workers still believe that their unions can protect their jobs, their pensions and their wages. Town by town and state by state, they are going to learn that this is less and less true every year. As that realization sinks in, union dues will stop looking like a good investment and start looking like an unnecessary expense.

Currently, 36 percent of the country's government employees belong to a union — about where private sector unions were at their 1953 peak. In 2010 for the first time more union members worked for the government than worked in the private sector. That isn't going to last, and in the end, blue state politicians may do more to kill the public union movement than their Republican rivals.

## **VERMONT TIGER:**

### **Risky Business Meets the Perfect Storm**

#### ***Dangers Along the Road to Single Payer***

**by Tom Pelham**

**Risky Business:** Mike Bertrand's "buyer beware" view of Vermont's current adventures in health care reform is a clear call for caution. Like Mike, I'm from the "trust but verify" school of public management. Still, I'm hopeful that the current adventure will lead to real and needed reforms. Given the extensive analytical and political effort being invested in fixing our byzantine healthcare system, we might arrive at a common sense framework Vermonters can embrace. That's my hope anyway. I do understand however that this adventure is of a scale that it can also utterly destroy Vermont's very favorable fiscal footing and bond rating crafted and nurtured over the past 20 years. Bad things do happen. Just look at California, Wisconsin, Rhode Island, the federal government, and Vermont at the end of the Kunin era, among others.

Assuming full responsibility for Vermont's healthcare system by state government is risky business for both state government and the Vermont economy. To illustrate the order of magnitude, Professor Hsiao's measure of Vermont's healthcare costs at \$5 billion equates to about 19% of Vermont's \$26.9 billion Gross State Product (GSP) and is virtually equal to the current state budget. A misstep or two and Vermonters could be looking at Humpty Dumpty.

I worry about two things:

First, the legislature's recent track record on fiscal matters: The Hsiao Report holds that \$580 million in efficiencies from Vermont's \$5 billion health care system can be found in the very first year of his preferred plan. That's 11.6% in efficiencies. Yet, while many legislators praise the Hsiao solution on one hand they can't find on the other the will to support Governor Shumlin's \$4.832 billion budget which calls for just 2% or \$101.6 million in reductions now that federal ARRA funds have dried up. Notably, the Governor's proposal is still \$670 million higher than the pre-recession 2008 budget of \$4.162 billion. (You can find these numbers here on page 28.)

Further, in comparison to healthcare, the Education Fund is a mere \$1.34 billion in expenditures. Yet, legislative inaction is driving the fund toward deficit, forcing property taxes up even as the number of pupils declines significantly. Look here at line 27 where one sees by fiscal 2013, just 16 months from now, the fund's \$29 million Rainy Day Reserve fully depleted absent stiff property tax increases. The primary cause for this potential depletion and property tax increase can be found on line 4.b., where the Governor proposes to extract \$23.2 million each year from the General Fund transfer to the Education Fund. Such an extraction is fine by me as long as a plan exists to protect taxpayers from a cost shift by controlling education costs. Unfortunately, no plan exists. To the contrary, the legislature just repealed the requirement that the Blue Ribbon Tax Commission recommend reforms to our education funding system and last week the House repealed the "two vote" approach to school budgets. The message from the legislature is clear; education cost containment is not a priority.

A 2% savings can be responsibly found in the 2012 state budget in line with Governor Shumlin's proposal, especially given the budget's 5.8% annual growth trajectory between fiscal 2008 and 2011. Yet advocates, with some sympathetic enablers in the media, readily frame the Governor's proposal in the context of "protecting our most vulnerable." Let's have a reality check of the "protecting the most vulnerable" perspective.

Not all 150 thousand Vermonters (about 1 in 4) covered by Medicaid are among "the most vulnerable", especially considering that Medicare covers those over 65. Not all the 70% or 120 thousand Vermont homeowners receiving income sensitivity are among the most vulnerable. (I know this as I had to comply with a law and sign thousands of checks for millions of dollars to homeowners who clearly could afford to pay their own property taxes.) Not all the 250 school districts and 62 supervisory unions sponsoring the best in the nation pupil teacher ratio of 10 to 1 (the national average is 15.3 to 1) nor the overlapping 5 statewide and 12 regional affordable housing organizations are among our "most vulnerable". Responsible savings are achievable if Legislators have the courage to look beyond the constant din of advocacy from the sacred cows of the status quo. If legislators lack the conviction to preach sustainability to the current lobbyists prowling the statehouse halls today, why should we think legislators can sustainably manage another \$5 billion in healthcare costs tomorrow?

Secondly, I worry about who's in charge: Track records are important. Key figures in the Shumlin Administration include Steve Kimball and Liz Bankowski. Kimball was the Director of State Planning early in the Kunin administration and is now the Commissioner of BISHCA with a primary role in healthcare reform. Bankowski was Kunin's Chief of Staff and now the Transition Chief and Behind the Scenes Guru for Governor Shumlin. From 1986 to 1990, state general fund spending grew from \$386.7 million to \$589.1 million – an incredible rate of 11.1% annually. These increases left Vermonters with a \$65 million deficit which traumatized the state budget until 1997.

Hopefully these folks learn from experience and are intent upon not repeating history.

Further, Representative Mark Larson, now Chair of the Committee on Healthcare, was a key member of the House Appropriations Committee while the state budget grew from 2008 through 2011 by over \$770million, leaving the current \$176 million shortfall and claiming all along (including during the veto override) that the legislature actually *cut* the budget. As Mike Bertrand notes, these agents of change leading the charge for healthcare reform have to date ducked all inquiries about how the proposed new healthcare system will be funded.

**The Perfect Storm:** For Governor Shumlin, a Perfect Storm hits the 5th Floor should he allow the legislature to raise taxes rather than trim spending; to raise property taxes rather than contain education spending; and to pass and commit Vermonters to a "trust me now, I'll bill you later" approach to healthcare reform. Shumlin need look no further than recent history as to the probable outcome.

Both Governors Dean and Douglas frustrated liberals with their fiscal moderation but were well received overall by Vermonters from the beginning to the end of their tenures. For Governor Kunin, the reverse was true. Becker polling in December, 1985, found Vermonters viewed Governor Kunin favorably by 76%. But, by June, 1990, she was underwater at 43% and by August, 1991 was down to 39%. In a trial heat for Congress against Bernie Sanders and Peter Smith, she polled only 17% of the vote. Failure to prudently manage the state's fiscal affairs certainly played a primary role in this deterioration.

At the end of this session, Governor Shumlin can enforce fiscal discipline. When push comes to shove, his friends in the House and Senate will not override his desired budget, but will allow him to lay claim to the more moderate middle as did Governors Dean and Douglas. As for healthcare, he must be transparent and show Vermonters the money that Professor Hsiao tells us can be saved. Here's one suggestion.

In preparation for the fiscal 2011 budget, a Tiger Team reviewed in some detail Vermont's Medicaid spending profile in fiscal 2009. The report documents \$1.057 billion in direct Medicaid expenditures plus another \$36.6 million in Medicaid administrative costs for fiscal 2009. These costs comprise a large portion of Vermont's healthcare spending from which efficiencies are expected.

To give credibility to the claim of efficiencies in the Hsiao report – and assuming the implementation of Option 3 – show Vermonters specifically where savings of plus or minus 11.6% (\$126 million) can be achieved relative to these known and detailed expenditures for fiscal 2009 now residing in Vermont's Medicaid accounting system. These savings should be presented by provider and in relation to the five key sources of savings in the Hsiao report: Administrative, Reduced Fraud and Abuse, Shift to Integrated Delivery System, Medical Malpractice Reform, and Public-Private Management Structure.

In doing this, two goals are accomplished. Relative to healthcare reform, Vermonters can become assured that the practical application of Professor Hsiao's approach is valid as Mike Bertrand puts it, "in the real world". Secondly, such an effort will provide the legislature with near term recommendations to reduce the fiscal 2012 and 2013 Medicaid budget and meet the governor's budget goal through efficiencies while protecting the most vulnerable and without raising taxes.

**Risky Business** and **The Perfect Storm** were entertaining movies, but should be avoided as scripts for healthcare reform that shape Vermont's fiscal and political future.

**FairPoint or Vermont? (also appeared in VTDIGGER.ORG)**

## ***Playing a zero sum game with rural telecom***

by Tom Evslin

Unfortunately FairPoint, the successor to Verizon for landlines in Northern New England, wants Vermont to choose between protecting a badly flawed FairPoint business plan or improving the economic future of Vermont's rural areas. The choice is stark: use the federal "middle mile" stimulus grant already awarded to the Vermont Telecommunication Authority (VTA) to bring fiber closer to rural Vermonters and make wholesale backhaul and institutional broadband affordable in rural areas of the state or forfeit the grant and leave these areas without adequate business, residential, and cellular service.

It didn't have to be this way. FairPoint could have participated in the VTA's application for middle mile stimulus – but decided not to, at least in part (as they told me at the time) because they didn't like the open access requirements for a network built with state and federal money. FairPoint applied for stimulus money in the first round and was turned down (as was almost everyone in Vermont); FairPoint could have applied on their own for second round stimulus money as their competitor Vermont Telephone (VTEL) did with great success. FairPoint didn't apply.

You can make a market-based argument that no government money should be going into providing broadband services; that's an intellectually defensible argument. If we wait long enough, even rural areas of Vermont will get broadband and cellular service. Vermont explicitly rejected waiting when the Legislature passed Act 79 of 2007 and created the VTA. The argument made then – and one which still applies today – was the parallel with rural electrification. The state as a whole benefits by not leaving pockets of substandard infrastructure (substandard being relative to everything else). We also build paved state highways to lightly populated areas; we don't leave them connected town-to-town on gravel.

I was very involved in framing and advocating for the legislation which set up the VTA. Ironically, the lead for Governor Douglas was then Administration Secretary Mike Smith, who is now Vermont President for FairPoint. Mike, who was not then familiar with telecom issues, asked me what the obstacles were to the 100% broadband and cellular coverage that the Governor wanted to have in place by 2010 as part of the e-state initiative the Governor planned to describe to the legislature in his 2007 inaugural speech. I explained to Mike that rural areas in Vermont lacked the infrastructure on which retail broadband and cellular service depend – namely backhaul at affordable prices and cell towers. The VTA would have to use what capital it could raise to build cellular towers and fiber networks for resale to and use by private telecommunications service providers.

Verizon, which was already planning to leave the state, was the only wholesale or commercial provider in most rural areas. It sold T-1s (1.5 megabit backbone – very small) for hundreds of dollars per month each and without meaningful volume discounts. These T-1s were the only option that most retail Internet Service Providers (ISPs) had for backhaul (connection to the broad Internet). Small and medium business could not afford the connectivity they needed. So Internet-dependent businesses couldn't afford to be in rural areas and ISPs couldn't afford to provide customers with good retail service in these areas. In order to obtain rural retail service (including cellular) which was comparable to that available in urban areas, wholesale backhaul would have to be available at near-urban prices – which were at least a 90% reduction from what Verizon was then charging here. I was clear – and I'm sure Mike understood – that Verizon would not like to have its monopoly rents threatened and that any successor would have to be able to sell in much greater quantities because margins would be lower.

Now President of FairPoint in Vermont, Mike Smith said yesterday in an interview broadcast on WCAX that he never meant that the VTA should build fiber networks and provide middle-mile (backhaul) service. He thought it would be directing its efforts to cellular and to retail service. However, Act 79 which Mike was instrumental in getting through the legislature authorizes the VTA "to own, acquire, sell, trade, and lease equipment, facilities, and other infrastructure that could be accessed **and used by multiple service providers**, the state and local governments, **including fiber optic cables**, towers, shelters, easements, rights of way, and wireless spectrum of frequencies; provided that any agreement by the authority to sell infrastructure that is capable of use by more than one service provider shall contain conditions that will ensure continued shared use or colocation **at reasonable rates** [NB. All emphasis mine]".

Moreover, the Act also says "Nothing in this chapter shall be construed to grant power to the authority to offer the sale of telecommunications services to the public." In other words, the legislature specifically authorized VTA to be a wholesale provider and specifically forbade it to be a retail provider. The Legislature and the Governor meant the VTA to enable retail service by providing wholesale infrastructure.

Mike wants the VTA to use the \$33 million stimulus grant it received from the feds to provide retail service instead of using it to build the open access middle mile network the money was awarded for. Even if this were desirable, it would not be possible. The Commerce Department, which awarded the money under the stimulus bill, was only allowed by law to give money for middle mile service. (The Agriculture Department, however, which had only money for retail service, did award a much larger sum to VTel for a retail fiber/wireless buildout.)

When the VTA together with sub-applicant Sovernet builds out its middle mile network and VTEL, which also got a middle-mile grant, does its build, fiber will be much closer to rural Vermont residences and businesses. That means high speed access at a reasonable price whether retail providers bridge the last mile with fiber, radio, copper, or coaxial cable.

If the VTA does not quickly use the money it was awarded for the intended purpose, it will be forfeit. The underserved areas of Vermont – the only places money was awarded for – will still have no backhaul alternative except overpriced, low capacity connections from FairPoint. It will not be practical to build more cell towers or even upgrade the radios in existing cell towers now that mobile phones are data hungry.

It didn't have to be FairPoint or Vermont. It still doesn't have to be a zero sum game. Although it is shrinking daily as customers abandon landlines for cellular and VoIP service, FairPoint still has a big customer base in Vermont and an excellent workforce. FairPoint can use low cost backhaul from the VTA, VTel, and others along with its own fiber to provide these customers better service at a lower cost *before* they leave for another carrier. Reasonably priced Internet access in Vermont will vastly expand the market for connectivity services – as will communication-fueled economic growth. This is the opportunity the VTA was formed to enable. This is an opportunity that FairPoint can benefit from. This is an opportunity that Vermont will benefit from.

**(Note:** *Although I am a Board member of the VTA, this post is purely my own opinion. I am writing it to set the record straight on the founding of the VTA and the applications for stimulus grants, which I was heavily involved in first as Chief Recovery Officer for Vermont and then as Chief Technical Officer. Most important I am writing this to help assure that we do use stimulus money to achieve the universal cell coverage and affordable broadband which Vermont needs and deserves)*



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, March 01, 2011 1:26 PM  
**To:** Paslawski, Bryn  
**Cc:** Spaulding, Susan  
**Subject:** RE: Update on the Robert Miller situation

Bryn I'm sure you also heard from Robert Miller, he received notice today, sale is a go! He gives you all the credit.

---

From: Paslawski, Bryn  
Sent: Friday, February 25, 2011 4:18 PM  
To: Bankowski, Elizabeth  
Subject: Update on the Robert Miller situation

Liz,

Spoke with Robert Miller yesterday, and got a hold of Tom Young, Miller's contact at the Housing Authority, just now.

Miller and Young seem to be in agreement on the basic facts of the matter: Miller put in an offer to a private owner of a mobile home in the Shady Pine park in Westminster. The offer was accepted. Now, however, there are legal complications.

Shady Pine mobile park is managed by VSHA. The Managed Housing Program requires prospective tenants to complete an application and be "verified for eligibility and suitability." As the head of an organization, buying on behalf of unspecified tenants, Miller's run into some issues and is waiting on VSHA's attorney to clarify his responsibilities before the purchase can go forward.

I left a message for VSHA's attorney, Nadine Sibek, and hopefully she'll be able to provide me with some more details on the situation, as well as a better sense of how long this will all take—Young wasn't sure.

I'll keep you posted.

Bryn

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 28, 2011 11:55 AM  
**To:** Paslawski, Bryn  
**Subject:** RE: Update on the Robert Miller situation

Thanks Bryn, lets talk first before we involve Beth. We should be able to rely on judgments of lawyers at the agency. But perhaps you're thinking this may require a legal judgment outside what they usually do. I'll be up Wednesday.

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**From:** Paslawski, Bryn  
**Sent:** Monday, February 28, 2011 11:53 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Update on the Robert Miller situation

Happy to help.

Just spoke with the attorney, Nadine Scibek. Not much additional information -- the legal concerns are related to the fact that the organization is purchasing the mobile home. Said she would touch base with Tom Young and get back to me on the timeline for moving this forward.

We may need to loop Beth in on this.

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 25, 2011 5:06 PM  
**To:** Paslawski, Bryn  
**Subject:** RE: Update on the Robert Miller situation

Good job Bryn! Robert Miller was very impressed with the quick response and your professionalism. Let's hope it's not a big deal to work this out. He has some good people on his board including the founder and CEO of The Trust Company of Vermont, Jack Davidson. We can involve Jack if we need to. I would think Miller can give a general overview of the clients he serves or agree to meet certain specifications i.e. low income, maybe there are other requirements in public housing that relate to things like substance abuse or criminal record. I could see point that VSHA doesn't wish to drop standards and potential view of Miller that he's trying to help veterans who are really down and out. Trust you'll figure it out, let me know if I can be of help to you in doing that and keep me in loop. Have a good weekend.

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**From:** Paslawski, Bryn  
**Sent:** Friday, February 25, 2011 4:18 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Update on the Robert Miller situation

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Miller and Young seem to be in agreement on the basic facts of the matter: Miller put in an offer to a private owner of a mobile home in the Shady Pine park in Westminster. The offer was accepted. Now, however, there are legal complications.

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I'll keep you posted.

Bryn

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 28, 2011 11:55 AM  
**To:** Paslawski, Bryn  
**Subject:** RE: Update on the Robert Miller situation

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We may need to loop Beth in on this.

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**London, Sarah**

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I'll keep you posted.

Bryn

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 28, 2011 11:32 AM  
**To:** Miller, Elizabeth  
**Subject:** RE: time to chat this week?

Hi Liz, I'm off to a meeting that will last until 4:00, will be home tomorrow heading to Montpelier Wed. AM. Could talk later today, pretty much anytime tomorrow. Let me know what's best for you. If urgent I'm here for about another 30 minutes [REDACTED].

---

**From:** Miller, Elizabeth  
**Sent:** Monday, February 28, 2011 9:22 AM  
**To:** Bankowski, Elizabeth  
**Subject:** time to chat this week?

Hi there – hope all is well! Do you have time to chat early this week possibly? I can come over if you are here in Montpelier, or can call – I have a number of meetings today, but time in the afternoon between 12-4 and lots of open room tomorrow and Wednesday. Liz



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 28, 2011 8:31 AM  
**To:** Trombley, Shana  
**Subject:** Time with the Governor

Good Morning Shana, Gov and I have been trying to schedule some time to talk and I'd like to do it out of the office, maybe we could take a vigorous walk. What are the possibilities this week or next. Options if not a walk, meet early for coffee.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 28, 2011 8:06 AM  
**To:** Spaulding, Susan  
**Subject:** RE: PAROLE BOARD APPOINTMENTS

Check with Beth Robinson as well. Given Gov interest in Correction's reform I wonder if we shouldn't bring him in to at least meet with senior staff if not the Gov. Let's discuss this.

---

**From:** Spaulding, Susan  
**Sent:** Saturday, February 26, 2011 3:10 PM  
**To:** Bankowski, Elizabeth  
**Subject:** PAROLE BOARD APPOINTMENTS

The two individuals with terms expiring on 2/28/11 would like reappointment. One is the Chair which is appointed by the Governor and is compensated \$20,500. I met a couple of weeks ago with Diane Neely from AHS and she said that AHS boards, and there are MANY, usually go through her and then she sends the appointment information to me. I sent her an email letting her know that I would usually contact Andrew Pallito to ask him for input regarding the appointments to the Parole Board but after the discussion we had about the process I wanted to know her thoughts. The appointments on the AHS boards can be very tricky with very specific categories needing to be filled so I don't want to rock the boat...just want to make sure there is a line of communication open between us and the commissioner. The folks up for reappointment are:

[REDACTED] We received a letter of support from the [REDACTED]

[REDACTED] sent a very detailed letter about the accomplishments of the board and his resume

I'll let you know what I hear from Diane Neely. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 28, 2011 8:05 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

Put her in touch with Noelle MacKay (Commissioner of Econ Dev, Housing, Comm Aff.) Comm Dev grants come through Commerce and her agency. Why don't you introduce them. Tell Noelle we have asked [REDACTED] to serve on this board and she needs more information. [REDACTED] Make sure you mention to Karen Gov very interested in seeing funds go to southern Vermont because that part of state often overlooked. Let's put [REDACTED] on at same time. Gov already signed off on her. She runs [REDACTED] If [REDACTED] says no to chair we should consider [REDACTED]

---

**From:** Spaulding, Susan  
**Sent:** Sunday, February 27, 2011 2:40 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

Hi Liz. [REDACTED] has some good questions that need to be addressed before she decides on the Community Development Board. Should I have her call Gus? She wants to know who the other folks are on the board and what the agency staffing is and are there federal funds available or are they getting slashed? Susan

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 28, 2011 7:58 AM  
**To:** Spaulding, Susan  
**Subject:** RE:

I'll be there Wed -Fri.

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 5:09 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE:

Sounds good. VERY quiet here ... and snowy! I won't be in the office on Monday. I'll actually be in for a little bit on Tuesday to catch up on things. Are you going to be here on Wednesday and Thursday? I feel like we are on the verge of getting quite a few of these appointments done. Susan

Susan M. Spaulding  
Director, Constituent Services  
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The Pavilion - Fifth Floor  
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-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 25, 2011 4:45 PM  
**To:** Spaulding, Susan  
**Subject:** RE:

Agree, lets do [REDACTED] see where things go with [REDACTED] and the Council. We could ask [REDACTED] or broadband types who might be interested. I don't know [REDACTED] could she tell us more about him? I'm happy to do the state librarian's bidding with the Gov. lets try to get the people she wants. (have a good weekend.)

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 3:05 PM  
**To:** Bankowski, Elizabeth  
**Subject:**

Just had a very informative conversation with Marty Reid, the State Librarian. She loves [REDACTED] but says librarians shouldn't be appointed to the board. She is in touch with [REDACTED] on a regular basis and is hoping he will be on the LIBRARIAN COUNCIL that she is trying to create. I suggested she might want to get more work done in committee and have each committee chaired by someone on the library board. So if [REDACTED] was on the board he would chair the librarian council committee. Marty said having someone that understands broadband would be a great help and she said she received names of people who are doing great education through broadband. She mentioned [REDACTED] from Colchester as a person who knows broadband ... do you know him? Again the idea would be to have a committee chaired by a person who is on the Library Board. She liked the idea of a young person and will give it some thought. Needless to say there is a lot of work to be done but in the meantime one appointment that she would like us to make is

[REDACTED] emailed me her resume today and she is the [REDACTED]  
[REDACTED] Her husband is the [REDACTED] We have 3 appointments to  
make for this board. I suggest we go ahead and appoint [REDACTED] next week and then continue our conversations with  
Marty. If she goes with the working committees model then it would make sense to appoint [REDACTED] to the Board and have  
him as chair of her Librarian Council. Same would go for a broadband person. I think the geographical naming is very  
cool but can see how that requires a different dedication of time vs. getting Vermont libraries into the 21st century.  
Susan S.

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**London, Sarah**

---

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**Sent:** Saturday, February 26, 2011 3:11 PM  
**To:** Bankowski, Elizabeth  
**Subject:** PAROLE BOARD APPOINTMENTS

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I'll let you know what I hear from Diane Neely. Susan

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**London, Sarah**

---

**From:** Spaulding, Susan  
**Sent:** Saturday, February 26, 2011 1:18 PM  
**To:** Bankowski, Elizabeth  
**Subject:** notes from meeting with Alex  
**Attachments:** Notes from meeting with Alex.docx

attached

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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London, Sarah

---

**From:** Spaulding, Susan  
**Sent:** Saturday, February 26, 2011 12:58 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Building Bright Futures

Would [REDACTED] or [REDACTED] fit in with Building Bright Futures? We disappointed both of them by not appointing them to the Vermont State Colleges Board. I emailed with [REDACTED] to let him know he wasn't appointed to the State Colleges Board and he said he would be interested in serving on another board where he could be helpful. Looking at [REDACTED] application he says he is currently [REDACTED] (SEE BELOW) in Williston. [REDACTED] The New England Board of Higher education has a term ending ... the current appointee is Leon Burrell -initial appt 2/2000, term ending 2/28/2011. The comments next to his name say he is a minority but I don't see anything in the statute that requires that (SEE BELOW) ... but then again it's a good idea. I'm also trying to keep [REDACTED] in mind as we look through these boards. Last but not least ... Vermont Arts Council ... I have had emails back and forth with [REDACTED] He has given me a list of many boards he would be interested in serving on ... Vermont Arts Council is one of them. [REDACTED] is a member of the [REDACTED] ... he is also a [REDACTED] so has HOMELAND SECURITY, Parole Board, State Police Advisory Commission, Victims Compensation and E-911 Board on his list but I thought his involvement in the Arts made him a good candidate for the Arts Council.

I'll try not to bother you any more. Have a good weekend. Susan

#### **§ 2731. Appointment of state members of board NEW ENGLAND BOARD OF HIGHER ED**

Eight persons shall represent the state as members of the board. One board member shall be a member of the senate appointed by the president of the senate; one shall be a representative appointed by the speaker of the house of representatives; one board member shall be appointed by the Vermont Council on Higher Education, Inc., and three shall be appointed by the governor. Each of the board members appointed under this section shall serve for a term of six years. However, not more than two board members' terms shall expire in any year, and appointments for terms of less than six years may be made as necessary for this purpose. A board member may be appointed to fill the unexpired term of a member who dies, resigns, or becomes disqualified to serve. The president of the University of Vermont and State Agricultural College and the presiding officer of the Vermont State Colleges corporation shall be ex officio members of the board. (Amended 1969, No. 55, § 3.)

[REDACTED]  
[REDACTED] that has the following purposes:

- Educating the public in the field of information technology for the purpose of gaining employment in the State of Vermont.
- To further educate medical transcriptionists to allow them to advance in the career of medical transcription.
- To assist in aligning the academic curriculum of Vermont colleges and universities and other educational entities with industry needs.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions



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**London, Sarah**

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**From:** Bankowski, Elizabeth  
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I'll keep you posted.

Bryn

London, Sarah

---

**From:** Flood, Patrick <Patrick.Flood@ahs.state.vt.us>  
**Sent:** Friday, February 25, 2011 4:52 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: HSB

Ok, thanks.

-----Original Message-----

**From:** Bankowski, Elizabeth [<mailto:Elizabeth.Bankowski@state.vt.us>]  
**Sent:** Friday, February 25, 2011 4:42 PM  
**To:** Flood, Patrick  
**Subject:** RE: HSB

I check both addresses, got this message. I'll call [REDACTED] over the weekend and see if she is interested and let you know. She would be out first choice. There are other openings on the board, these are good candidates. I've shared names with Susan Spaulding.

---

**From:** Flood, Patrick [Patrick.Flood@ahs.state.vt.us]  
**Sent:** Friday, February 25, 2011 2:16 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: HSB

I noticed I did not send this to your state e-mail. Anything you want or need me to do?

---

**From:** Flood, Patrick  
**Sent:** Friday, February 18, 2011 2:36 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** HSB

I have a couple of names for you to consider.

[REDACTED] from Bennington, recently retired after [REDACTED], the [REDACTED] is a great public servant, very knowledgeable about all aspects of AHS, very consumer centered but also very pragmatic and fair. I think he would be a great member and an excellent chair. He has expressed strong interest in the role.

Doug has spoken to and recommends [REDACTED]  
I believe he is a retired attorney. Doug tells me [REDACTED] has been a strong supporter of Governor Shumlin.

Any luck with [REDACTED]

Next steps?

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 25, 2011 4:58 PM  
**To:** Spaulding, Susan  
**Cc:** Miller, Lawrence  
**Subject:** RE: Appointment/reappointment of members to the Vermont Economic Progress Council

Lawrence we would benefit from your insights and inclinations here. One person who is on my list to recruit into some state service is the outgoing [REDACTED] still chairing the board there but wouldn't think there is a conflict. [REDACTED] could be great here, he's worked with so many Vt. companies, he would really kick the tires. We could come up with other names but you may have some recommendations of your own. Do we want to take the prerogative of appointing the chair?

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 4:01 PM  
**To:** Kenney, Fred  
**Cc:** Miller, Lawrence; Bankowski, Elizabeth  
**Subject:** RE: Appointment/reappointment of members to the Vermont Economic Progress Council

I'm hoping we have a decision on who will replace Karen Marshall and the 3 other members whose terms are up in the next couple of weeks. I have learned that time moves VERY FAST on the 5th floor ... hard to believe next week is March! I do not know the answer about naming the VEPC chair but will get back to you on that as soon as I do. Thank you for keeping in touch. Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**From:** Kenney, Fred  
**Sent:** Friday, February 25, 2011 3:39 PM  
**To:** Spaulding, Susan  
**Cc:** Miller, Lawrence  
**Subject:** FW: Appointment/reappointment of members to the Vermont Economic Progress Council

Susan:

Can you tell me if the Governor is close to naming someone to replace Karen Marshall and deciding on the other three members whose terms are up on March 31? Also, do you know if the Governor is inclined to want to name the VEPC chair as of April 1? In the past, the Governor has allowed the board to elect a chair, but I don't want to assume that will continue to be the case.

Thanks for your assistance.

[cid:image001.jpg@01CBD505.3E785F60]

Fred Kenney  
Executive Director  
Vermont Economic Progress Council  
1 National Life Drive  
Montpelier, Vermont 05620-0501  
(802) 828-5256  
(802) 777-8192 Mobile  
[fred.kenney@state.vt.us](mailto:fred.kenney@state.vt.us)  
[www.thinkvermont.com](http://www.thinkvermont.com)

Creating Jobs and Opportunity Through the:  
Vermont Employment Growth Incentive  
and  
Tax Increment Financing District  
Programs

Incentive:(in-cen-tive) noun; something that encourages or motivates somebody to do something

From: Kenney, Fred  
Sent: Monday, February 07, 2011 5:04 PM  
To: Spaulding, Susan  
Cc: Lawrence Miller; Powden, Pat Moulton  
Subject: Appointment/reappointment of members to the Vermont Economic Progress Council

Susan:

Attached please find a letter from me and referenced attachments regarding a vacancy and upcoming ends of term for three members of the Vermont Economic Progress Council (VEPC).

I have also sent this to you in hard copy via pink mail.

Please feel free to contact me with any questions or concerns.

Sincerely,

[cid:image001.jpg@01CBD505.3E785F60]

Fred Kenney  
Executive Director  
Vermont Economic Progress Council  
1 National Life Drive  
Montpelier, Vermont 05620-0501  
(802) 828-5256  
(802) 777-8192 Mobile  
[fred.kenney@state.vt.us](mailto:fred.kenney@state.vt.us)  
[www.thinkvermont.com](http://www.thinkvermont.com)

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and  
Tax Increment Financing District  
Programs

Incentive:(in-cen-tive) noun; something that encourages or motivates somebody to do something

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 25, 2011 4:49 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Some more possibilities for district commissions

Some really good names here, solid types. let's discuss next week.

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 3:06 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Some more possibilities for district commissions

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**From:** Elizabeth Courtney [<mailto:ecourtney@vnrc.org>]  
**Sent:** Friday, February 25, 2011 3:06 PM  
**To:** Spaulding, Susan  
**Subject:** Some more possibilities for district commissions

Susan, hope all's well with you. Here are a few more suggestions for District Commissions from a variety of folks.

All the best

Elizabeth Courtney  
Executive Director  
Vermont Natural Resources Council  
9 Bailey Avenue  
Montpelier, VT 05602  
(802) 223-2328 X116

[vnrc.org](mailto:vnrc.org)<<file:///\\Users\\elizabeth\\Library\\Mail%20Downloads\\www.vnrc.org\\join>>

--

Help protect Vermont's environment and join VNRC!<<file:///\\applewebdata\\::A935BDAB-41AA-43A6-8FF2-6AA109C29924:www.vnrc.org:join>>

Follow us on Facebook<<http://www.facebook.com/pages/Vermont-Natural-Resources-Council-VNRC/210368456477>>  
and Twitter!<<http://www.twitter.com/jakevnrc>>

VNRC is proud to be a Charity Navigator 4-star organization.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 25, 2011 4:45 PM  
**To:** Spaulding, Susan  
**Subject:** RE:

Agree, lets do [REDACTED] see where things go with [REDACTED] and the Council. We could ask Karen Marshall for broadband types who might be interested. I don't know [REDACTED] could she tell us more about him? I'm happy to do the state librarian's bidding with the Gov. lets try to get the people she wants. (have a good weekend.)

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**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 3:05 PM  
**To:** Bankowski, Elizabeth  
**Subject:**

Just had a very informative conversation with Marty Reid, the State Librarian. She loves [REDACTED] but says librarians shouldn't be appointed to the board. She is in touch with [REDACTED] on a regular basis and is hoping he will be on a the LIBRARIAN COUNCIL that she is trying to create. I suggested she might want to get more work done in committee and have each committee chaired by someone on the library board. So if [REDACTED] was on the board he would chair the librarian council committee. Marty said having someone that understands broadband would be a great help and she said she received names of people who are doing great education through broadband. She mentioned [REDACTED] from Colchester as a person who knows broadband ... do you know him? Again the idea would be to have a committee chaired by a person who is on the Library Board. She liked the idea of a young person and will give it some thought. Needless to say there is a lot of work to be done but in the meantime one appointment that she would like us to make is [REDACTED] emailed me her resume today and she is the [REDACTED]. Her husband is [REDACTED]. We have 3 appointments to make for this board. I suggest we go ahead and appoint [REDACTED] next week and then continue our conversations with Marty. If she goes with the working committees model then it would make sense to appoint [REDACTED] to the Board and have him as chair of her Librarian Council. Same would go for a broadband person. I think the geographical naming is very cool but can see how that requires a different dedication of time vs. getting Vermont libraries into the 21st century. Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 25, 2011 4:42 PM  
**To:** Flood, Patrick  
**Subject:** RE: HSB

I check both addresses, got this message. I'll call [REDACTED] over the weekend and see if she is interested and let you know. She would be out first choice. There are other openings on the board, these are good candidates. I've shared names with Susan Spaulding.

---

**From:** Flood, Patrick [Patrick.Flood@ahs.state.vt.us]  
**Sent:** Friday, February 25, 2011 2:16 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: HSB

I noticed I did not send this to your state e-mail. Anything you want or need me to do?

---

**From:** Flood, Patrick  
**Sent:** Friday, February 18, 2011 2:36 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** HSB

I have a couple of names for you to consider.

[REDACTED] from Bennington, recently retired after [REDACTED] the last [REDACTED]  
[REDACTED] is a great public servant, very knowledgeable about all aspects of AHS, very consumer centered but also very pragmatic and fair. I think he would be a great member and an excellent chair. He has expressed strong interest in the role.

Doug has spoken to and recommends [REDACTED]. I believe he is a retired attorney. Doug tells me [REDACTED] has been a strong supporter of Governor Shumlin.

Any luck with [REDACTED]

Next steps?

**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 4:11 PM  
**To:** 'PAUL HANSEN'  
**Cc:** Bankowski, Elizabeth  
**Subject:** RE: CAC reappointment

Thank you Paul. We are working on the appointments for this advisory committee and will include your letters of support. Sorry it is taking so long but who ever knew there were so many appointments to be made to so many boards and commissions! I appreciate your patience and hope to be in touch with you soon. Thank you for keeping in touch. Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

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**From:** PAUL HANSEN [<mailto:shop13@myfairpoint.net>]  
**Sent:** Friday, February 25, 2011 3:50 PM  
**To:** Spaulding, Susan  
**Subject:** CAC reappointment

Hi Susan,

Hope you are all settled into your new position and without much stress. I can appreciate how difficult, challenging and yet rewarding it can be stepping up to something new for you and the new administrative team.

I am attaching three letters as I had communicated to you about three weeks ago.

Any questions I can be reached at work or cell phone.

Paul Hansen  
Citizens Advisory Committee on Lake Champlain's Future



**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 4:01 PM  
**To:** Kenney, Fred  
**Cc:** Miller, Lawrence; Bankowski, Elizabeth  
**Subject:** RE: Appointment/reappointment of members to the Vermont Economic Progress Council

I'm hoping we have a decision on who will replace Karen Marshall and the 3 other members whose terms are up in the next couple of weeks. I have learned that time moves VERY FAST on the 5<sup>th</sup> floor ... hard to believe next week is March! I do not know the answer about naming the VEPC chair but will get back to you on that as soon as I do. Thank you for keeping in touch. Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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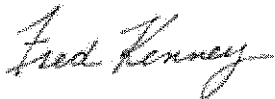
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**From:** Kenney, Fred  
**Sent:** Friday, February 25, 2011 3:39 PM  
**To:** Spaulding, Susan  
**Cc:** Miller, Lawrence  
**Subject:** FW: Appointment/reappointment of members to the Vermont Economic Progress Council

Susan:

Can you tell me if the Governor is close to naming someone to replace Karen Marshall and deciding on the other three members whose terms are up on March 31? Also, do you know if the Governor is inclined to want to name the VEPC chair as of April 1? In the past, the Governor has allowed the board to elect a chair, but I don't want to assume that will continue to be the case.

Thanks for your assistance.



**FRED KENNEY**

Executive Director  
Vermont Economic Progress Council  
1 National Life Drive  
Montpelier, Vermont 05620-0501  
(802) 828-5256

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and  
Tax Increment Financing District

(802) 777-8192 Mobile  
[fred.kenney@state.vt.us](mailto:fred.kenney@state.vt.us)  
[www.thinkvermont.com](http://www.thinkvermont.com)

Programs

**Incentive:** (*in-cen-tive*) noun; something that encourages or motivates somebody to do something

---

**From:** Kenney, Fred  
**Sent:** Monday, February 07, 2011 5:04 PM  
**To:** Spaulding, Susan  
**Cc:** Lawrence Miller; Powden, Pat Moulton  
**Subject:** Appointment/reappointment of members to the Vermont Economic Progress Council

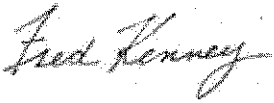
Susan:

Attached please find a letter from me and referenced attachments regarding a vacancy and upcoming ends of term for three members of the Vermont Economic Progress Council (VEPC).

I have also sent this to you in hard copy via pink mail.

Please feel free to contact me with any questions or concerns.

Sincerely,



**FRED KENNEY**

Executive Director  
Vermont Economic Progress Council  
1 National Life Drive  
Montpelier, Vermont 05620-0501  
(802) 828-5256  
(802) 777-8192 Mobile  
[fred.kenney@state.vt.us](mailto:fred.kenney@state.vt.us)  
[www.thinkvermont.com](http://www.thinkvermont.com)

**CREATING JOBS AND OPPORTUNITY THROUGH THE:**  
Vermont Employment Growth Incentive  
and  
Tax Increment Financing District  
Programs

**Incentive:** (*in-cen-tive*) noun; something that encourages or motivates somebody to do something

**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Friday, February 25, 2011 3:07 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Some more possibilities for district commissions

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

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**From:** Elizabeth Courtney [<mailto:ecourtney@vnrc.org>]  
**Sent:** Friday, February 25, 2011 3:06 PM  
**To:** Spaulding, Susan  
**Subject:** Some more possibilities for district commissions

Susan, hope all's well with you. Here are a few more suggestions for District Commissions from a variety of folks.

All the best

Elizabeth Courtney  
Executive Director  
Vermont Natural Resources Council  
9 Bailey Avenue  
Montpelier, VT 05602  
(802) 223-2328 X116  
[vnrc.org](http://vnrc.org)

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Follow us on [Facebook](#) and [Twitter!](#)

VNRC is proud to be a Charity Navigator 4-star organization.

**London, Sarah**

---

**From:** Flood, Patrick <Patrick.Flood@ahs.state.vt.us>  
**Sent:** Friday, February 25, 2011 2:17 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: HSB

I noticed I did not send this to your state e-mail. Anything you want or need me to do?

---

**From:** Flood, Patrick  
**Sent:** Friday, February 18, 2011 2:36 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** HSB

I have a couple of names for you to consider.

[REDACTED] from Bennington, recently retired after [REDACTED]  
[REDACTED] is a great public servant, very knowledgeable about all aspects of AHS, very consumer centered but also very pragmatic and fair. I think he would be a great member and an excellent chair. He has expressed strong interest in the role.

Doug has spoken to and recommends [REDACTED] from the Rutland area. I believe he is a retired attorney. Doug tells me [REDACTED] has been a strong supporter of Governor Shumlin.

Any luck with [REDACTED]

Next steps?

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 24, 2011 7:34 PM  
**To:** Trombley, Shana  
**Subject:** RE: Mtg. to discuss GPS's biz. council

Yes, I can do that

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**From:** Trombley, Shana  
**Sent:** Thursday, February 24, 2011 3:42 PM  
**To:** Lofy, Bill; Kunin, Lisa; Spaulding, Jeb; Bankowski, Elizabeth  
**Subject:** Mtg. to discuss GPS's biz. council

Hi

Can you all meet with GPS on Wednesday, March 2nd at 1pm to discuss GPS's ideas and expectations for a business council? Thanks,

Shana Trombley  
Scheduler  
Governor's office  
802.828.3333 (o)  
802.371.7499 (c)  
[shana.trombley@state.vt.us](mailto:shana.trombley@state.vt.us)



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 24, 2011 7:28 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Public Service Board

Will close on this next week with Gov. Regardless of what he does Judicial Nominating Board involved. Hold off on contacting [REDACTED] for now, we can send a fuller answer next week.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 24, 2011 5:04 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Public Service Board

[REDACTED] called to see what was happening with the chair of the Public Service Board. He is the gentleman who sent in his application and resume a few weeks ago. I know the Governor met with [REDACTED] this week ... but I'm not sure where we stand with that appointment. If you bring me up to date I can call him tomorrow. If [REDACTED] isn't reappointed then it is my understanding he will have to submit his application to the Judicial Nominating Board ... right?  
Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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109 State Street  
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**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 24, 2011 7:28 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Public Service Board

will close on this next week with

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**From:** Spaulding, Susan  
**Sent:** Thursday, February 24, 2011 5:04 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Public Service Board

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Susan S.

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**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Thursday, February 24, 2011 4:41 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Rutland County Democrats - Recommendations for State Boards and Commissions  
**Attachments:** Rutland County Dems - State Board-Commission Recommendations(2-24-11).doc

Check it out ... [REDACTED] is on the list and now we know who she is ☺. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

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**From:** Anne Lezak [mailto:[REDACTED]]  
**Sent:** Thursday, February 24, 2011 4:37 PM  
**To:** Spaulding, Susan  
**Subject:** Rutland County Democrats - Recommendations for State Boards and Commissions

Susan,

I am finally sending you the attached list of outstanding Rutland County leaders that our committee is recommending for service on state boards and commissions. These folks have all agreed to have us suggest their names, and will submit the required application and resume. And as I previously noted, they understand that 1) these are only suggestions, and 2) some of the boards and commissions may not have openings for awhile.

We have another group of six to eight that we'd like to send up soon, but we didn't want to hold up on sending you this preliminary list.

I hope that this is helpful to you in selecting potential candidates for state boards and commissions; we appreciate the opportunity to "share the wealth" that we have here in Rutland County!

Yours,  
Anne

**London, Sarah**

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**From:** Allen, Susan  
**Sent:** Thursday, February 24, 2011 4:30 PM  
**To:** Allen, Susan  
**Subject:** Afternoon media clips for Feb. 24 (final):

**VTDIGGER:**

**Story + video: Progs push Dems to raise taxes on wealthy**

By Anne Galloway on February 24, 2011

**CORRECTION:** The top income-earners in Vermont will save \$190 million in 2011 alone, not over a two-year period as previously reported.

What does \$190 million in tax breaks for Vermont's wealthiest residents have to do with the state's yawning budget deficit of \$176 million? Not much at the moment, but if two Progressives in the Legislature have their way, income-earners who are in the top tax brackets will have an opportunity make a personal contribution to the budget-gap reduction effort.

In January, the Public Assets Institute issued a report showing that 5 percent of Vermonters — those who earn more than \$200,000 a year — stand to save \$190 million under the extension of President George W. Bush's tax cuts. The top 1 percent of Vermont income-earners will see a \$100 million reduction in their taxes in 2011, according to the Montpelier-based Institute.

The giveaway to the nation's wealthiest residents was slated to sunset last year. President Barack Obama and the Congress carried forward the tax breaks through 2013.

Rep. Chris Pearson, P-Burlington, and Sen. Anthony Pollina, D/P-Washington, plan to introduce a bill at a press conference (Thursday) (1:30 p.m. in the Cedar Creek Room) that would raise about \$17 million through a small tax increase on the wealthiest 5 percent of Vermonters.

The money, Pollina said, could go toward programs for elderly, disabled and mentally ill Vermonters that are currently under Gov. Peter Shumlin's budget knife.

By day's end on Wednesday, 10 House members had signed onto Pearson's bill. "There is an understanding that most Vermonters don't support the Bush tax cuts, and we're in tough budget times," Pearson said.

The average personal income of those in the top 1 percent tax bracket is about \$940,000, according to PAI. Vermonters in the top 5 percent group will see a reduction in federal taxes over the in 2011 of \$150,000 on average as matters stand now.

Under the Pearson-Pollina plan, however, wealthy taxpayers would contribute an additional \$10,000 a year on average for income of more than \$373,650 a year and an additional \$500 a year for Vermonters who earn between \$171,850 and \$373,650, according to Pollina. The effective rate, Pollina said, would increase 0.8 percent for Vermonters in the highest bracket, and 0.2 percent for those who fall in the 0.2 percent tier.

“People have received significant tax cuts on the federal level,” Pollina said. “We’re not increasing taxes. We’re asking the wealthy to take slightly less of the Bush tax cuts.”

The bill will be introduced just one day before the final cutoff for new legislation.

Pollina described the increase as “slight.” Wealthy Vermonters will still be able to buy yachts, he said. “It’s not a broad-based tax,” Pollina said.

Whether the bill will be politically viable is an open question. At a Senate caucus on Tuesday night, Pollina said “the majority of Democrats supported it in their hearts.”

Pollina said the majority of Democrats backed the congressional delegation’s opposition to the Bush tax cut extension when it was first debated. “Anyone who supported Leahy, Sanders and Welch should support this,” the newly elected senator said.

Don’t count on the Democratic leadership, however, to be among them — at least for the time being. Gov. Peter Shumlin, House Speaker Shap Smith and Senate President Pro Tem John Campbell continue to beat the budget-cut drum and oppose broad-based tax increases — despite the “rumblings” in the Legislature about new tax revenues, as Shumlin put it. This rank-and-file discomfort with the budget was to be expected, according to the governor and the legislative leaders.

In his weekly press conference, the governor chastised Congress for cuts to funding for the low-income heating assistance program, Head Start, community action councils and Planned Parenthood. “We spend more on bombs than we do on hungry children,” Shumlin said.

The governor then went on to defend his own cuts to programs and reiterated that he would not raise taxes to pay for services for the elderly, the disabled and mentally ill.

Shumlin said the federal government can raise income taxes on the wealthy without fear that they’ll leave the country. On the other hand, he said, states like Vermont are vulnerable to out-migration. (The Vermont Blue Ribbon Tax Structure Commission recently debunked the anecdotal stories about the out-migration notion as “myth” in its January report.)

“We all know Vermont is not an island,” Shumlin said. “We all know people will pay a certain amount of tax on the state level, and when those taxes are disproportionate to those in neighboring states, they migrate.”

Shumlin said wealthy Vermonters already pay higher marginal tax rates (8.95 percent) than their neighbors in other New England states. The federal government should be raising taxes, he said, on the wealthiest Americans “who are paying the lowest taxes in anytime in American history.” The state, however, “doesn’t have the flexibility to do that,” he said, “because we all know New Hampshire is to our East and Florida isn’t far away.

“We all know we have a very progressive income tax in Vermont, and I’m proud of that,” Shumlin said. “I helped write the tax code that keeps it progressive. The wealthiest should pay the most. But when you get up around 9 percent, frankly you start to lose more than you’re making.”

Vermont’s tax rates are tiered. The 8.95 percent rate is applied only to income above \$373,500 — taxpayers pay much lower rates on income below that level. The top marginal rate does not include itemized deductions. The average effective rate, or the amount actually paid by Vermonters after deductions, is about 3 percent.

When it was pointed out that the effective income tax rate for wealthy Vermonters is 5.8 percent on average — once deductions such as second homes have been included in the equation — Shumlin asked where the reporter

got her numbers and remarked that they couldn't be right. (The information came from the Tax Department and was promulgated in the Vermont Blue Ribbon Tax Structure report.)

"I don't buy the argument that they're paying 5 percent," Shumlin said. "I happen to have been one of those taxpayers, and I can tell you I don't know how they pay 5 percent.

"All I can tell you is, New Hampshire has a rate of zero, Florida has a rate of zero; that's who we compete with," Shumlin said. "I can take you to any county in Vermont and introduce you to Vermonters who are no longer Vermonters, and we need to find the balance between how we can keep them here and pay our bills. Anyone who tells me we are not close to the precipice in terms of what we can ask Vermonters to pay in income taxes I just think isn't really looking at the facts."

Republican Gov. James Douglas made similar arguments over the course of his eight-year tenure in office.

"My predecessor was right about some things," Shumlin said.

Senate President Pro Tem John Campbell said the Legislature doesn't have enough information to determine whether it should raise taxes or not. The recently announced federal budget cuts, which, if passed, could go into effect in the last quarter of this fiscal year, would have an impact on how the state moves forward with its own budget. In the context of those reductions in state spending, the senator said, he would consider a tax increase on the wealthy.

"We're in a situation where we have the federal government abandoning the state when it comes to social services," Campbell said. "Are we going to let people freeze in the winter and take away care for women?"

As far as the governor's budget is concerned, Campbell remains committed to putting "everything on the chopping block."

House Speaker Shap Smith said he isn't surprised that Pearson has proposed a bill to increase income taxes for wealthy Vermonters. Smith said he isn't unwilling to consider a tax increase (he supported estate and capital gains tax increases in 2009) but at this point, lawmakers need more time to determine whether that's necessary this session. "We have been working hard to scrub the budget and find out where the holes are," Smith said.

## **Death with Dignity: From Oregon to Vermont**

**By Amy Schollenberger**

Patient Choices Vermont is sponsoring a series of discussions with Patient Choices Vermont board member David Babbott, MD, and George Eighmey, who was instrumental in passing and implementing Oregon's first-in-the-nation Death with Dignity Act. We'll talk about the bill that was recently introduced in the Vermont House of Representatives (H.274). WHO: Patient Choices Vermont board member Dr. David Babbott and George Eighmey (bio below)

George Eighmey (pronounced Amy) graduated from the University of Illinois Schools of Administration and Law with honors. He practiced law in Illinois and Oregon until 2000, concentrating in the area of estates and family law. George was licensed to practice before the Ninth and Seventh U.S. Circuit Court of Appeals, the Oregon and Illinois Supreme Courts, the U.S. Tax Court, and the U.S. Federal Appeals Court. He served on the Urbana, Illinois city council as an elected member and he was an Oregon State Representative from the Portland, Oregon area from 1993-1999. During his term as an Oregon representative he served as vice-chair of

the House Judiciary Committee, minority whip, and senior Democrat leader where he championed the passage of the Death with Dignity Act, Medicinal Marijuana and Alternative Medicine laws. George served as Executive Director of Compassion & Choices of Oregon; an organization dedicated to providing nonjudgmental information on end-of-life options for 12 years until retiring in September 2010. He continues to lecture on the subject of Oregon's aid-in-dying law. He is an advisory board member of Odyssey Hospice, Signature Hospice, Equity Foundation, the Bosco-Milligan Historic Preservation Foundation and co-author of a chapter in the book – *Compassion in Dying – Stories of Dignity and Choice*. He has received honors from several human rights and attorney organizations.

David Babbott, MD, is a retired professor of Medicine at the University of Vermont, where he taught medical students and residents for over a quarter of a century. Before that, he had a full-time clinical practice. A long-time advocate for patient choice at the end of life, Dr. Babbott has served on the Board of Directors of Patient Choices Vermont since 2003. He is a graduate of the University of Pennsylvania School of Medicine and is certified by the American Board of Internal Medicine. He has served as a Master of the American College of Physicians, and as governor for the Vermont Chapter.

### *Events*

All events are free and open to the public.

Wednesday, March 2nd

6:30 pm – 8 pm

St. Albans Historical Museum, 9 Church St. 3rd floor

Enter thru rear of bldg. – elevator available. Will have snacks from Cosmic Bakery.

<http://www.stamuseum.com/index.html>

Thursday, March 3rd

12:30 pm – 2 pm

Middlebury Town Hall Theatre, 68 South Pleasant (Merchant's Row – on the Green)

<http://www.townhalltheater.org/THT-Directions.pdf>

6:30 pm – 8 pm

Mark Skinner Library in Manchester Center, 48 West Rd, just off 7A

<http://www.markskinnerlibrary.org/about.htm>

Friday, March 4th

6:30 pm – 8 pm

Hardwick Memorial Building, 3rd Fl., 20 Church St.

Elevator available at Police Dept entrance. Others enter through main door and go up the stairs.

More information is available at [www.patientchoices.org](http://www.patientchoices.org), including a link to the bill and factsheets.

*Patient Choices Vermont is an advocacy organization that seeks to educate Vermonters about end-of-life options and to influence policy, regulations and practice that affect the terminally ill. PCV works to promote the best possible pain control, palliative and hospice care, and to enable terminally ill patients to direct their own end of life. More information can be found at [www.patientchoices.org](http://www.patientchoices.org).*

**A Secretary of Ed? Shumlin would appoint the Ed chief if new bill passes**

The House Education Committee is considering a bill that would allow the governor to appoint Vermont's top education official. Gov. Peter Shumlin is a proponent of the change.

Under the plan, which is still under discussion and has not yet been drafted into legislation, the Department of Education would become an Agency, and the chief officer of that governmental entity would become part of the governor's cabinet.

Rep. Johanna Donovan, D-Burlington, confirmed today that her committee is considering new options for education leadership in Vermont. Donovan said the State Board of Education, which now has the authority to set and oversee regulations and appoint the Department Commissioner, would play an advisory role.

Donovan expects the Committee will weigh the implications of changing the education governance structure when they return from the Town Meeting Day break next week. A public hearing on the matter is scheduled for 5 to 7:30 p.m. March 9.

Critics, including a member of the State Board of Education, say the power shift from the State Board of Education to the governor's office will politicize the role; backers say education shouldn't be treated any differently than the Department of Public Service or the Agency of Natural Resources, both of which have hand-picked top officials.

I think it would be helpful to have that department be accountable to elected officials. Anyone who thinks the office isn't politicized now, isn't paying attention. These are all political officials."

~ Speaker Shap Smith

"Education is our most important obligation in a democratic society," Shumlin said in a phone interview Tuesday night. "It's important for the governor to be held accountable for education quality and cost. Under the current system, governors don't have a commissioner or secretary they appoint, therefore the education system is on its own."

Shumlin said whether the title is secretary or commissioner, he believes the governor should have the authority to fill the position. He said a handpicked gubernatorial official wouldn't be any more politicized than appointments for the Agency of Natural Resources, the Agency of Commerce and Community Development or the Public Service Board.

"Why is this one different?" Shumlin asked.

Shumlin said the education chief can make "a real difference" policy wise.

"I think it's an important area where the governor should be able to have someone (in the Cabinet) and have total confidence (in that person)," Shumlin said.

But given the strength of school boards in Vermont, wouldn't an appointee's authority be limited? "You can argue that regardless who (or how an official) is appointed," Shumlin said.

Shumlin said he would consider the current commissioner, Armando Vilaseca, for the new role. "It's not about Armando," the governor said.

House Speaker Shap Smith supports placing the ed chief in governor's Cabinet.



"We don't necessarily have control over education policy," Smith said. "I think it would be helpful to have that department be accountable to elected officials. Anyone who thinks the office isn't politicized now, isn't paying attention. These are all political officials."

Jill Remick, the communications director for the Department of Education, said the real decision-making authority lies with local school boards. "Be careful what you wish for," Remick said. "The state board is concerned about political appointments. The question is, without a state board, would popular ideas happen quicker without the benefit of a board and commissioner?"

Donovan said the Douglas administration politicized the Department by labeling school board members and teachers "special interests," and she said, he harangued the public about how much the system cost taxpayers.

Stephan Morse, a member of the Board and former House Speaker, doesn't support the change. He said after serving on the Board for two years, he said he thinks the system works best with a board-appointed commissioner, in part because the selection is made by a group of people who are geographically representative of the state. The board also maintains a level of accessibility to teachers, students, parents and taxpayers.

"The Vermont system unique compared to other states," Morse said. "If you put it under an agency structure, you could have a new governor every two years, and a new commissioner or secretary every two years, and you would lose consistency in education policy that way."

Brenda Welburn, executive director of the National Association of State Boards of Education, says in other states the gubernatorial appointees for the commissioner or secretary are more often subject to political whims. About half of all ed chiefs nationwide are appointed by a board. Welburn said if a governor doesn't see results and needs a scapegoat, then that person can become a political target.

"Statistically the highest turnover among commissioners is among those who are appointed by governors," Welburn said.

#### **Digger Tidbits: Rutland mayor makes case for single payer; "Stroll in" at Leahy's office**

By Josh Larkin on February 24, 2011

Chris Louras, the mayor of Rutland, told lawmakers on Wednesday that the state can't afford to bend the curve of health care costs. At this point, he said, the only way to move forward is to "blow up" the existing system. Louras made the remarks in testimony to the House Health Care Committee.

Louras, who served in the House in 2005-2006 said Rutland's health care costs are so high that he has been forced to "draw down the staff," in order to keep the budget in a range that is "tenable to taxpayers."

"The largest piece of the budget we can't control is health care," Louras said.

The city pays about \$2.5 million in costs related to health insurance for employees, and about \$7 million overall in payroll, Louras said.

Over the last five years, the city has shifted from full health care benefits for its 150 workers, to negotiated contributions toward a high deductible health insurance plan (employees contribute 20 percent of the cost). That move saved the city about \$200,000, Louras said, and "kicked the can down the road."

"Four to five years from now is going to be here real quick, and frankly something needs to be done," Louras said. A family plan under the union contract now costs about \$22,000 a year.

A payroll tax would be preferable, he said.

Louras, who is a Republican, doesn't see this as a partisan party issue. He has taken a political risk to supporting H.202, says decoupling health care from employment is crucial, but he said it's going to require sacrifices.

A handful of Head Start workers, mothers and their children strolled in to Sen. Patrick Leahy's Montpelier office on Wednesday to voice opposition to proposed federal budget cuts that will impact Head Start programs around the state.

Seven Head Start and three Early Head Start programs operate in Vermont providing developmental, educational and social services to low-income children and their families. With funding for Community Block Grants slated to be cut under President Obama's \$3.73 trillion budget, approximately 330 Vermont children will lose access to Head Start programs and 121 Head Start staff are expected to lose their jobs across the state.

"Head Start helps families make goals," East Montpelier resident Jenn Neddo told John Tracy, Sen. Leahy's state director on Wednesday. As her three boys tumbled around the small conference room in Leahy's State Street offices, Neddo explained how having access to Head Start has helped her children succeed and her contact with the program's staff has given her the support and guidance she's needed to progress personally. "One of my goals has been to get into college, and I have. I've made the dean's and president's list at CCV."

The messages wouldn't fall on deaf ears, Tracy said, stating that the mothers and staff were "preaching to the choir."

"Sen. Leahy has been a firm supporter (of Head Start), and he will continue to be," Tracy said. "Leahy and the Vermont delegation get it, and they'll work to reach out to the delegations from other states."

Holding 13-month-old Joria in her arms, Andria Benjamin of Eden explained how Head Start is an important resource for struggling families and a means for Joria to get a jump on early learning and development. Moreover, Benjamin said, the Head Start programs in her area have provided opportunities that have benefited her whole family, such as CPR courses and dental hygiene information sessions.

Those programs, said Linda Farr, are typical offerings in the three Head Start programs she oversees. Farr, an Area Team Manager in Lamoille County, said the assistance she'd received from Head Start years ago set her life on track and the programs must be preserved so others can benefit as well.

"I came back to Vermont with two kids and two suitcases in my hands and I enrolled my kids in Head Start. And it was those Head Start workers who convinced me to go back to college," Farr said. "If the cuts happen, those programs could go away."

In a statement, Leahy said he adamantly opposed the cuts.

"Slashing cuts like these are punitive, not prudent," Leahy said. "The House bill would yank Head Start from 336 Vermont children and their families, and it would eliminate child care for 486 more. At a time when getting people back to work should be a top priority, this would make it that much more difficult for struggling Vermonters to find and keep jobs."

“A budget is about choices and priorities, and targeting the most vulnerable members of our communities this way reflects anything but family values, American values or common sense.”

### Sound the main issue at Public Service Board hearings on Lowell wind farm

The Public Service Board began its third week of hearings on the Kingdom Community Wind project in Lowell with a bang. Or at least with the argument by a noise expert that wind turbines sound similar enough to banging noises like explosions, guns firing, and sonic booms that the Public Service Board ought to require the developers to ensure that their sound is quieter than it otherwise would need to be.

Leslie Blomberg, executive director of the Noise Pollution Clearinghouse in Montpelier, testified on behalf of the Lowell Mountains Group, which opposes the 63 MW, 20- or 21-turbine project that Green Mountain Power has proposed in Lowell. He argued that the Public Service Board has applied a too-lax standard to other utility-scale wind projects permitted in Vermont, and he wants a tougher standard for the Lowell project.

The Public Service Board has required that other wind projects keep the sound under 45 decibels, as measured at the exterior of a dwelling and averaged over an hour. Sound experts have testified that this would give a 30 decibel sound level inside the house. Green Mountain Power has proposed a sound monitoring and response plan for the Lowell project that they say would ensure that this standard is met.

The Lowell Mountains Group is arguing for a lower standard, applied outdoors at the property line, arguing that neighbors to the wind farm may wish to set up a chair and enjoy the outdoors closer to the property line than their house. Or they may wish to build another house or a cottage closer to the wind turbines, where the sounds may be louder, and they would then be prevented from enjoying their new house or cottage.

Dotty Schnure with Green Mountain Power reiterated GMP's position that they will comply with whatever noise standard the Board applies to the Kingdom Community Wind project. However, the company has not ruled out appealing the Board's order on the basis of the noise standard used.

Blomberg suggested an outdoor standard of 35 decibels, half as loud as 45 decibels, applied at the property line. He arrived at that number by starting with an EPA document discussing how loud intruding aircraft noise can get before it provokes community reactions. The document notes that sounds of 55 decibels do not provoke a reaction in urban areas, but that the threshold in rural areas is 10 decibels quieter. The threshold is reduced a further 5 decibels when there's been no previous experience in the community with intruding noise, and another 5 decibels when the noise has “impulsive characteristics,” which Blomberg asserted wind turbine noise has.

Green Mountain Power attorney Peter Zamore asked Blomberg to read the EPA's definition of impulsive noise and its examples, which include explosions, firearm discharges, sonic booms from aircraft, and industrial processes. Zamore questioned whether wind turbines actually sound like that. (Various parties in previous Board hearings on this project have characterized the noise as “swish-swish.”) Blomberg argued that the examples are not all-encompassing, and that wind turbine noise meets the EPA definition.

Board member John Burke acknowledged that Board “struggles” with questions of noise standards and how to apply them. But he expressed some skepticism that sounds exceeding 35 decibels at the property line would wake someone up, a consequence Blomberg had called “shocking and offensive.” Burke noted, “An average library has a db [decibel] rating of somewhere between 35 and 40. But you really don't consider a library to be shocking and offensive, do you?” Blomberg said no. Burke also noted, to laughter in the hearing room, that he had had no difficulty sleeping in libraries in college.

Under questioning by Lowell Mountains Group attorney Brice Simon, Kaliski admitted that the wind turbine noise might interfere with other activities, like listening to songbirds, at lower decibels levels.”

Board staff attorney Thomas Knauer questioned Blomberg about another application of the EPA document, putting the threshold for community reaction 5 decibels lower when the community has no prior experience with intruding noise. Knauer pointed out that the loud activities of snowmobiling and logging already happen around the area of the proposed wind farm. Blomberg argued that noise from wind turbines is different. “Logging sounds would tend to not occur at night. That’s what’s really unique about this. Not only at night, but it could happen 24 hours a day, any day of the week. It’s not within your control... I don’t think there’s a source like that in that community right now.”

Before Blomberg took the stand, Kenneth Kaliski, of the Resource Systems Group in White River Junction, testified about sound for Green Mountain Power. Kaliski had conducted a noise impact study for the project, both monitoring background noise and using two different models to predict what levels of noise would be experienced at different places when the turbines were operating.

Kaliski defended the Board’s 45 decibel standard applied immediately outside the home, saying the standard is designed to protect residents from sleep disturbance, and it does so at 45 decibels. He argued that the board’s standard is more conservative than noise guidelines from the World Health Organization, the US EPA, and other organizations. Many other jurisdictions regulate wind farm noise with mandatory setback distances from the turbines, rather than monitored or modeled noise thresholds. Kaliski said that the project would pass muster with setback guidelines from the Congressional Research Service, the National Academy of Sciences, and the Bureau of Land Management, as no year-round residence is closer than 3,200 feet to a turbine.

He acknowledged that areas where people are frequently outdoors might have a standard to make sure they can make themselves heard in a normal conversation. Kaliski said that it takes a 55 decibel sound to interfere with conversation, and that wind turbine noise diminishes to less than that “within a few hundred feet of the turbine.” Consequently, Kaliski discounted a need for a different outdoor standard for these “remote” turbines.

Under questioning by Lowell Mountains Group attorney Brice Simon, Kaliski admitted that the wind turbine noise might interfere with other activities, like listening to songbirds, at lower decibels levels. And he declined to speculate on how the standard affects a property owner who wants to build a new cottage closer to the property line, where noise levels may exceed the 45 decibels outside an existing home on the property.

The noise impact study used two modeling methods, which Kaliski repeatedly characterized as “very conservative.” Yet Jared Margolis, attorney for the towns of Albany and Craftsbury, spent hours questioning him, much of the time about how much the model might underestimate noise as experienced in the real world. The conversation focused on the minutiae of statistical analysis and confidence intervals, as well as study design.

Margolis also pointed out passages in Kaliski’s 2006 testimony before the Board, about wind turbines proposed for Sheffield and Sutton, that seemed to contradict some aspects of his current testimony. In 2006, Kaliski was hired by the Town of Sutton to critique a noise study prepared for the wind developer. However, the issues in the 2006 testimony were quite different; they were about whether the turbines would be audible at all in certain locations. In the current case, the questions are about how loud the sound will be, not whether it will be audible.

While GMP has said it will comply with any noise standard the Public Service Board applies to the project, Margolis questioned whether they would have the tools to do so if real-world noise levels turn out to be higher than expected from the modeling. Turbines can be switched to a “noise-reduced operation” (NRO) mode, but the current project design already calls for NRO mode to be used, perhaps for thousands of hours a year, to comply with the 45 decibel standard. That already expected use of NRO mode erodes the ability to achieve

further reductions by using NRO, Margolis argued. That would leave turning the turbines off entirely during certain weather conditions as the only alternative to what Kaliski characterized as the “expensive” alternative of moving the turbines, whose towers alone are around 250 feet high.

Kaliski repeated that the modeling was conservative, and he said that there was no danger that turbines using NRO would exceed a 45 decibel exterior standard.

While the hearing was just to take evidence, Public Service Board Chair James Volz clearly dismissed the need for one part of Kaliski’s future monitoring plan: a five-year limit for noise complaints. Kaliski had proposed that GMP would do new monitoring to respond to noise complaints for the first five years of the project, but after that, they would stop. The exception is when the noise is related to maintenance needs, for example, the turbine blades had become pitted. Board members were skeptical that residents would know why the turbines had become louder; they’d just experience more noise.

Kaliski said that the point was to guard against nuisance complaints — the same person calling in, over and over. “We can deal with that,” Volz assured him.

The hearings continue through Friday.

#### **NECN:**

#### **Vt. lawmaker gets green light on telecom bill**

MONTPELIER, Vt. (AP) — A prominent Vermont lawmaker has been given an OK after asking for an ethics review of his involvement in telecommunications legislation because he owns two cellular telephone towers.

State Sen. Vincent Illuzzi, who's been championing a bill easing the state permitting process for telecommunications facilities, owns cellular phone towers in Barton and Island Pond, and is a lawyer for neighbors protesting a plan for placement of another tower in Barton.

Illuzzi this week asked Senate Secretary John Bloomer to look at his situation and see if it was OK for him to be involved in the legislation.

Bloomer said it was. He says it's common in a part-time citizen legislature to have such issues arise, and he used the example of a teacher voting to increase teacher retirement pensions.

**London, Sarah**

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**From:** Allen, Susan  
**Sent:** Thursday, February 24, 2011 4:28 PM  
**To:** Allen, Susan  
**Subject:** Afternoon media clips for Thursday, Feb. 24

**VPR:**

**Advocates Will Be Talking Health Care On Town Meeting Day**

On Town Meeting Day, citizens will be gathering to talk elect officials and vote on school and municipal budgets directly related to their towns and cities. But the Vermont Workers' Center is also hoping to talk about an issue that affects everyone in the state, health care.

As Vermont considers major changes to its health care system, the Health Care is a Human Right Campaign will be sending people to town meetings to spark the discussion. Cindy Perron is a photographer living in Barton, she'll be attending her town meeting and she speaks with VPR's Mitch Wertlieb.

**Committee Looks At Economic Impact Of Vermont Yankee Closure**

(Host) Last year's state Senate vote to deny Entergy Vermont Yankee a 20-year license extension means the Vernon plant is scheduled to close next year.

But planning for that closure is just beginning locally. The Senate Economic Development Committee met in Brattleboro on Wednesday to discuss the economic impact of losing Vermont Yankee, and what can be done to soften it.

VPR's Susan Keese was there.

(Keese) Vermont Yankee is among the largest employers in Windham County, with about 650 workers, though only about half of them live in Vermont.

Its high paying jobs account for 5 percent of the local wage base, with a payroll of around \$60 million dollars.

Many of the people who spoke at the hearing emphasized the plant's large contributions to local charities and volunteer efforts. Others talked about what will happen as workers lose health insurance.

Brattleboro Town Manager Barbara Sondag says the full impact of the plant's closure is still unknown.

*(Sondag) "That's why were looking for experts to come, that's why we're trying to find out what's happened in other places. Most of the studies that have been done with this particular area show that there's a large multiplier effect for loss of employment and show that there's a large impact for not only jobs but property values."*

(Keese) Sondag says the county has been losing jobs and seen declining wages as it is. She says the loss of Vermont Yankee will make the current problems more than twice as hard to deal with.

Even those who support the closing acknowledge that it won't be easy. Windham County Senator Peter Galbraith is on the Economic Development Committee, and he's been pushing for state and local officials to get involved in planning.

*(Galbraith) "I stress that while the issue of Vermont Yankee has itself been very divisive... we have something in common in wishing to make sure that its departure is not going to be damaging to our economy."*

(Keese) Essex-Orleans Senator Vincent Illuzzi chaired the hearing. He asked the speakers at the hearing for suggestions on how the state can help the region 'transition to the post Vermont Yankee Era."

John Mullin of the University of Massachusetts at Amherst wrote the final report on the closing of the Rowe Yankee Plant in nearby Massachusetts.

He advised pressuring the plant to begin decommissioning immediately, rather than waiting 60 years as Entergy has suggested. He says the decommissioning process can provide high-paying jobs for up to a decade.

*(Mullin) "If decommissioning goes over a long period of time, then the absolute number of jobs lost will be far fewer."*

(Keese) Mullin also advised Vermont to do a better job at leveraging federal money to help states in economic crises. He says Vermont lags behind other states in making use of the money.

For VPR News, I'm Susan Keese.

#### **TIMES ARGUS/RUTLAND HERALD:**

##### **Mental health advocates protest Shumlin cuts**

MONTPELIER — Vermont mental health advocates are turning out in force at the Statehouse to protest funding cuts proposed by the administration of Gov. Peter Shumlin.

A coalition of groups ranging from the Burlington Police Department to disability-rights organizations say mental health services are facing a \$15 million cut this year, which would equal the cuts those services have seen in the previous three years.

Among the cuts highlighted by the groups Thursday: One affecting a student assistance program that provides counseling to high school students in crisis.

Shumlin administration officials say they've had to propose cuts to a range of services to close a budget gap estimated at as much as \$176 million.

#### **ADDISON INDEPENDENT:**

##### **Shumlin outlines health care plan**

MIDDLEBURY — Gov. Peter Shumlin told Porter Medical Center officials on Tuesday to be patient in weathering what he believes will be a short-term financial storm en route to a new, single-payer health care system he said will bring long-term success and financial sustainability to the industry.

Shumlin, who took office last month, made his remarks at Porter's annual meeting before a crowd of more than 100 hospital physicians, staff, consumers and board members who have voiced many concerns about recent state and federal health care policy that has included under-reimbursement through the Medicaid program and an ever increasing medical provider tax.

Such policy, Porter officials contend, helped create a \$2 million loss for the medical center last fiscal year and the prospect of another big loss this year.

Shumlin said that in the short-term, he has little choice but to consider increases in such areas as the provider tax on hospitals and home health agencies, an assessment he said helps leverage federal Medicaid dollars. He said the state is facing a fiscal year 2012 revenue shortfall of around \$176 million.

"I am trying to balance the need of balancing the budget and taking care of our most vulnerable citizens while maintaining the ability to draw down federal dollars," Shumlin said.

Meanwhile, the governor is banking on the Legislature passing a single-payer health care plan he believes will cut medical costs, provide better service and ensure more predictable payments to providers.

That single-payer system must accomplish three things, according to Shumlin:

- Treat health care "as a right and not a privilege."
- Make sure that the health care follows the patient and that it not be a responsibility of the employer.

"That's a huge jobs creator," Shumlin said of taking the health insurance burden off employers. It is a factor the governor said could "reverse the osmosis on the bridge" of Vermonters going across the border for the tax advantages of New Hampshire.

Shumlin rejected suggestions that Vermont would see a huge influx of health care-dependent people if it adopts a single-payer system. He argued that Vermont is already a popular destination point for those seeking benefits that currently include Dr. Dynasaur, Catamount Health and the Vermont Health Access Plan.

"We've got the best plan in the country; it's just that we can't afford it," Shumlin said.



"Small, rural hospitals will not survive," he added of the current system. "You can't ask (Porter President) Jim Daily and others to run a railroad in a system where you get 40 cents on the dollar from one customer, 50 cents on the dollar from another and every blue moon someone walks in the door and gives you a dollar for a dollar's work. It doesn't work."

- Cost-containment. The governor suggested a few ideas to help achieve lower costs, including issuing citizens a health card that would record the medical service they received and the amount due. The card would also provide complete access to medical records. Shumlin said the medical card could save around 9 cents on each medical dollar spent by reducing the current bureaucracy involved with insurance company payments.

"This is basically using technology to contain costs and get rid of waste," Shumlin said.

The governor also suggested the medical industry move from a fee-per-service system to one in which the provider is compensated for keeping people healthy.

"The perils are huge; I get it," Shumlin said. "There are landmines everywhere."

But he said the dangers of not pursuing a single-payer plan would be far worse. He said Vermont spent \$2.5 billion on health care eight years ago. That sum has risen to \$5 billion this year and is projected to go up by another \$1.6 billion by 2015.

"The current system is just not sustainable," Shumlin said.

He added there will be several deal-breakers for any health care bill that arrives on his desk. Shumlin said he won't sign legislation that costs more money, that doesn't contain health care costs, that allows insurance companies to become a hindrance to quality care, that rations services, or that perpetuates the current billing bureaucracy.

"If we can get this one right, by 2014, I am convinced we will grow jobs, grow economic opportunities," Shumlin said.

Clearly, not everyone who listened to Shumlin's talk in Middlebury College's McCardell Bicentennial Hall was sold on his plan. Several Porter officials questioned Shumlin's math and the wisdom of state government taking an even larger role in an industry upon which it has already foisted economic challenges. Porter Hospital laid off four workers earlier this month with the prospect of additional reductions in the future. Daily noted that he has been walking through the Porter campus lately with a serious eye on what the institution can do without.

But Shumlin reiterated sweeping change will be necessary to reverse an unsustainable course.

"What's killing Porter is what's killing every health care entity in the state," Shumlin said. "It is the reimbursement system, it is the amount of resources we are throwing at it and that fact that Vermont businesses and individuals can't keep up. We are all moving to higher and higher deductibles throughout insurance plans for more and more money."

*Reporter John Flowers is at [johnf@addisonindependent.com](mailto:johnf@addisonindependent.com).*

### **Hospital tax draws lawmakers' eyes**

MIDDLEBURY — Local health care providers on Monday continued to warn lawmakers that their industry could soon be in critical condition if the state tries to balance its budget on the backs of hospitals and the medical community.

The subject of health care reform once again dominated discussion at the weekly Addison County Legislative Breakfast, held this week at the Middlebury Legion hall. Porter Hospital officials turned out in force to weigh in on state budget discussions and health care reform efforts under way in Montpelier.

Sue Ritter, a member of the Porter Hospital board of directors, voiced her concerns about funding trends in the health care industry during the past 20 years. She noted those trends include:

- A provider tax, assessed to hospitals beginning in 1992, to help the state support the overall Medicaid program with a commitment that the tax dollars would be returned to the hospitals after a federal match. Gov. Peter Shumlin has proposed boosting the provider tax from the current 5.5 percent to 6 percent, a move that would increase Porter's assessment from the current \$3.1 million to \$3.7 million.

"Now we are being taxed \$2 million more per year than we receive back," Ritter said.

- Creation of a statewide tobacco cessation program from national tobacco settlement funds, through which hospitals were asked to create programs and hire staff.

"This funding is now being eliminated," Ritter said.

- Creation of the Catamount Health insurance program for uninsured and under-insured Vermonters. Ritter said the program was established with the understanding it would come with federal Medicaid reimbursement. But now plans calls for Catamount to be folded into the Vermont Health Access Plan for Medicaid clients. It's a move that Porter officials said will cost hospitals hundreds of thousands of

dollars for services provided to Medicaid clients. That's because the Medicaid program reimburses at a rate of roughly \$34.20 for every \$100 in services provided by hospitals.

"Based on this track record, why wouldn't we be concerned about the current health care reform proposal that does not offer any details about financing or provider reimbursement?" Ritter said.

"I think we are at a crossroads," she added. "I think we are at a really critical time and I have been seeing changes at Porter Hospital that I don't think anyone is going to want to see."

Sen. Claire Ayer, D-Weybridge, is chairwoman of the Senate Health and Welfare Committee, a panel that will be on the front lines of developing healthcare reform legislation.

"I think there is good reason to be a little skeptical about the plans that we have for making health care better and be for everyone," Ayer conceded. But she stressed that while times are looking tough for hospitals right now, the ultimate goal of this biennium's health reform effort is to end up with a system that is based on a solid foundation of cost control, quality, technological advances for accounting and patient records, and an emphasis preventative medicine. All of these factors, Ayer believes, will result in medical cost savings that can be reinvested in hospitals.

"I am a believer we can do this," Ayer said. "Many other countries have done this and we can do it too."

Rep. Mike Fisher, D-Lincoln, is vice chairman of the House Health Care Committee. He noted the unpopular provider tax helps leverage \$225 million — around one quarter — of the state's Medicaid budget.

"We have to create a system that doesn't allow for us to do hidden taxes as a system ... to underpay providers, knowing that providers can shift the costs off to premium payers," Fisher said. "What we are trying to do is close that door, and it is going to take some time for us to do it."

If left unchecked, Fisher said health care costs for Vermonters are projected to go from the current \$8,000 per capita to \$9,200 by 2013.

"It's unsustainable," Fisher said.

The goal, Fisher said, is to come up with a "single, fair rate for providers. So that a provider who is serving a Medicaid patient or a Blue Cross patient — or maybe some day a single-payer patient — will get a predictable rate for payment for that service."

Porter officials took little solace in promises for a brighter health care future.

"We live in the present," Porter Hospital President James Daily said. "Our crisis is right now. This is going to cost us services and jobs in our community."

Porter Hospital reduced its workforce by four people earlier this month.

"Someone else's cost is our reimbursement, and it is dropping rapidly because we are treating more and more Medicaid patients. What we need is short-term help, now, with reimbursement."

Daily said the proposed provider tax hike, coupled with the anticipated increase in Medicaid-related expenses, will likely cost Porter Hospital \$1 million this year.

"It's \$1 million we can't cost-shift," Daily said, alluding to the hospital budget review process through state regulators.

Fisher acknowledged the current financial plight of hospitals, but added lawmakers are currently trying to plug a more than \$170 million revenue hole in the fiscal year 2012 state budget, with few places to turn.

"We have a budget crisis," Fisher said. "The governor's budget has a number of proposals that are challenging for providers ... There is quite a lot of pain around. Having said that, we're applying ourselves to finding the flexibilities we can find to make it possible to come up with money to not hit providers as hard."

Rep. Harvey Smith, R-New Haven, recalled concerns that many health care officials had voiced about the provider tax 14 years ago.

"It has been getting worse over the years," Smith said. "We keep digging a deeper hole, and eventually it is going to come crashing down around us."

## **NO HELP FROM D.C.**

Rep. Willem Jewett, D-Ripton, noted circumstances in Washington, D.C., don't bode well for any extra assistance from the federal government. Federal stimulus money is running out. In the meantime, Congress has yet to approve a new budget for the fiscal year that started nearly five months ago.

"We are operating on continuing resolutions," said Jewett, the House majority whip. "Typically, those resolutions have maintained level funding. This latest one, however, does not."

Legislative leaders visited the capital last week and learned that Vermont might have to cut around 5 percent from this year's state budget as a result of reduced federal dollars.

"At a minimum, we are told there is a \$5 million to \$10 million problem in this fiscal year," Jewett said.

While Shumlin has pledged not to raise broad-based taxes to balance the budget, some residents said lawmakers should consider such a move. Weybridge resident Jeff Cobden said the state should consider extending the sales tax to items not currently covered, as well as raise the income tax on high-income residents.

"The very rich in Vermont got their tax cuts from Washington," Cobden said. "The state could take a percentage of that money and work this budget very nicely by adding to the income tax on the top end."

Rep. Paul Ralston, D-Middlebury, said he and his colleagues have their work cut out for them.

"We have choices to make, and those choices are terrible," Ralston said.

He appealed to residents to help make those difficult choices.

"When you ask, 'Please don't cut the budget for tobacco education,' you also have to tell us, 'Please, instead, cut the budget for blank,'" Ralston said. "Because each program has its constituents and supporters."

Rep. David Sharpe, D-Bristol, will be dealing with tax law this year as part of the House Ways and Means Committee.

"When I was growing up as a child, I was taught that taxes were a civic responsibility, that one paid taxes in order to support his great American culture that we have and the programs we expect to provide for our citizens," Sharpe said. "Lately, taxes have been described as a 'burden'; we have to get rid of them. I stand with my childhood upbringing — taxes are a civic responsibility. It's true, there's plenty of money in our society; it's just risen to the top."

*Reporter John Flowers is at [johnf@addisonindependent.com](mailto:johnf@addisonindependent.com).*

## **College to sell former courthouse to tech incubator**

**(Just FYI, we cannot access this full story online.)**

MIDDLEBURY — Middlebury College will sell the former Addison County Courthouse at 5 Court St. to the Vermont Center for Emerging Technologies. The organization, known as VCET, will use a portion of the building as a local headquarters to further its mission of helping entrepreneurs establish new high-tech businesses in the state.

**London, Sarah**

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**From:** Lofy, Bill  
**Sent:** Thursday, February 24, 2011 12:15 PM  
**To:** Spaulding, Jeb; MacLean, Alex; Allen, Susan; Slota, Bianca; Richards, Alyson; Doug  
Racine; Bartlett, Susan; Bankowski, Elizabeth  
**Subject:** FW: impact of a govt shutdown  
**Attachments:** Impact of a Federal Government Shutdown on States.pdf

This is a helpful summary of the potential impact of a federal govt shutdown on state governments. If it's short term, not a huge impact (except on SNAP and TANF, which we should be prepared to talk about); long term a different story.

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 24, 2011 11:18 AM  
**To:** 'Ed\_Pagano@Leahy.senate.gov'  
**Cc:** MacLean, Alex  
**Subject:** A small matter

Hi Ed. This is a small but important matter. The Governor, Alex MacLean and myself are a rooting squad for [REDACTED] who has applied to be a page in your office. We know her very well. She interned with the Governor when he was Senate President. Her credentials speak for themselves. What you don't see on paper that we know is that she is a wonderful kid, full of promise. She is wise beyond her years, very smart, fun to be around, completely reliable and responsible. As she noted in her application her experience being in the Senate during the heated debate on same sex marriage "transformed" her. She seems quite set on a career in the public sector. Should this include elected office, it is good that is not likely to happen during our tenure as she will be a force! We know you have a highly competitive field and she will stand on her own, but want you to know any one of us would be happy to speak on her behalf should you need further information.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 24, 2011 11:00 AM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: pdf  
**Attachments:** lizpdf.pdf

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**From:** Wengroff, Ariel  
**Sent:** Thursday, February 24, 2011 10:58 AM  
**To:** Bankowski, Elizabeth  
**Subject:** pdf

**Constituent Correspondent**  
Office of Governor Peter Shumlin  
109 State Street  
Montpelier, VT 05609  
Office: 802-828-3333  
Fax: 802-828-3339



**London, Sarah**

---

**From:** Wengroff, Ariel  
**Sent:** Thursday, February 24, 2011 10:58 AM  
**To:** Bankowski, Elizabeth  
**Subject:** pdf  
**Attachments:** lizpdf.pdf

**Constituent Correspondent**  
Office of Governor Peter Shumlin  
109 State Street  
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Office: 802-828-3333  
Fax: 802-828-3339

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 24, 2011 10:35 AM  
**To:** Spaulding, Susan  
**Subject:** RE: libraries

PS no need to call [REDACTED] in advance, Gov knows him well, we can take chance on him making the offer.

-----Original Message-----

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 23, 2011 7:58 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: libraries

I like the idea of a young library user helping them plan for the future. I think we should first ask [REDACTED] if she thinks [REDACTED] would be a fit. From their email I think they were thinking she would be good on the Board of Education but she isn't in sync with the student rotation. The current high school junior will be come senior rep in June so we will need to appoint a high school junior. My calculations are that [REDACTED] is a junior this year but we may want to confirm that with [REDACTED]. Do you want me to call either [REDACTED]. I don't know either of them but I'm happy to call. Have you already spoken with [REDACTED] or do I need to call and make sure he is interested? Susan S.

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 23, 2011 7:41 PM  
**To:** Spaulding, Susan  
**Subject:** RE: libraries

Interesting idea, she's from Brattleboro and [REDACTED] is as well but if we knew she was a user and cheerleader for the library that would be an interesting approach. I know [REDACTED] and [REDACTED] is a [REDACTED]. We could ask her more about [REDACTED]. She may not be right here, maybe instead we could ask State Librarian, to ask other librarians for names of young adult clients and with state librarian we'll pick one.

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 23, 2011 12:29 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: libraries

Great – one more to go. I have an email from December that was from the Governor's goputney account. It looks like he is friends with [REDACTED] who wrote an email suggesting that a [REDACTED] would be great as a young voice in his administration. What would you think of appointing someone that young to the Board of Libraries? ..... or is there a position on Building Bright Futures for her? Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

From: Bankowski, Elizabeth  
Sent: Wednesday, February 23, 2011 12:26 PM  
To: Spaulding, Susan  
Subject: RE: libraries

\_\_\_\_\_ sounds good would also recommend \_\_\_\_\_ which is a great library with many good programs. Governor also high on \_\_\_\_\_

From: Spaulding, Susan  
Sent: Wednesday, February 23, 2011 9:18 AM  
To: Bankowski, Elizabeth  
Subject: libraries

There are 3 open seats on the Board of Libraries. The State Librarian, Martha Reid, has submitted [REDACTED] from [REDACTED] for consideration. [REDACTED] was on the [REDACTED] and was on their capital development committee. Her husband is [REDACTED]. In her email Martha notes that libraries are rapidly changing and the board needs innovative thinkers that can strategize about new ways to provide quality library service in Vermont ... maybe a person who is familiar with regional planning. She has more names to share of potential candidates but I don't want to ask her for them if we are going to be filling the seats with people we know. Susan

Susan M. Spaulding  
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(802)-828-3333

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 24, 2011 10:33 AM  
**To:** Spaulding, Susan  
**Subject:** RE: libraries

Haven't said anything to [REDACTED]. Only concern about talking to [REDACTED] is of course she's going to say [REDACTED] would be great so we need to know if [REDACTED] lives in [REDACTED] and uses the library. Go ahead and contact her. [REDACTED]  
[REDACTED] home phone is [REDACTED] and [REDACTED] is [REDACTED]

-----Original Message-----

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**Sent:** Wednesday, February 23, 2011 7:58 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: libraries

I like the idea of a young library user helping them plan for the future. I think we should first ask [REDACTED] if she thinks S [REDACTED] would be a fit. From their email I think they were thinking she would be good on the Board of Education but she isn't in sync with the student rotation. The current high school junior will be come senior rep in June so we will need to appoint a high school junior. My calculations are that [REDACTED] is a junior this year but we may want to confirm that with [REDACTED]. Do you want me to call either [REDACTED]... I don't know either of them but I'm happy to call. Have you already spoken with [REDACTED] or do I need to call and make sure he is interested? Susan S.

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(802)-828-3333

From: Bankowski, Elizabeth  
Sent: Wednesday, February 23, 2011 12:26 PM  
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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 23, 2011 7:41 PM  
**To:** Spaulding, Susan  
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---

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**Subject:** RE: libraries

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**Sent:** Wednesday, February 23, 2011 12:26 PM  
**To:** Spaulding, Susan  
**Subject:** RE: libraries

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---

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**Subject:** libraries

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(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 23, 2011 2:44 PM  
**To:** [REDACTED] myfairpoint.net'  
**Subject:** Board Appointments

Greetings [REDACTED] it was good to speak with you by phone recently. Thank you again for your long service on the Human Rights Commission and for your interest in service on another state board in an area of interest to you. As I explained, we are just getting started so bear with us. We will provide information about other opportunities in coming weeks. We have appointed [REDACTED] to the [REDACTED] She is involved with the diversity program for the Burlington school system. As I mentioned I thought it would be useful if I told her to feel free to contact you for background on the Human Rights Commission. Want to make sure that is okay with you and if so shall I give her both your e-mail and telephone number?



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 23, 2011 2:16 PM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

Ari remembers it coming, thought she put it in my box but it is not there and e have both checked other places so sorry to say, can you ask her to end it again, maybe to your attention his time. Do you want to meet later today or tomorrow morning to check in?

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 23, 2011 12:40 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

Spoke with Martha. She said she sent you a fax this morning that contained his resume and contact info. I looked in the fax machine and it isn't there so I'm hoping it is on your desk. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

[illegible]

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 23, 2011 12:24 PM  
**To:** Wengroff, Ariel  
**Cc:** Lofy, Bill  
**Subject:** RE: message

He contacted me in the transition I told him to go away couldn't focus on issues like this before we were in office. You should direct this to whoever on staff is liaison for Transportation. Copying Bill here.

---

**From:** Wengroff, Ariel  
**Sent:** Wednesday, February 23, 2011 9:53 AM  
**To:** Bankowski, Elizabeth  
**Subject:** message

Jim RePass called, he is the Chairman of the National Corridors Initiative. He would like you speak with you and/or the Governor about regional issues related to the high-rail system between Vermont and Canada, particularly before the Governor goes to DC. His contact number is: [REDACTED]

**Constituent Correspondent**  
Office of Governor Peter Shumlin  
109 State Street  
Montpelier, VT 05609  
Office: 802-828-3333  
Fax: 802-828-3339

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 23, 2011 12:21 PM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

I don't know best to contact Martha.

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 23, 2011 11:23 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Craig Hannum

Do you know how to contact [REDACTED] I need to get home address and a phone number. I can call Martha but thought I'd check with you first. Susan S.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 22, 2011 1:57 PM  
**To:** Martin, Phyllis  
**Cc:** Duffy, Kate; Spaulding, Susan; Robinson, Beth; Wheeler, Denise  
**Subject:** RE: Ron Shem

Hi Phyllis, Kate Duffy has been in this loop. Ron's salary is [REDACTED] You (or appropriate HR person on this list) should contact him about his schedule prior to April 1 when he will be full-time so that he is paid accordingly. There are no outstanding issues around this appointment. Beth, Kate and Ron worked all that out. Susan Spaulding will be sending him his appointment papers with the ethics form. Leave it to Susan to decide if she wants to send those papers over to Denise Wheeler for Ron's signature. Thanks for your help.

---

**From:** Phyllis Martin [mailto:pmartin@dps.state.vt.us]  
**Sent:** Friday, February 18, 2011 4:39 PM  
**To:** Robinson, Beth; Spaulding, Susan; Bankowski, Elizabeth  
**Cc:** Morway, Barb; Wheeler, Denise; Martin, Phyllis  
**Subject:** Ron Shem

Hello,  
In order to process Mr. Shem's employment at NRB I need to know if a salary was negotiated with him, and, if so,, what that salary is. In addition, I understand there is an ethics document that Mr. Shem is required to review and sign. If you can forward electronically to Denise Wheeler, NRB [denise.wheeler@state.vt.us](mailto:denise.wheeler@state.vt.us) she will get it signed next week and return it to you. Finally, I understand there was a question about his present employment and his start date with NRB (conflict of interest?). Please confirm that there are no issues w/ hiring Mr. Shem as planned on 2/28.

Thank you for your assistance and have a good weekend

Phyllis Martin, HR Manager

---

**From:** Ron Shems [mailto:rshems@shemsdunkiel.com]  
**Sent:** Friday, February 18, 2011 1:53 PM  
**To:** Robinson, Beth; deb.markowitz@state.vt.us; Spaulding, Susan; Bankowski, Elizabeth; Phyllis Martin; Chadwick, Steve  
**Subject:** Shems schedule

A reminder that I will be away next week, but can be reached anytime by e-mail or cell [REDACTED]

Many thanks:

--Ron

Ronald A. Shems  
Shems Dunkiel Raubvogel & Saunders PLLC  
91 College Street  
Burlington, Vermont 05401  
tel 802.860.1003 ext. 103  
fax 802.860.1208  
[www.shemsdunkiel.com](http://www.shemsdunkiel.com)

This message may contain certain information that is privileged and confidential. Unless you are the addressee (or authorized to receive email for the addressee), you may not use, copy, or disclose to anyone this message or any of the

information contained in this message. If you have received this message in error, please advise the sender by email reply to [rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com) and delete this message. Thank you very much.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 22, 2011 1:07 PM  
**To:** Carrier, Janis  
**Subject:** RE: Friendly Reminder for Submitting Your Retirement Plan Selection

Doesn't apply to me right?

---

**From:** Carrier, Janis  
**Sent:** Tuesday, February 22, 2011 12:13 PM  
**To:** EXE  
**Subject:** Friendly Reminder for Submitting Your Retirement Plan Selection

Just a friendly reminder – if you haven't already submitted your retirement documentation the clock is ticking down – only 30 days left.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 21, 2011 8:09 PM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

he's seeing [REDACTED] Tuesday, let's give him a head's up \_\_\_\_\_

**From:** Spaulding, Susan  
**Sent:** Monday, February 21, 2011 4:53 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

Just received an email from [REDACTED] and she would like to be reappointed to the State Colleges board ... so that leaves zero positions for the Governor to appoint assuming [REDACTED] gets to appoint one person besides herself. Susan



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 21, 2011 8:06 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Human Rights Commission Chair

lets look at entire commission, maybe check with Beth, I'm there tomorrow, lets plan to check in

---

**From:** Spaulding, Susan  
**Sent:** Saturday, February 19, 2011 3:05 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Human Rights Commission Chair

Just when you think we are done with the Human Rights Commission ....the statute says the Governor shall designate the Chair. The current Chair was appointed by Douglas on 12/3/2010, Mary Brodsky from Essex. I have her resume and on paper she seems very qualified. If you don't know Mary Brodsky I can show you her resume next week when you are in the office. Susan

Susan M. Spaulding  
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London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 21, 2011 7:35 PM  
**To:** Lofy, Bill  
**Subject:** FW: Schedule - Tuesday, FEB 22nd

Bill couple of things this schedule raises: 1) Meeting with Susan Bartlett should include you 2) Has the [REDACTED] have been handled if we hadn't gotten involved? Does Jeb know about them? Know it [REDACTED] 3) If Arts Council guy wants to talk about appts he should meet with Susan S and maybe Ali also, know we don't have any coming up by end of March but good to get a headstart with him. 4) Okay with you if I sit in on budget meeting?

---

**From:** Trombley, Shana  
**Sent:** Monday, February 21, 2011 6:28 PM  
**To:** Trombley, Shana  
**Subject:** Schedule - Tuesday, FEB 22nd

Tuesday – February 22, 2011 Schedule

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 18, 2011 4:29 PM  
**To:** Trombley, Shana  
**Cc:** Lofy, Bill  
**Subject:** RE: Please advise

I don't think this is a Gov level meeting. Copying Bill, not sure who liaison is for the arts. Not aware that we have any upcoming appts to the Arts Council. Susan S would know but best here for Bill to hand him off to appropriate senior staff.

---


**From:** Trombley, Shana  
**Sent:** Friday, February 18, 2011 4:05 PM  
**To:** Bartlett, Susan; Bankowski, Elizabeth  
**Subject:** Please advise

Hi,

Alex Aldrich from the Vermont Arts Council stopped by the other day with a couple of questions that you two are better qualified to answer. He would like to meet with GPS on Tuesday, Feb 22nd at 1pm to identify a point of contact on staff for all future issues and ask the Governor how he wants to handle appointments. For example, does he want Alex to recommend one person or give three choices and have GPS make the selection? Should you all be at this meeting? Should I confirm this meeting?

Here's his contact info:

Alex Aldrich

  
828.5420 (o)

Shana Trombley  
Scheduler  
Governor's office  
802.828.3333 (o)  
802.371.7499 (c)  
shana.trombley@state.vt.us

**London, Sarah**

---

**From:** Reardon, Jim  
**Sent:** Friday, February 18, 2011 2:31 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Unorganized towns and Buell's Gore  
**Attachments:** Buels Gore Statement thru June FY10 - Final.XLS; Glastonbury Statement thru June FY10 - Final.xls; Somerset Statement thru June FY10 - Final.xls

Attached is financial information you requested. Please see comments below in regards to role of supervisors. Let me know if we can be of further assistance.

-----Original Message-----

**From:** Ferland, Brad  
**Sent:** Monday, February 14, 2011 9:17 AM  
**To:** Reardon, Jim  
**Subject:** RE: Unorganized towns and Buell's Gore

Jim,

Attached please find the financial statements for the three unorganized towns that we do the accounting for. These represent cash balance at the end of FY2010. Glastonbury and Somerset each had a positive cash balance and Buels Gore was negative by \$19.5k. We recently received a check from Buels Gore that was more than sufficient to cover the deficit. I believe it was approximately \$30k.

The Supervisors for Glastonbury and Somerset have been easy to work with and have been timely with their financial reporting. We have had a difficult time however with the Buels Gore Supervisor. He has not been timely with his tax collections or with paying his bills. At times he has even been very difficult to contact.

Please see directly below the email sent to Garret Mott, Buel's Gore Supervisor from Bill Johnson, Property Valuation Director.

---

**From:** Johnson, Bill  
**Sent:** Wednesday, February 02, 2011 3:48 PM  
**To:** 'Garret Mott'; 'garret@automatesoftware.com'  
**Cc:** Ferland, Brad; Kilbourn, Roger; Grace, Mary Jane; James, Brad  
**Subject:** Buels Gore payable invoices for school tuition

Hi Garret,

I talked with Brad Ferland the head of Financial Operations last week and he voiced a concern to me that there were unpaid tuition bill(s) for Buels Gore student(s). Brad had tried to reach you but the email address he had was no longer valid. I also talked with Brad James who heads of the school finance section for the Education Department and I believe he said that he needs a FY 12 (I believe) school budget for the Gore but hasn't received anything to date.

I believe several months ago we cleared the last issues and you had received warrants to collect taxes for FY 09 and 10. Hopefully these tax bills have gone out and you are forwarding the receipts minus your 5% collection fee to your State account.

If you are having problems making progress on any of these issues, let us know what we can do to facilitate the process. Also, it would be best if in the next several months if you could assess your FY 11 taxes as well and get the Gore current on tax collection.

Bill

Bill Johnson  
Director, Property Valuation and Review  
133 State Street  
Montpelier, VT 05633  
(802) 828-5867  
bill.johnson@state.vt.us

-----Original Message-----

From: Reardon, Jim  
Sent: Friday, February 11, 2011 3:24 PM  
To: Ferland, Brad  
Subject: FW: Unorganized towns and Buell's Gore

Your thoughts!

-----Original Message-----

From: Bankowski, Elizabeth  
Sent: Thursday, February 10, 2011 10:47 AM  
To: Reardon, Jim  
Cc: Spaulding, Jeb; Spaulding, Susan  
Subject: Unorganized towns and Buell's Gore

Hi Jim, as you know Governor gets to name supervisors for Buell's Gore, and unorganized towns of Somerset and Glastonbury. I have been in touch with the Ed Dept to ascertain numbers of children in these localities as setting the tax rate is a prime responsibility of a supervisor. Population varies. I also understand that these localities file reports to the Department of Finance. Would it be possible for me to see 2010 annual reports or whatever is most current. If you have any thoughts about the role of these supervisors glad to have them. No hurry on this.

London, Sarah

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 18, 2011 8:43 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: [REDACTED]

I'm sure there is a board or commission that we can appoint her to. I'm glad you were able to calm the waters. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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Montpelier, VT 05609-0101  
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-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 18, 2011 7:07 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

She called last night and I had a long talk with her, at first not easy but people are people and she warmed up. I'll tell you more next week. She would really like to be considered for something else which I think we should do. She has broad interest in elderly, disability, health, human services. Let talk next week about an appropriate placement. I offered up having [REDACTED] call her as a hand off which she really liked. We can talk about that also.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 17, 2011 10:59 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: [REDACTED]

[REDACTED] was initially appointed to the [REDACTED] on [REDACTED] for a [REDACTED]. Her term actually ended on [REDACTED] but she was never reappointed or replaced so she continued to serve.

Information I received from Lisa Kunin about a month ago: [REDACTED] works in the Burlington School District as the Equity Education Specialist. She is a graduate of Saint Michael's College, where she received a degree in English and Sociology. During her time at Saint Michael's she was heavily involved with the Student Global AIDS Campaign, organizing key events for her campus chapter. After completing her degree she worked in Washington D.C. as the National Field Organizer for a non-profit that aims to cancel the debts of Global South countries and free up monies for poverty reduction programs. [REDACTED] also graduated from Midwest Academy's "Organizing for Social Change" program in 2008 and the Vermont Workers Center Solidarity School in 2010. She is active on many panels for economic and racial justice, and serves on the NextGen Committee of the United Way of Chittenden County. Growing up in Burlington, as a woman of color, has formed [REDACTED] into an emerging young leader on anti-racism activism, social justice and community care.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions

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-----Original Message-----

From: Bankowski, Elizabeth  
Sent: Thursday, February 17, 2011 8:34 AM  
To: Spaulding, Susan  
Subject: RE: [REDACTED]

Susan I'm working from home today as I was up there Mon - Wed. Could you please send [REDACTED] phone number and a bit more about her replacement whose name I have forgotten. Also how long has she served? I will call her later today and let you know how it goes. Also ascertaining Ron Shems start date and will be back in touch on that with contact info for him.

---

From: Spaulding, Susan  
Sent: Wednesday, February 16, 2011 5:28 PM  
To: Bankowski, Elizabeth  
Subject: [REDACTED]

Let me know when you are calling her if you are in the office and I will join you. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 18, 2011 7:07 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

She called last night and I had a long talk with her, at first not easy but people are people and she warmed up. I'll tell you more next week. She would really like to be considered for something else which I think we should do. She has broad interest in elderly, disability, health, human services. Let talk next week about an appropriate placement. I offered up having [REDACTED] call her as a hand off which she really liked. We can talk about that also.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 17, 2011 10:59 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: [REDACTED]

[REDACTED] was initially appointed to the [REDACTED] for [REDACTED]. Her term actually ended on [REDACTED] but she was never reappointed or replaced so she continued to serve.

Information I received from Lisa Kunin about a month ago: [REDACTED] works in the Burlington School District as the Equity Education Specialist. She is a graduate of Saint Michael's College, where she received a degree in English and Sociology. During her time at Saint Michael's she was heavily involved with the Student Global AIDS Campaign, organizing key events for her campus chapter. After completing her degree she worked in Washington D.C. as the National Field Organizer for a non-profit that aims to cancel the debts of Global South countries and free up monies for poverty reduction programs. [REDACTED] so graduated from Midwest Academy's "Organizing for Social Change" program in 2008 and the Vermont Workers Center Solidarity School in 2010. She is active on many panels for economic and racial justice, and serves on the NextGen Committee of the United Way of Chittenden County. Growing up in Burlington, as a woman of color, has formed [REDACTED] into an emerging young leader on anti-racism activism, social justice and community care.

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 8:34 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

Susan I'm working from home today as I was up there Mon - Wed. Could you please send [REDACTED] phone number and a bit more about her replacement whose name I have forgotten. Also how long has she served? I will call her later today and let you know how it goes. Also ascertaining Ron Shems start date and will be back in touch on that with contact info for him.



From: Spaulding, Susan  
Sent: Wednesday, February 16, 2011 5:28 PM  
To: Bankowski, Elizabeth  
Subject: [REDACTED]

Let me know when you are calling her if you are in the office and I will join you. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 18, 2011 7:01 AM  
**To:** Trombley, Shana  
**Subject:** RE: lunch with GPS in Brattleboro

I'm pretty sure there is a daily senior lunch at the Gibson-Aiken Center right downtown. That could be another possibility. We both know he'll get pressed for time so may only get to grab a quick sandwich. PS I wonder who Kate is having dinner with, Bill Clinton?

---

**From:** Trombley, Shana  
**Sent:** Thursday, February 17, 2011 9:31 PM  
**To:** Bankowski, Elizabeth; Allen, Susan  
**Subject:** lunch with GPS in Brattleboro

Hi,

So Kate O'Connor is unavailable tomorrow because she's having breakfast with Governor Dean -- who knew! Any other suggested guests? I also think it is fine for GPS to go with Susan and just greet folks. Thoughts?

-Shana

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 3:05 PM  
**To:** Spaulding, Susan  
**Subject:** RE:

Susan his e-mail is in the copied list from Kate's message [rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com) why don't you e-mail him directly that would be easiest.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 17, 2011 1:55 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: RE:

Can Ron please send me his home mailing address for the appointment papers. Once I have that I will send the appointment papers with the oath of ethics paperwork to him at the NRB as instructed below. Thanks. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 1:44 PM  
**To:** Spaulding, Susan  
**Subject:** FW: RE:

FYI, can you respond to Deb and Ron about doing the paperwork. Thanks

---

**From:** Duffy, Kate  
**Sent:** Thursday, February 17, 2011 12:50 PM  
**To:** Markowitz, Deb  
**Cc:** Bankowski, Elizabeth; [rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com); McConnell, Chris; Martin, Phyllis; Chadwick, Steve  
**Subject:** Re: RE:

We are happy to speak with Ron directly if that is what you would prefer. Either way is fine by us. Kate

Sent from my iPhone

On Feb 17, 2011, at 11:48 AM, "Markowitz, Deb" <[Deb.Markowitz@state.vt.us](mailto:Deb.Markowitz@state.vt.us)> wrote:

> I have included Ron on this email. We met yesterday and Ron will be  
> starting full time April 1st and will be transitioning to full time  
> before then. I had asked him to get in touch with Kate with his

> proposed start schedule and to fill out the required paperwork. I  
> will (by this email) let him know to speak with Steve Chadwick at my  
> office (241-3805) instead. Can someone ask Susan to send over the  
> ethics forms to the NRB and Ron can sign them when he is over there  
> next week. Thanks. Deb

>

> Deb Markowitz  
> Secretary  
> Vermont Agency of Natural Resources  
> Center Building, 2nd Floor  
> 103 South Main Street  
> Waterbury, Vermont 05671-0301  
> 802-241-3600  
> 802-244-1102 FAX  
> [www.anr.state.vt.us](http://www.anr.state.vt.us)

>

---

> From: Duffy, Kate  
> Sent: Thursday, February 17, 2011 9:05 AM  
> To: Bankowski, Elizabeth  
> Cc: Markowitz, Deb; McConnell, Chris; Martin, Phyllis  
> Subject: Re:

>

> Secretary Markowitz, if it is ok with you, I will ask Phyllis to  
> contact Steve Chadwick to get Mr. Shems start date, etc. Has he done a  
> tax compliance certification/check yet? If not, Phyllis will need to  
> do that asap because he cannot be paid until it is done.

>

> My understanding is that Susan Spaulding handles the ethics  
> questionnaire/appointment papers, but let us know if we can be of  
> assistance on this front. KGD Sent from my iPhone

>

> On Feb 17, 2011, at 8:33 AM, "Bankowski, Elizabeth"  
> <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)>  
>> wrote:

>

>> Hi Deb and Kate. Want to get closure around Ron Shems appointment as  
>> NRB Chair, things to resolve: His start date, his work schedule  
>> until he is full-time. Kate he will be working full-time.  
>> Governor's office will do appointment papers. Not sure what date to  
>> use. Deb can you let me know that, do we use the announcement date?  
>> Assume he's already getting involved. Deb should Kate proceed with  
>> this? Contact him and resolve these issues. Kate Denise Wheeler who  
>> staffs NRB also contacted me about doing this paperwork, I'm not sure  
>> if it happens there or with you so could you close that loop.  
>> Ron's e-mail is [rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com)

[REDACTED]

will hear [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

Just spoke with [REDACTED] She said her [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED] Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
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(802)-828-3333

**London, Sarah**

---

**From:** Richards, Alyson  
**Sent:** Thursday, February 17, 2011 2:04 PM  
**To:** Bankowski, Elizabeth; 'lizbankowski@gmail.com'  
**Subject:** contact info, extended cabinet  
**Attachments:** Copy of Shumlin Administration extended cabinet address cell home email.xls

Attached. Thanks!

Aly

## **London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 1:51 PM  
**To:** Markowitz, Deb  
**Subject:** RE:

Deb I've sent this message to Susan Spaulding to see how she wants to handle appointment papers. I assume he'll be checking in at board, do we need to designate someone as an interim or make contact with someone there to make sure we are looped in on events in next 6 weeks? If you can't do that I guess I could.

---

**From:** Markowitz, Deb  
**Sent:** Thursday, February 17, 2011 11:48 AM  
**To:** Duffy, Kate; Bankowski, Elizabeth; rshems@shemsdunkiel.com  
**Cc:** McConnell, Chris; Martin, Phyllis; Chadwick, Steve  
**Subject:** RE:

I have included Ron on this email. We met yesterday and Ron will be starting full time April 1st and will be transitioning to full time before then. I had asked him to get in touch with Kate with his proposed start schedule and to fill out the required paperwork. I will (by this email) let him know to speak with Steve Chadwick at my office (241-3805) instead. Can someone ask Susan to send over the ethics forms to the NRB and Ron can sign them when he is over there next week. Thanks. Deb

Deb Markowitz  
Secretary  
Vermont Agency of Natural Resources  
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103 South Main Street  
Waterbury, Vermont 05671-0301  
802-241-3600  
802-244-1102 FAX  
[www.anr.state.vt.us](http://www.anr.state.vt.us)

---

**From:** Duffy, Kate  
**Sent:** Thursday, February 17, 2011 9:05 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Markowitz, Deb; McConnell, Chris; Martin, Phyllis  
**Subject:** Re:

Secretary Markowitz, if it is ok with you, I will ask Phyllis to contact Steve Chadwick to get Mr. Shems start date, etc. Has he done a tax compliance certification/check yet? If not, Phyllis will need to do that asap because he cannot be paid until it is done.

My understanding is that Susan Spaulding handles the ethics questionnaire/appointment papers, but let us know if we can be of assistance on this front. KGD Sent from my iPhone

On Feb 17, 2011, at 8:33 AM, "Bankowski, Elizabeth" <Elizabeth.Bankowski@state.vt.us > wrote:

> HI Deb and Kate. Want to get closure around Ron Shems appointment as  
> NRB Chair, things to resolve: His start date, his work schedule until

- > he is full-time. Kate he will be working full-time.
- > Governor's office will do appointment papers. Not sure what date to
- > use. Deb can you let me know that, do we use the announcement date?
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- > this? Contact him and resolve these issues. Kate Denise Wheeler who
- > staffs NRB also contacted me about doing this paperwork, I'm not sure
- > if it happens there or with you so could you close that loop.
- > Ron's e-mail is [rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com)



## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 1:46 PM  
**To:** Johnson, Harriet  
**Cc:** Trombley, Shana  
**Subject:** RE: Jim Volz

Hi Harriet, I thought he was on the Governor's schedule sometime soon with Jeb staffing. I'm copying Shana here to verify that. I am not in this loop any longer. Shana if he is not please do so, as soon as convenient. This is the Chair of the Public Service Board whose term is expiring. This is a very important appointment for the Governor. Harriet I suggest you ask Jeb how he wants to handle this travel. It may be these are events any Chair of the Board would be attending.

---

**From:** Johnson, Harriet  
**Sent:** Thursday, February 17, 2011 12:45 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Jim Volz

Hi Liz – I've received a couple of out of state travel requests for Jim Volz. I know his term is coming up for renewal and these requests are for next month. Just wondering if we should go ahead and approve in anticipation that he gets reappointed.

Thanks, Harriet

Harriet Johnson | Agency of Administration  
109 State Street | Montpelier, VT 05609-0201  
ph: 802.828.3322 | fax: 802.828.3320

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 1:44 PM  
**To:** Spaulding, Susan  
**Subject:** FW: RE:

FYI, can you respond to Deb and Ron about doing the paperwork. Thanks

---

**From:** Duffy, Kate  
**Sent:** Thursday, February 17, 2011 12:50 PM  
**To:** Markowitz, Deb  
**Cc:** Bankowski, Elizabeth; rshems@shemsdunkiel.com; McConnell, Chris; Martin, Phyllis; Chadwick, Steve  
**Subject:** Re: RE:

We are happy to speak with Ron directly if that is what you would prefer. Either way is fine by us. Kate

Sent from my iPhone

On Feb 17, 2011, at 11:48 AM, "Markowitz, Deb" <Deb.Markowitz@state.vt.us > wrote:

> I have included Ron on this email. We met yesterday and Ron will be  
> starting full time April 1st and will be transitioning to full time  
> before then. I had asked him to get in touch with Kate with his  
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> **Subject:** Re:

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> assistance on this front. KGD Sent from my iPhone  
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> On Feb 17, 2011, at 8:33 AM, "Bankowski, Elizabeth"  
> <Elizabeth.Bankowski@state.vt.us  
>> wrote:  
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>> HI Deb and Kate. Want to get closure around Ron Shems appointment as  
>> NRB Chair, things to resolve: His start date, his work schedule  
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>> this? Contact him and resolve these issues. Kate Denise Wheeler who  
>> staffs NRB also contacted me about doing this paperwork, I'm not sure  
>> if it happens there or with you so could you close that loop.  
>> Ron's e-mail is rshems@shemsdunkiel.com

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 10:58 AM  
**To:** Spaulding, Susan  
**Subject:** FW:

Susan what information do you need? I noted below Gov office has to do appt papers.

---

**From:** Duffy, Kate  
**Sent:** Thursday, February 17, 2011 9:05 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Markowitz, Deb; McConnell, Chris; Martin, Phyllis  
**Subject:** Re:

Secretary Markowitz, if it is ok with you, I will ask Phyllis to contact Steve Chadwick to get Mr. Shems start date, etc. Has he done a tax compliance certification/check yet? If not, Phyllis will need to do that asap because he cannot be paid until it is done.

Sent from my iPhone

On Feb 17, 2011, at 8:33 AM, "Bankowski, Elizabeth" <Elizabeth.Bankowski@state.vt.us > wrote:

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> NRB Chair, things to resolve: His start date, his work schedule until  
> he is full-time. Kate he will be working full-time.  
> Governor's office will do appointment papers. Not sure what date to  
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> if it happens there or with you so could you close that loop.  
> Ron's e-mail is rshems@shemsdunkiel.com

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 8:34 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

Susan I'm working from home today as I was up there Mon - Wed. Could you please send [REDACTED] phone number and a bit more about her replacement whose name I have forgotten. Also how long has she served? I will call her later today and let you know how it goes. Also ascertaining Ron Shems start date and will be be back in touch on that with contact info for him.

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 16, 2011 5:28 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

Let me know when you are calling her if you are in the office and I will join you. Susan

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 8:36 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

You'll check with [REDACTED] right to see if she wants to stay. Gov will be in Bratt tomorrow Friday, he will call [REDACTED] if [REDACTED] wants to stay on this board good for him to know before talking to [REDACTED]

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 16, 2011 11:49 AM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

I know [REDACTED] didn't want [REDACTED] reappointed but I'm not sure if [REDACTED] wanted to be reappointed ... and if she did I think the Governor needs to reappoint her for political reasons. Do you know [REDACTED] I think she needs a phone call to find out if she wants to be appointed to this board or if she would prefer something else? According to [REDACTED] she is a one issue person, foreign language, and she likes to attend meetings via telephone. Susan

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 17, 2011 8:34 AM  
**To:** Markowitz, Deb  
**Cc:** Duffy, Kate

Hi Deb and Kate. Want to get closure around Ron Shems appointment as NRB Chair, things to resolve: His start date, his work schedule until he is full-time. Kate he will be working full-time. Governor's office will do appointment papers. Not sure what date to use. Deb can you let me know that, do we use the announcement date? Assume he's already getting involved. Deb should Kate proceed with this? Contact him and resolve these issues. Kate Denise Wheeler who staffs NRB also contacted me about doing this paperwork, I'm not sure if it happens there or with you so could you close that loop. Ron's e-mail is [rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com)

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 16, 2011 1:41 PM  
**To:** MacLean, Alex; Spaulding, Susan  
**Subject:** RE: building bright futures

Alex, maybe we should think about asking them to hold off meeting for a week or two while we focus on this. Tell them since this is a Governor's priority we need a little time. If that isn't doable, we could send Susan Bartletton 2/28 to say a few words and note the Governor is reviewing the work and membership. I'm happy to call David Yacavone about this if you want.

---

**From:** MacLean, Alex  
**Sent:** Wednesday, February 16, 2011 11:45 AM  
**To:** Spaulding, Susan  
**Cc:** Bankowski, Elizabeth  
**Subject:** Re: building bright futures

Hi -

We need to move as quickly as possible. They are supposedly meeting on the 28 which is why I asked for this.

There are no providers represented on this and that is an issue.

A

Sent from my iPad

On Feb 16, 2011, at 11:20 AM, "Spaulding, Susan" <[Susan.Spaulding@state.vt.us](mailto:Susan.Spaulding@state.vt.us)> wrote:

This sounds great. Should we ask Beth to come up with new Executive Order language? If so I can forward her the 3 that were from the Douglas Administration. Susan

Susan M. Spaulding

Director, Constituent Services

Appointments to Boards and Commissions

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---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 16, 2011 11:07 AM  
**To:** Spaulding, Susan; MacLean, Alex  
**Subject:** RE: building bright futures

This is our platform for early childhood education and we should pay lots of attention here. [REDACTED], up until recently [REDACTED] ([REDACTED] that has done all the early ed work and launch of pre-school programs around the state,) would be a [REDACTED]

Susan B consulted with her regularly on our early ed policy, she's now a [REDACTED] [REDACTED] [REDACTED] also would be excellent member. Let's discuss next week and plan to recreate this with some hoopla. This board will coordinate state programs and policies around early ed. We'll probably want to involve the young man working on the union for day care workers right Alex?

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 16, 2011 10:40 AM  
**To:** MacLean, Alex  
**Cc:** Bankowski, Elizabeth  
**Subject:** building bright futures

Here is the list of folks that were appointed to that council. I'm also including a copy of the Executive Order ... there were a total of 3 E.O. on this with the end date getting extended twice. I believe if we want to go forward with this the Governor will need to create a new Executive Order. Susan

Susan M. Spaulding

Director, Constituent Services

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 16, 2011 11:07 AM  
**To:** Spaulding, Susan; MacLean, Alex  
**Subject:** RE: building bright futures

This is our platform for early childhood education and we should pay lots of attention here. [REDACTED] up until recently [REDACTED] that has done all the early ed work and launch of pre-school programs around the state,) would be a fabulous chair, Susan B consulted with her regularly on our early ed policy, she's now a [REDACTED], [REDACTED] also would be excellent member. Let's discuss next week and plan to recreate this with some hoopla. This board will coordinate state programs and policies around early ed. We'll probably want to involve the young man working on the union for day care workers right Alex?

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 16, 2011 10:40 AM  
**To:** MacLean, Alex  
**Cc:** Bankowski, Elizabeth  
**Subject:** building bright futures

Here is the list of folks that were appointed to that council. I'm also including a copy of the Executive Order ... there were a total of 3 E.O. on this with the end date getting extended twice. I believe if we want to go forward with this the Governor will need to create a new Executive Order. Susan

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 16, 2011 10:56 AM  
**To:** Trombley, Shana  
**Subject:** RE: Can I move up your meeting to 3pm today?

Fine with me

---

**From:** Trombley, Shana  
**Sent:** Wednesday, February 16, 2011 10:20 AM  
**To:** Bankowski, Elizabeth; Spaulding, Susan  
**Subject:** Can I move up your meeting to 3pm today?

Shana Trombley  
Scheduler  
Governor's office  
802.828.3333 (o)  
802.371.7499  
shana.trombley@vt.state.us

**London, Sarah**

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 16, 2011 10:40 AM  
**To:** MacLean, Alex  
**Cc:** Bankowski, Elizabeth  
**Subject:** building bright futures  
**Attachments:** Building Bright Futures.docx; 09.6.27Building Bright Futures Council.docx

Here is the list of folks that were appointed to that council. I'm also including a copy of the Executive Order ... there were a total of 3 E.O. on this with the end date getting extended twice. I believe if we want to go forward with this the Governor will need to create a new Executive Order. Susan

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London, Sarah

---

**From:** Alex MacLean <allymac9@gmail.com>  
**Sent:** Wednesday, February 16, 2011 10:38 AM  
**To:** Bankowski, Elizabeth; Spaulding, Susan

A couple of follow ups from yesterday's meeting:

[REDACTED] the young enviro rockstar - her last name is [REDACTED]

[REDACTED] would be another good person for the housing board.

[REDACTED] is another person that it would be good to get on something.

I'll keep thinking!

Sent from my iPad

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 16, 2011 9:46 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Veteran's Council

Nice they will appreciate that courtesy. I have a call into Keith Flynn for a quick review of the Homeland Security list. Hope to have that by our meeting (which may well get delayed today)

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 16, 2011 8:50 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Veteran's Council

Mary Peterson will explain the Veteran's tax credit bill at the GVAC on Thursday at 1pm, 4<sup>th</sup> floor conference room, Pavilion building.

Susan M. Spaulding  
Director, Constituent Services  
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(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 16, 2011 9:43 AM  
**To:** MacLean, Alex  
**Subject:** RE: UPDATED Sch. TODAY

Alex I was wondering why this is on his agenda. Are we talking about Proposed changes in federal funding here that are not actually in a bill or the President's budget yet? What is the purpose of the meeting? Looks like this is about federal funding. Our congressional delegation usually on the right side here so what is it we would do. Hal is a good guy well regarded, well aware of a range of human services issues. I would have thought he would be talking about human services cuts. Maybe its clearer in the info the Gov has. Assuming he's pretty busy, I don't think Jeb should staff, maybe Susan Bartlett. Can't meet with every single community service agency individually so wonder how Hal got on the schedule as opposed to meeting with Susan B. Saying more here than necessary just as an opportunity to reflect on how we use the Governor's time.

---

**From:** MacLean, Alex  
**Sent:** Wednesday, February 16, 2011 9:30 AM  
**To:** Trombley, Shana  
**Cc:** EXE; Scrodin, Christopher; Hayes, Todd; Randall, Theresa; arthurberndt@gmail.com; GPS  
**Subject:** Re: UPDATED Sch. TODAY

Should Jeb staff the hal meeting?

Sent from my iPhone

On Feb 16, 2011, at 9:07 AM, "Trombley, Shana" <[Shana.Trombley@state.vt.us](mailto:Shana.Trombley@state.vt.us)> wrote:

**Wednesday – February 16, 2011 Schedule**



**London, Sarah**

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**From:** Bruneau, Judy  
**Sent:** Wednesday, February 16, 2011 9:34 AM  
**To:** Allen, Susan; Bankowski, Elizabeth; Bartlett, Susan; Doug Racine; Hogan, Mike; Flynn, Keith; Kimbell, Steve; Kunin, Lisa; Lofy, Bill; MacLean, Alex; Markowitz, Deb; Miller, Elizabeth; Noonan, Annie; Richards, Alyson; Robinson, Beth; Ross, Chuck; Searles, Brian; Slota, Bianca; Spaulding, Jeb; Spaulding, Susan; Vilaseca, Armando; Wallack, Anya; Yandow, Alan  
**Subject:** Vermont Comprehensive Energy Plan  
**Attachments:** CEP Update Process 02-14-11 DRAFT.pdf  
**Importance:** High

Dear Cabinet Members,

The Department of Public Service is re-launching the effort to complete the Vermont Comprehensive Energy Plan (CEP) in conjunction with other state agencies as required by statute (30 VSA §202b).

To help create the Plan, I invite you and your staff to provide input to DPS into the overall planning process that will culminate with release of the final plan on October 15, 2011. Please review the attached overview of the public engagement process and timeline. We welcome your feedback on these two DRAFT documents no later than February 22, 2011. Upon receiving input from other state agencies, DPS will revise these documents to share with stakeholders in the upcoming round of engagement activities.

As we move forward with the revision and review process for the CEP, DPS also requests the assistance of key staff members in your agency or department with expertise in one or more aspects of the state's energy profile. **We are particularly interested in coordinating with the Agency of Transportation, Agency of Agricultural, Food and Markets, Agency of Commerce and Community Development, Agency of Natural Resources – in particular the Department of Environmental Conservation and Department of Forests, Parks and Recreation, and the Department of Buildings and General Services because we believe these states offices are specifically entwined in the CEP goals.** Please let us know who in your department or agency we should contact regarding revisions and strategic planning.

The Department's current Public Review Draft CEP dated June 2008 benefitted from input by staff at many state agencies and departments, as well as the public. My team has already begun updating that Draft CEP with more current data, and also has started the process of strategic revisions. We look forward to working with staff throughout state government as we move toward a final CEP. There is much work to be done between now and then, and I thank you in advance for your assistance and cooperation.

Please let me know of any input you may have to the attached basic process outline and project timeline. I would also welcome any other questions or thoughts on the subject, of course.

Elizabeth H. Miller  
Commissioner  
Department of Public Service  
802-828-2321, office  
[elizabeth.miller@state.vt.us](mailto:elizabeth.miller@state.vt.us)

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 16, 2011 8:41 AM  
**To:** Flynn, Keith  
**Subject:** FW: Homeland Security Advisory Council  
**Attachments:** Susan Spaulding.vcf; EOHomeland Security Advisory Council.docx; Homeland Security Advisory data sheet.docx

Hi Keith, know you are really busy but could you put your eyes on this and give me a sense of the membership. If we need to find new people we can take the time to do that. Just want your preliminary take. Phone here is 828-6415. Hope all goes well.

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 09, 2011 1:57 PM  
**To:** Flynn, Keith  
**Cc:** Bankowski, Elizabeth  
**Subject:** Homeland Security Advisory Council

Liz Bankowski and I are working on appointments to Boards and Commissions. All the terms of the Homeland Security Advisory Council are scheduled to end next week. I've attached the original Executive Order creating the Council and a list of the current members. We would like to get your opinion on this and would be happy to set up a time for a phone call if that's easiest for you. Thanks for your help. Susan S.

**Susan Spaulding**

(802) 828-3333 Work  
Susan.Spaulding@state.vt.us

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 15, 2011 6:48 PM  
**To:** Spaulding, Susan  
**Subject:** RE: SBE membership

Suan, [REDACTED] from [REDACTED] on her list for Board of Ed looks good for State College Board.

---

**From:** Spaulding, Susan  
**Sent:** Tuesday, February 15, 2011 6:01 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: SBE membership

Susan M. Spaulding  
Director, Constituent Services  
Appointments to Boards and Commissions  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

---

**From:** King, Carol C  
**Sent:** Tuesday, February 15, 2011 3:11 PM  
**To:** Bartlett, Susan; Spaulding, Susan  
**Cc:** Fayneese.miller@uvm.edu  
**Subject:** SBE membership

Good Afternoon, Susan and Susan – In follow-up to her meeting with Governor Shumlin (and you) on February 3, SBE Chair Fayneese Miller asked me to forward the attached list of potential appointees to the State Board of Education.

Regards,  
Carol King

Please note my new email address: [Carol.C.King@state.vt.us](mailto:Carol.C.King@state.vt.us)

\*\*\*\*\*  
Carol King  
Executive Assistant/State Board Administrator  
Vermont Department of Education  
Montpelier 05620  
Phone: (802) 828-5101  
Fax: (802) 828-5107

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 15, 2011 4:42 PM  
**To:** Spaulding, Jeb; Markowitz, Deb  
**Subject:** Let's finalize Ron Shems

Deb, won't Ron be working full-time when we include work he will do for ANR? Was the position offered full-time or .9 time? [REDACTED] noted in my e-mail below. Jeb the information below is the information I was provided by HR about this position. Deb also need to ascertain when he starts, I know it won't be full-time for a bit while he separates from his practice. Denise Wheeler at NRB will process paperwork, will need to know start date and interim work schedule for pay purposes i.e. will he be working half-time until April 1?

---

**From:** Spaulding, Jeb  
**Sent:** Tuesday, February 15, 2011 8:31 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Sorry to bother you with a small matter

I would appreciate confirmation on whether he is being compensated [REDACTED] Also, [REDACTED]

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 4:08 PM  
**To:** Spaulding, Jeb  
**Subject:** RE: Sorry to bother you with a small matter

I've shared your e-mail with Deb, [REDACTED]  
[REDACTED] Ron will be working full-time,  
[REDACTED] Does that change your thinking?

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**From:** Spaulding, Jeb  
**Sent:** Monday, February 14, 2011 3:33 PM  
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I believe Deb knows approval from the Secretary of Administration is required before offering a salary. [REDACTED]  
[REDACTED]

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:40 AM  
**To:** Spaulding, Jeb  
**Subject:** Sorry to bother you with a small matter

Jeb, we just appointed Ron Shems Chair of the Natural Resources Board. [REDACTED]  
[REDACTED] sent an e-mail to Kate on 2/9 about this to confirm and she advised [REDACTED]  
[REDACTED] He will be working with her on permit reform as well as NRB stuff). Shall I let it

London, Sarah

---

**From:** Flood, Patrick <Patrick.Flood@ahs.state.vt.us>  
**Sent:** Tuesday, February 15, 2011 4:35 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Human Services Board

ok

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Tuesday, February 15, 2011 4:35 PM  
**To:** Flood, Patrick  
**Subject:** RE: Human Services Board

I will check with Governor and call her.

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Tuesday, February 15, 2011 9:45 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Human Services Board

Another good choice. Shall I contact her, or will you?

I am communicating now with [REDACTED], a former long term [REDACTED] who was most recently [REDACTED] and retired in December. He's interested and would be a great chair, or member.

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Monday, February 14, 2011 10:05 AM  
**To:** Flood, Patrick  
**Subject:** RE: Human Services Board

That's fine, I was also thinking about [REDACTED]

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Friday, February 11, 2011 9:01 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Human Services Board

Liz – We are actively looking for excellent candidates and have a few in mind. I'll need another week or so to talk with them, answer their questions, etc and hopefully have 2-3 good candidates for you by the end of next week. OK?

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Wednesday, February 09, 2011 10:03 AM  
**To:** Flood, Patrick  
**Subject:** RE: Human Services Board

Hudson term up 2/28/11 as is Gary Richardson and Jan Westervelt

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Wednesday, February 09, 2011 10:00 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan  
**Subject:** RE: Human Services Board

██████████ would also be great in my opinion. I'll put my thinking cap on. Just to be clear, you said "chair" so I assume that you're looking for someone to replace ██████████?

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Wednesday, February 09, 2011 8:02 AM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** RE: Human Services Board

Bumped into Doug, he told me ██████████ said no to chairing Human Services Board. Do folks here have other suggestions? Another person I have in mind is ██████████ from southern Vermont, very solid, ██████████ long time guardian ad litem. Was thinking someone with ██████████ could be helpful. Open to all suggestions.

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Wednesday, February 02, 2011 9:31 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan; Doug Racine  
**Subject:** RE: Human Services Board

Liz – I have not had a chance to connect with Doug on this, but I think ██████████ would be terrific.

As for the other two, I think ██████████ is also great. I don't know anything about ██████████ at this point, but can try to get some feedback today.

I will also ask interested AHS parties if they have other ideas.

Thanks for asking.


---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Tuesday, February 01, 2011 6:42 PM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** Human Services Board

Patrick could you please forward to Doug. For a reason unknown to me his e-mail address does not come up on my computer.

Doug and Patrick. We have heard that The Human Services Board needs some attention and closer alignment with AHS. We have three positions coming up 2/28 including the Chair. I have been working with Susan Spaulding on appointments and it occurs to me that if we could get her to do it ██████████ would be a great Chair for this board. Judge Hudson is Chair, other members with terms expiring are Gary Richardson and Jan Westervelt (husband and wife have same name forget which Jan this is) What do you think about the possibility of ██████████? Do you have a

view on the other two? Do you have recommendations to make? Susan and I would be happy to set up a call with either or both of you to discuss. Planning to meet with Governor Wed. afternoon and would like to bring up the idea of



**London, Sarah**

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**Subject:** RE: Human Services Board



Toby would also be great in my opinion. I'll put my thinking cap on. Just to be clear, you said "chair" so I assume that you're looking for someone to replace [REDACTED]

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London, Sarah

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**London, Sarah**

---

**From:** James, Brad  
**Sent:** Monday, February 14, 2011 4:11 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Unorganized Towns and Gores  
**Attachments:** Title 24 UTG's.doc

Hi, Liz.

Now that our e-mail is back up today . . .

Attached is what I found about the UTG's in statute. The Unified Towns and Gores of Essex County (Averill, Avery's Gore, Ferdinand, Lewis, Warner's Grant and Warren Gore) have their own chapter and now operate differently than the others. They even have their own website:  
<http://www.utg-vt.org/>

Of those, only Ferdinand has ever reported kids for tuition purposes.

The other unorganized towns and gores do have supervisors that are appointed by the governor. Those UTG's would be Buels Gore, Glastenbury, and Somerset. § 1408 lists the supervisor's duties.

Give me a call if you like.

Brad

Brad James  
Education Finance Manager  
Vermont Department of Education  
120 State Street  
Montpelier, Vermont

Phone: (802) 828-0471  
Fax: (802) 828-1631  
e-mail: [brad.james@state.vt.us](mailto:brad.james@state.vt.us)

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 4:08 PM  
**To:** Spaulding, Jeb  
**Subject:** RE: Sorry to bother you with a small matter

I've shared your e-mail with Deb, [REDACTED]  
[REDACTED] Ron will be working full-time,  
[REDACTED] Does that change your thinking?

---

**From:** Spaulding, Jeb  
**Sent:** Monday, February 14, 2011 3:33 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Sorry to bother you with a small matter

I believe Deb knows approval from the Secretary of Administration is required before offering a salary. [REDACTED]  
[REDACTED]

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:40 AM  
**To:** Spaulding, Jeb  
**Subject:** Sorry to bother you with a small matter

Jeb, we just appointed Ron Shems Chair of the Natural Resources Board. [REDACTED]  
[REDACTED] sent an e-mail to Kate on 2/9 about this to confirm and she advised [REDACTED]  
[REDACTED] (He will be working with her on permit reform as well as NRB stuff). Shall I let it  
[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 4:03 PM  
**To:** Markowitz, Deb  
**Subject:** FW: Sorry to bother you with a small matter

Sorry about this Deb, can you see what you can do.

---

**From:** Spaulding, Jeb  
**Sent:** Monday, February 14, 2011 3:33 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Sorry to bother you with a small matter

I believe Deb knows approval from the Secretary of Administration is required before offering a salary. [REDACTED]  
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[REDACTED] He will be working with her on permit reform as well as NRB stuff). Shall I let it  
[REDACTED]

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 2:44 PM  
**To:** Spaulding, Susan  
**Subject:** RE: web portal board

If Jeb thinks it should still be Transportation asking Brian good idea. I assume it was someone from DMV so maybe Rob Ide even better to ask but go through Brian.

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 11, 2011 5:00 PM  
**To:** Bankowski, Elizabeth  
**Subject:** web portal board

The web portal board reviews the contracts that departments and agencies go into with Vermont Information Consortium. They review the costs and the services that will be provided to the agency and the customers. The Governor asks a department head to designate a person. The reason the Dept of Transportation was designated in the past is because they receive a lot of services from VIC. I spoke with Jeb and he thought it made sense for the Dept. of Transportation to be asked who they would like to appoint. Should I give Rob Ide a call and let him know this is happening and ask for him to let us know who he would like to have appointed? Susan S.

Susan M. Spaulding  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 2:32 PM  
**To:** MacLean, Alex  
**Cc:** Spaulding, Susan  
**Subject:** RE: meeting

Shall we come up to the Statehouse?

---

**From:** MacLean, Alex  
**Sent:** Monday, February 14, 2011 2:02 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan  
**Subject:** Re: meeting

3 works.

Sent from my iPad

On Feb 14, 2011, at 1:56 PM, "Bankowski, Elizabeth" <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)> wrote:

Alex I cannot do tomorrow morning, afternoon would work better for me. 3:00 or after? 2:30 a possibility.

---

**From:** MacLean, Alex  
**Sent:** Monday, February 14, 2011 11:46 AM  
**To:** Spaulding, Susan  
**Cc:** Bankowski, Elizabeth  
**Subject:** Re: meeting

I'm afraid that doesn't work. Tomorrow is amazingly enough better for me! 9 am tomorrow?

Sent from my iPhone

On Feb 14, 2011, at 11:16 AM, "Spaulding, Susan" <[Susan.Spaulding@state.vt.us](mailto:Susan.Spaulding@state.vt.us)> wrote:

Alex – can we set up a meeting for this afternoon to talk about candidates for board appointments ... anytime after 3:30? Susan S.

Susan M. Spaulding

The Pavilion - Fifth Floor



109 State Street

Montpelier, VT 05609-0101

(802)-828-3333

London, Sarah

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Susan M. Spaulding

The Pavilion - Fifth Floor

109 State Street

Montpelier, VT 05609-0101

(802)-828-3333

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:51 AM  
**To:** 'Karl.H.Johnson@gmail.com'  
**Subject:** FW: RELEASE: Gov. Peter Shumlin appoints Burlington attorney Shems to head Natural Resources Board

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**From:** Allen, Susan  
**Sent:** Monday, February 14, 2011 10:02 AM  
**To:** EXE  
**Subject:** RELEASE: Gov. Peter Shumlin appoints Burlington attorney Shems to head Natural Resources Board

CONTACT: Susan Allen  
802-828-3333  
Feb. 14, 2011

**Gov. Peter Shumlin appoints Burlington attorney Shems to head Natural Resources Board**

**MONTPELIER** – Ronald Shems, an attorney specializing in environmental and energy law, has been tapped to chair the Natural Resources Board. Shems is currently a partner in the Burlington firm Shems Dunkiel Raubvogel & Saunders.

“When I was looking for a new chair of the Natural Resources Board I was looking for a person who has the skills, the background and the experience to transform the board into an agency that works closely with the Agency of Natural Resources to ensure that we can grow jobs in Vermont while maintaining our commitment to our environmental values,” Gov. Peter Shumlin said, in announcing the appointment.

“Ron Shems is the perfect person to do this job,” the Governor added. “He can get tough things done.”

Shems co-founded the law firm in 2001. Prior to that, he worked for 15 years at the Vermont Attorney General's Office, where he split his time between special assignments managing complex constitutional and regulatory cases, and as the Environmental Unit's senior Assistant Attorney General.

“We are excited to have Ron join the Governor’s environmental team,” said Agency of Natural Resources Secretary Deb Markowitz. “We look forward to working closely with Ron and the staff at the Natural Resources Board to keep Vermont a great place to live, work and start a business.”

The Natural Resources Board is a nine-member group that is divided into two panels, the Land Use Panel and the Water Resources Panel. The Land Use Panel oversees the activities of the District Environmental Commissions, provides administrative support and enforcement of Act 250 permits, and conducts rulemaking related to the Act 250 program. The Water Resources Panel is responsible for the management and protection of Vermont’s water resources, including significant wetlands.

Shems received a BA from Clark University in 1981, and a JD and Masters in Environmental Law in 1985 from Vermont Law School. He will be paid \$90,000 in the position.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:46 AM  
**To:** Spaulding, Susan  
**Subject:** RE: capital complex commission

Susan if Heather is the person Obbie and Jeb want to keep as chair just go ahead with the status quo. But make sure to check in with Obie.

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 11, 2011 3:05 PM  
**To:** Bankowski, Elizabeth  
**Subject:** capital complex commission

There are no vacancies on the Capital Complex Commission but the Governor designates the Chair. Spoke with Beth and she said the Governor could remove the current designated Chair, Heather Shouldice, but that wouldn't be the usual protocol. Personally I think the person designated Chair out of the 4 members the Governor appoints is the best one to be Chair. I don't think we need to run this by the Governor, do you? I would like to get back to Michael Obuchowski's executive assistant and let her know that nothing is changing and she should go forward with scheduling the next meeting. Susan S.

BC RECORD	
last name	first name
Billings	Jireh
Hayward	Susan
Lindley	John
Shouldice	Heather

Susan M. Spaulding  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:44 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Rail Advisory Council

You should call her.

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 11, 2011 4:09 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Rail Advisory Council

My notes on the Rail Advisory Council say to call Sue Minter. Am I calling her? I don't want to call her if you already have. Susan S.

Susan M. Spaulding  
The Pavilion - Fifth Floor  
109 State Street  
Montpelier, VT 05609-0101  
(802)-828-3333

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:40 AM  
**To:** Spaulding, Jeb  
**Subject:** Sorry to bother you with a small matter

Jeb, we just appointed Ron Shems Chair of the Natural Resources Board. [REDACTED]

[REDACTED] It an e-mail to Kate on 2/9 about this to confirm and she advised [REDACTED]

[REDACTED] He will be working with her on permit reform as well as NRB stuff). Shall I let it [REDACTED]

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:08 AM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: RELEASE: Gov. Peter Shumlin appoints Burlington attorney Shems to head Natural Resources Board

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**From:** Allen, Susan  
**Sent:** Monday, February 14, 2011 10:02 AM  
**To:** EXE  
**Subject:** RELEASE: Gov. Peter Shumlin appoints Burlington attorney Shems to head Natural Resources Board

CONTACT: Susan Allen  
802-828-3333  
Feb. 14, 2011

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“Ron Shems is the perfect person to do this job,” the Governor added. “He can get tough things done.”

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“We are excited to have Ron join the Governor’s environmental team,” said Agency of Natural Resources Secretary Deb Markowitz. “We look forward to working closely with Ron and the staff at the Natural Resources Board to keep Vermont a great place to live, work and start a business.”

The Natural Resources Board is a nine-member group that is divided into two panels, the Land Use Panel and the Water Resources Panel. The Land Use Panel oversees the activities of the District Environmental Commissions, provides administrative support and enforcement of Act 250 permits, and conducts rulemaking related to the Act 250 program. The Water Resources Panel is responsible for the management and protection of Vermont’s water resources, including significant wetlands.



Shems received a BA from Clark University in 1981, and a JD and Masters in Environmental Law in 1985 from Vermont Law School. He will be paid \$90,000 in the position.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:05 AM  
**To:** Flood, Patrick  
**Subject:** RE: Human Services Board

That's fine, I was also thinking about [REDACTED]

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Friday, February 11, 2011 9:01 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Human Services Board

Liz – We are actively looking for excellent candidates and have a few in mind. I'll need another week or so to talk with them, answer their questions, etc and hopefully have 2-3 good candidates for you by the end of next week. OK?

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Wednesday, February 09, 2011 10:03 AM  
**To:** Flood, Patrick  
**Subject:** RE: Human Services Board

Hudson term up 2/28/11 as is Gary Richardson and Jan Westervelt

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Wednesday, February 09, 2011 10:00 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan  
**Subject:** RE: Human Services Board

[REDACTED] would also be great in my opinion. I'll put my thinking cap on. Just to be clear, you said "chair" so I assume that you're looking for someone to replace Judge Hudson?

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Wednesday, February 09, 2011 8:02 AM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** RE: Human Services Board

Bumped into Doug, he told me [REDACTED] said no to chairing Human Services Board. Do folks here have other suggestions? Another person I have in mind is [REDACTED] from southern Vermont, very solid, [REDACTED] long time guardian ad litem. Was thinking someone with [REDACTED] could be helpful. Open to all suggestions.

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Wednesday, February 02, 2011 9:31 AM  
**To:** Bankowski, Elizabeth

**Cc:** Spaulding, Susan; Doug Racine  
**Subject:** RE: Human Services Board

Liz – I have not had a chance to connect with Doug on this, but I think [REDACTED] would be terrific.

As for the other two, I think Jan Westervelt (husband) is also great. I don't know anything about Gary Richardson at this point, but can try to get some feedback today.

I will also ask interested AHS parties if they have other ideas.

Thanks for asking.

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Tuesday, February 01, 2011 6:42 PM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** Human Services Board

Patrick could you please forward to Doug. For a reason unknown to me his e-mail address does not come up on my computer.

Doug and Patrick. We have heard that The Human Services Board needs some attention and closer alignment with AHS. We have three positions coming up 2/28 including the Chair. I have been working with Susan Spaulding on appointments and it occurs to me that if we could get her to do it, [REDACTED] would be a great Chair for this board. Judge Hudson is Chair, other members with terms expiring are Gary Richardson and Jan Westervelt (husband and wife have same name forget which Jan this is) What do you think about the possibility of [REDACTED]? Do you have a view on the other two? Do you have recommendations to make? Susan and I would be happy to set up a call with either or both of you to discuss. Planning to meet with Governor Wed. afternoon and would like to bring up the idea of [REDACTED]

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, February 14, 2011 10:04 AM  
**To:** Markowitz, Deb  
**Subject:** FW: [REDACTED] salary

Deb [REDACTED] didn't get this in time. What should we do?

-----Original Message-----

**From:** Duffy, Kate  
**Sent:** Friday, February 11, 2011 7:58 AM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED] salary

Liz, [REDACTED] Let me know if you have questions,  
kgd  
Sent from my iPhone

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 11, 2011 5:49 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

No I did not call her.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 10, 2011 4:21 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

[REDACTED] left me a voice message today saying she was returning a call from last week. She is one of the names on the list of "possibles" for the Human Rights Commission. I'm thinking she was calling you back ... right? Her work number is [REDACTED] and after work hours her number is [REDACTED] Susan  
[cid:image001.jpg@01CBC93D.41D53170]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 11, 2011 5:48 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Martha O'Connor

If he says so

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 10, 2011 4:23 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Martha O'Connor


Martha O'Connor left me a message asking about the timing of the appointments to the State Colleges Board. Are we going forward with the people SHE APPOINTED when we meet with the Governor on Wednesday? Susan

[cid:image001.jpg@01CBC93E.DAD52C30]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 11, 2011 5:47 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Board of Libraries

 I mentioned him at last meeting. Gov fine with him, he runs a great library.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 10, 2011 4:36 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Board of Libraries

Susan Bruce is not eligible for reappointment to the Board of Libraries. There is a 2 term limit so it is back to the drawing board. I have a call into the contact person for this board but haven't heard back yet. There are 2 individuals that have terms that expired in 2009 and 2010 so there is a chance we need 3 people for this board. Susan

[cid:image001.jpg@01CBC940.B43A2330]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 11, 2011 5:42 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Vermont Yankee Oversight Reliability Panel

These folks will be nuclear engineers or experts, this is a scientific/technical panel and will be named by Liz Miller. They will probably be from outside the state. Either let Rep Acinapura or his constituent know that. If this person has such credentials send him to Liz Miller.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 10, 2011 5:02 PM  
**To:** MacLean, Alex; Lofy, Bill  
**Cc:** Bankowski, Elizabeth  
**Subject:** Vermont Yankee Oversight Reliability Panel

Representative Joe Acinapura left me a voice message saying that he has a constituent in Brandon that would like to be appointed to the Vermont Yankee Oversight Reliability Panel. The person's name is [REDACTED] (I know the "w" at the end of [REDACTED] looks weird but that is how it was spelled on the voice message) His phone number is [REDACTED] I don't believe those appointments will be coming through GIRO but if I need to do something please let me know. Susan

[cid:image001.jpg@01CBC944.2DFB15A0]



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 4:20 PM  
**To:** Allen, Susan  
**Subject:** RE: Shems Appt.

PS two more to get release FYI

[REDACTED]

---

**From:** Allen, Susan  
**Sent:** Thursday, February 10, 2011 2:50 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Shems Appt.

Will do. Have fun in Ottawa, one of my favorite cities. I love to skate on the canal ... could do that all day long.

Sue

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 2:45 PM  
**To:** Allen, Susan  
**Subject:** RE: Shems Appt.

Sue I'll be on my way to Ottawa in the early AM and won't have my computer with me. Go ahead and finalize the release with Deb, (check with Shana as to whether Gov. called or isn't going to). In a separate e-mail I'll send you a list of 5 people who should get the release separately as an FYI. Thanks for doing that for me.

---

**From:** Allen, Susan  
**Sent:** Thursday, February 10, 2011 9:51 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Shems Appt.

I'm embarrassed to say I haven't even drafted the release yet. But will by 2 p.m. It will go to you for your editing. I will wait for your OK before the final version goes out, whether that is later today or tomorrow.

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 9:48 AM  
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## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 4:11 PM  
**To:** Allen, Susan  
**Subject:** RE: Shems Appt.

Gov. all set, doesn't need to call him so you can go ahead. Tomorrow when you are ready to release will you please send to the following:

Peter.Young@state.vt.us  
Karl.h.johnson@gmail.com  
Darby@vlt.org  
Gil@vlt.org  
John.hasen@state.vt.us

also copy to Alex and Jeb (they get it anyway right)

---

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**London, Sarah**

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**Sent:** Thursday, February 10, 2011 9:51 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Shems Appt.

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Sue

-----Original Message-----

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**Sent:** Thursday, February 10, 2011 9:48 AM  
**To:** Allen, Susan  
**Subject:** Shems Appt.

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London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 2:42 PM  
**To:** [REDACTED]  
**Subject:** RE: NRB Chair - [REDACTED] Letter of Interest and Resume

Greetings [REDACTED] Hope you didn't think your messages went into a black hole. Sorry it's been awhile since I was back in touch. We were glad to know of your interest in the NRB Chair spot and you were in a small group of resumes we were considering. A decision has just been made that will most likely be announced tomorrow. This was our last appointment and proved more challenging than some of the others. Thanks again for your interest. I'll send you the release when it is ready to go.

---

**From:** [REDACTED]  
**Sent:** Monday, November 15, 2010 1:18 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Re: NRB Chair - [REDACTED] Letter of Interest and Resume

P.S. As time gets shorter, and if resources are needed, I would be honored to make myself available to the Governor-Elect, if I can be of service in any manner prior to the Inauguration.

[REDACTED]

On Fri, Nov 12, 2010 at 6:05 PM, [REDACTED]@gmail.com<mailto:[REDACTED]@gmail.com>> wrote:  
Thank you very much for the response.  
Please let me know if you need references, or anything else.

Have a good weekend,  
[REDACTED]

On Fri, Nov 12, 2010 at 12:55 PM, Bankowski, Elizabeth  
<Elizabeth.Bankowski@state.vt.us<mailto:Elizabeth.Bankowski@state.vt.us>> wrote:  
Thanks for your interest. Glad to have your resume. Will make sure the Governor-Elect is aware of it. At this point we are developing talent banks for the various agencies. You will be in the mix.

**From:** [REDACTED]@gmail.com<mailto:[REDACTED]@gmail.com>]  
**Sent:** Friday, November 12, 2010 11:57 AM  
**To:** Bankowski, Elizabeth; Diehl, Denise  
**Subject:** RE: NRB Chair - [REDACTED] Letter of Interest and Resume

Dear Ms Bankowski and Ms Diehl:

It is with great pleasure that I write to express my interest in serving the new Shumlin Administration, and the State of Vermont, as Chair of the Vermont Natural Resources Board. Among others, Peter Mallary suggested that I submit my credentials to you for consideration. Please accept this e-mail message, as well as the attached letter and resume as my application and demonstration of qualifications.

I am uniquely well qualified for this position having a technical degree, a wealth of directly applicable experience with Act 250 as both a Commission Member and as a private consultant. I was originally appointed by Governor Dean 10 years ago to the [REDACTED] and have served as [REDACTED]

My capabilities and experience are potentially applicable to other roles within the new administration. I would be honored, and would certainly be interested in discussing any opportunity, if Governor Elect Shumlin feels that my skills and experience would be better utilized in another position.

I would be honored and very pleased to personally discuss the plans and goals for this, or any other position further with you, at your convenience.

Thank you very kindly for your time and consideration.

Sincerely,

[REDACTED]

Enclosure

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 2:26 PM  
**To:** Young, Peter  
**Subject:** RE: Term Ending

Hi Peter, know tomorrow is the last day. We are in process of finalizing appointment. Will e-mail you when its done. Hope to make announcement tomorrow.

---

From: Young, Peter  
Sent: Monday, January 31, 2011 9:38 AM  
To: Bankowski, Elizabeth  
Subject: RE: Term Ending

Thank you Liz.

Peter F. Young, Jr.  
Chair, Vermont Natural Resources Board  
National Life Records Ctr. Bldg.  
National Life Drive  
Montpelier, VT 05620-3201  
802-828-5440

-----Original Message-----

From: Bankowski, Elizabeth  
Sent: Monday, January 31, 2011 9:36 AM  
To: Young, Peter  
Cc: Duffy, Kate  
Subject: RE: Term Ending

Dear Peter, I recognize that today January 31, 2011 is the official end of your term as Chair of the Natural Resources Board. I am very grateful for your willingness to serve in that capacity for two more weeks, through Friday February 11, 2011, allowing the Governor a bit more time in making his selection of a Chairman. I have cleared this with Kate Duffy, Commissioner of Human Resources, who I have copied on this note. I look forward to sitting down with you when convenient to gain more of your insight about the board moving forward. Thanks again for your flexibility. If you have any questions do not hesitate to contact either of us.

---

From: Young, Peter  
Sent: Friday, January 07, 2011 10:38 AM  
To: Bankowski, Elizabeth  
Cc: Wheeler, Denise  
Subject: Re: Term Ending

Good Morning Elizabeth.

Thank you for your note. I will stay on till end of month if that works for you. Thank you

I am traveling today. Denise Wheeler, our Business Manager may contact you if she has any Questions

Sent from my iPhone

On Jan 7, 2011, at 10:19 AM, "Bankowski, Elizabeth"

<Elizabeth.Bankowski@state.vt.us<mailto:Elizabeth.Bankowski@state.vt.us>> wrote:

Hi Peter, left you a phone message. Sorry to be so long in contacting you. I note that your term expires on January 31 and want to check if your intent was to serve through that date. That would work for us if it does for you. I can now be reached at 828-3333 in the Governor's office. Would hope to speak with you next week. Thank you for your patience.



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 2:05 PM  
**To:** Trombley, Shana  
**Subject:** FW: Meeting  
**Attachments:** Ron Resume 2pp.doc

Shana here is Ron's resume which includes work phone if you need it.

---

**From:** Markowitz, Deb  
**Sent:** Tuesday, February 08, 2011 8:48 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Meeting

Hi Liz - This is Ron's resume. He is interested in working full time (or at least the 9/10 time that Peter Young worked) and he is very much interested in leading the transformative process (which would mean that we would not need to contract with Darby but that Ron would use him as a resource.) [REDACTED]

[REDACTED] He is known to be a good manager and a tough attorney. I look forward to seeing you later.

Deb Markowitz  
Secretary  
Vermont Agency of Natural Resources  
Center Building, 2nd Floor  
103 South Main Street  
Waterbury, Vermont 05671-0301  
802-241-3600  
802-244-1102 FAX  
[www.anr.state.vt.us](http://www.anr.state.vt.us)

---

**From:** Ron Shems [[rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com)]  
**Sent:** Thursday, February 03, 2011 1:26 PM  
**To:** Markowitz, Deb  
**Subject:** Meeting

Hi Deb,

Many thanks for calling me, but first, congratulations on your appointment! You are perfectly suited to the many challenges of being ANR Secretary and I am sure that you will enjoy it.

I called your assistant and we have a meeting set for your office at 3:30 tomorrow (Friday 2/4).

A copy of my resume is attached.

I look forward to meeting with you.

--Ron

Ronald A. Shems  
Shems Dunkiel Raubvogel & Saunders PLLC  
91 College Street  
Burlington, Vermont 05401  
tel 802.860.1003 ext. 103  
fax 802.860.1208  
[www.shemsdunkiel.com](http://www.shemsdunkiel.com)<<http://www.shemsdunkiel.com>>

This message may contain certain information that is privileged and confidential. Unless you are the addressee (or authorized to receive email for the addressee), you may not use, copy, or disclose to anyone this message or any of the information contained in this message. If you have received this message in error, please advise the sender by email reply to [rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com)<<mailto:rshems@shemsdunkiel.com>> and delete this message. Thank you very much.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 2:02 PM  
**To:** Markowitz, Deb  
**Subject:** RE: NRB Chair

Waiting to hear if Gov wants to call Ron. Told Sue to draft release with you. Let's put out tomorrow. What's Ron's e-mail and cell phone? I'll have him call Peter Young tomorrow.

---

**From:** Markowitz, Deb  
**Sent:** Wednesday, February 09, 2011 1:55 PM  
**To:** Bankowski, Elizabeth; Duffy, Kate  
**Subject:** RE: NRB Chair

Will do

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 1:45 PM  
**To:** Duffy, Kate  
**Cc:** Markowitz, Deb  
**Subject:** NRB Chair

Hi Kate, we hope to appoint an NRB chair tomorrow. Ron Shems is our candidate and Deb advises I should be hearing from him his afternoon. [REDACTED]

[REDACTED] Could you confirm. [REDACTED]

[REDACTED] Deb can respond. I will call Peter Young tomorrow. As you recall his term extended to this Friday 2/11. Anything else? This is the last exempt position, hooray. Deb could you forward Ron's resume to Kate. She needs for her file I think.

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 1:57 PM  
**To:** Allen, Susan  
**Subject:** RE: Very good press conference

Sounds good. Sue, Ron Shems called and accepted the job as Chair of the NRB. Leave to you and Deb to draft release, send me final draft and copy Alex noting its for release tomorrow. We can put it out tomorrow. I've asked Governor via Shana if he wants to call Ron. I don't think it is necessary as he offered him the job when he interviewed him.

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**From:** Allen, Susan  
**Sent:** Thursday, February 10, 2011 1:38 PM  
**To:** MacLean, Alex  
**Cc:** Lofy, Bill; Bankowski, Elizabeth  
**Subject:** Very good press conference

Alex, I almost texted you ... he opened the press conference with your "guy needs computer skills" story! You would have been proud. You've probably heard it a million times; new to me and I liked it.

The media was very interested in the Certificate Program, surprisingly, and stayed on that for over half-hour. The other speakers were very strong, which helped a lot. This should be a good business story for GPS.

Then they asked about Pete the Moose, he said "Pete the Governor pardons Pete the Moose." But, he said, he wants to prevent this situation from happening again. Deferred specific questions about the other animals at that farm to biologists.

They asked about Kimbell's appearance of conflict (GPS stood by Kimbell and disputed any allegation of impropriety as 'fantasy'); higher salaries for his commissioners and secretaries (Jeb jumped in and disputed Shay's numbers, promised to get back to press). GPS stayed on theme of wanting to hire the very best people possible, given the difficult challenges we face.

They asked a lot about VY, but I'm not sure I heard anything new here. They asked if he has talked to the head of Entergy personally? No, he said, but he's always willing to talk to a business owner. Asked about the likelihood of this ending up in court ... ducked it by saying he trusted the company to stand by its word to adhere to the legislative vote (even though they don't have a great track record of always being truthful, he said).

Was not asked about IBM energy.

I predict:

1. Pete the Moose is pardoned by Pete the Governor
2. Governor's certificate program launched to help workers (including prisoners and veterans) find and keep good jobs
3. Governor continues to call for health care reform, responding to criticisms that there's no payment mechanism yet and the board is too governor-controlled. He gave a really long, nice speech about how we cannot afford to go on with the current system.

They might try to wrestle a Shumlin-administration salary story out of this to match Shay, but GPS didn't make it easy for them, and we'll know from Jeb if they follow up for corrected salary figures.

Let me know if you want more info.

Sue

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 10:47 AM  
**To:** Reardon, Jim  
**Cc:** Spaulding, Jeb; Spaulding, Susan  
**Subject:** Unorganized towns and Buell's Gore

Hi Jim, as you know Governor gets to name supervisors for Buell's Gore, and unorganized towns of Somerset and Glastonbury. I have been in touch with the Ed Dept to ascertain numbers of children in these localities as setting the tax rate is a prime responsibility of a supervisor. Population varies. I also understand that these localities file reports to the Department of Finance. Would it be possible for me to see 2010 annual reports or whatever is most current. If you have any thoughts about the role of these supervisors glad to have them. No hurry on this.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 9:48 AM  
**To:** Allen, Susan  
**Subject:** Shems Appt.

Sue, no call from Ron Shems yet, make sure release doesn't go out without my okay, even if Deb says she's heard it's a go. I need to let a few candidates for the position and the incumbent know before the announcement is made. Ron is suppose to call me, when he does I'll let you and Deb know.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 9:43 AM  
**To:** Robinson, Beth  
**Subject:** RE: Public Records Request

I have no knowledge of this request

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**From:** Robinson, Beth  
**Sent:** Thursday, February 10, 2011 9:16 AM  
**To:** Appleby, Leigh; McLaren, Ryan; Paslawski, Bryn; Spaulding, Susan; Wengroff, Ariel; EXE - SrStaff  
**Cc:** Robinson, Beth  
**Subject:** Public Records Request

Mr. Wallace Nolen reports that he filed a public records request in this office on January 6. I have not seen it. If anybody here has seen a public records request from Mr. Nolen, please let me know. (If you have not, please let me know that as well, so I can be sure that everyone has read and responded.)

Thanks,  
Beth

Beth Robinson  
Counsel to the Governor  
802-828-3333  
Beth.Robinson@state.vt.us



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 8:59 AM  
**To:** Allen, Susan  
**Subject:** FW: Press Conference

Sue, FYI I was having trouble finding you in the address book when I sent this.

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 8:53 AM  
**To:** MacLean, Alex  
**Cc:** Lofy, Bill  
**Subject:** Press Conference

Home dealing with my roof, talked to Sue about 7 Days piece, not much we can say, stand by Steve and take it on the chin about salaries, don't say they all took pay cuts in these jobs, public at large not sympathetic to that. Say needed to assemble the best team possible, competent, creative managers who can move forward in tough times. These are the people to do that. They left lucrative positions to join the team. I hope Vermonters will judge all of us by what we accomplish for them. If asked about special deal for IBM, be careful, they already get the lowest possible rate. Down the line solution might be to do "distributive generation" project, set up their own generation, interesting that IBM in other states has worked with Jonathan Lash's organization World Resources Inst. to do just that, methane projects from land fills. Green Mountain Coffee Roasters, Ben & Jerry's and other solid manufacturers are among GMP top customers, energy cost large part of COGS (cost of goods sold) for all of them so Gov. shouldn't suggest special deal for IBM yet. Answer should be he is committed to keeping IBM here and committed to assuring that our power costs are highly competitive in our region.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 10, 2011 8:53 AM  
**To:** MacLean, Alex  
**Cc:** Lofy, Bill  
**Subject:** Press Conference

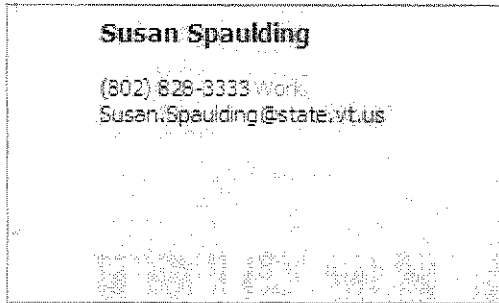
Home dealing with my roof, talked to Sue about 7 Days piece, not much we can say, stand by Steve and take it on the chin about salaries, don't say they all took pay cuts in these jobs, public at large not sympathetic to that. Say needed to assemble the best team possible, competent, creative managers who can move forward in tough times. These are the people to do that. They left lucrative positions to join the team. I hope Vermonters will judge all of us by what we accomplish for them. If asked about special deal for IBM, be careful, they already get the lowest possible rate. Down the line solution might be to do "distributive generation" project, set up their own generation, interesting that IBM in other states has worked with Jonathan Lash's organization World Resources Inst. to do just that, methane projects from land fills. Green Mountain Coffee Roasters, Ben & Jerry's and other solid manufacturers are among GMP top customers, energy cost large part of COGS (cost of goods sold) for all of them so Gov. shouldn't suggest special deal for IBM yet. Answer should be he is committed to keeping IBM here and committed to assuring that our power costs are highly competitive in our region.

## London, Sarah

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**From:** Spaulding, Susan  
**Sent:** Wednesday, February 09, 2011 5:03 PM  
**To:** Bankowski, Elizabeth; 'Larry Cassidy'  
**Subject:** updated list  
**Attachments:** Susan Spaulding.vcf; BC RECORD6-30.xlsx

Here is an updated list of boards with terms ending prior to July 1<sup>st</sup>. Susan



**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Wednesday, February 09, 2011 3:47 PM  
**To:** Bankowski, Elizabeth  
**Cc:** 'Larry Cassidy'  
**Subject:** Deb's comments on Lake Champlain Advisory Committee  
**Attachments:** Susan Spaulding.vcf; Lake Champlain's Future data sheet.docx

I've attached the data sheet on the VT Citizens Advisory Committee on Lake Champlain's Future. I've included Deb Markowitz's comments, on page 2. FYI – the notes from our meeting with the Governor last week are to remove [REDACTED] but you will see from Deb's comments she would like to have her reappointed. This is also the board that [REDACTED] name was suggested. Susan S.

**Susan Spaulding**

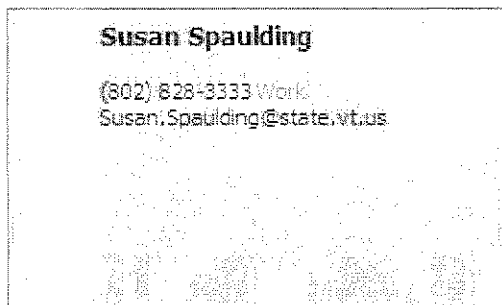
(802) 825-3333 Work  
Susan.Spaulding@state.vt.us

## London, Sarah

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**From:** Spaulding, Susan  
**Sent:** Wednesday, February 09, 2011 1:57 PM  
**To:** Flynn, Keith  
**Cc:** Bankowski, Elizabeth  
**Subject:** Homeland Security Advisory Council  
**Attachments:** Susan Spaulding.vcf; EOHomeland Security Advisory Council.docx; Homeland Security Advisory data sheet.docx

Liz Bankowski and I are working on appointments to Boards and Commissions. All the terms of the Homeland Security Advisory Council are scheduled to end next week. I've attached the original Executive Order creating the Council and a list of the current members. We would like to get your opinion on this and would be happy to set up a time for a phone call if that's easiest for you. Thanks for your help. Susan S.



London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 1:45 PM  
**To:** Duffy, Kate  
**Cc:** Markowitz, Deb  
**Subject:** NRB Chair

Hi Kate, we hope to appoint an NRB chair tomorrow. Ron Shems is our candidate and Deb advises I should be hearing from him this afternoon. [REDACTED]

[REDACTED] Could you confirm. [REDACTED]

[REDACTED] I will call Peter Young tomorrow. As you recall his term extended to this Friday 2/11. Anything else? This is the last exempt position, hooray. Deb could you forward Ron's resume to Kate. She needs for her file I think.

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 1:30 PM  
**To:** Hartrich,Toni  
**Subject:** RE: Liz Bankowski would like to join the coffee club

Toni, thanks, will drop off the \$5, where do you sit?

---

**From:** Hartrich,Toni  
**Sent:** Wednesday, February 09, 2011 1:28 PM  
**To:** Morse, Linda; Bankowski, Elizabeth  
**Subject:** RE: Liz Bankowski would like to join the coffee club

All Liz has to do is get me the \$5 and she is a member. ( preferably directly to me (not in the cup in the printer room) so I can credit her for the month.) Toni

---

**From:** Morse, Linda  
**Sent:** Wednesday, February 09, 2011 12:35 PM  
**To:** Hartrich,Toni  
**Subject:** Liz Bankowski would like to join the coffee club

Toni ,

I told Liz I would let you know she would like to join the coffee club.

Linda

Linda Morse  
State of Vermont  
Department of Finance & Management  
109 State St., 5th fl  
Montpelier, VT 05609-5901  
phone:802-828-2376  
fax: 802-828-2428  
e-mail: linda.morse@state.vt.us

**London, Sarah**

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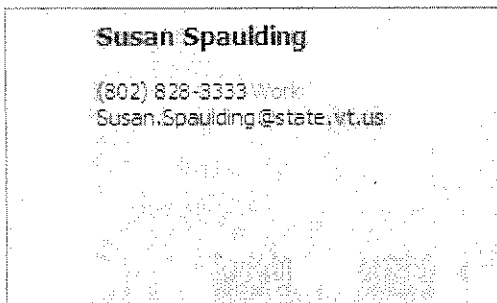
**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 12:58 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Exex Order on Homeland Security

It is a web page. Could you put in a PDF and include present commission members and send to Keith Flynn at DPS telling him we would like his read on membership. Let him know if all positions or just some are up for renewal. We can schedule a call with him if that's easier. Let's try to get this one and Veterans Council out of the way next week.

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 09, 2011 12:51 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Exex Order on Homeland Security

I'm trying to figure out how to turn all of Jim Douglas's Executive Orders into a pdf. If the email I sent you with the EO on homeland security doesn't do what you need let me know and I will scan the printed version I have and send it. Susan



---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 11:46 AM  
**To:** Spaulding, Susan  
**Subject:** Exex Order on Homeland Security

Susan can you send this as an attachment or PDF, I'll send to Keith Flynn.



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 12:39 PM  
**To:** 'Jeanette White'  
**Subject:** RE: info on safe & green event for the Governor

Nice bumping in to you. Checked on this event, as I suspected he will not be able to attend. Could you let them know that.

---

**From:** Jeanette White [mailto:jwhite@leg.state.vt.us]  
**Sent:** Wednesday, February 09, 2011 8:22 AM  
**To:** Bankowski, Elizabeth  
**Subject:** info on safe & green event for the Governor

Liz - thanks for chatting yesterday. My seatmate is gone all week (didn't let his committee chairs know!) to meet with Pres Clinton. Maybe an appointment coming up? We can hope! Any way here is the information I said I would send. This is a draft that they sent me. Thanks. Jeanette

(Draft Description of Event)

Tentative title:

**Countdown to Closure  
...And a Nuclear-Free Future!  
- A Public Forum -**

Because Vermont Yankee's 40-year operating license will expire in little more than one year – on March 21, 2012 – and because the Vermont Legislature last year voted overwhelmingly not to extend Vermont Yankee's operation beyond that date, Vermonters and their neighbors have a unique opportunity to determine the direction of their energy future.

The primary focus of the forum will be on what that future can look like. It will highlight initiatives already in place for greater reliance on safe, renewable, non-toxic energy sources coupled with increased energy conservation and efficiency. It will also be an occasion for thanking the people and elected officials of Vermont and neighboring states who have made these initiatives possible.

The event, which will feature talks by [Vermont Governor Peter Shumlin-?] and [nationally recognized energy expert Dr. Arjun Makijani-?] will also address new initiatives that are needed to provide reliable, affordable energy that safeguards the health of the environment and future generations.

In addition to talks by [Shumlin and Makhijani], the program will include music by noted musicians [????????????].

Finally, the forum will serve as a reminder to citizens and elected leaders that in order to ensure rapid progress toward the green energy future we all desire, our continued attention and participation is essential during Vermont Yankee's final year of operation and the decommissioning and site clean-up process that will follow.

This event will take place at the Latchis Theater in Brattleboro on [late March] and will be sponsored by the Safe & Green Campaign, a grassroots education, outreach, and organizing group based in the tri-state area surrounding the Vermont Yankee reactor. Event co-sponsors include [???

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 11:46 AM  
**To:** Spaulding, Susan  
**Subject:** Exex Order on Homeland Security

Susan can you send this as an attachment or PDF, I'll send to Keith Flynn.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 11:37 AM  
**To:** Spaulding, Jeb; Miller, Lawrence; Miller, Elizabeth; Ross, Chuck; Wallack, Anya; Kimbell, Steve; Markowitz, Deb; Noonan, Annie  
**Cc:** Lofy, Bill; MacLean, Alex; Spaulding, Susan  
**Subject:** FW: AVIC Brain Trust  
**Attachments:** AVIC Brain Trust.doc; ATT00002..htm

Greetings all, want to share with you a very impressive list of intellectual resources available to us through our private colleges and universities. During the Transition, Governor and I met with this board of college presidents and a I made the request for a "brain trust" of accomplished faculty with areas of expertise pertinent to our agenda. Here's the list, quite impressive. You should feel free to draw upon it. Will use for important board and commission appointments as well.

---

**From:** Susan [mailto:[sstitely@vermont-colleges.org](mailto:sstitely@vermont-colleges.org)]  
**Sent:** Tuesday, February 08, 2011 10:26 AM  
**To:** Bankowski, Elizabeth  
**Subject:** AVIC Brain Trust

Dear Liz:

You may recall that when the AVIC presidents met with then Gov-elect Shumlin in December, we discussed putting together a list of college faculty who could be resources for the Governor. Attached is a list of selected faculty with expertise in 9 priority areas: Transforming Agriculture; Broadband; Corrections; Economic and Workforce Development; Energy; Health Care Reform; Integrated Educational Systems; Small Business Access to Capital and Navigating the Regulatory Process; and Tax Code Regulation.

AVIC member faculty stand at the ready to serve the Governor. Please do not hesitate to call on them.

Best regards,  
Susan

**London, Sarah**

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**From:** Liz Bankowski <lizbankowski@gmail.com>  
**Sent:** Wednesday, February 09, 2011 11:00 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Fwd: AVIC Brain Trust  
**Attachments:** AVIC Brain Trust.doc

----- Forwarded message -----

**From:** Susan <sstitely@vermont-icolleges.org>  
**Date:** Mon, Feb 7, 2011 at 10:47 AM  
**Subject:** AVIC Brain Trust  
**To:** Liz Bankowski <lizbankowski@gmail.com>

Dear Liz:

You may recall that when the AVIC presidents met with then Gov-elect Shumlin in December, we discussed putting together a list of college faculty who could resources for the Governor. Attached is a list of selected faculty with expertise in 9 priority areas: Transforming Agriculture; Broadband; Corrections; Economic and Workforce Development; Energy; Health Care Reform; Integrated Educational Systems; Small Business Access to Capital and Navigating the Regulatory Process; and Tax Code Regulation.

AVIC member faculty stand at the ready to serve the Governor. Please do not hesitate to call on them.

Best regards,  
Susan

Susan Stitely | President  
Association of Vermont Independent Colleges | PO Box 254 | Montpelier,  
Vermont 05601 | 802.828.8826 | [sstitely@vermont-icolleges.org](mailto:sstitely@vermont-icolleges.org) | [www.vermont-icolleges.org](http://www.vermont-icolleges.org)

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 10:03 AM  
**To:** Flood, Patrick  
**Subject:** RE: Human Services Board

Hudson term up 2/28/11 as is Gary Richardson and Jan Westervelt

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Wednesday, February 09, 2011 10:00 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan  
**Subject:** RE: Human Services Board

██████████ would also be great in my opinion. I'll put my thinking cap on. Just to be clear, you said "chair" so I assume that you're looking for someone to replace ██████████.

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Wednesday, February 09, 2011 8:02 AM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** RE: Human Services Board

Bumped into Doug, he told me ██████████ said no to chairing Human Services Board. Do folks here have other suggestions? Another person I have in mind is ██████████ from southern Vermont, very solid, ██████████ long time guardian ad litem. Was thinking someone with ██████████ could be helpful. Open to all suggestions.

---

**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Wednesday, February 02, 2011 9:31 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Spaulding, Susan; Doug Racine  
**Subject:** RE: Human Services Board

Liz – I have not had a chance to connect with Doug on this, but I think ██████████ would be terrific.

As for the other two, I think ██████████ is also great. I don't know anything about ██████████ at this point, but can try to get some feedback today.

I will also ask interested AHS parties if they have other ideas.

Thanks for asking.

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]  
**Sent:** Tuesday, February 01, 2011 6:42 PM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** Human Services Board

Patrick could you please forward to Doug. For a reason unknown to me his e-mail address does not come up on my computer.

Doug and Patrick. We have heard that The Human Services Board needs some attention and closer alignment with AHS. We have three positions coming up 2/28 including the Chair. I have been working with Susan Spaulding on appointments and it occurs to me that if we could get her to do it, [REDACTED] would be a great Chair for this board. Judge Hudson is Chair, other members with terms expiring are Gary Richardson and Jan Westervelt (husband and wife have same name forget which Jan this is) What do you think about the possibility of [REDACTED] Do you have a view on the other two? Do you have recommendations to make? Susan and I would be happy to set up a call with either or both of you to discuss. Planning to meet with Governor Wed. afternoon and would like to bring up the idea of [REDACTED]

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 9:56 AM  
**To:** Powden, Pat Moulton; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** VEPC

Greetings pat and Lawrence, spoke with Pat this morning about this. Susan Spaulding working on boards and commission appointments. We note Karen Marshall comes off the VPSE Board since she's working for us now. Governor selects Chair, who do we want? Do you want to add new person who might chair? 3 appts up March 31, these are [REDACTED] and [REDACTED]. These are Douglas appointees. Each wants to stay according to Fed Kenney. Is is time to get some new blood? We can add names, but would like to know what you think. What kind of people are you looking for? We can discuss by phone if that is more convenient. Is this a place for some of our younger entrepreneurs who have actually created jobs. This board should be fully aligned with our economic development strategies.



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 09, 2011 8:31 AM  
**To:** MacLean, Alex  
**Subject:** FW: info on safe & green event for the Governor

Alex I told Jeannette I didn't think this was an event for the Governor to attend but that I'd run it by you. Given the matters pending before PSB and PSD I think he should refrain from attending Yankee closing events like his. (Fine during campaign season) This is more of a festival. Everyone knows where he stands. Jeannette says everyone in southern Vermont is very grateful and there will be no hard feelings. What think you?, Run by Gov if you think that is necessary. (Amusing reference to PG)

---

**From:** Jeanette White [mailto:jwhite@leg.state.vt.us]  
**Sent:** Wednesday, February 09, 2011 8:22 AM  
**To:** Bankowski, Elizabeth  
**Subject:** info on safe & green event for the Governor

Liz - thanks for chatting yesterday. My seatmate is gone all week (didn't let his committee chairs know!) to meet with Pres Clinton. Maybe an appointment coming up? We can hope! Any way here is the information I said I would send. This is a draft that they sent me. Thanks. Jeanette

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**London, Sarah**

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**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** RE: Human Services Board

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---

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**Cc:** Spaulding, Susan; Doug Racine  
**Subject:** RE: Human Services Board

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**Cc:** Spaulding, Susan  
**Subject:** Human Services Board

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London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 08, 2011 7:08 PM  
**To:** Markowitz, Deb  
**Cc:** Allen, Susan; MacLean, Alex; Lofy, Bill  
**Subject:** RE: Meeting

Deb, is it a go on Ron for Chair of the Natural Resources Board? Talked to Beth, sounds like it is. Sue, we would put this out by Friday. This is the last of the exempt positions we are filling. His salary is \$90K. He will work .9 time, same as incumbent Peter Young and same salary.

-----Original Message-----

From: Markowitz, Deb  
Sent: Tuesday, February 08, 2011 8:48 AM  
To: Bankowski, Elizabeth  
Subject: FW: Meeting

Hi Liz - This is Ron's resume. He is interested in working full time (or at least the 9/10 time that Peter Young worked) and he is very much interested in leading the transformative process (which would mean that we would not need to contract with Darby but that Ron would use him as a resource.) He is [REDACTED] but he is very well respected, experienced and capable. He is known to be a good manager and a tough attorney. I look forward to seeing you later.

Deb Markowitz  
Secretary  
Vermont Agency of Natural Resources  
Center Building, 2nd Floor  
103 South Main Street  
Waterbury, Vermont 05671-0301  
802-241-3600  
802-244-1102 FAX  
[www.anr.state.vt.us](http://www.anr.state.vt.us)

---

From: Ron Shems [rsheems@shemsdunkiel.com]  
Sent: Thursday, February 03, 2011 1:26 PM  
To: Markowitz, Deb  
Subject: Meeting

Hi Deb,

Many thanks for calling me, but first, congratulations on your appointment! You are perfectly suited to the many challenges of being ANR Secretary and I am sure that you will enjoy it.

I called your assistant and we have a meeting set for your office at 3:30 tomorrow (Friday 2/4).

A copy of my resume is attached.

I look forward to meeting with you.

--Ron

Ronald A. Shems  
Shems Dunkiel Raubvogel & Saunders PLLC  
91 College Street  
Burlington, Vermont 05401  
tel 802.860.1003 ext. 103  
fax 802.860.1208  
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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 08, 2011 6:48 PM  
**To:** 'Rendall@greenmountainpower.com'  
**Subject:** FW: Limits on my role

---

**From:** Lofy, Bill  
**Sent:** Wednesday, January 12, 2011 5:38 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Re: Limits on my role

Totally understand. Thanks n

On Jan 12, 2011, at 5:23 PM, "Bankowski, Elizabeth" <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)> wrote:

I welcome the opportunity to continue to work with this new Administration in a role, for a time, as a senior advisor with a broad and general portfolio. With that in mind, I think it best, because of my position as a member of the Board of Green Mountain Power, to make sure I am excluded from any matters, meetings or communications bearing on GMP. This pertains especially to activities concerning the Department of Public Service or the Public Service Board. I took a leave from GMP and other boards during the transition and will now begin to re-engage by attending board meetings. As long as I am on staff, in any capacity, I shall also recuse myself from discussions at GMP about Vermont Yankee's potential PPA. I have discussed that with Mary Powell the CEO. To date I have been completely out of that board communication loop. Mary sees no problem with continuing that practice even as I return to board meetings.

I am also on the board of New Chapter, a privately held, national organic vitamin and supplement company based in Brattleboro. The company has no business relationship with the State of Vermont. I remain a trustee of the Ben & Jerry's Foundation, which since the company's acquisition by Unilever, has been an independent entity. I am also a trustee of The Windham Foundation, an operating foundation that in addition to a grants, scholarship and conference program, owns and operates The Old Tavern Inn and The Grafton Village Cheese Company. At the present time, I see no conflicts that arise from those associations but will be sensitive to any appearance of such, and ask you to be as well.

**London, Sarah**

---

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 08, 2011 4:58 PM  
**To:** 'arthurberndt@gmail.com'  
**Subject:** Executive Order Council of Env. Advisors  
**Attachments:** VTStatuesOnline.pdf

Hi Arthur, here it is, welcome your take on a new draft.



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 08, 2011 4:59 PM  
**To:** Wengroff, Ariel  
**Subject:** RE: VT Statutes Scanned Doc

Thank you Ari!

---

**From:** Wengroff, Ariel  
**Sent:** Tuesday, February 08, 2011 2:54 PM  
**To:** Bankowski, Elizabeth  
**Subject:** VT Statutes Scanned Doc

Here you go,  
Ari

**Constituent Correspondent**  
Office of the Governor  
109 State Street  
Montpelier, VT 05609  
Office: 802-828-3333  
Fax: 802-828-3339

**London, Sarah**

---

**From:** Wengroff, Ariel  
**Sent:** Tuesday, February 08, 2011 2:54 PM  
**To:** Bankowski, Elizabeth  
**Subject:** VT Statutes Scanned Doc  
**Attachments:** VTStatuesOnline.pdf

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Ari

**Constituent Correspondent**

Office of the Governor  
109 State Street  
Montpelier, VT 05609  
Office: 802-828-3333  
Fax: 802-828-3339

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 08, 2011 12:04 PM  
**To:** Lofy, Bill  
**Attachments:** Cartoonist Laureate CCS.docx

Here is the letter with my edits

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 08, 2011 11:56 AM  
**To:** 'Robinson, Beth'; Markowitz, Deb  
**Subject:** FW: Meeting  
**Attachments:** Ron Resume 2pp.doc

Beth, we have decided on Ron Shems for Chair of The Natural Resources Board. We would continue it as a .9 position (that's what Peter Young does) with salary of [REDACTED]. All agree that the responsibilities do not warrant full-time but plan is to add responsibilities and closer connection to ANR especially with regard to state permit process. Ron noted there is a provision in the statute that says Chair of Board cannot have gained significant income from parties seeking water permits, this is vestige of original statute before Env. Court was created and Water Resources Board joined with ACT 250 board. Nonetheless we have to evaluate his candidacy in light of that [REDACTED]. Like everything this is on a fast track. Peter Young's last day is Friday. Would like to make this announcement this week. Ron and Deb will be calling you.

-----Original Message-----

**From:** Markowitz, Deb  
**Sent:** Tuesday, February 08, 2011 8:48 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Meeting

Hi Liz - This is Ron's resume. He is interested in working full time (or at least the 9/10 time that Peter Young worked) and he is very much interested in leading the transformative process (which would mean that we would not need to contract with Darby but that Ron would use him as a resource.) [REDACTED] - but he is very well respected, experienced and capable. He is known to be a good manager and a tough attorney. I look forward to seeing you later.

Deb Markowitz  
Secretary  
Vermont Agency of Natural Resources  
Center Building, 2nd Floor  
103 South Main Street  
Waterbury, Vermont 05671-0301  
802-241-3600  
802-244-1102 FAX  
[www.anr.state.vt.us](http://www.anr.state.vt.us)

---

**From:** Ron Shems [[rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com)]  
**Sent:** Thursday, February 03, 2011 1:26 PM  
**To:** Markowitz, Deb  
**Subject:** Meeting

Hi Deb,

Many thanks for calling me, but first, congratulations on your appointment! You are perfectly suited to the many challenges of being ANR Secretary and I am sure that you will enjoy it.

I called your assistant and we have a meeting set for your office at 3:30 tomorrow (Friday 2/4).

A copy of my resume is attached.

I look forward to meeting with you.

--Ron

Ronald A. Shems  
Shems Dunkiel Raubvogel & Saunders PLLC  
91 College Street  
Burlington, Vermont 05401  
tel 802.860.1003 ext. 103  
fax 802.860.1208  
[www.shemsdunkiel.com](http://www.shemsdunkiel.com)<<http://www.shemsdunkiel.com>>

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London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 08, 2011 11:56 AM  
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**Subject:** FW: Meeting  
**Attachments:** Ron Resume 2pp.doc

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**Subject:** FW: Meeting

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Deb Markowitz  
Secretary  
Vermont Agency of Natural Resources  
Center Building, 2nd Floor  
103 South Main Street  
Waterbury, Vermont 05671-0301  
802-241-3600  
802-244-1102 FAX  
[www.anr.state.vt.us](http://www.anr.state.vt.us)

---

**From:** Ron Shems [[rshems@shemsdunkiel.com](mailto:rshems@shemsdunkiel.com)]  
**Sent:** Thursday, February 03, 2011 1:26 PM  
**To:** Markowitz, Deb  
**Subject:** Meeting

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I called your assistant and we have a meeting set for your office at 3:30 tomorrow (Friday 2/4).

A copy of my resume is attached.

I look forward to meeting with you.

--Ron

Ronald A. Shems  
Shems Dunkiel Raubvogel & Saunders PLLC  
91 College Street  
Burlington, Vermont 05401  
tel 802.860.1003 ext. 103  
fax 802.860.1208  
[www.shemsdunkiel.com](http://www.shemsdunkiel.com)<<http://www.shemsdunkiel.com>>

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**London, Sarah**

---

**From:** Susan <sstitely@vermont-colleges.org>  
**Sent:** Tuesday, February 08, 2011 10:26 AM  
**To:** Bankowski, Elizabeth  
**Subject:** AVIC Brain Trust  
**Attachments:** AVIC Brain Trust.doc; ATT00002..htm

Dear Liz:

You may recall that when the AVIC presidents met with then Gov-elect Shumlin in December, we discussed putting together a list of college faculty who could be resources for the Governor. Attached is a list of selected faculty with expertise in 9 priority areas: Transforming Agriculture; Broadband; Corrections; Economic and Workforce Development; Energy; Health Care Reform; Integrated Educational Systems; Small Business Access to Capital and Navigating the Regulatory Process; and Tax Code Regulation.

AVIC member faculty stand at the ready to serve the Governor. Please do not hesitate to call on them.

Best regards,  
Susan



**London, Sarah**

---

**From:** Slota, Bianca  
**Sent:** Tuesday, February 08, 2011 9:59 AM  
**To:** EXE  
**Subject:** Photos of GPS  
**Attachments:** Shumlin\_8x10.jpg; ShumlinNewspaperBW.jpg; ShumlinNewspaperColor.jpg

Hi All,

Attached are three versions of the official photo of GPS, in case you need to use them.

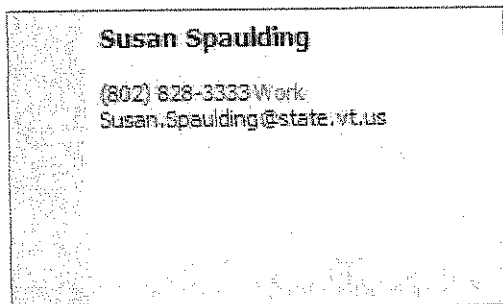
-Bianca

**London, Sarah**

---

**From:** Spaulding, Susan  
**Sent:** Sunday, February 06, 2011 1:40 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: CAC appointments  
**Attachments:** Susan Spaulding.vcf

I wanted to make sure you saw this...the CAC is the Lake Champlain's Future Citizens Advisory Committee. Susan



---

**From:** Markowitz, Deb  
**Sent:** Friday, February 04, 2011 12:31 PM  
**To:** Spaulding, Susan  
**Subject:** CAC appointments

Hi Susan--

I went through the CAC board list with staff here, and these are our recommendations:

I hope this is helpful.

**Deb Markowitz, Secretary**  
Agency of Natural Resources  
Center Building, 2nd Floor  
103 South Main Street  
Waterbury, Vt 05671-0301

802-241-3600

[www.anr.state.vt.us](http://www.anr.state.vt.us)

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Sunday, February 06, 2011 8:43 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

Yes he would, good to keep a list of people like him, we can figure out where we want to use them

---

**From:** Spaulding, Susan  
**Sent:** Saturday, February 05, 2011 7:44 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

[REDACTED] has sent in his resume saying he would like to be appointed to a board or commission. He would be a good person to put on a board. Susan

**London, Sarah**

---

**From:** Spaulding, Susan  
**Sent:** Saturday, February 05, 2011 7:45 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

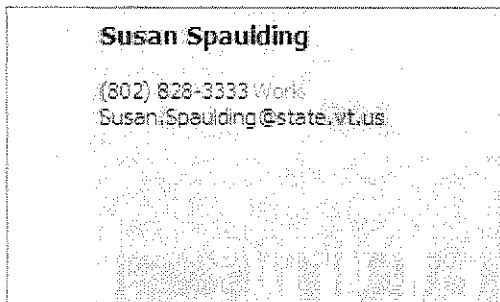
[REDACTED] has sent in his resume saying he would like to be appointed to a board or commission. He would be a good person to put on a board. Susan

## London, Sarah

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**From:** Spaulding, Susan  
**Sent:** Saturday, February 05, 2011 2:56 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Lofy, Bill  
**Subject:** FYI 2/5/2011  
**Attachments:** Susan Spaulding.vcf

FYI – met with Chris Winters (Director of Licensing at the Secretary of States Office) on Friday to discuss all the boards at the S. O. S. O. that have Governor appointments. We only have about 8 appointments to make in the next couple of weeks since most of their board terms expire 12/31. Unfortunately the information I have in my data base doesn't match up exactly with the information that Chris has. I will sort through all of that before making any appointment recommendations to one of their boards. I have a meeting scheduled for 9am on Tuesday with Diane Nealy to go over all the board appointments needed at boards in the Agency of Human Services. Mike Hogan, Commissioner of Liquor Control Board is stopping by on Wednesday at 1pm to meet in person and talk about what is going on at the State House that effects Liquor Control. Please feel free to join either of those meetings if you would like. Susan S.



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 04, 2011 4:53 PM  
**To:** Spaulding, Susan  
**Subject:** RE: FYI

Good idea, Hal will be able to help us handle this it. If not [REDACTED] give him our other names and invite his suggestions.

---

**From:** Spaulding, Susan  
**Sent:** Friday, February 04, 2011 11:47 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FYI

[REDACTED] keeps calling. Governor spoke with [REDACTED] at Higher Ground last night and she said she would think about it but doesn't know if she has the time. I don't think she understands what we are asking her to do. Lisa Kunin offered to call Hal Colston, who is a friend of Lisa's and knows [REDACTED], and ask him to call [REDACTED] to encourage her to take the appointment. I think I'll take her up on that offer. Will keep you posted. Susan

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 04, 2011 8:40 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

He was on Gov. call list not mine. Board of Ed right? Will do most of my calls early next week, will call [REDACTED] over the weekend. Have a meeting 11 to 3, around otherwise, home phone [REDACTED]

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 03, 2011 9:09 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

have you called [REDACTED] yet? If not can you please wait till we have a chance to talk. Susan

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 04, 2011 4:51 PM  
**To:** Wolffing, Erika  
**Subject:** RE: Tuesday Morning

Yes Erika I can do it. Thanks for asking.

---

**From:** Wolffing, Erika  
**Sent:** Friday, February 04, 2011 4:41 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Trombley, Shana  
**Subject:** Tuesday Morning

Hi Liz,

Would you be available to staff an interview with the Governor and Ronald Shems for the Natural Resources Board? Secretary Markowitz and the Gov. are available at 10:00 AM on Tuesday morning (Feb. 8), but I wasn't sure if you would be here by then and didn't want to make your drive up to tight! Let me know, and I will confirm with Ronald and Deb. Thanks!

Erika



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 04, 2011 10:05 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Governor calls

Let's give him a call list Monday and have more on it. So far [REDACTED], [REDACTED] and add [REDACTED] for Brd. of Ed (that's all for him). Talked to Larry we both agreed only Brd of Ed for [REDACTED] at this time. I will check out [REDACTED] from [REDACTED] as chair possibility. I am at meeting 11 to 3 can call you later. Do not despair we shall get our arms around this.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 03, 2011 5:32 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Governor calls

I'm confused about the Governor making calls. At the meeting last week he wanted to call the folks that he appointed so he could have a 2 minute conversation with them while he was in the car. The folks that I have from yesterday that meet that criteria ... meaning we know they want to serve and don't have to contact them in advance are ... [REDACTED] and [REDACTED] .... right? The rest of them need advance phone calls from either you or me ... right? Since I didn't have my list when we went over this in the conference I just want to double check on the people I am contacting. My list is:

Board of Ed to get [REDACTED] resignation letter Board of Health to find out what they do – DONE [REDACTED] to talk about younger people and more balance.

[REDACTED] to ask him about [REDACTED] and [REDACTED] Libraries to ask about appointments that ended in 2009 and 2010.

Is there anything else I should be doing? Susan

[cid:image001.jpg@01CBC3C7.A7C03190]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, February 04, 2011 8:40 AM  
**To:** Spaulding, Susan  
**Subject:** RE: [REDACTED]

He was on Gov. call list not mine. Board of Ed right? Will do most of my calls early next week, will call [REDACTED] and [REDACTED] over the weekend. Have a meeting 11 to 3, around otherwise, home phone [REDACTED]

---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 03, 2011 9:09 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

have you called [REDACTED] yet? If not can you please wait till we have a chance to talk. Susan

**London, Sarah**

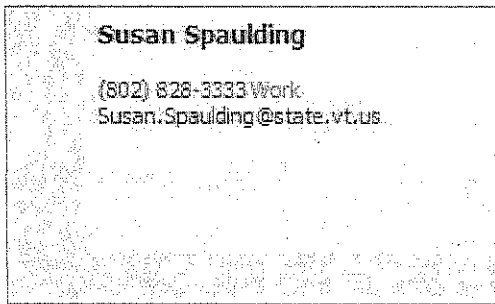
---

**From:** Spaulding, Susan  
**Sent:** Thursday, February 03, 2011 5:22 PM  
**To:** Bankowski, Elizabeth  
**Subject:** telephone numbers  
**Attachments:** Susan Spaulding.vcf

Here are the telephone numbers I have in my spreadsheet:

Steve Morse [REDACTED]  
Don Vickers [REDACTED]  
Matthew Vinci [REDACTED] or home at [REDACTED]  
Martha O'Connor [REDACTED]  
Carl Fowler [REDACTED]  
Karen Handy Luneau [REDACTED]

Thank you for doing almost all of the calls on the list. Susan

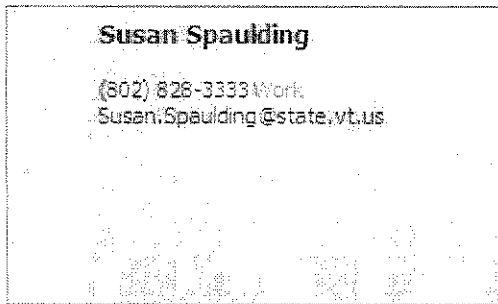


## London, Sarah

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**From:** Spaulding, Susan  
**Sent:** Thursday, February 03, 2011 4:20 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: State Board of Health  
**Attachments:** Susan Spaulding.vcf

I asked Mary to put it in an email. Here it is! Susan



---

**From:** Skovira, Mary [mailto:Mary.Skovira@ahs.state.vt.us]  
**Sent:** Thursday, February 03, 2011 3:55 PM  
**To:** Spaulding, Susan  
**Subject:** State Board of Health

The State Board of Health has existed since the creation of the Health Department. It consists of seven members serving six-year terms. Membership is established by statute: three physicians, one dentist, and three members not of the medical or dental profession.

The most significant change to the Board's authority occurred with the passage of the Human Services Act of 1969, transferring administrative, policy making, and regulatory functions to the Secretary of Human Services. The Act did provide for the Board to retain all powers and functions of a quasi-judicial nature. These include the power to conduct hearings, to adjudicate controversies, and to issue and enforce orders. The Board also retained authority regarding licensing and the maintenance of licensing standards for hospitals, emergency medical services and food and lodging establishments. Meetings are called on an as needed basis, approximately four times per year.

Hope this is helpful. Please let me know if you need additional information.

Mary Skovira  
Office of the Commissioner  
VT Department of Health  
(802) 863-7280

Please note my new e-mail address: mary.skovira@ahs.state.vt.us

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 03, 2011 3:55 PM  
**To:** Markowitz, Deb  
**Subject:** NRB

Hi Deb, left you a message. Hope Ron Shems (sp) is interested, let me know and we'll get him on the Gov. schedule asap. I'll be in Brattleboro tomorrow, will be checking this e-mail account or you can reach me at home [REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 03, 2011 2:08 PM  
**To:** Miller, Lawrence  
**Subject:** Reminder

Lawrence if I works out would like to attend the branding meeting if that's okay. Let me know when it is.

**London, Sarah**

---

**From:** Young, Peter  
**Sent:** Thursday, February 03, 2011 10:48 AM  
**To:** Spaulding, Susan  
**Cc:** Bankowski, Elizabeth  
**Subject:** FW: document for Susan Spaulding  
**Attachments:** NRBMEMBERS.pdf

Good Morning Folks:

Attached is our most recent listing of NRB and District Commission members and alternates with additional information. Please note that I was appointed to the vacant alternate NRB position, but I am not yet listed because my term as Chair has been extended to 2/11/11.

We received an email from Wibs. We had asked all members who were going to be available for the next Panel and Board meetings set for 2/22/11. (Water Panel in the AM, NRB meeting during the noon time and Land Use Panel meeting in PM) Wibs replied that she could not make this meeting. [REDACTED]  
[REDACTED] hat tells me she has not resigned from the NRB.

Thank You

Peter F. Young, Jr.  
Chair, Vermont Natural Resources Board  
National Life Records Ctr. Bldg.  
National Life Drive  
Montpelier, VT 05620-3201  
802-828-5440

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, February 03, 2011 10:33 AM  
**To:** Young, Peter  
**Cc:** Spaulding, Susan  
**Subject:** RE: Term Ending

How about 11:30 here on the fifth floor? If not that how about 1:00? Susan copying you if you would like to join a least for a time to discuss board appointments.

-----Original Message-----

From: Young, Peter  
Sent: Thursday, February 03, 2011 10:13 AM  
To: Bankowski, Elizabeth  
Subject: RE: Term Ending

Good Morning Elizabeth:

Would you like to meet with me today? I can be at your office anytime that is convenient for you. I had a nice conversation earlier today with Susan Spaulding. It is confusing because there are in essence 3 different but yet related panels. NRB, Land Use & Water. Alternates may sit on any of the 3, but members can only sit on their assigned Panel and the NRB. I have sent Susan an updated PDF membership list for the NRB, the two Panels and the 9 District Commissions. I have copied you as well.

I will not be available to meet tomorrow, or next week. The storm caused my schedule to be turned upside down. I had to re-arrange a medical procedure and re-schedule a long planned business trip.

I tried to leave you a voice mail message, but the system is not working properly.

Peter F. Young, Jr.  
Chair, Vermont Natural Resources Board  
National Life Records Ctr. Bldg.  
National Life Drive  
Montpelier, VT 05620-3201  
802-828-5440

-----Original Message-----

From: Young, Peter  
Sent: Tuesday, February 01, 2011 9:29 AM  
To: Bankowski, Elizabeth  
Subject: RE: Term Ending

Good Morning Elizabeth:

My schedule this week has opened up due to the weather. I am available essentially any time today, tomorrow or Thursday to discuss the NRB with you and offer my insights. As I mentioned before, I had long ago scheduled several appointments for this week that would have prevented such a meeting. Those appointments have been moved to next week. I look forward to meeting with you.



Peter F. Young, Jr.  
Chair, Vermont Natural Resources Board  
National Life Records Ctr. Bldg.  
National Life Drive  
Montpelier, VT 05620-3201  
802-828-5440

-----Original Message-----

From: Bankowski, Elizabeth  
Sent: Monday, January 31, 2011 9:36 AM  
To: Young, Peter  
Cc: Duffy, Kate  
Subject: RE: Term Ending

Dear Peter, I recognize that today January 31, 2011 is the official end of your term as Chair of the Natural Resources Board. I am very grateful for your willingness to serve in that capacity for two more weeks, through Friday February 11, 2011, allowing the Governor a bit more time in making his selection of a Chairman. I have cleared this with Kate Duffy, Commissioner of Human Resources, who I have copied on this note. I look forward to sitting down with you when convenient to gain more of your insight about the board moving forward. Thanks again for your flexibility. If you have any questions do not hesitate to contact either of us.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 4:19 PM  
**To:** [REDACTED]  
**Subject:** Vermont Butter and Cheese

#### Benzinga: Vermont Butter & Cheese Creamery's No Fat Fromage Blanc Helps Keep New Year's Resolutions

Vermont Butter & Cheese Creamery's fat-free Fromage Blanc is a French-style fresh cheese that is the French answer to American yogurt. It is thick and tangy and a versatile addition to anyone's healthy eating resolutions. Fromage Blanc, also known as Fromage Frais belongs to a family of European-style cows' milk cheeses made with different textures and butterfat amounts to perform different roles in the kitchen. At Vermont Butter & Cheese Creamery, these distinctive fresh cheeses share a link with company co-founder Allison Hooper's apprenticeship on a dairy farm in Brittany, France. The fromage blanc Allison remembered enjoying on the farm for dessert — mixed with a bit of sugar — inspired Vermont Fromage Blanc, which she and company co-founder Bob Reese introduced to the U.S. market in 1985. A great source of fat-free protein; it is a delicious complement to many dishes.

Today it is gaining popularity as consumers are looking for a healthy and local alternative to sweetened yogurt. A great source of fat-free protein; it is a delicious complement to many dishes. And it keeps the New Year's resolution on track. The fat-free Fromage Blanc from Vermont Butter & Cheese can be used to make the French "Tarte aux Fraises", a delicious guilt free treat. <http://www.vermontcreamery.com/fromage-blanc>

In their twenty-seventh year of business, Vermont Butter and Cheese Creamery is a leading American creamery crafting innovative, all-natural fresh and aged goat cheeses, crème fraîche, mascarpone, and European-style cultured butter. The creamery supports a network of more than 20 goat dairy farms, providing milk that meets the highest standards of purity, and is a proud contributor to the health of local agriculture.

**London, Sarah**

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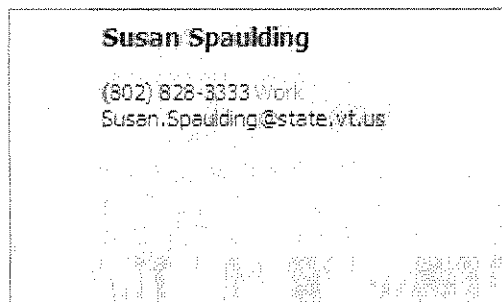
**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 1:30 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Chair of Ed Board on Schedule Thursday

You should do it.

---

**From:** Spaulding, Susan  
**Sent:** Wednesday, February 02, 2011 11:13 AM  
**To:** Wolffong, Erika; Bankowski, Elizabeth  
**Cc:** Trombley, Shana  
**Subject:** RE: Chair of Ed Board on Schedule Thursday

Liz .... You or me? I'm totally flexible. Susan



---

**From:** Wolffong, Erika  
**Sent:** Wednesday, February 02, 2011 10:30 AM  
**To:** Bankowski, Elizabeth; Spaulding, Susan  
**Cc:** Trombley, Shana  
**Subject:** RE: Chair of Ed Board on Schedule Thursday

That would be great if either you or Susan (or both) could staff.

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 10:22 AM  
**To:** Wolffong, Erika; Spaulding, Susan  
**Subject:** Chair of Ed Board on Schedule Thursday

Just noticed Faynesse Miller Chair of the Board of Education is on the schedule tomorrow Thursday at 2:00. Who is staffing? Since there are a couple of imminent appointments to the Board of Ed which may be discussed, Susan Spaulding or I should probably be there or at least make sure any discussion of board candidates is shared.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 1:29 PM  
**To:** Wengroff, Ariel  
**Subject:** RE: Dean Question

Contact person for Governor Dean is Amanda McKay [REDACTED], phone number for Gov. Dean office in Vt. is [REDACTED]. Checked if this is what they want us to give out if asked and Amanda responded yes.

---

**From:** Wengroff, Ariel  
**Sent:** Wednesday, February 02, 2011 12:07 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Dean Question

Hey Liz,

I just got a call from [REDACTED] who is looking a personal contact number for Governor Dean on behalf of [REDACTED]. I wasn't sure whether or not he was an actual colleague so I thought I might pass the message along to you to see if you knew. [REDACTED] number is [REDACTED]. If not I can figure it out.

Thanks,  
Ari

**Constituent Correspondent**  
Office of the Governor  
109 State Street  
Montpelier, VT 05609  
Office: 802-828-3333  
Fax: 802-828-3339

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 10:22 AM  
**To:** Wolffing, Erika; Spaulding, Susan  
**Subject:** Chair of Ed Board on Schedule Thursday

Just noticed Faynesse Miller Chair of the Board of Education is on the schedule tomorrow Thursday at 2:00. Who is staffing? Since there are a couple of imminent appointments to the Board of Ed which may be discussed, Susan Spaulding or I should probably be there or at least make sure any discussion of board candidates is shared.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 8:28 AM  
**To:** Hollar, Jennifer; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

That sounds like a good plan. So, we won't fill the open seat until we hear back from you about how you wish to proceed with the council, wholeheartedly support your approach. When you can let us know your time frame for doing this. No hurry we have plenty on our plate. We will advise the Governor.

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**From:** Hollar, Jennifer  
**Sent:** Tuesday, February 01, 2011 8:43 PM  
**To:** Bankowski, Elizabeth; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

Hello Liz,

A link to the executive order is below. The council was created in 1995, so an update is certainly in order. We hope to reconvene the Housing Council in early March and I had thought we might create a subcommittee to review the order and consider revisions to recommend to the Governor.

<http://www.leg.state.vt.us/statutes/fullsection.cfm?Title=03APPENDIX&Chapter=033&Section=00010>

Susan and I have talked about the two empty slots on the Council. One is for a representative from the Governor's office and the other a "private sector housing provider." As you mentioned, I've asked Gus for suggestions. I've also solicited input from all the other members of the Council including VHFA and Patrick Flood from AHS. Having a developer from the private sector might better enable the council to pursue the Governor's priority of removing obstacles to the development of workforce housing by helping us identify what the impediments are. Or, if a private landlord were to be appointed, it might facilitate a cross-sector discussion of how best to engage landlords in some initiatives we will be pursuing with AHS to better use that agency's service resources to support the homeless in private units.

I'd very much like to diffuse, or at least lessen, the tension between the private and public sector housers. Commissioner MacKay and I have both reached out to the Homebuilders Association. I have also contacted representatives of the realtors and landlords associations. VHFA and Housing Vermont work closely with the private folks and they may have good suggestions for the Council.

It's also possible, however, that the highest and best use of the Council is for it to serve as an inter-agency forum for coordinating state policy. If that's the case, we could wait to appoint a private sector representative until after the Council has convened and considered changes to its composition.

Best,  
Jen

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 6:55 PM  
**To:** Miller, Lawrence; Hollar, Jennifer  
**Cc:** Spaulding, Susan  
**Subject:** Vermont Housing Council

Jen, like you, Susan and I called Gus Seelig for a recommendation for an appointment to the Vermont Housing Council. We understand the purpose of the council is to align the views of various state housing agencies on specific projects and advise on policies. It occurs to us that if you haven't done so you may want to review the Executive Order creating this council, decide if you want to change it in any way. Not recommending that necessarily just pointing out that Executive Orders are created by Governor, do not exist in statute, and we can do what we think best here. As presently constituted the Executive Order calls for a private sector developer. Do we want to keep it that way, suggest a public member not necessarily a developer or just make the council members people within state government? I have not been able to find the Executive Order creating the Council in the Executive Orders Appendix to the Vermont statutes but will keep looking unless you have it readily at hand. Again fine to go with the status quo if that's what you want to do. If so do you have a recommendation for the developer/public member?

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, February 02, 2011 8:20 AM  
**To:** [REDACTED]@gmail.com'

### **Vt. students use social media to deal with grief**

Suicide may be a taboo subject inside a lot of Vermont high schools, but take a trip online and it's a whole other story. "I was blown away," said Colin Spencer, a junior at MMU. "I didn't think for a second we'd have this kind of response."

From Facebook to YouTube, two teen suicides in two days have students tweeting, texting and talking.

"A lot of people depend on Facebook as a way of expressing their emotions," Spencer said. "It's really brought this community together."

It's called social mourning.

"It gives kids a flexible way to express themselves," said Dylan McNamara, a school psychologist for the Burlington School District.

McNamara believes sites like Facebook do more good than harm, contrary to some who say too much publicity leads to suicide copycats.

"It's a myth that by talking about it they're more likely to do it," McNamara said.

Colin Spencer agrees. He created a [Facebook page to honor Connor Menning](#), the MMU student who shot and killed himself in a high school bathroom just over a week ago. Spencer encouraged students to wear purple to honor Menning. Not only did his fellow classmates join in, so did students from almost 30 other schools. Schools from as far away as Singapore and Italy and all across Vermont.

"Otter Valley is wearing purple, Northwest Medical Center X-ray techs are wearing purple, BFA is wearing purple, someone eleven-hundred miles away," Spencer said.

Other students turned to another website.

"I think we got about 40 to 50 posts," said Geoffrey Gevalt of the Young Writers Project.

[The Young Writers Project](#) is a nonprofit organization that encourages students to write. Some of the work on the site ends up being published in newspapers across the state.

After the two recent suicides, founder Geoffrey Gevalt encouraged students to type out their emotions.

"Well, I think it's definitely a catharsis and helps them clarify what they're feeling," Gevalt said. "And I also think the internet makes everything local. A school in the middle of the state that didn't directly experience either of these two suicides-- it's still very connected to what their kids thinking about."

And one of the poems here especially hits home. Leah Short submitted a piece of writing in 2009-- a year before she took her own life:

"I should not go...

The time is not right...

I'll just have to wait...

I will stay, I will not go."

"Eighth grade," Gevalt said. "It's haunting. It's haunting."

Haunting, but sadly an emotion that is all too common.

"The number one genre on this site is angst poetry. It's the number one emotion kids feel," Gevalt said.

Which is why Gevalt and others believe sites like this are helping teens cope with their emotions. And a tool that's also helping students mourn in a complex modern world.

While writing is helpful, McNamara says students shouldn't rely solely on internet sites to express their emotions.

If you're considering suicide or are feeling depressed talk to someone.

HowardCenter's suggestions for help and information on dealing with grief and suicide:



## London, Sarah

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**From:** Spaulding, Susan  
**Sent:** Tuesday, February 01, 2011 9:04 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Connecticut River Flood Control Compact 10 V.S.A. Sec 1193

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From: Spaulding, Susan  
Sent: Tuesday, February 01, 2011 9:03 PM  
To: Robinson, Beth  
Subject: RE: Connecticut River Flood Control Compact 10 V.S.A. Sec 1193

The Board I was referring to was the Connecticut River Watershed. The data base I inherited says all their terms end 6/30/11. Based on 3 VSA sec 255 I will change those dates to 2/28/11. There are some statutes and Executive Orders that specifically say members will serve at the pleasure of the governor. Is that the same as not having a term length or is "at the pleasure of the governor" the term? Thank you for clarifying all of this. I will print it when I get back to the office because my brain is too full to hold any more information today. :-). Safe Travels tomorrow. Susan

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From: Robinson, Beth  
Sent: Tuesday, February 01, 2011 7:21 PM  
To: Spaulding, Susan; Bankowski, Elizabeth  
Cc: Robinson, Beth  
Subject: RE: Connecticut River Flood Control Compact 10 V.S.A. Sec 1193

Attorney Client Communication

Susan and Liz-

I hope this helps. Here's a primer on the duration of appointments by the governor.

1. Where a term of an officer is set by statute, that is the term. (The Governor may have the right to remove someone prior to the expiration of their term, 3 VSA sec. 258. Because doing so would be a significant departure from traditional practice, this isn't an option he will likely exercise many times, if at all.)
2. In the absence of a specific term set by statute, one of two default rules kicks in. For those who were appointed by the governor without the advice and consent of the senate, the term of office "shall commence on the day when such appointee qualifies, and shall continue, where no other term is fixed by law, until March 1 of the next biennial year and until his [or her] successor is appointed and has qualified." 3 VSA sec 255.
3. If someone was appointed subject to advice and consent, and the underlying statute doesn't identify the term, we'll have to look at it carefully. I'm not finding a clear default rule as I do in the case of non-advice-and-consent.

In your Connecticut River statute, it's confusing because as I read the statute, there are actually two different commissions in play here, so let me be clear. The Connecticut River Flood Control Compact creates a four-state commission with members from Massachusetts, Connecticut, New Hampshire, and Vermont. 10 VSA 1153 et seq. Biennially, in the month of February, the governor, by and with the advice and consent of the senate, shall appoint one member of the commission whose term of office shall be six years from and after March 1 of the year in which he/she is

appointed. 10 VSA 1171. So if you are talking about the Connecticut River Flood Control Compact, Vermont has three members with staggered six-year terms so that every other year the Governor fills a vacancy. Hopefully, this is enough of a roadmap for you on this.

The statutory citation in your email references a related but different commission, called the Connecticut River Watershed Advisory Commission. This is not part of the Connecticut River Flood Control Compact, and consists of 15 members, 9 of whom are appointed by the governor. They must be residents of the Connecticut River Watershed. These people are not appointed subject to advice and consent, and I do not see a specific statutory term, so I believe that 3 VSA sec 255 applies and their term lasts until March 1 of the next biennial year after their appointments.

I don't see any specific term, nor is there an advice and consent statute, so the "March 1 of the next biennial year" provision applies. As I'm reviewing more and more statutes, I'm wondering whether this term has a different meaning than "two years." See my email to Bill Griffin for his take. But, in any event, that's the general analysis regarding this Connecticut River stuff.

Thanks!  
Beth

From: Spaulding, Susan  
Sent: Tuesday, February 01, 2011 10:52 AM  
To: Robinson, Beth  
Subject: Connecticut River Flood Control Compact 10 V.S.A. Sec 1193

Beth – sorry to be constantly asking you for statute interpretation but there are so many “fishy” things in my data base I don't feel like I can trust it. I was hoping you could shed some light on appointments and terms of the Connecticut River Watershed Advisory Commission. My data base says some terms end 6/30/2011 and some on 6/30/2012. When I read the statute I don't see anything that talks about length of terms. Susan S.

[cid:image003.jpg@01CBC241.93F46000]

**London, Sarah**

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**From:** Hollar, Jennifer  
**Sent:** Tuesday, February 01, 2011 8:43 PM  
**To:** Bankowski, Elizabeth; Miller, Lawrence  
**Cc:** Spaulding, Susan  
**Subject:** RE: Vermont Housing Council

Hello Liz,

A link to the executive order is below. The council was created in 1995, so an update is certainly in order. We hope to reconvene the Housing Council in early March and I had thought we might create a subcommittee to review the order and consider revisions to recommend to the Governor.

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Susan and I have talked about the two empty slots on the Council. One is for a representative from the Governor's office and the other a "private sector housing provider." As you mentioned, I've asked Gus for suggestions. I've also solicited input from all the other members of the Council including VHFA and Patrick Flood from AHS. Having a developer from the private sector might better enable the council to pursue the Governor's priority of removing obstacles to the development of workforce housing by helping us identify what the impediments are. Or, if a private landlord were to be appointed, it might facilitate a cross-sector discussion of how best to engage landlords in some initiatives we will be pursuing with AHS to better use that agency's service resources to support the homeless in private units.

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Best,  
Jen

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 6:55 PM  
**To:** Miller, Lawrence; Hollar, Jennifer  
**Cc:** Spaulding, Susan  
**Subject:** Vermont Housing Council

Jen, like you, Susan and I called Gus Seelig for a recommendation for an appointment to the Vermont Housing Council. We understand the purpose of the council is to align the views of various state housing agencies on specific projects and advise on policies. It occurs to us that if you haven't done so you may want to review the Executive Order

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 6:55 PM  
**To:** Miller, Lawrence; Hollar, Jennifer  
**Cc:** Spaulding, Susan  
**Subject:** Vermont Housing Council

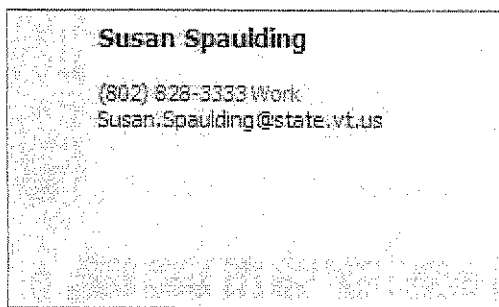
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**London, Sarah**

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**From:** Spaulding, Susan  
**Sent:** Tuesday, February 01, 2011 6:51 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Human Services Board  
**Attachments:** Susan Spaulding.vcf

This Jan is the husband ☺



---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 6:41 PM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** Human Services Board

Patrick could you please forward to Doug. For a reason unknown to me his e-mail address does not come up on my computer.

Doug and Patrick: We have heard that The Human Services Board needs some attention and closer alignment with AHS. We have three positions coming up 2/28 including the Chair. I have been working with Susan Spaulding on appointments and it occurs to me that if we could get her to do it, [REDACTED] would be a great Chair for this board. Judge Hudson is Chair, other members with terms expiring are Gary Richardson and Jan Westervelt (husband and wife have same name forget which Jan this is) What do you think about the possibility of [REDACTED]? Do you have a view on the other two? Do you have recommendations to make? Susan and I would be happy to set up a call with either or both of you to discuss. Planning to meet with Governor Wed. afternoon and would like to bring up the idea of [REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 6:42 PM  
**To:** Flood, Patrick  
**Cc:** Spaulding, Susan  
**Subject:** Human Services Board

Patrick could you please forward to Doug. For a reason unknown to me his e-mail address does not come up on my computer.

Doug and Patrick. We have heard that The Human Services Board needs some attention and closer alignment with AHS. We have three positions coming up 2/28 including the Chair. I have been working with Susan Spaulding on appointments and it occurs to me that if we could get her to do it, [REDACTED] would be a great Chair for this board. Judge Hudson is Chair, other members with terms expiring are Gary Richardson and Jan Westervelt (husband and wife have same name forget which Jan this is) What do you think about the possibility of [REDACTED] Do you have a view on the other two? Do you have recommendations to make? Susan and I would be happy to set up a call with either or both of you to discuss. Planning to meet with Governor Wed. afternoon and would like to bring up the idea of [REDACTED]

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, February 01, 2011 2:50 PM  
**To:** Young, Peter  
**Subject:** RE: Term Ending

Hi Peter. Shall we see what tomorrow brings. I'm pretty sure I'll be in the office regardless of whether it is a snow day, direct line 828-6415. If you are there drop me an e-mail or call. If tomorrow doesn't work we can aim for Thursday.

-----Original Message-----

From: Young, Peter  
Sent: Tuesday, February 01, 2011 9:29 AM  
To: Bankowski, Elizabeth  
Subject: RE: Term Ending

Good Morning Elizabeth:

My schedule this week has opened up due to the weather. I am available essentially any time today, tomorrow or Thursday to discuss the NRB with you and offer my insights. As I mentioned before, I had long ago scheduled several appointments for this week that would have prevented such a meeting. Those appointments have been moved to next week. I look forward to meeting with you.

Peter F. Young, Jr.  
Chair, Vermont Natural Resources Board  
National Life Records Ctr. Bldg.  
National Life Drive  
Montpelier, VT 05620-3201  
802-828-5440

-----Original Message-----

From: Bankowski, Elizabeth  
Sent: Monday, January 31, 2011 9:36 AM  
To: Young, Peter  
Cc: Duffy, Kate  
Subject: RE: Term Ending

Dear Peter, I recognize that today January 31, 2011 is the official end of your term as Chair of the Natural Resources Board. I am very grateful for your willingness to serve in that capacity for two more weeks, through Friday February 11, 2011, allowing the Governor a bit more time in making his selection of a Chairman. I have cleared this with Kate Duffy, Commissioner of Human Resources, who I have copied on this note. I look forward to sitting down with you when convenient to gain more of your insight about the board moving forward. Thanks again for your flexibility. If you have any questions do not hesitate to contact either of us.



**London, Sarah**

---

**From:** Tom Little <TLittle@VSAC.org>  
**Sent:** Monday, January 31, 2011 4:20 PM  
**To:** Spaulding, Susan; Bankowski, Elizabeth  
**Subject:** RE: District 4 Environmental Commission Appointments

Susan and Liz - Thanks for your quick responses. I can send you additional biographical materials on any or all of the incumbents, and am available to discuss this at your convenience. The District IV Commission is working well these days and for some time. We share the load equitably and with 4 alternates have the resources to handle actual or potential conflicts of interest. I see the comments sheets sent in from Applicants, and while there are criticisms of Act 250 overall, there are few gripes about the local Commissioners.

Thanks again,

Tom

-----Original Message-----

**From:** Spaulding, Susan [mailto:Susan.Spaulding@state.vt.us]  
**Sent:** Thursday, January 27, 2011 2:18 PM  
**To:** Bankowski, Elizabeth; Tom Little  
**Subject:** RE: District 4 Environmental Commission Appointments

Hi Tom - this is definitely on the top half of my list. SO MANY boards and commissions and so little time. I have a feeling the information on the spreadsheet I inherited has incorrect term ending dates. To me it looks like every term ends 1/31/11 except for Lawrence Veladota who is listed as ending 1/31/12 ... sounds a little fishy to me so I'll have to do some investigating. Fortunately there is an overriding statute that says if a persons term expires unless they resign or get replaced they are still on the Board. Hopefully I will be getting to this in the next week. Thanks again for your email. Susan

-----Original Message-----

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 27, 2011 2:03 PM  
**To:** Tom Little  
**Cc:** Spaulding, Susan  
**Subject:** RE: District 4 Environmental Commission Appointments

Hi Tom, thanks for this. Perhaps you know Susan Spaulding who is now managing board and commission appointments for the Governor. I have copied her here. You will hear from her.

---

**From:** Tom Little [TLittle@VSAC.org]  
**Sent:** Wednesday, January 26, 2011 4:32 PM  
**To:** Bankowski, Elizabeth  
**Subject:** District 4 Environmental Commission Appointments

Liz - This is likely not at the top of any list just yet, but I wanted to write before the end of the month and am out of the office the next two days.

I am Chair of the District 4 (Chittenden County) Environmental Commission, having been appointed by Governor Douglas in 2003. I am pasting below the term of office info from the Web site of the Natural Resources Board. (Clearly, the expiration date for Kate Purcell is incorrect; her term expires with 1/31/11 or 1/31/12.)

All members are interested in being re-appointed.

I would be happy to speak with you, or others, about this, at your (or their) convenience).

Good luck with your important work for the people of Vermont!

Cheers,

Tom

District 4 - Chittenden County

[cid:image001.jpg@01CBBD76.B26141E0]

Chair:

Thomas A. Little, Esq. (Exp. 1/31/2011)

[cid:image002.jpg@01CBBD76.B26141E0]

Members:

Kate Purcell, Vice Chair (Exp. 1/31/2009) Eugene Richards, III (Exp. 1/31/2011)

Alternates:

James McNamara (Exp. 1/31/2011)  
Parker Riehle (Exp. 1/31/2011)  
Charles Dunham (Exp. 1/31/2011)  
Lawrence James Veladota (Exp. 1/31/2012)

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## London, Sarah

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**From:** McLaren, Ryan  
**Sent:** Monday, January 31, 2011 12:24 PM  
**To:** Allen, Susan; EXE  
**Subject:** RE: Proclamation (UNCLASSIFIED)  
**Attachments:** VAST\_01.JPG

As well as one from Saturday. The Governor is behind the wheel with Congressman Welch riding along. Many more to follow.

-----Original Message-----

**From:** Allen, Susan  
**Sent:** Monday, January 31, 2011 12:13 PM  
**To:** EXE  
**Subject:** FW: Proclamation (UNCLASSIFIED)

Thought you all might enjoy seeing photos of this morning's Vermont National Guard event.

Sue

-----Original Message-----

**From:** Goodrow, Lloyd [mailto:lloyd.goodrow@us.army.mil]  
**Sent:** Monday, January 31, 2011 10:41 AM  
**To:** Allen, Susan  
**Subject:** FW: Proclamation (UNCLASSIFIED)

**Classification:** UNCLASSIFIED  
**Caveats:** NONE

Susan...here are two pictures we took. Great seeing you! Lloyd

**London, Sarah**

---

**From:** Allen, Susan  
**Sent:** Monday, January 31, 2011 12:13 PM  
**To:** EXE  
**Subject:** FW: Proclamation (UNCLASSIFIED)  
**Attachments:** DSC\_0317.JPG; DSC\_0312.JPG

Thought you all might enjoy seeing photos of this morning's Vermont National Guard event.

Sue

-----Original Message-----

**From:** Goodrow, Lloyd [mailto:lloyd.goodrow@us.army.mil]  
**Sent:** Monday, January 31, 2011 10:41 AM  
**To:** Allen, Susan  
**Subject:** FW: Proclamation (UNCLASSIFIED)

**Classification:** UNCLASSIFIED  
**Caveats:** NONE

Susan...here are two pictures we took. Great seeing you! Lloyd

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 31, 2011 11:45 AM  
**To:** Spaulding, Susan  
**Subject:** RE: boards and commissions

If we are likely to have more by Thursday let's ask for that. If not do the best we can on Wed.

---

**From:** Spaulding, Susan  
**Sent:** Monday, January 31, 2011 11:41 AM  
**To:** 'Liz Bankowski'; Bankowski, Elizabeth  
**Subject:** RE: boards and commissions

Liz – I'm sure we will have appointments to recommend by 3pm on Wednesday but we will probably have more on Thursday ... or Friday. Should we take what we can get or ask for Thursday? Susan

[cid:image001.jpg@01CBC13B.D8BA2460]

**From:** Wolffing, Erika  
**Sent:** Monday, January 31, 2011 11:36 AM  
**To:** Spaulding, Susan  
**Cc:** 'Liz Bankowski'; Trombley, Shana  
**Subject:** RE: boards and commissions

How does Wednesday at 3:00 work for this week? I'll let Shana work on finding a weekly time slot. Thanks!

**From:** Spaulding, Susan  
**Sent:** Friday, January 28, 2011 5:51 PM  
**To:** Wolffing, Erika  
**Cc:** 'Liz Bankowski'  
**Subject:** boards and commissions

If Liz Bankowski and I can get on the Governor's schedule Wednesday and/or Thursday to discuss board appointments that would be great. If it can be an on-going appointment once or twice a week we may even catch up by Christmas!  
THANK YOU Erika. Susan

[cid:image001.jpg@01CBC13B.D8BA2460]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 31, 2011 9:36 AM  
**To:** Young, Peter  
**Cc:** Duffy, Kate  
**Subject:** RE: Term Ending

Dear Peter, I recognize that today January 31, 2011 is the official end of your term as Chair of the Natural Resources Board. I am very grateful for your willingness to serve in that capacity for two more weeks, through Friday February 11, 2011, allowing the Governor a bit more time in making his selection of a Chairman. I have cleared this with Kate Duffy, Commissioner of Human Resources, who I have copied on this note. I look forward to sitting down with you when convenient to gain more of your insight about the board moving forward. Thanks again for your flexibility. If you have any questions do not hesitate to contact either of us.

---

**From:** Young, Peter  
**Sent:** Friday, January 07, 2011 10:38 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Wheeler, Denise  
**Subject:** Re: Term Ending

Good Morning Elizabeth.  
Thank you for your note. I will stay on till end of month if that works for you. Thank you

I am traveling today. Denise Wheeler, our Business Manager may contact you if she has any Questions

Sent from my iPhone

On Jan 7, 2011, at 10:19 AM, "Bankowski, Elizabeth"  
<Elizabeth.Bankowski@state.vt.us<mailto:Elizabeth.Bankowski@state.vt.us>> wrote:

Hi Peter, left you a phone message. Sorry to be so long in contacting you. I note that your term expires on January 31 and want to check if your intent was to serve through that date. That would work for us if it does for you. I can now be reached at 828-3333 in the Governor's office. Would hope to speak with you next week. Thank you for your patience.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 28, 2011 3:11 PM  
**To:** MacLean, Alex  
**Subject:** FW: Sorrell v IMS  
**Attachments:** Notes for Governor Shumlin..doc

---

From: Bridget Asay [BAsay@atg.state.vt.us]  
Sent: Wednesday, January 26, 2011 4:16 PM  
To: Bankowski, Elizabeth  
Subject: Sorrell v IMS

Liz,

Attached are some talking points. I included some background on the facts and the law, and then hit on what we see as strong federal interests.

Feel free to call me to talk this over.

We are meeting with the solicitor's office on Friday at 12:30. They may already be planning to have an HHS rep there.

Just so you know, Bill Sorrell spoke last week to someone he knows in the HHS administration, and that person in turn put me in touch with one of their lawyers, Ken Choe. So it is on the radar at HHS, at the staff level.

-Bridget



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 28, 2011 2:26 PM  
**To:** Spaulding, Susan  
**Subject:** RE: meeting postponed

I am home if you need me [REDACTED] If meetings is put off I can do next week Tues before 2:00, Wed or Thurs. Monday by phone in afternoon. Think I mistakenly replied to Alex not to you with home address request mine is [REDACTED] Brattleboro 05301

---

**From:** Spaulding, Susan  
**Sent:** Friday, January 28, 2011 8:16 AM  
**To:** Bankowski, Elizabeth  
**Subject:** meeting postponed

Good morning Liz. The 1pm meeting has been changed to possibly 3:30. I'm going to put a list together for the Governor of the easier appointments and then hope I can meet with him at 3:30 to discuss the other. Susan

[cid:image001.jpg@01CBBEC3.A06DC640]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 28, 2011 2:23 PM  
**To:** MacLean, Alex  
**Subject:** RE: address info

Sorry couldn't access my computer earlier. Home address is [REDACTED] Brattleboro Vt. 05301

---

**From:** MacLean, Alex  
**Sent:** Friday, January 28, 2011 11:29 AM  
**To:** Spaulding, Susan  
**Cc:** Bankowski, Elizabeth; Miller, Elizabeth  
**Subject:** Re: address info

Liz miller may also have bradford's info.

Sent from my iPhone

On Jan 27, 2011, at 3:49 PM, "Spaulding, Susan" <Susan.Spaulding@state.vt.us<mailto:Susan.Spaulding@state.vt.us>> wrote:

Liz – can you please email me your address so I can try to get the appointment papers done for the Texas Low Level Radioactive Waste Disposal Compact before our meeting with the Governor. I'm also trying to find out the same information for Dick Saudek and Peter Bradford. I can try to reach Dick Saudek but I do not know Peter Bradford. If you could steer me in his direction that would be great. THANK YOU. Susan

<image001.jpg>

<Susan Spaulding.vcf>

**London, Sarah**

---

**From:** Lofy, Bill  
**Sent:** Friday, January 28, 2011 1:40 PM  
**To:** Cynthia Eisenhauer  
**Cc:** Babak Armajani; Bankowski, Elizabeth  
**Subject:** Re: The 15 things...

This is really helpful, thanks. Liz is cc'd here. We're diving into this next week. Great seeing both of you!  
Bill

On Jan 28, 2011, at 1:28 PM, "Cynthia Eisenhauer" <[REDACTED]> wrote:

Hi, Bill.

Would you please forward this information to Liz; I do not have her e-mail address. She may find this information helpful as she tries to identify the 15 things to measure for the Governor's dashboard.

1. These are the Vermont priorities that emerged last year from discussions with legislators and others. You will want to fine tune them to reflect Governor Shumlin's inaugural address and budget message. (Coincidentally, every agency will fit into one or more of these priorities).
  - Grow Vermont's Economy
  - Preserve and Protect Vermont's Natural Resources
  - Increase Travel, Recreation & Cultural Opportunities
  - Increase Student Achievement
  - Improve the Health of all Vermonters
  - Create Safer Communities
  - Make Vermont Government More Accountable
2. Attached is a copy of the "15 (actually 21) things" West Virginia governor Joe Manchin decided to put on his dashboard.

3. I have also attached the options I sent you in December and highlighted the options related to the "15 things. There are related options you may also want to consider like designating a lead agency head for each priority and related measures.

Please let us know how else we can be helpful.

Cindy

Cynthia Eisenhauer

Public Strategies Group

515-669-1900

<West Virginia Leadership Agenda.docx>

<Vermont Options.docx>

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 27, 2011 2:03 PM  
**To:** Tom Little  
**Cc:** Spaulding, Susan  
**Subject:** RE: District 4 Environmental Commission Appointments

Hi Tom, thanks for this. Perhaps you know Susan Spaulding who is now managing board and commission appointments for the Governor. I have copied her here. You will hear from her.

---

**From:** Tom Little [TLittle@VSAC.org]  
**Sent:** Wednesday, January 26, 2011 4:32 PM  
**To:** Bankowski, Elizabeth  
**Subject:** District 4 Environmental Commission Appointments

Liz – This is likely not at the top of any list just yet, but I wanted to write before the end of the month and am out of the office the next two days.

I am Chair of the District 4 (Chittenden County) Environmental Commission, having been appointed by Governor Douglas in 2003. I am pasting below the term of office info from the Web site of the Natural Resources Board. (Clearly, the expiration date for Kate Purcell is incorrect; her term expires with 1/31/11 or 1/31/12.)

All members are interested in being re-appointed.

I would be happy to speak with you, or others, about this, at your (or their) convenience).

Good luck with your important work for the people of Vermont!

Cheers,

Tom

District 4 - Chittenden County

[cid:image001.jpg@01CBBD76.B26141E0]

Chair:

Thomas A. Little, Esq. (Exp. 1/31/2011)

[cid:image002.jpg@01CBBD76.B26141E0]

Members:

Kate Purcell, Vice Chair (Exp. 1/31/2009) Eugene Richards, III (Exp. 1/31/2011)

Alternates:

James McNamara (Exp. 1/31/2011)  
Parker Riehle (Exp. 1/31/2011)  
Charles Dunham (Exp. 1/31/2011)  
Lawrence James Veladota (Exp. 1/31/2012)

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London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 27, 2011 10:53 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Liquor Control

I think talk to [REDACTED]

[REDACTED] These others, not known to him [REDACTED]

[REDACTED] the way might be able to join your meeting by phone if you want.

---

**From:** Spaulding, Susan  
**Sent:** Thursday, January 27, 2011 10:37 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Liquor Control

Liz – we didn't discuss the Liquor Control Board yesterday. [REDACTED]  
[REDACTED] but we have gotten some GREAT suggestions that I will run by the Governor. [REDACTED] came as a suggestion from Rep. Tom Stevens. Lawrence Miller recommends [REDACTED] from [REDACTED] or [REDACTED] who is a restaurant operator and was a [REDACTED] I think we should shake things up a little bit. [REDACTED] Susan

[cid:image001.jpg@01CBBE0E.407AF290]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 27, 2011 8:05 AM  
**To:** Lizbankowski@gmail.com  
**Subject:** FW: Sorrell v IMS  
**Attachments:** Notes for Governor Shumlin..doc

---

**From:** Bridget Asay [BAsay@atg.state.vt.us]  
**Sent:** Wednesday, January 26, 2011 4:16 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Sorrell v IMS

Liz,

Attached are some talking points. I included some background on the facts and the law, and then hit on what we see as strong federal interests.

Feel free to call me to talk this over.

We are meeting with the solicitor's office on Friday at 12:30. They may already be planning to have an HHS rep there. Just so you know, Bill Sorrell spoke last week to someone he knows in the HHS administration, and that person in turn put me in touch with one of their lawyers, Ken Choe. So it is on the radar at HHS, at the staff level.

-Bridget



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, January 26, 2011 3:16 PM  
**To:** Young, Peter; Duffy, Kate  
**Subject:** Extending Peter's term until February 11.

Hi Kate, spoke with Peter Young, Chair of the Natural Resources Board by telephone today. Since I have not made as much progress as I hoped moving forward with his successor, Peter has been gracious in agreeing to extend his stay for two weeks (February 11, 2011) past the end of his term (January 31, 2011). Kate please let me know if we have to do anything more to accomplish this.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, January 26, 2011 12:24 PM  
**To:** [REDACTED]  
**Cc:** Powden, Pat Moulton  
**Subject:** Introduction

Hi [REDACTED] in this e-mail I am introducing you to the Deputy Secretary of Commerce, Patricia Moulton Powden, who grew up in Brattleboro and has been involved in regional economic development both through the public and private sector for decades. As I told you and confirmed with Pat, VEDA financing likely would be available to [REDACTED] should the company decide [REDACTED] but that's it for state assistance. (There are community development block grants but I think it would be hard to make a case for that assistance.) Pat reminded me that the owner of the building, if he has not done so, should talk to Jeff Lewis the Executive Director of the Brattleboro Development Corporation (offices at Cotton Mill Hill) about them possibly buying the building and then [REDACTED] could renegotiate a lease with them. Pat knows the [REDACTED] confidential information. At a future time it would be great for Pat to come by and learn more about [REDACTED]

**London, Sarah**

---

**From:** Richards, Alyson  
**Sent:** Tuesday, January 25, 2011 11:30 AM  
**To:** EXE  
**Subject:** Final - 2011 Budget Address  
**Attachments:** 2011 Budget address FINAL.docx

Please find attached.

Thanks!

Aly

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, January 25, 2011 11:26 AM  
**To:** MacLean, Alex; Miller, Elizabeth  
**Subject:** RE: Texas Compact appointments

Looks like a plan, Bradford and Saudek, me as alternate. Again suggest someone meet with Saudek. Alex might be worth bringing him to meet with Gov with you and or Liz Miller on this and general energy, Yankee matters. We had on list during Transition but never got to it.

---

From: MacLean, Alex  
Sent: Tuesday, January 25, 2011 8:51 AM  
To: Miller, Elizabeth  
Cc: Bankowski, Elizabeth  
Subject: Re: Texas Compact appointments

Good plan

Sent from my iPhone

On Jan 25, 2011, at 8:28 AM, "Miller, Elizabeth" <Elizabeth.Miller@state.vt.us> wrote:

> Saudek did say he'd do it, when I spoke to him 2 weeks ago...I'll suggest Peter Bradford (if he'll agree to get us through a year...), Saudek if the gov is comfortable, ...and Liz B as our alternate?? Otherwise we could go back to the drawing board - many smart people to choose from but primary criteria are trust of gov and political sense. I emailed the Chair of the Compact to ask for 2011 meeting dates and/or estimates of dates and have not received a response yet. Liz

>

> -----Original Message-----

> From: MacLean, Alex

> Sent: Tuesday, January 25, 2011 7:13 AM

> To: Bankowski, Elizabeth; Miller, Elizabeth

> Subject: RE: Texas Compact appointments

>

> [REDACTED] gave a firm no.

>

> [REDACTED]

>

---

> From: Bankowski, Elizabeth

> Sent: Monday, January 24, 2011 7:18 PM

> To: MacLean, Alex; Miller, Elizabeth

> Subject: Texas Compact appointments

>

> Spoke with the Governor about this. Told him I don't feel I can do this. Told him Bradford said yes for at least a year. Alex hope I got that right. We talked about other possibilities. I had mentioned [REDACTED] to both of you but after thinking about it a bit we ruled her out. Governor says if not [REDACTED] (didn't he give us a firm no) how about Saudek. Liz and/or Alex perhaps you should meet with him. Possibility I could be alternate.

## London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, January 25, 2011 11:21 AM  
**To:** Spaulding, Susan  
**Subject:** RE: Meeting on Boards and Commissions

Don't want to hold you up. If you want to go with 1 on Friday go ahead. You and I can talk before. I am in Brattleboro at a meeting. If weather keeps me from coming to Montpelier tomorrow, lets talk by phone. If I'm there we can meet in person. We can talk later by phone. After 3:00 home phone [REDACTED]

---

**From:** Spaulding, Susan  
**Sent:** Tuesday, January 25, 2011 9:20 AM  
**To:** Wolffig, Erika  
**Cc:** Bankowski, Elizabeth  
**Subject:** RE: Meeting on Boards and Commissions

That is GREAT. THANK YOU. Susan

[cid:image001.jpg@01CBBC71.2BF405D0]

**From:** Wolffig, Erika  
**Sent:** Tuesday, January 25, 2011 9:10 AM  
**To:** Spaulding, Susan  
**Subject:** Meeting on Boards and Commissions

Hi Susan,

How does Friday at 1:00 work for you? I blocked of 30 minutes but can make that longer if need be. Thanks!

Erika

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, January 25, 2011 11:16 AM  
**To:** Spaulding, Susan; Wolffing, Erika  
**Subject:** RE: Meeting on Boards and Commissions

I am not available, could participate by phone 2 or after, otherwise next week, Tues or Thursday. Susan I will be in touch later about you and I talking in advance of meeting with Governor.

---

**From:** Spaulding, Susan  
**Sent:** Tuesday, January 25, 2011 9:20 AM  
**To:** Wolffing, Erika  
**Cc:** Bankowski, Elizabeth  
**Subject:** RE: Meeting on Boards and Commissions

That is GREAT. THANK YOU. Susan

[cid:image001.jpg@01CBBC71.2BF405D0]

**From:** Wolffing, Erika  
**Sent:** Tuesday, January 25, 2011 9:10 AM  
**To:** Spaulding, Susan  
**Subject:** Meeting on Boards and Commissions

Hi Susan,

How does Friday at 1:00 work for you? I blocked of 30 minutes but can make that longer if need be. Thanks!

Erika

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 24, 2011 7:27 PM  
**To:** Spaulding, Susan  
**Subject:** RE: Just FYI. I doubt you'll get calls tomorrow, but here's what Deb. Markowitz is saying publicly:

Interesting, David Mears and Alex may have suggestions about good person for Lake Champlain board. One person to consider is [REDACTED] she talked a lot about cleaning up the lake [REDACTED] If not her, she would also have some good ideas.

-----Original Message-----

**From:** Spaulding, Susan  
**Sent:** Monday, January 24, 2011 7:23 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Just FYI. I doubt you'll get calls tomorrow, but here's what Deb. Markowitz is saying publicly:

Let's talk about this and how it relates to the board ... that has an appointment coming up ... Susan

---

**From:** Allen, Susan  
**Sent:** Monday, January 24, 2011 4:44 PM  
**To:** Spaulding, Susan  
**Subject:** Just FYI. I doubt you'll get calls tomorrow, but here's what Deb. Markowitz is saying publicly:

Deb Markowitz will say that this is not entirely unexpected; the 2002 plan was outdated and 2013 was a target date to re-do the TMDL even before this ruling; the Governor already included Lake Champlain cleanup as a priority moving forward. Sue

EPA withdraws approval of Lake Champlain plan

As phosphorus pollution grows, agency wants protection plan strengthened

By CANDACE PAGE, Free Press Staff Writer<mailto:cpage@burlingtonfreepress.com> • Monday, January 24, 2011

Burlington Free Press Exclusive

The U.S. Environmental Protection Agency today reversed its 2002 approval of the Lake Champlain water quality<<http://www.burlingtonfreepress.com/article/20110124/NEWS02/110124024/EPA-withdraws-approval-of-Lake-Champlain-plan>> plan that set phosphorus pollution reduction targets and has guided Vermont's efforts to clean up the lake.

Despite more than half a decade's work and \$100 million in spending, there has been no significant decrease in phosphorus anywhere in the lake[<cid:image001.gif@01CBBBE3.80FE2260>]<<http://www.burlingtonfreepress.com/article/20110124/NEWS02/110124024/EPA-withdraws-approval-of-Lake-Champlain-plan>>.  
EPA Region 1 Administrator Curt Spaulding said parts of the plan fail to meet federal requirements. Spaulding's decision was triggered by a Conservation Law Foundation lawsuit alleging that the 2002 plan failed to adequately protect the lake from pollution.

It was not immediately clear what practical effect the EPA's decision will have. At its core, the decision reflects a disagreement over whether Vermont can achieve<<http://www.burlingtonfreepress.com/article/20110124/NEWS02/110124024/EPA-withdraws-approval-of-Lake-Champlain-plan>> such substantial reductions in runoff from farms and developed land that sewage treatment plants can be allowed to increase their pollution.

In recent years, Vermont[cid:image001.gif@01CBBBE3.80FE2260]<<http://www.burlingtonfreepress.com/article/20110124/NEWS02/110124024/EPA-withdraws-approval-of-Lake-Champlain-plan>> has focused most of its attention and money on cleaning up runoff pollution, but those efforts haven't led to phosphorus reductions in the lake. In light of that, CLF has argued that sewage treatment plants should not be allowed to increase their pollution contribution.

Spalding said his decision should not lead Vermont to stop any of its current efforts, which should continue while the state and EPA together rewrite the lake's pollution budget.

"Our action today doesn't mean that Vermont's earlier efforts haven't had value<<http://www.burlingtonfreepress.com/article/20110124/NEWS02/110124024/EPA-withdraws-approval-of-Lake-Champlain-plan>>," Spalding said. "But looking forward, clearly more needs to be done to address the challenges presented by ongoing pollution."

Phosphorus, a fertilizer, is considered the lake's primary pollutant because it feeds noxious weed growth and algae blooms that can make it unpleasant or impossible for humans to enjoy some areas of Lake Champlain[cid:image001.gif@01CBBBE3.80FE2260]<<http://www.burlingtonfreepress.com/article/20110124/NEWS02/110124024/EPA-withdraws-approval-of-Lake-Champlain-plan>>.

The plan rejected Monday establishes a pollution budget for Lake Champlain. Using statistical models, the states of Vermont and New York and the province of Quebec calculated how much phosphorus the lake can absorb without degrading water quality. The plan is known by the shorthand TMDL, for total maximum daily load.

Once that maximum was calculated, the two states found that the load reaching Lake Champlain was 200<<http://www.burlingtonfreepress.com/article/20110124/NEWS02/110124024/EPA-withdraws-approval-of-Lake-Champlain-plan>> tons a year more than the lake can handle. They set targets for reducing pollution from point sources like sewage treatment plants, and non-point sources like runoff from farm fields, highways and parking lots.

Contact Candace Page at 660-1865 or [cpage@bfp.burlingtonfreepress.com](mailto:cpage@bfp.burlingtonfreepress.com)<<mailto:cpage@bfp.burlingtonfreepress.com>>. For news updates, become a fan of the Burlington Free Press News page on Facebook.



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 24, 2011 7:19 PM  
**To:** MacLean, Alex; Miller, Elizabeth  
**Subject:** Texas Compact appointments

Spoke with the Governor about this. Told him I don't feel I can do this. Told him Bradford said yes for at least a year. Alex hope I got that right. We talked about other possibilities. I had mentioned [REDACTED] to both of you but after thinking about it a bit we ruled her out. Governor says if not [REDACTED] (didn't he give us a firm no) how about Saudek. Liz and/or Alex perhaps you should meet with him. Possibility I could be alternate.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 24, 2011 4:40 PM  
**To:** Spaulding, Susan  
**Subject:** RE: boards

Just left you a phone message, how about now

---

**From:** Spaulding, Susan  
**Sent:** Monday, January 24, 2011 2:13 PM  
**To:** Bankowski, Elizabeth  
**Subject:** boards

Hi Liz. You are probably up to your ears in budget stuff but if you have time to figure out when the two of us can get together to talk about a few board/commission things it would be great. Thanks. Susan

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 24, 2011 4:24 PM  
**To:** Lofy, Bill; Bankowski, Elizabeth; Miller, Elizabeth  
**Subject:** Document1  
**Attachments:** Doc1.docx

Revision on Coonect Vt. – Liz Miller is this okay?

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Sunday, January 23, 2011 9:08 AM  
**To:** Carrier, Janis  
**Cc:** Lofy, Bill  
**Subject:** Change to a Contract

Hi Janice, hope this doesn't cause too much of a problem for you. Upon reflection and having two weeks experience, I am more suited to having a contract than to being a temporary employee. Michael Clausen and Beth Robinson had concluded either would work. (Transition was a contract.) Given that my hours will vary week to week as need determines and I re-engage in my other activities, it will work better to submit invoices. We would do this at an hourly [REDACTED] I'll be there Monday should we have to redo any paperwork.

---

**From:** Carrier, Janis  
**Sent:** Thursday, January 13, 2011 12:39 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Paperwork before noon

Sounds great Liz. You're all set. No other paperwork.

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 13, 2011 12:38 PM  
**To:** Carrier, Janis  
**Subject:** RE: Paperwork before noon

Janice, it will be a 30 hours a week. So you can count on that calculation. Hourly rate [REDACTED] or [REDACTED] a week. Do you need anything else? X6415. (Should I decide as we move forward that less hours a week are required I will let Bill and you know to make pay adjustment.

**From:** Carrier, Janis  
**Sent:** Thursday, January 13, 2011 10:23 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Paperwork before noon

Liz –  
Turns out I have everything I need to get you on the payroll. Will you be in tomorrow? If not, I just need to know how many hours you have worked this week (including Friday, 1/7) as I need to submit payroll tomorrow.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Sunday, January 23, 2011 8:29 AM  
**To:** Spaulding, Susan  
**Subject:** RE: DLC board position

Let's try for tomorrow. Not sure yet what day will be like due to last minute needs for budget address. Call me or I'll call you.

---

**From:** Spaulding, Susan  
**Sent:** Saturday, January 22, 2011 7:50 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: DLC board position

Liz - I think this is a great suggestion. Let's set up a time when we can get together in the office on Monday or Tuesday.  
Susan

---

**From:** Helen Head [helen@helenhead.com]  
**Sent:** Saturday, January 22, 2011 2:44 PM  
**To:** Miller, Lawrence; lmiller@state.vt.us  
**Cc:** Alex MacLean; Spaulding, Susan; sspaulding@state.vt.us  
**Subject:** DLC board position

Hello Lawrence,

Yesterday I talked with Alex MacLean of Gov. Shumlin's office about the idea of appointing a leader from one of our Vermont brewery, winery, or distillery businesses to the DLC board. I also suggested that she or Susan Spaulding (designated to work on board and commission appointments) talk with you for ideas on that. At the same time, I want to encourage you to reach out to them. I know that contacts can fall through the cracks when folks are busy and, frankly, this idea we had is just too good to let slip by!

Best,  
Helen

Rep. Helen Head, Chair  
General, Housing & Military Affairs Committee Vermont House of Representatives  
helen@helenhead.com<mailto:helen@helenhead.com>  
(802) 862-2267

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Saturday, January 22, 2011 9:34 AM  
**To:** Spaulding, Susan; MacLean, Alex  
**Subject:** RE: Liquor Control Board

Lets talk next week. [REDACTED]  
[REDACTED]

---

**From:** Spaulding, Susan  
**Sent:** Friday, January 21, 2011 11:13 PM  
**To:** MacLean, Alex; Bankowski, Elizabeth  
**Subject:** RE: Liquor Control Board

[REDACTED] Susan

---

**From:** MacLean, Alex  
**Sent:** Friday, January 21, 2011 4:23 PM  
**To:** Spaulding, Susan; Bankowski, Elizabeth  
**Subject:** Liquor Control Board

Hi Ladies,

What did we decide on the liquor control board? Helen Head stopped by to talk about her frustration with the current member, [REDACTED]

She advocated strongly for someone with more vision and connection with the economic development world – she has a point that there is a lot of opportunity here with Vermont's microbrews and upcoming vineyard industry.

A

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Saturday, January 22, 2011 8:35 AM  
**To:** lizbankowski@gmail.com  
**Subject:** FW: draft five  
**Attachments:** budget address draft five.docx

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**From:** Lofy, Bill  
**Sent:** Friday, January 21, 2011 5:02 PM  
**To:** MacLean, Alex; Bankowski, Elizabeth; Spaulding, Jeb  
**Subject:** draft five

This is still 1000 words too long and doesn't have an ending. I ran out of time, I'll keep working on it.

**London, Sarah**

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**From:** Carrier, Janis  
**Sent:** Friday, January 21, 2011 9:53 AM  
**To:** EXE  
**Subject:** Extended Cabinet Contact List  
**Attachments:** Shumlin Administration extended cabinet address cell home email.xls

Attached is the Extended Cabinet List – it is also available on the shared drive – under EXE. It is a protected excel spreadsheet so you can't change any of the information. If there are any errors or changes that you need, please let me know.

Thank you.



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 21, 2011 9:27 AM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** Courant\_Statement\_of\_Purpose[2][1]  
**Attachments:** Courant\_Statement\_of\_Purpose[2][1].docx

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 21, 2011 8:43 AM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** Courant\_Statement\_of\_Purpose[2]  
**Attachments:** Courant\_Statement\_of\_Purpose[2].docx

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 20, 2011 4:55 PM  
**To:** Searles, Brian  
**Cc:** Minter, Sue  
**Subject:** Getting to the bottom of the Tansition Pile!

Never let it be said that the Shumlin Administration does not take every request seriously! This is an e-mail Con Hogan sent me and the Governor early in the Transition. Needless to say nothing I could do about this at that time. And that may be the same conclusion now. I have no idea how speed bumps happen and I am sorry to take your time with this but as you know Con is a really good guy who has provided a lot of service to the state so I'd like to be as responsive as we can. Can I trouble one of you to let him know if there's anything we can do here. His e-mail is included in the message below.

**From:** Con Hogan <[REDACTED]>  
**Date:** Sun, Nov 7, 2010 at 10:12 AM  
**Subject:** a rare request  
**To:** Peter Shumlin <[REDACTED]>  
**Cc:** Bankowski Liz <[REDACTED]>

Peter,

I rarely make this kind of request, but I think you will appreciate and see the possibility.

My wife and I lost a good friend this fall. [REDACTED] was from E. Corinth and was a mighty member of that community. One of his avocations was hosting a 20 mile horse trail ride for 40 years at foliage season for the benefit of the local church. Our entire family rode that ride for several years. In his last years he was confined to a power scooter but that didn't slow him down, as demonstrated in the following excerpt from an email exchange I just had with his daughter. It follows:

"Con, I was wondering if you might be able to assist me with getting something my Dad wanted done. The Church has a pre-school and all the kids everyday, walk in a straight line down the road tied to a rope. The cars come through the village so fast and my Dad was really afraid someone would get hurt. Many times when the store was still open across the street, he would drive his scooter out in the middle of the road to slow down cars. I would like to see if the State would put in a speed bump in front of the church to slow down the cars. Is there anyway you could assist me with accomplishing this?"

Peter, I think that says it all.

Con

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 20, 2011 4:36 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: Governor's Office Updated Phone List  
**Attachments:** Governor Shumlin's Office Phone List.xls

---

**From:** Carrier, Janis  
**Sent:** Wednesday, January 19, 2011 4:14 PM  
**To:** EXE  
**Cc:** Johnson, Harriet; Morse, Linda  
**Subject:** Governor's Office Updated Phone List

Hi All –  
Here is an updated phone list. It is changing #'s around for Anya's group.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 20, 2011 2:57 PM  
**To:** Robinson, Beth  
**Cc:** Allen, Susan; Wolffing, Erika; MacLean, Alex  
**Subject:** RE: Alan Franklin State's Attorney Appointment

Thanks Beth, Susans looks like tomorrow will be the day for press release since Governor cannot sign his papers until then. Alan Franklin's cell is [REDACTED] if any of you need to contact him. Erika you should also contact him to see if he would like his swearing in at the Statehouse Tuesday February 1. He asked the Governor about a swearing in at his interview today. (he's actually going to be appointed for 2 different terms, one starting tomorrow and lasting 2 weeks, finishing out Keith Flynn's term and than again on February 1 starting his term. Beth has explained the 2 swearing ins to him. If he does the Statehouse swearing in he'll want Senator Illuzi and Keith there. He can invite them.

---

**From:** Robinson, Beth  
**Sent:** Thursday, January 20, 2011 2:00 PM  
**To:** Appleby, Leigh  
**Cc:** Bankowski, Elizabeth  
**Subject:** Alan Franklin State's Attorney Appointment

Leigh-

Thanks for this. I gather the yank is less urgent than I originally thought. The Governor won't be able to sign these today anyway, so tomorrow would be fine. Note that there are two different documents. They look the same, but cover different time periods.

Thanks!

Beth

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 20, 2011 2:44 PM  
**To:** Spaulding, Jeb; Miller, Lawrence  
**Cc:** MacLean, Alex  
**Subject:** Bumping into Senator Illuzi

Spoke with Senator Illuzi at the Statehouse today after staffing a meeting in Alex's place with the Governor. Senator Illuzi intends to put from \$60 to \$80K in the budget for the Vermont Employee Ownership Center. He said they have been in for \$23K and want \$100K and he's thinking maybe \$60 to \$80. He said this is going in regardless so why not do it ourselves and take some credit. Alex has also spoken with him about this. We both recommended any funds come as a match so they go out and raise money. I know this organization pretty well and have helped raise foundation money for them in the past. Ben & Jerry's Foundation has supported them. We have a number of companies in Vt. benefitting from guidance on becoming an ESOP, Carris Reel, King Arthur Flour, Trust Company of Vermont, Gardner Supply etc. In the past I have asked VEOC why they don't create a "fee for service" model to help with supporting the organization. They provide a highly specialized service, with real financial value. Not sure if they have moved in that direction. Financially they have been struggling from the start and I wonder how their Statement of Operations looks now. Jeb and Lawrence leave it to you to decide how you want to proceed.

**London, Sarah**

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**From:** Steve Klein <sklein@leg.state.vt.us>  
**Sent:** Wednesday, January 19, 2011 1:11 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Please review 'GENERAL-#263504-v1-Fiscal\_issues\_Overview'  
**Attachments:** GENERAL-#263504-v1-Fiscal\_issues\_Overview.PPT

Please review the attached document.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, January 18, 2011 11:19 AM  
**To:** Vermont Governor; Spaulding, Susan; MacLean, Alex  
**Subject:** RE: Meeting with Sue Spaulding & Liz Bankowski

Erika, we are probably going to need 45 minutes. Know we are still cutting things close on the schedule so we'll take what we can get.

---

**From:** Wolffing, Erika On Behalf Of Vermont Governor  
**Sent:** Tuesday, January 18, 2011 11:08 AM  
**To:** Spaulding, Susan; Bankowski, Elizabeth; MacLean, Alex  
**Subject:** Meeting with Sue Spaulding & Liz Bankowski  
**When:** Wednesday, January 19, 2011 10:30 AM-11:00 AM.  
**Where:** Governor's Office

**When:** Wednesday, January 19, 2011 10:30 AM-11:00 AM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Governor's Office

Note: The GMT offset above does not reflect daylight saving time adjustments.

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Board Appointments



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 17, 2011 9:52 AM  
**To:** Allen, Susan  
**Subject:** RE: cabinet

Lisa Kunin put such a list together

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**From:** Allen, Susan  
**Sent:** Saturday, January 15, 2011 11:05 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: cabinet

Do you have the cabinet list in e-mail form? I'll check with Jeb to see how often he's holding meetings. Sue

-----Original Message-----

**From:** Hallenbeck, Terri [mailto:THALLENB@burlingt.gannett.com]  
**Sent:** Friday, January 14, 2011 3:41 PM  
**To:** Allen, Susan  
**Subject:** cabinet

Sue: For a buzz item we want to list who is in the governor's cabinet (I understand the requirement for who must be in, but I'm looking for the reality). Can you provide me with a list? And how often does the cabinet meet?  
Thanks much.

Terri

Terri Hallenbeck  
Capital Bureau  
The Burlington Free Press  
(802) 999-9994  
thalLENB@bfp.burlingtonfreepress.com<mailto:thalLENB@bfp.burlingtonfreepress.com>

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 17, 2011 9:14 AM  
**To:** Miller, Elizabeth  
**Subject:** RE: TX Compact

Liz let's talk early this week. I know virtually nothing about this topic. Mostly I'd like to understand role and logistics, how often does it meet and where etc? I'll be in Montpelier Tues-Thurs so let's schedule a time to talk. The perhaps you and I and Peter should do a call.

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**From:** Miller, Elizabeth  
**Sent:** Sunday, January 16, 2011 4:08 PM  
**To:** MacLean, Alex; Bankowski, Elizabeth  
**Subject:** TX Compact

Hi there - wanted to let both of you know: Peter Bradford may contact you for more information or chatting re: Tx Compact. I sense he is willing to serve but he is doing his due diligence. I have sent him information re: time commitment and per diem and have spoken with him about the Commission, its charge, and its interest to Vermont. Hope all is well...Liz

Elizabeth H. Miller  
Commissioner  
Department of Public Service  
802-828-2321, office  
[elizabeth.miller@state.vt.us](mailto:elizabeth.miller@state.vt.us)<<mailto:elizabeth.miller@state.vt.us>>

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, January 17, 2011 9:13 AM  
**To:** lizbankowski@gmail.com  
**Subject:** FW: RELEASE: Gov. Peter Shumlin, Speaker Shap Smith, Senate President Pro Tem John Campbell and lawmakers unveil government transparency plan

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From: Allen, Susan  
Sent: Friday, January 14, 2011 2:50 PM  
To: EXE  
Subject: RELEASE: Gov. Peter Shumlin, Speaker Shap Smith, Senate President Pro Tem John Campbell and lawmakers unveil government transparency plan

CONTACT: Susan Allen  
802-828-3333  
Jan. 14, 2011

Gov. Peter Shumlin, Speaker Shap Smith, Senate President Pro Tem John Campbell and lawmakers unveil government transparency plan MONTPELIER – Gov. Peter Shumlin and key lawmakers today unveiled a comprehensive plan, involving both the executive branch and the Vermont Legislature, to ensure that access to government documents remains open and available to the public.

Among the significant provisions, the legislation would give the public records law more ‘teeth’ by designating a state office to enforce the law, and make it easier for those wrongly denied public records to recover attorney fees if they have to go to court to get access.

Government transparency has been a priority issue for the Governor on the campaign, and even during his tenure in the state Senate. Gov. Shumlin has been working with lawmakers in recent days to find ways to strengthen the public records law and improve public agency compliance with those laws.

“I have been consistently clear in my strong support of transparency in government,” the Governor said. “Every legitimate request by the public for information should be met in a timely, open manner.”

Gov. Shumlin appeared with Senate President Pro Tem John Campbell and House Speaker Shap Smith, as well as several other lawmakers key to this work, at a Statehouse news event.

“At the core of Vermont democracy is our honest, accessible, and transparent government,” said Speaker Smith. “State government is at its best when Vermonters are engaged participants and partners in the process. Today we renew that commitment.”

The plan includes two parts. The first, an executive branch change, requires awareness throughout state government of the need to provide public information and training on how to comply with the open records law.

“The single biggest complaint we’ve heard is not that the law as written doesn’t go far enough,” the Governor said. “It’s that in some cases state employees have not complied with the spirit or letter of the law as written, often due to inadequate training.”

Within the next week, Gov. Shumlin will be reviewing the public records law and providing instructions to ensure compliance by his full cabinet. Within the next two months, the Governor’s office will hold training for all public records

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Within the next week, Gov. Shumlin will be reviewing the public records law and providing instructions to ensure compliance by his full cabinet. Within the next two months, the Governor’s office will hold training for all public records officers across state government. And within five months, records officers must ensure they have followed up with their in-office trainings.

The Shumlin administration, working with other offices, will also take additional steps to improve and speed the public records process.

Secondly, the administration has been working with lawmakers to develop a public records bill to ensure the state follows the letter of the law in providing public information. One of the key provisions of the legislation would designate a state office that has the authority to review disputes about public records requests and to issue binding orders.

In addition, the legislation would:

- Bring together stakeholders from across the spectrum to engage in a serious, individualized review of the more than 200 exemptions built into our public records law.
- Eliminate search time fees, whether requests for copies or inspection, for all requests that take no more than two hours to compile, while keeping those fees for the most onerous requests for copies or inspection—about 2 percent of all requests.
- Make it clear that when the state denies a request for a public record, the burden is on the state to show that the denial is warranted.
- Provide that if a public agency appeals an order, the person who requested the records is presumed to be entitled to attorney’s fees if he or she goes to court and wins.

“The combination of administration training and legislative changes should ensure that almost all requests for state documents are handled promptly and at no charge to the public, other than the cost of state-worker time,” Gov. Shumlin said. “And the very small number of requests that could cost taxpayers inordinate sums will be handled in a different – but fair -- manner.”

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 14, 2011 12:01 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: CNCS positions

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**From:** Flood, Patrick [mailto:Patrick.Flood@ahs.state.vt.us]  
**Sent:** Friday, January 14, 2011 10:18 AM  
**To:** Bankowski, Elizabeth  
**Subject:** CNCS positions

I left you a voice mail as well. I'm looking for a little guidance on how to proceed with the CNCS positions in light of the hiring freeze. AHS commissioners are meeting this p.m. to discuss how to manage this challenge. Knowing of the Governor's interest in the CNCS positions and the fact they are exempt, I'm wondering if we should proceed with filling them without getting them caught up in the rest of the workings of the freeze. For example, Hal may have already in effect made offers, based on his conversations with your office. We would of course send the request to hire form to the Sec's office anyway. I assume the answer is "yes" but would appreciate your input. Thanks.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 14, 2011 12:05 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** your email.

Sorry it took me so long. The email from Patrick Flood appears to be the only email of substance. I will check again later.

Steve Kimbell does not have his cell phone yet. I left a message with his asst. and will forward any numbers she provides.

The 828-3301 number is what they have now.

Thanks,  
Lisa

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 14, 2011 2:51 PM  
**To:** [REDACTED]@gmail.com  
**Subject:** Steve Kimbell's cell as of Monday

Steve will have his cell as of Monday and the number will be [REDACTED]

I just ran into him at the State House and said you might be trying to reach him. He said he would try to check in.

Lisa

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 14, 2011 4:07 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: RELEASE: Gov. Peter Shumlin, Speaker Shap Smith, Senate President Pro Tem John Campbell and lawmakers unveil government transparency plan

---

**From:** Allen, Susan  
**Sent:** Friday, January 14, 2011 2:51 PM  
**To:** EXE  
**Subject:** RELEASE: Gov. Peter Shumlin, Speaker Shap Smith, Senate President Pro Tem John Campbell and lawmakers unveil government transparency plan

**CONTACT: Susan Allen**  
802-828-3333  
Jan. 14, 2011

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officers across state government. And within five months, records officers must ensure they have followed up with their in-office trainings.

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In addition, the legislation would:

- o Bring together stakeholders from across the spectrum to engage in a serious, individualized review of the more than 200 exemptions built into our public records law.
- o Eliminate search time fees, whether requests for copies or inspection, for all requests that take no more than two hours to compile, while keeping those fees for the most onerous requests for copies or inspection—about 2 percent of all requests.
- o Make it clear that when the state denies a request for a public record, the burden is on the state to show that the denial is warranted.
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"The combination of administration training and legislative changes should ensure that almost all requests for state documents are handled promptly and at no charge to the public, other than the cost of state-worker time," Gov. Shumlin said. "And the very small number of requests that could cost taxpayers inordinate sums will be handled in a different – but fair – manner."

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 13, 2011 1:45 PM  
**To:** Vermont Governor; Lofy, Bill; MacLean, Alex  
**Subject:** [REDACTED]

Sat in on meeting with [REDACTED] on budget matters that relate to health care reform initiative. Recommend we schedule 3 meetings, day before budget address if possible to 1) Reach out to key stakeholders; 2) Build relationships we need for single payer; 3) Restrain critical judgments/opposition to our approach as best we can by face to face meetings in advance. Three key groups are 14 CEO's of our hospitals, Representative group of Doctors (work with Medical Society to assemble) and Nurses union leadership. (Assume we know these folks) Steve and Anya can arrange once we approve.

## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 13, 2011 12:45 PM  
**To:** Allen, Susan  
**Subject:** RE: Op-ed from Gov. Shumlin for Martin Luther King Day. FYI. This has gone out to the newspapers for (hopefully) Sunday or Monday editions:

Susan, really nice job on this. One of the more meaningful messages from a political leader about why we observe MLK Day. I was very moved by it.

---

**From:** Allen, Susan  
**Sent:** Thursday, January 13, 2011 10:08 AM  
**To:** Allen, Susan; Appleby, Leigh; Bankowski, Elizabeth; Bartlett, Susan; Carrier, Janis; Cremo, Darryl (DPS); Kunin, Lisa; Lofy, Bill; MacLean, Alex; McLaren, Ryan; Richards, Alyson; Robinson, Beth; Scrodin, Christopher; Sherman, Zach; Slota, Bianca; Spaulding, Susan; Underhill, John; Vermont Governor; Wallack, Anya; Wengroff, Ariel; Wolffing, Erika  
**Subject:** Op-ed from Gov. Shumlin for Martin Luther King Day. FYI. This has gone out to the newspapers for (hopefully) Sunday or Monday editions:

Sharing the Dream  
By Gov. Peter Shumlin

Growing up, I used the speeches of Dr. Martin Luther King Jr. to conquer the spoken word. My brother Jeff says I recited the various speeches so often that I eventually had to practice in the closet because my family was so tired of hearing them over and over.

The "I Have a Dream" speech transcends time in its call for equity, compassion and justice for all. One of my favorite quotes, particularly important as we embark on the Martin Luther King Day of volunteerism and service, comes from "The Drum Major Instinct Speech" from 1968.

"Everybody can be great because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love."

Dr. King's words became a foundation for me as I grew older and came to understand the importance of political action and the power of language.

Even though Dr. King was known specifically for his efforts to empower African Americans, the core of his work was the battle against all inequality, and later in life was specifically focused on economic injustice. That was the lesson I took with me growing up in Putney and into political life, and I remain committed to civil rights for all Vermonters.

Today in Vermont, the way we celebrate Dr. King's birthday has moved beyond reciting words, no matter how inspirational they might be. Since the last census, our population growth was attributed to non-white people. While we remain the whitest state in the country, we are becoming increasingly diverse and can only benefit from the new voices and perspectives in our schools, economy and communities.

As we become a more richly diverse state, we need to ensure that change does not turn into fear, that discrimination – no matter how subtle -- is never tolerated. Our history is not without dark times, including racial violence in the Irasburg affair and other lower profile events, so it is important that we embrace and welcome a new generation of Vermonters to our state.

Similarly, the celebration of Dr. King is not simply about remembering an inspiring leader, but also a day of action. Vermonters across the state will be serving their communities in soup kitchens and homeless shelters, teen centers and senior centers, fulfilling the notion that Monday is a day *ON*, not a day off.

I will be doing the same, perhaps reciting his speech quietly to remember the inspiration, and invite you to join me by volunteering in your community.

There is no better way to provide a tribute to a hero and open a new era of diversity in the Green Mountain State.

**London, Sarah**

---

**From:** Lofy, Bill  
**Sent:** Wednesday, January 12, 2011 5:38 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Re: Limits on my role

Totally understand. Thanks n

On Jan 12, 2011, at 5:23 PM, "Bankowski, Elizabeth" <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)> wrote:

I welcome the opportunity to continue to work with this new Administration in a role, for a time, as a senior advisor with a broad and general portfolio. With that in mind, I think it best, because of my position as a member of the Board of Green Mountain Power, to make sure I am excluded from any matters, meetings or communications bearing on GMP. This pertains especially to activities concerning the Department of Public Service or the Public Service Board. I took a leave from GMP and other boards during the transition and will now begin to re-engage by attending board meetings. As long as I am on staff, in any capacity, I shall also recuse myself from discussions at GMP about Vermont Yankee's potential PPA. I have discussed that with Mary Powell the CEO. To date I have been completely out of that board communication loop. Mary sees no problem with continuing that practice even as I return to board meetings.

I am also on the board of New Chapter, a privately held, national organic vitamin and supplement company based in Brattleboro. The company has no business relationship with the State of Vermont. I remain a trustee of the Ben & Jerry's Foundation, which since the company's acquisition by Unilever, has been an independent entity. I am also a trustee of The Windham Foundation, an operating foundation that in addition to a grants, scholarship and conference program, owns and operates The Old Tavern Inn and The Grafton Village Cheese Company. At the present time, I see no conflicts that arise from those associations but will be sensitive to any appearance of such, and ask you to be as well.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, January 13, 2011 12:38 PM  
**To:** Carrier, Janis  
**Subject:** RE: Paperwork before noon

Janice, it will be a 30 hours a week. So you can count on that calculation. Hourly rate [REDACTED] or [REDACTED] a week. Do you need anything else? X6415. (Should I decide as we move forward that less hours a week are required I will let Bill and you know to make pay adjustment.

---

**From:** Carrier, Janis  
**Sent:** Thursday, January 13, 2011 10:23 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Paperwork before noon

Liz –  
Turns out I have everything I need to get you on the payroll. Will you be in tomorrow? If not, I just need to know how many hours you have worked this week (including Friday, 1/7) as I need to submit payroll tomorrow.

## London, Sarah

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**From:** Sarah London <slondon@atg.state.vt.us>  
**Sent:** Wednesday, January 12, 2011 5:41 PM  
**To:** Bankowski, Elizabeth  
**Subject:** My Email

In general, use this website to get state employees email address.  
<http://www.vermont.gov/phonebook/index.php?pg=quick>

Sarah London  
Assistant Attorney General  
Vermont Attorney General's Office  
Public Protection Division  
109 State Street  
Montpelier, VT 05609-1001  
ph: (802) 828-1106  
slondon@atg.state.vt.us

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## London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, January 12, 2011 5:23 PM  
**To:** Lofy, Bill; MacLean, Alex  
**Subject:** Limits on my role

I welcome the opportunity to continue to work with this new Administration in a role, for a time, as a senior advisor with a broad and general portfolio. With that in mind, I think it best, because of my position as a member of the Board of Green Mountain Power, to make sure I am excluded from any matters, meetings or communications bearing on GMP. This pertains especially to activities concerning the Department of Public Service or the Public Service Board. I took a leave from GMP and other boards during the transition and will now begin to re-engage by attending board meetings. As long as I am on staff, in any capacity, I shall also recuse myself from discussions at GMP about Vermont Yankee's potential PPA. I have discussed that with Mary Powell the CEO. To date I have been completely out of that board communication loop. Mary sees no problem with continuing that practice even as I return to board meetings.

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**London, Sarah**

---

**From:** Lofy, Bill  
**Sent:** Wednesday, January 12, 2011 11:57 AM  
**To:** Bankowski, Elizabeth; MacLean, Alex; Spaulding, Jeb  
**Subject:** the vision thing

Can the four of us get together sometime this afternoon to discuss the promises we made in the inaugural and how we're going to deliver them? I could do 3:45, that leads up to the DPS meeting at 4:30. Here are the pieces of the speech that Jeb identified as needing follow up:

**A clear vision for job growth and a bold plan to deliver that vision is what Vermont needs right now.**

**We will provide the brainpower, make the products, and seize the job opportunities a lower carbon economy requires.**

**Today I am launching Connect VT, an initiative to deliver by 2013 my promise of high-speed Internet access and cell service to every corner of our state.**

**to "initiate and cooperate" by completing the build out of the Smart Grid, broadband and mobile phone service in a collaborative marriage of the telecommunications and electrical utility sectors to create one shared broadband infrastructure for Vermont.**

**That's why we must create a single-payer healthcare system that provides universal, affordable health insurance for all Vermonters that brings these skyrocketing costs under control.**

**Every Vermonter must have the same opportunity for success that Claire Ogelsby made possible for me; economically, intellectually and socially.**

**Part of achieving that success is ensuring that our children don't grow up in poverty.**

**For students who do not learn in traditional ways, let's support creative approaches that may be outside the four walls of our classrooms.**

**Our challenge is to break down the silos into a seamless system that allows each individual learner to integrate the array of programs that inspire lifelong learning.**

**Our job is to have a pool of applicants trained and ready to work.**

**We will continue the fight for fair prices for our dairy farmers.**

**Investing in processing and bottling facilities, combined with a dynamic marketing effort for Vermont quality foods, will bring our farmers the value-added price that they deserve for a hard day's work, and they will prosper.**

**My jobs agenda will expand the ability of emerging enterprises and businesses to access capital and credit when they need it the most.**

**We must develop a tax policy that grows our customer base and grows wealth.**

**Reducing recidivism for non-violent offenders; rebuilding our roads and bridges; reforming our campaign finance laws; and making government more transparent. You will be hearing more about these and other initiatives in the near future.**



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, January 12, 2011 11:46 AM  
**To:** Lofy, Bill; Carrier, Janis; Richards, Alyson  
**Cc:** Kunin, Lisa  
**Subject:** RE: Transition Team Badges

Not sure of number, Lisa check with Denise Diehl, (Senate Gov Ops?) I do not have any badges. Alex, Bill and I gave ours up when we got our permanent ones during the last part of the transition. Might Gretchen still have one? Did any of the interviewing team have them?

---

**From:** Lofy, Bill  
**Sent:** Wednesday, January 12, 2011 11:21 AM  
**To:** Carrier, Janis; Richards, Alyson; Bankowski, Elizabeth  
**Cc:** Kunin, Lisa  
**Subject:** RE: Transition Team Badges

Whoa – that doesn't sound right. Liz, is that your recollection, that they gave us ten badges for the transition office?

---

**From:** Carrier, Janis  
**Sent:** Wednesday, January 12, 2011 11:20 AM  
**To:** Richards, Alyson  
**Cc:** Kunin, Lisa; Lofy, Bill  
**Subject:** RE: Transition Team Badges

They indicate there are 10 badges – they have 3 and Erika gave me hers so that means there are still 6 outstanding?

---

**From:** Richards, Alyson  
**Sent:** Wednesday, January 12, 2011 11:18 AM  
**To:** Carrier, Janis  
**Cc:** Kunin, Lisa; Lofy, Bill  
**Subject:** RE: Transition Team Badges

Lisa turned in hers and Bills last week. I know Erika still has hers but she hasn't received her new badge yet, so not sure what we should do there. I think that's the last one outstanding. Thanks!

---

**From:** Lofy, Bill  
**Sent:** Wednesday, January 12, 2011 11:15 AM  
**To:** Carrier, Janis; Richards, Alyson  
**Subject:** RE: Transition Team Badges

Pretty sure Aly already turned mine in.

On another note, Janis – can you send a note around to all staff saying that we will be doing all staff meetings every Monday at 8:30. We will hold next week's meeting at 8:30 on Tuesday because of MLK holiday. We may need to use the gov's office since we're having a cabinet meeting at 9:00 on Tuesday.

---

**From:** Carrier, Janis  
**Sent:** Wednesday, January 12, 2011 11:12 AM

**To:** EXE - SrStaff

**Subject:** Transition Team Badges

Anyone who might still have a transition badge for access to 128 State Street -- if you could return it to be that would be great. Thank you.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, January 12, 2011 9:35 AM  
**To:** Spaulding, Susan  
**Cc:** MacLean, Alex  
**Subject:** NRB

Hi Susan, as you probably know the Natural Resources Board is a very important part of environmental policy. I am working on the appointment of a Chair which is a paid position appointed by the Governor. I have asked Peter Young to remain until his term expires on January 31. Also you have a bunch of appointments to that Board. What is the time frame for those appointments? The Chair's term expired and maybe 3 others either year end or January. Could you confirm. It may be that Douglas nominees were sent to the Senate for confirmation, if so who are they. Alex copied you here because we may want to discuss status of pending nominations and we will be teeing up new nominees in addition to Chair appointment.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, January 12, 2011 9:26 AM  
**To:** Miller, Elizabeth  
**Cc:** MacLean, Alex  
**Subject:** RE: Tx Compact

Liz, I really don't have a background on this. Alex would be better. Also in giving this some thought, I have suggested others that might also be candidates for this. You, Alex and I should talk when convenient. How quickly do we need to appoint?

---

**From:** Miller, Elizabeth  
**Sent:** Wednesday, January 12, 2011 9:22 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Tx Compact

May I have Peter Bradford call you for background/perspective on this issue? If so, office/home/what number?  
Hope all is well...Liz

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, January 12, 2011 9:23 AM  
**To:** Markowitz, Deb  
**Subject:** NRB

Hi Deb, I'm meeting with Darby and Gil to discuss the NRB from 10 to 11:00 today at the Pavillion office. Know you have an appt with the Governor at 11:00. Happy to have you join us around 10:30 if you want. If not I'll close loop. Peter Young will stay until his term ends 1/31. I have a number of candidates who have expressed an interest and a few we might recruit. Happy to discuss.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, January 11, 2011 11:07 AM  
**To:** 'becky.nystrom@windham-foundation.org'  
**Subject:** Declined\_Summary\_Grants\_1-11[1]  
**Attachments:** Declined\_Summary\_Grants\_1-11[1].doc

Here's the ding list. If you have any questions you can reach me at 802-828-6415



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, January 11, 2011 10:53 AM  
**To:** 'becky.nystrom@windham-foundation.org'  
**Subject:** Approved\_Summary\_Grant\_1-11[1]  
**Attachments:** Approved\_Summary\_Grant\_1-11[1].doc

Here's the yes list, minor edits

**London, Sarah**

---

**From:** Wheeler, Denise  
**Sent:** Friday, January 07, 2011 11:23 AM  
**To:** Young, Peter; Bankowski, Elizabeth  
**Subject:** RE: Term Ending

Peter thank you and we're all very happy you'll be staying on through the end of January and perhaps longer term?

Liz – Peter is travelling today and may not have access to email so please let me know if you need anything from us. Thank you.

Denise Wheeler, Business Administrator  
Natural Resources Board  
National Life Records Ctr. Bldg.  
National Life Drive  
Montpelier, VT 05620-3201  
Telephone: 802-828-5441  
[denise.wheeler@state.vt.us](mailto:denise.wheeler@state.vt.us)  
[www.nrb.state.vt.us](http://www.nrb.state.vt.us)

---

**From:** Young, Peter  
**Sent:** Friday, January 07, 2011 10:38 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Wheeler, Denise  
**Subject:** Re: Term Ending

Good Morning Elizabeth.

Thank you for your note. I will stay on till end of month if that works for you. Thank you

I am traveling today. Denise Wheeler, our Business Manager may contact you if she has any Questions

Sent from my iPhone

On Jan 7, 2011, at 10:19 AM, "Bankowski, Elizabeth" <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)> wrote:

Hi Peter, left you a phone message. Sorry to be so long in contacting you. I note that your term expires on January 31 and want to check if your intent was to serve through that date. That would work for us if it does for you. I can now be reached at 828-3333 in the Governor's office. Would hope to speak with you next week. Thank you for your patience.

**London, Sarah**

---

**From:** Young, Peter  
**Sent:** Friday, January 07, 2011 10:38 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Wheeler, Denise  
**Subject:** Re: Term Ending

Good Morning Elizabeth.

Thank you for your note. I will stay on till end of month if that works for you. Thank you

I am traveling today. Denise Wheeler, our Business Manager may contact you if she has any Questions

Sent from my iPhone

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 07, 2011 10:08 AM  
**To:** Duffy, Kate  
**Subject:** RE: Natural Resources Board

I need to head south. Might be able to do over phone late in the day 4 or after, otherwise Monday? By phone or Tues in person. See no reason we can't do by phone. Also happy to do so over the weekend if you want to do that. Tomorrow would work. Please respond to my gmail address as I probably won't check this one from home. [REDACTED] or home phone [REDACTED]

---

**From:** Duffy, Kate  
**Sent:** Friday, January 07, 2011 8:25 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Natural Resources Board

Liz, Under statute (10 VSA Section 6021(c), the chair serves at the pleasure of the Governor, and can be removed without cause. That having been said, unless you really want to get someone in there fast, I would simply let his term expire. Sorry, I meant to call you about this yesterday.

On another note, do you have time to go over salaries this morning (after the Cedar Creek meeting with the Governor). I would like to get the information into our HCM system as soon as possible. Thanks, KGD

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 07, 2011 8:08 AM  
**To:** Duffy, Kate  
**Subject:** Natural Resources Board

Hi Kate, do you know about Board chair Peter Young's term? I haven't spoken with him, (hope he's still there) we didn't hear from him, may be he stays until 1/31.

## London, Sarah

---

**From:** Duffy, Kate  
**Sent:** Friday, January 07, 2011 8:25 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Natural Resources Board

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On another note, do you have time to go over salaries this morning (after the Cedar Creek meeting with the Governor). I would like to get the information into our HCM system as soon as possible. Thanks, KGD

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 07, 2011 8:08 AM  
**To:** Duffy, Kate  
**Subject:** Natural Resources Board

Hi Kate, do you know about Board chair Peter Young's term? I haven't spoken with him, (hope he's still there) we didn't hear from him, may be he stays until 1/31.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 07, 2011 8:08 AM  
**To:** Duffy, Kate  
**Subject:** Natural Resources Board

Hi Kate, do you know about Board chair Peter Young's term? I haven't spoken with him, (hope he's still there) we didn't hear from him, may be he stays until 1/31.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, January 07, 2011 8:06 AM  
**To:** Scrodin, Christopher  
**Subject:** RE: 1-6-11

With the transition over, no need to send these notices to me anymore. Also I have the 3 and only keys to what was the Governor-Elect's office at 128 State St. They came to me through the detail. Should I return them to DPS or to Buildings? Thank you to the entire detail and your supervisors for the consideration and support throughout the transition.

-----Original Message-----

**From:** Chris Scrodin [mailto:cscrodin@dps.state.vt.us]  
**Sent:** Thursday, January 06, 2011 9:00 AM  
**To:** Bankowski, Elizabeth  
**Subject:** 1-6-11

[REDACTED]  
Sgt. Chris Scrodin  
Vermont State Police  
Executive Protection  
109 State Street  
Montpelier, VT 05609  
[REDACTED]

cscrodin@dps.state.vt.us



London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, December 30, 2010 10:58 AM  
**To:** [REDACTED]@gmail.com  
**Subject:** FW: DEC Commissioner, Agency of Natural Resources

---

**From:** [REDACTED] [mailto:[REDACTED]@com]  
**Sent:** Wednesday, December 15, 2010 12:11 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Re: DEC Commissioner, Agency of Natural Resources

Hi, Elizabeth,  
Thank you for your email. Yes, I am aware of the appointments, and let me say that I am thrilled! Deb is a great choice. I admire her energy, leadership qualities, and organizational skills, and David Mears has the experience and intellectual might that ANR needs. I am in touch with Deb, and I am fully committed to providing Deb, David, and Governor-elect Shumlin all the support that I can in their new positions.

Thanks again for your consideration, and I hope that I will have an opportunity to meet you in person sometime in the near future.

Take care, and have a good evening,

[REDACTED]

----- Original Message -----

**From:** Bankowski, Elizabeth  
**To:** [REDACTED]  
**Sent:** Tuesday, December 14, 2010 1:05 PM  
**Subject:** RE: DEC Commissioner, Agency of Natural Resources

Hi [REDACTED] I know that you are aware of our appointments. As we will be closing out the transition office soon, I wanted to suggest that you be in touch with Deb Markowitz directly should you have an interest in other positions at ANR. Thanks so much for your interest.

---

**From:** [REDACTED] [mailto:[REDACTED]@com]  
**Sent:** Friday, November 12, 2010 6:03 PM  
**To:** Bankowski, Elizabeth  
**Cc:** [REDACTED]  
**Subject:** DEC Commissioner, Agency of Natural Resources

Dear Ms. Bankowski,

I am writing to ask you to consider my candidacy for the position as the Department of Environmental Conservation Commissioner. Please see the attached letter and resume. I copied my former colleague, [REDACTED] in this correspondence, since I believe he touched upon my qualifications with you via email earlier this week.

I am available to discuss this possibility with you at any time. Thank you for your consideration, and I look forward to hearing from you soon.

[REDACTED]  
[REDACTED]  
[REDACTED] VT [REDACTED]

h: (802) [REDACTED]

c: (802) [REDACTED]

**London, Sarah**

---

**From:** Spaulding, Jeb  
**Sent:** Wednesday, December 22, 2010 5:45 PM  
**To:** Bankowski, Elizabeth; Rousseau, Paul; Reardon, Jim  
**Subject:** RE: Transition Team Spending Update 11-30-10

I am fine with this, as we had discussed previously, though I scratched my head a little at Erika being compensated at the same level as you, Bill, Susan, and Alex. Thank you for taking your budget seriously.

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 22, 2010 2:08 PM  
**To:** Rousseau, Paul; Reardon, Jim; Spaulding, Jeb  
**Subject:** FW: Transition Team Spending Update 11-30-10

Greetings all. I have discussed this matter with each of you and am writing to request the following one-time pay adjustments for the Transition staff. For Erika Wolffing, AlexMacLean, Susan Bartlett, Bill Lofi and Elizabeth Bankowski [REDACTED] for Denise Diehl and Lisa Kunin [REDACTED]. This total [REDACTED] bringing the expected total for Transition spending to [REDACTED]. As you know the staff has put in incredible hours for weekly salaries of [REDACTED] (2 support staff) and [REDACTED] dollars without any additional benefits. This one-time adjustment makes a modest improvement in their salaries for the entire Transition. Bill Lofy asks that we purchase a camera for the Governor's office that he needs now to start creating the Governor's web site. I will use the P card for that. ( Jim advises that can be billed back to the Governor's office if we chose to do that). Lastly Bill would like to put Bianca Slota on the Transition payroll for two weeks a [REDACTED] a week. She is starting to work on web site development along with in-house IT staff. I will have Denise Diehl complete that paperwork. So with those additional costs in, final expenditures should be roughly [REDACTED]. Please advise if I should do something more to implement the pay changes.

---

**From:** Rousseau, Paul  
**Sent:** Wednesday, December 22, 2010 10:41 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Transition Team Spending Update 11-30-10

Elizabeth:

Here's what we have:

Actual Payments to date:	\$ [REDACTED]
Pending to be processed:	\$ [REDACTED] (Purchasing Card currently billed)
Pending transaction:	\$ [REDACTED] charge not reflected in the current bill)
Final two weeks salaries:	[REDACTED]
Total estimated:	[REDACTED]

This is before any changes to salaries for the final two weeks.

You will still have [REDACTED] left. To not exceed [REDACTED] you only have [REDACTED] to make any adjustments.

Paul

Paul R. Rousseau MBA, CMA, CPA  
Chief Financial Officer  
Department of Buildings & General Services  
AoA Financial Services Division  
6 Baldwin Street  
Montpelier, VT 05633  
(802) 828-0681  
Fax: (802) 828-0683

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 22, 2010 10:11 AM  
**To:** Rousseau, Paul  
**Subject:** RE: Transition Team Spending Update 11-30-10

Hi Paul, can you call me? Here's what I want to know. At present rate of spending, payroll, what will be total spend at end of transition? I assume all travel bills have now been processed as well as P card for Orientation session we did. I will be adding cost and want to gage where I am before doing that. My number is 828-3408.

---

**From:** Rousseau, Paul  
**Sent:** Wednesday, December 15, 2010 11:05 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Transition Team Spending Update 11-30-10

Elizabeth:

As of today, you have spent [REDACTED] which includes a payment of [REDACTED] for Out-of-State lodging, leaving a balance of [REDACTED]. If there are more travel expenses coming or in process, they aren't hitting the books yet.

I did just OK the payment to your caterer for last week's orientation meeting. That invoice was for [REDACTED] so you actually have \$ [REDACTED]

In any case, you have plenty of money left in this account.

Paul

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Hi Paul, how are we doing to date with our transition spending, assume travel costs have now kicked in? I may want to add someone to help with many things going on these last two weeks, won't be much but want to see where I am. Thank you.

---

**From:** Rousseau, Paul

**Sent:** Tuesday, November 30, 2010 1:32 PM

**To:** Bankowski, Elizabeth

**Subject:** RE: Transition Team Spending Update 11-30-10

Alex's card should be all set now.

If you/she gets declined, call Karen Brown (828-3459) or Stephanie Fuller (828-1034) and they will contact the bank immediately so the charges will go through.

Paul

*Paul R. Rousseau MBA, CMA, CPA  
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**London, Sarah**

---

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**From:** Rousseau, Paul  
**Sent:** Wednesday, December 15, 2010 11:05 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Transition Team Spending Update 11-30-10

Elizabeth:

As of today, you have spent [REDACTED] which includes a payment [REDACTED] for Out-of-State lodging, leaving a balance of [REDACTED] if there are more travel expenses coming or in process, they aren't hitting the books yet.

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**London, Sarah**

---

**From:** Fuller, Stephanie  
**Sent:** Wednesday, December 22, 2010 11:07 AM  
**To:** Rousseau, Paul; Bankowski, Elizabeth  
**Subject:** RE: Transition Team Spending Update 11-30-10

I actually emailed to Denise, as she's been my contact.

---

**From:** Rousseau, Paul  
**Sent:** Wednesday, December 22, 2010 11:06 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Fuller, Stephanie  
**Subject:** RE: Transition Team Spending Update 11-30-10

I believe so. Stephanie Fuller was faxing the actual bill to Alex for approval so we can pay it. I believe the detail will be with it. If not, let Stephanie know and she send over the details on the charges.

Paul

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 22, 2010 11:05 AM  
**To:** Rousseau, Paul  
**Subject:** RE: Transition Team Spending Update 11-30-10

Thanks Paul, what amounts to [REDACTED] on the Pcard? I know Orientation was about [REDACTED] is the rest the travel to Washington for Peter and Bill for new Governors meeting with President ?

---

**From:** Rousseau, Paul  
**Sent:** Wednesday, December 22, 2010 10:41 AM  
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**Subject:** RE: Transition Team Spending Update 11-30-10

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I did just OK the payment to your caterer for last week's orientation meeting. That invoice was for [REDACTED] so you actually have [REDACTED]

In any case, you have plenty of money left in this account.

Paul

Paul R. Rousseau MBA, CMA, CPA  
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6 Baldwin Street  
Montpelier, VT 05633  
(802) 828-0681  
Fax: (802) 828-0683

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 15, 2010 10:53 AM  
**To:** Rousseau, Paul  
**Subject:** RE: Transition Team Spending Update 11-30-10

Hi Paul, how are we doing to date with our transition spending, assume travel costs have now kicked in? I may want to add someone to help with many things going on these last two weeks, won't be much but want to see where I am. Thank you.

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**From:** Rousseau, Paul  
**Sent:** Tuesday, November 30, 2010 1:32 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Transition Team Spending Update 11-30-10

Alex's card should be all set now.

If you/she gets declined, call Karen Brown (828-3459) or Stephanie Fuller (828-1034) and they will contact the bank immediately so the charges will go through.

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**London, Sarah**

---

**From:** Rousseau, Paul  
**Sent:** Wednesday, December 22, 2010 11:06 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Fuller, Stephanie  
**Subject:** RE: Transition Team Spending Update 11-30-10

I believe so. Stephanie Fuller was faxing the actual bill to Alex for approval so we can pay it. I believe the detail will be with it. If not, let Stephanie know and she send over the details on the charges.

Paul

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 22, 2010 11:05 AM  
**To:** Rousseau, Paul  
**Subject:** RE: Transition Team Spending Update 11-30-10

Thanks Paul, what amounts to [REDACTED] on the Pcard? I know Orientation was about [REDACTED] is the rest the travel to Washington for Peter and Bill for new Governors, meeting with President ?

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Pending transaction:	\$ [REDACTED]	(Alex's charge not reflected in the current bill)
Final two weeks salaries:	[REDACTED]	
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## London, Sarah

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**London, Sarah**

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 22, 2010 10:08 AM  
**To:** Duffy, Kate  
**Cc:** [REDACTED]  
**Subject:** RE: David Yacavone

When he was appointed we said [REDACTED] and we moved Patrick Flood from [REDACTED] Doug copying you here as it will be good to review all your salary recommends with Kate when you are ready to do that. In general we started people at the incumbents salary, in both cases here in AHR we didn't do that, and instead moved the salary up a bit. [REDACTED]  
[REDACTED]

-----Original Message-----

**From:** Duffy, Kate  
**Sent:** Tuesday, December 21, 2010 11:28 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: David Yacavone  
**Importance:** High

Hi Liz. Apparently Dave Yacavone is asking about his salary. Do you want Doug or Patrick to field this one? Thanks, KGD

-----Original Message-----

**From:** Paulger, Molly  
**Sent:** Tuesday, December 21, 2010 10:24 AM  
**To:** Duffy, Kate  
**Subject:** FW: David Yacavone  
**Importance:** High

---

**From:** Anderson, Juliette [Juliette.Anderson@ahs.state.vt.us]  
**Sent:** Tuesday, December 21, 2010 9:22 AM  
**To:** Paulger, Molly  
**Subject:** David Yacavone

Molly – Dave is completing new hire forms and has asked me what his salary will be? Do you have that info? Please let me know asap. Thanks.

Juliette Anderson  
HR Manager - DCF, VVH  
Department of Human Resources  
103 S. Main St.  
Waterbury, VT 05671-0202  
P: 802-241-2782  
F: 802-241-2797

<http://humanresources.vermont.gov/>  
[http://intra.ahs.state.vt.us/centralsupport/ahs\\_hr](http://intra.ahs.state.vt.us/centralsupport/ahs_hr)





**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 22, 2010 10:03 AM  
**To:** Duffy, Kate  
**Cc:** Lofy, Bill  
**Subject:** RE: Ethics Forms/Initial Hire Documents

Hi Kate, Bill and I have discussed this. As you know technically we cannot issue the Executive Order until January 6<sup>th</sup>. It can be the first thing we do that afternoon and we can put in packets to be signed January 6. Is there a disclosure form in the present Code, I assume there must be and are those disclosure forms considered to be a public record? Could you provide an electronic copy of the code and the disclosure form. (again)

---

**From:** Duffy, Kate  
**Sent:** Tuesday, December 21, 2010 4:01 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Ethics Forms/Initial Hire Documents

Hi Liz, I am preparing a packet of materials to go to the new appointees asking them for the initial hiring information we will need. Based upon our discussion, I thought you wanted us to include the Ethics forms. If so, have they been updated or changed in any way? If they have, can you send the revised forms to me. I will need addresses for the new appointees to send the packets out. Should I contact Denise for this information? Thanks, KGD

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 15, 2010 10:55 AM  
**To:** Duffy, Kate  
**Subject:** Code of Ethics

Hi Kate, do you have an electronic copy of the code of ethics you can send me. Does it exist in statute or only in regulation?

**London, Sarah**

---

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 3:09 PM  
**To:** Duffy, Kate  
**Cc:** Lofy, Bill  
**Subject:** RE: [REDACTED]

[REDACTED] did get the request for resignation letter with those handed out by Tim Hayward to folks on the 5<sup>th</sup> floor. Slot will be filled from Governor's office by Bill. He'll advise when he's ready to do that.

---

**From:** Duffy, Kate  
**Sent:** Tuesday, December 14, 2010 1:11 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: [REDACTED]

Hi Liz. [REDACTED] shows up as a private secretary, and my notes indicated we were holding off on sending one to him for that reason. I am happy to do it now if you like. Just let me know. Thanks, KGD

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 12:57 PM  
**To:** Duffy, Kate  
**Subject:** [REDACTED]

[REDACTED] was on my list of people to receive the resignation request letter but I just checked the list you sent me and he is not on it. He holds an exempt position in Dept. of Motor Vehicles [REDACTED] that was assigned to Gov. Action line. Could you please check on this for me. Thanks.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 3:06 PM  
**To:** [REDACTED]  
**Subject:** FW: [REDACTED]

Steve FYI, also received voice mail from [REDACTED] and someone else, [REDACTED] seems to be running a campaign for the job

---

**From:** [REDACTED] [mailto:[REDACTED].com]  
**Sent:** Tuesday, December 14, 2010 2:49 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

Dear Liz: I left you a voice message on your phone, but know you are extremely busy; thus I have resorted to an email because I do not want too much time to go by. I am writing to request that you give strong consideration for [REDACTED] to serve as [REDACTED]. First I have known [REDACTED] since about 1991, and know him well, both professionally and personally. He is presently serving as [REDACTED] but has been involved with the [REDACTED] for years in important positions from [REDACTED]. His work has caused him to testify numerous times and work with members of the Legislature. He is very bright, [REDACTED] training and experience and non-political. He is a graduate of UVM (and so is his spouse). He would make a great [REDACTED]. I would not recommend anyone unless I thought he/she would go a more than 100% job for the Governor and would bring credit upon this administration.

Please feel free to call if you want to discuss this further. My cell number [REDACTED]. Thank you for your consideration. [REDACTED]

[REDACTED]  
[REDACTED]  
Montpelier, Vermont 05601 [REDACTED]  
[REDACTED]

NOTICE: This e-mail contains privileged and confidential information intended only for the addressee named. Unauthorized use, disclosure, or copying by any person or entity other than the addressee is strictly prohibited. If you have received this e-mail in error, please notify us immediately.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 2:52 PM  
**To:** [REDACTED]  
**Subject:** [REDACTED]

Hi [REDACTED] I passed your phone message on to Steve Kimbell our designee for BISCHA and I will also forward this e-mail. Thanks for the recommendation.

---

**From:** [REDACTED] [mailto:[REDACTED].com]  
**Sent:** Tuesday, December 14, 2010 2:49 PM  
**To:** Bankowski, Elizabeth  
**Subject:** [REDACTED]

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Montpelier, Vermont 05601 [REDACTED]  
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London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 1:06 PM  
**To:** [REDACTED]  
**Subject:** RE: DEC Commissioner, Agency of Natural Resources

[REDACTED] I know that you are aware of our appointments. As we will be closing out the transition office soon, I wanted to suggest that you be in touch with Deb Markowitz directly should you have an interest in other positions at ANR. Thanks so much for your interest.

---

**From:** [REDACTED]  
**Sent:** Friday, November 12, 2010 6:03 PM  
**To:** Bankowski, Elizabeth  
**Cc:** [REDACTED]  
**Subject:** DEC Commissioner, Agency of Natural Resources

Dear Ms. Bankowski,

I am writing to ask you to consider my candidacy for the position as the Department of Environmental Conservation Commissioner. Please see the attached letter and resume. I copied my former colleague [REDACTED] in this correspondence, since I believe he touched upon my qualifications with you via email earlier this week.

I am available to discuss this possibility with you at any time. Thank you for your consideration, and I look forward to hearing from you soon.

[REDACTED]  
[REDACTED]  
[REDACTED] VT 05673  
[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 1:04 PM  
**To:** [REDACTED]  
**Subject:** [REDACTED]

[REDACTED], as we get to the end of the appointments process, I regret to say that I we do not see an opportunity for you. Thanks so much for your interest and best wishes for happy holidays.

---

**From:** [REDACTED] mail [REDACTED]  
**Sent:** Friday, November 12, 2010 4:23 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Diehl, Denise  
**Subject:** [REDACTED] cover letter and resume

Dear Liz Bankowski,

Attached you will find my resume and cover letter. Please let me know if you require anything further. I look forward to hearing from you.

Sincerely,

[REDACTED]

---

mail2web - Check your email from the web at [REDACTED]



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 1:01 PM  
**To:** [REDACTED]  
**Subject:** RE: Letter of interest - Public Safety Commissioner

So sorry I was not in touch in a more timely fashion. As you know we appointed Keith Flynn to the position of Commissioner of Public Safety. Thanks so much for your interest.

---

**From:** [REDACTED]  
**Sent:** Wednesday, November 10, 2010 10:31 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Letter of interest - Public Safety Commissioner

Dear Ms. Bankowski:

Attached please find my cover letter addressed to Governor-elect Shumlin expressing my interest in the position of Public Safety Commissioner. I have also attached a copy of my resume for consideration by Governor-elect Shumlin. Please let me know if you require hard copies by US mail or any additional information.

Sincerely,

[REDACTED]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 1:00 PM  
**To:** [REDACTED]  
**Subject:** RE: Department Head Vacancies

I'm sure you are aware of our selection of Keith Flynn to be Commissioner of the Department of Public Safety. I am sorry I was not in touch in a more timely fashion.  
Thanks so much for your interest.

---

**From:** [REDACTED]  
**Sent:** Tuesday, November 09, 2010 9:06 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Department Head Vacancies

I understand. Thank you for acknowledging my email.

---

**From:** Bankowski, Elizabeth [<mailto:Elizabeth.Bankowski@state.vt.us>]  
**Sent:** Tuesday, November 09, 2010 7:46 AM  
**To:** [REDACTED]  
**Subject:** RE: Department Head Vacancies

Sorry I did not respond sooner. Thank you for your interest and sending your resume. I will make sure the Governor-Elect sees it. Bear with us, it may be a while before we are back in touch.

---

**From:** [REDACTED]  
**Sent:** Friday, November 05, 2010 1:19 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Department Head Vacancies

I was told, by Denise Diehl, that you are preparing a list of potential candidates to fill the various cabinet and department head vacancies that will occur when Governor-elect Shumlin takes office in January, 2011.  
I have attached my resume, references, and cover letter for the Commissioner of Public Safety position, should that position become vacant.  
Thank you for your assistance in that regard.

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 12:57 PM  
**To:** Duffy, Kate  
**Subject:** [REDACTED]

[REDACTED] was on my list of people to receive the resignation request letter but I just checked the list you sent me and he is not on it. He holds an exempt position in Dept. of Motor Vehicles [REDACTED] that was assigned to Gov. Action line.. Could you please check on this for me. Thanks.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 12:53 PM  
**To:** [REDACTED]  
**Subject:** RE: another position to keep

I have shared your views with PSD Commissioner designee Keith Flynn.

---

**From:** [REDACTED]  
**Sent:** Monday, December 13, 2010 3:31 PM  
**To:** Bankowski, Elizabeth  
**Subject:** another position to keep

Hi Liz,

Thank you for your fine work. The team is shaping up to be the best ever. What great people you all have picked! I am getting so excited to get back to work with them all. On this subject, I would encourage you all to keep [REDACTED] as [REDACTED] have worked closely with her on a number of issues. I find her to be incredibly knowledgeable in her field. She is very much respected by all the members of the [REDACTED]. She is smart, on the ball, and tops in this field in the country as well as Vermont. I do hope you keep her there. Those public safety people need a woman of her caliber to keep the balance and she is number one in my book. I hope to be working again with her this winter. I hope this is helpful.  
Again thanks for all your hard work getting Vermont on the right track.  
Appreciatively,

[REDACTED]

[REDACTED]

[REDACTED]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 12:52 PM  
**To:** Flynn, Keith  
**Subject:** FW: another position to keep

FYI

---

**From:** [REDACTED]  
**Sent:** Monday, December 13, 2010 3:31 PM  
**To:** Bankowski, Elizabeth  
**Subject:** another position to keep

Hi Liz,

Thank you for your fine work. The team is shaping up to be the best ever. What great people you all have picked! I am getting so excited to get back to work with them all. On this subject, I would encourage you all to keep [REDACTED] [REDACTED] have worked closely with her on a number of issues. I find her to be incredibly knowledgeable in her field. She is very much respected by all the members of the [REDACTED] [REDACTED] She is smart, on the ball, and tops in this field in the country as well as Vermont. I do hope you keep her there. Those public safety people need a woman of her caliber to keep the balance and she is number one in my book. I hope to be working again with her this winter. I hope this is helpful. Again thanks for all your hard work getting Vermont on the right track. Appreciatively,

[REDACTED]

[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 14, 2010 12:50 PM  
**To:** [REDACTED]  
**Subject:** RE: Personal & Confidential

I'm sure you heard that we made the DPS announcement today nominating Elizabeth Miller for that position. Perhaps your paths have crossed. Wish us well and happy holidays.

---

**From:** [REDACTED]  
**Sent:** Tuesday, December 14, 2010 11:53 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Recall: Personal & Confidential  
**Importance:** High

[REDACTED] would like to recall the message, "Personal & Confidential".

London, Sarah

---

**From:** Duffy, Kate  
**Sent:** Monday, December 13, 2010 4:41 PM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Scanned from MFP-05874048 12/13/2010 17:23  
**Attachments:** DOC121310.pdf

Hi Liz, I have attached a memo setting out the salaries of incumbents and proposed salaries, as requested. One FY/Question: you indicated that DEC Commissioner would be a [REDACTED]. After I spoke with you, Secretary-elect Markowitz called. It was her understanding that the DEC Commissioner had been offered [REDACTED] and wanted to discuss increasing this amount to [REDACTED]. I don't know if you already spoke with her or someone else and agreed on [REDACTED]. If not, please let me know if you would like to increase the salary to [REDACTED]. Either way, I am happy to communicate the correct amount to incoming Secretary Markowitz. KGD

-----Original Message-----

From: do not reply [<mailto:dhrcopier@state.vt.us>]  
Sent: Monday, December 13, 2010 8:23 PM  
To: Duffy, Kate  
Subject: Scanned from MFP-05874048 12/13/2010 17:23

Scanned from MFP-05874048.

Date: 12/13/2010 17:23

Pages:2

Resolution:200x200 DPI

---

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Monday, December 13, 2010 8:43 AM  
**To:** [REDACTED]  
**Subject:** RE: transition

Best that you speak with Brian or Sue. They are in the process of looking at things there. If you have an interest in other places such as ANR be in touch with Deb Markowitz. That's the best approach now. Earlier, I noted to Brian your potential interest in something else there.

---

**From:** [REDACTED]  
**Sent:** Friday, December 10, 2010 4:31 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: transition

Hi Liz: I assume I should just wait. Correct?

[REDACTED]

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:26 PM  
**To:** [REDACTED]  
**Subject:** RE: transition

[REDACTED] thanks for this. Hope you are getting excited about the new Administration, new ways to think about transportation. Glad to have you in the talent pool. Will stay in touch as we move along.

---

**From:** [REDACTED]  
**Sent:** Thursday, November 18, 2010 10:04 AM  
**To:** Bankowski, Elizabeth  
**Subject:** transition

Hi Liz:

As you hopefully know, I have been corresponding with Susan Bartlett and others regarding a position in the Shumlin Administration.

My interest is in a position related to transportation and environmental planning and policy at the ANR or VTrans secretary level. Inter-agency planning coordination on climate change mitigation and adaptation, wind power, sustainable communities and the green economy are but a few of the issues that need to be tackled from an inter-agency perspective at an executive level within the agencies or perhaps within the governor's office. I have direct experience and training in these areas and know the players well, both inside and outside of state government.



I have attached my resume. Please let me know if there is a specific application process. I will happily prepare a formal letter of introduction if needed.

Thanks,

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, December 10, 2010 2:44 PM  
**To:** Diehl, Denise  
**Subject:** RE: appointments

Will do my best to correct. Check every day next week.

---

**From:** Diehl, Denise  
**Sent:** Friday, December 10, 2010 1:42 PM  
**To:** Bankowski, Elizabeth; Lofy, Bill; MacLean, Alex  
**Subject:** appointments

I know, I know, I know.....everyone is right out straight and extremely busy, but could I ask a huge favor: Would someone let me know who is being announced and for what position at the press conference? Usually, immediately after the press conference the phone starts ringing and I have to find someone to ask. I am usually upstairs at the start of the pc answering phones so as to not create a disturbance and it give Gretchen an opportunity to sit in on the pc. I would like the public to think staff is on top of this and doesn't have to leave the phone to get information. Sometimes, I feel like an idiot. Would you mind if I bug you for the info? I know, I know, I know....thanks, d

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 11:36 AM  
**To:** Duffy, Kate; Spaulding, Jeb  
**Subject:** FW: Application for Employment

FTI, Kate do you know her or her ability. As you will note I sent a very general response. I note she is the diversity officer.

---

**From:** [REDACTED]  
**Sent:** Tuesday, November 23, 2010 8:44 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Re: Application for Employment

Thank you for your message - and for your consideration.

On Mon, Nov 22, 2010 at 6:18 PM, Bankowski, Elizabeth <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)> wrote:

Thank you [REDACTED] for your interest in the new administration and for your resume. I am happy to include you in our talent pool. As you know, there are only about 50 positions we will fill and these are mostly at the Commissioner and Secretary level. We have come across so many talented people I wish there were 500 slots. Be sure we will provide whatever consideration we can.

---

**From:** [REDACTED] mailto:[REDACTED]  
**Sent:** Monday, November 22, 2010 10:45 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Application for Employment

Dear Governor-elect Peter Shumlin:

Congratulations on your election!

It is an exciting time for Vermont with lots of new opportunities and potential to take state government in a new direction. I am writing to express my interest in serving in your administration.

I have been employed in the [REDACTED]  
[REDACTED] I am also the [REDACTED] I have twelve years of

experience in HR and I am an expert on employment laws, [REDACTED] and the [REDACTED] with the [REDACTED] I work extensively and collaboratively with representatives from both the [REDACTED] and believe they would vouch for my professionalism and competence.

I thought this would be a good time to express my interest in serving in your administration as I understand you are looking for competence, vision and the ability to get things done.

I have attached my resume for your consideration. I would welcome the opportunity to further discuss my qualifications.

Sincerely,

[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:58 AM  
**To:** Duffy, Kate  
**Subject:** RE: Benefits information

Yes come even earlier if you can. We can go over stuff, just sent you a note on AHS health [REDACTED], we may have a good candidate there. Hope it isn't filled. It was on your recruitment underway list.

---

**From:** Duffy, Kate  
**Sent:** Tuesday, December 07, 2010 10:56 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Benefits information

Hi Liz. Thanks, I am really excited. It's a great opportunity. I will be coming over around quarter to one for the press conference but could talk after that if you are available. Let me know if that works. If not, we can set something up Wed. KGD

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:43 AM  
**To:** Duffy, Kate  
**Subject:** RE: Benefits information

Congratulations! Look forward to talking with you about this new role. Also let's check in later about orientation Thursday and Secretary salaries. I have one delicater matter. Deb wants to bring her long time admin. This means we need to send letter to [REDACTED] Let me know good time for you to talk.

---

**From:** Duffy, Kate  
**Sent:** Tuesday, November 30, 2010 8:57 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Earle, Caroline  
**Subject:** Benefits information

Hi Liz, I got word from the Governor's office that Bill Lofy was asking about how he could learn more about benefits for the new team. I am happy to discuss this with him, if you would like me to reach out to him directly. But you may want us to do a tutorial on this for all of your new hires, which we would be happy to do as well. We did discuss doing a short seminar on issues, to include benefits, with the new members of the administration. Let me know if you would like to do that, and we can work on scheduling something. We can also send the guide to newly elected and appointed officials to your new team members, if that would be helpful. Just let me know what would work for you. Thanks. KGD

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:56 AM  
**To:** 'senatorbartlett@comcast.net'  
**Subject:** FW: Input on Gubernatorial Appointments  
**Attachments:** Dev Disabilities Council\_Exec Order\_20070829.pdf

Susan FYI, nothing you don't already know.

---

**From:** Schwartz, Karen [<mailto:Karen.Schwartz@ahs.state.vt.us>]  
**Sent:** Wednesday, November 24, 2010 11:36 AM  
**To:** Bankowski, Elizabeth  
**Cc:** [lizbankowski@gmail.com](mailto:lizbankowski@gmail.com)  
**Subject:** Input on Gubernatorial Appointments

Hello  
I understand that you are seeking input on gubernatorial appointments.

VTDDC is created by Governor's Executive Order (attached). Although AHS is its host agency, VTDDC is an independent Board, funded by the U.S. Administration on Developmental Disabilities, that is mandated by federal law to engage in advocacy, capacity building and systemic change activities that bring the voice of individuals with developmental disabilities and their families to the table to design and ensure access to needed services and supports.

VTDDC has grave concerns about recent actions by AHS and DAIL leadership that include (1) announcing a waiting list for people who meet emergency developmental service priorities that was not rescinded for almost 6 weeks; (2) announcing an additional \$800,000 cut in October to the Developmental Services Equity Fund that is tapped for critical services for the most vulnerable Vermonters; and (3) denial of an application for Medicaid reinvestment that would have drawn down federal funds to match general fund dollars already being spent for self advocate activities that help people with developmental disabilities to stay safe and healthy through mutual support groups in communities across Vermont.

I would be glad to provide more information. I can be reached at the phone numbers below.  
Thank you for your consideration.

Karen Schwartz  
VT Developmental Disabilities Council  
103 S. Main St.  
Waterbury, VT 05671-0206  
Office 802-241-2613  
Cell 802-585-5441  
Toll Free 888-317-2006  
FAX 802-241-2989  
E-mail [karen.schwartz@ahs.state.vt.us](mailto:karen.schwartz@ahs.state.vt.us)  
Website [www.ddc.vermont.gov](http://www.ddc.vermont.gov)

The Mission of VTDDC is to help build connections and supports that bring people with developmental disabilities and their families into the *heart* of Vermont communities.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:55 AM  
**To:** [REDACTED]  
**Subject:** FW: Vacant positions  
**Attachments:** Vacant Exempt Positions - Appointed by Gov or Designee (2).xls; Vacant Exempt Positions - Appted by Elected Official other than Gov.xls; Vacant Exempt Positions - Apptd by Boards (2).xls

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**From:** Duffy, Kate  
**Sent:** Tuesday, November 30, 2010 8:51 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Lunderville, Neale; Earle, Caroline  
**Subject:** Vacant positions

Good morning Liz. Hope you had a nice Thanksgiving. As you requested, I have reviewed the vacancies that we are aware of and prepared three lists for your review: (1) vacant positions where the Governor or his designee appoints the person; (2) vacant positions where an elected official other than the Governor appoints the person; and (3) vacant positions where a Board appoints the person. FYI: agencies and departments are not required to advise us when recruiting for exempt positions, so other positions may have recruitment activity but we do not know that. If you have any questions regarding the positions, Neale will be happy to discuss them with you. Thanks, KGD

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:50 AM  
**To:** Duffy, Kate  
**Cc:** Lofy, Bill  
**Subject:** RE: Vacant positions

Kate I may have a strong candidate for [REDACTED] how do I get on that train?

---

**From:** Duffy, Kate  
**Sent:** Tuesday, November 30, 2010 8:51 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Lunderville, Neale; Earle, Caroline  
**Subject:** Vacant positions

Good morning Liz. Hope you had a nice Thanksgiving. As you requested, I have reviewed the vacancies that we are aware of and prepared three lists for your review: (1) vacant positions where the Governor or his designee appoints the person; (2) vacant positions where an elected official other than the Governor appoints the person; and (3) vacant positions where a Board appoints the person. FYI: agencies and departments are not required to advise us when recruiting for exempt positions, so other positions may have recruitment activity but we do not know that. If you have any questions regarding the positions, Neale will be happy to discuss them with you. Thanks, KGD



London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:46 AM  
**To:** [REDACTED]  
**Subject:** RE: Can you call me?

Mary you already have been of real assistance. I shared your insights with Peter and also with Deb Markowitz. Told her she should sit down with you. We will set up a meeting with Regional EPA soon after inauguration. There will be much to talk about.

---

**From:** [REDACTED]  
**Sent:** Friday, December 03, 2010 11:15 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Can you call me?

Hi Liz. I am sorry that I have not been back to you with ideas of positive things going on around the Agency. I have unfortunately been slain by the flu. In thinking further about your request, I realize that any talking points that I might generate would need to go through my management, [REDACTED]. Given [REDACTED] I feel that it would be best for you to reach out [REDACTED] if Peter needs talking points for the announcement of our new [REDACTED] next week.

Thank you for the time that you gave me on Wednesday. Again, good luck with your efforts and let me know if I can be of assistance. [REDACTED]

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 01, 2010 10:35 AM  
**To:** [REDACTED]  
**Subject:** Can you call me?

Hi [REDACTED] Peter suggested I reach out to you for a good overview on ANR. Would love to meet to do that. What's your schedule like? Could we do today? By phone if not in person.  
My direct line in the Transition Office is 828-3408

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:44 AM  
**To:** Diehl, Denise  
**Subject:** FW: resignation/application  
**Attachments:** resignation.doc; Resume.doc

FYI and for file

---

**From:** [REDACTED]  
**Sent:** Monday, November 29, 2010 12:29 PM  
**To:** Bankowski, Elizabeth  
**Subject:** resignation/application

Attached please find my resignation and expression of interest in continuing to serve Vermont.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:43 AM  
**To:** Diehl, Denise  
**Subject:** FW: Resignation Letter  
**Attachments:** [REDACTED] (2).doc; [REDACTED] request to remain11\_29\_10.pdf

FYI and for file

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**From:** [REDACTED]  
**Sent:** Monday, November 29, 2010 3:13 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Resignation Letter

Liz,

I have attached a copy of my resignation letter and request to be considered by the Governor-Elect for future employment. A hardcopy is being delivered.

Sincerely,  
[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:43 AM  
**To:** Duffy, Kate  
**Subject:** RE: Benefits information

Congratulations! Look forward to talking with you about this new role. Also let's check in later about orientation Thursday and Secretary salaries. I have one delicate matter. [REDACTED] wants to bring [REDACTED] This means we need to send letter to [REDACTED] who has that position now. Let me know good time for you to talk.

---

**From:** Duffy, Kate  
**Sent:** Tuesday, November 30, 2010 8:57 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Earle, Caroline  
**Subject:** Benefits information

Hi Liz, I got word from the Governor's office that Bill Lofy was asking about how he could learn more about benefits for the new team. I am happy to discuss this with him, if you would like me to reach out to him directly. But you may want us to do a tutorial on this for all of your new hires, which we would be happy to do as well. We did discuss doing a short seminar on issues, to include benefits, with the new members of the administration. Let me know if you would like to do that, and we can work on scheduling something. We can also send the guide to newly elected and appointed officials to your new team members, if that would be helpful. Just let me know what would work for you. Thanks. KGD

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:40 AM  
**To:** [REDACTED]  
**Cc:** Diehl, Denise  
**Subject:** RE: My Resume

Thank [REDACTED] for sending your resume. Unfortunately we only make about 50 appointments and these are primarily at the Secretary or Commissioner level. Nonetheless we are building a talent bank and I am happy to include you in it.

---

**From:** [REDACTED]  
**Sent:** Wednesday, December 01, 2010 4:35 PM  
**To:** Bankowski, Elizabeth  
**Subject:** My Resume

Hi Elizabeth,

Thank you for taking the time to look at my resume. As I mentioned on the phone, I recently graduated from law school with a strong focus in telecommunications. I also volunteered on the Governor-Elect's campaign. I thoroughly enjoyed working on the campaign, and I am very interested in getting more involved.

Thank you for your time, and I look forward to hearing from you.

[REDACTED]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:35 AM  
**To:** Diehl, Denise  
**Subject:** FW: Letter of Interest  
**Attachments:** [REDACTED]

I forwarded to Lawrence, hold in general file

---

**From:** [REDACTED]  
**Sent:** Thursday, December 02, 2010 2:40 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Letter of Interest

Dear Ms. Bankowski,

I am writing to let you know of my interest in the position of [REDACTED]  
Please find a letter and my resume attached.

I appreciate your consideration. Please let me know if I can provide additional information or if you have any difficulty with the attachments.

Sincerely,  
[REDACTED]

[REDACTED]

Please consider the environment before printing this e-mail.

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:34 AM  
**To:** Diehl, Denise  
**Subject:** FW: A Role in the New Administration: Energy Leadership and Economic Development  
**Attachments:** [REDACTED]  
**Importance:** High

For general file

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**From:** [REDACTED]  
**Sent:** Thursday, December 02, 2010 4:17 PM  
**To:** Bankowski, Elizabeth; Diehl, Denise  
**Subject:** A Role in the New Administration: Energy Leadership and Economic Development  
**Importance:** High

Congratulations on your appointment - exciting and well-deserved.

I would like to play a key, integrative role in the new Administration : to help build a new energy economy in the State. The goal is to move away from oil, toward a more sustainable energy future - and in so doing, broaden and accelerate economic, community and workforce development. To create jobs while ramping up the jobs engine, sustainably.

It's clear the Governor-elect is willing to lead on this issue, and there's lots to work with. Vermont already has a very forward-thinking legislative platform. Many people have gotten the efficiency first message. There is an active small business cluster in renewable energy, with a handful of keystone firms and innovative entrepreneurs. Business leaders and utility executives "get it." There are exciting initiatives underway all over the State; digesters, renewables projects, district energy, broadband and smart grid, a possible Sandia commitment. Grass roots interest in the towns and communities is growing, witness the transition energy committees. Many people are already engaged; a multitude of activities are underway.

As heartened as I am, I also see that we are far behind our weatherization goals, face a large generation gap, don't have a coherent energy plan, and aren't intentionally building a new energy business ecosystem. Much of what will be required is beyond the scope of a town, a business or an agency. VEIC has an energy efficiency capability, but not an economic development mission. CEDF is a great funding mechanism, but has a growing funding challenge. The SPEED program picked the projects for 25 renewable mW - very fairly, but not very strategically. We need to build a viable energy business cluster - intentionally - to create a robust market and give people the certainty to invest. With vision, leadership, and an intentional collaboration, we could create a new energy business cluster that drives and enables gains across multiple sectors: manufacturing, agriculture; transportation, technology (broadband and smart grid). There is no greater pressure than a wonderful opportunity.

There is not an existing organization to carry this out. Much of the work is in the white space between them. While this function may be housed in a number of places, we need a small consortium team to do the convergence, planning and program management across the white space to build a new energy economy. We need to crystalize a clear and elevating goal, coordinate a plan, and mobilize a productive, step-it-up collaboration to drive results. This is the role I seek - leading or engaged in this team.

My resume, attached, abounds with examples of a robust, relevant set of qualifications and experiences:

- broad [REDACTED] own ventures, involvement with [REDACTED] efforts in regional business innovation)
- a record of results guiding complex strategic, multiparty initiatives,
- a broad, market centric approach to economic, community and workforce development,

- a broad network of resources and relationships at local, state, and federal levels - and in the business community,
- a practitioner's experience set with energy issues, blending technical professional services, an entrepreneurial solar venture, and regional energy partnerships,
- a feel for what's being done across the state, across the country and, in other countries well ahead of the US.

A number of people around the State and in the energy crowd have suggested I reach out to you about this. I am very keen to explore this with you.

I completely understand the pace and complexity of transition and stand up. Please feel free to contact me with your thoughts and ideas about this, as early as would be productive.

Thank you for your consideration. Very best.

[REDACTED]



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:34 AM  
**To:** [REDACTED]  
**Subject:** RE: A Role in the New Administration: Energy Leadership and Economic Development

Thank you for contacting us and for your interest in Governor Elect Peter Shumlin's Administration. I will include your resume with others for the Public Service Department. Unfortunately we have only a handful of appointments we will make there, primarily the Commissioner and deputy.

---

**From:** [REDACTED]  
**Sent:** Thursday, December 02, 2010 4:17 PM  
**To:** Bankowski, Elizabeth; Diehl, Denise  
**Subject:** A Role in the New Administration: Energy Leadership and Economic Development  
**Importance:** High

Congratulations on your appointment - exciting and well-deserved.

I would like to play a key, integrative role in the new Administration : to help build a new energy economy in the State. The goal is to move away from oil, toward a more sustainable energy future - and in so doing, broaden and accelerate economic, community and workforce development. To create jobs while ramping up the jobs engine, sustainably.

It's clear the Governor-elect is willing to lead on this issue, and there's lots to work with. Vermont already has a very forward-thinking legislative platform. Many people have gotten the efficiency first message. There is an active small business cluster in renewable energy, with a handful of keystone firms and innovative entrepreneurs. Business leaders and utility executives "get it." There are exciting initiatives underway all over the State; digesters, renewables projects, district energy, broadband and smart grid, a possible Sandia commitment. Grass roots interest in the towns and communities is growing, witness the transition energy committees. Many people are already engaged; a multitude of activities are underway.

As heartened as I am, I also see that we are far behind our weatherization goals, face a large generation gap, don't have a coherent energy plan, and aren't intentionally building a new energy business ecosystem. Much of what will be required is beyond the scope of a town, a business or an agency. VEIC has an energy efficiency capability, but not an economic development mission. CEDF is a great funding mechanism, but has a growing funding challenge. The SPEED program picked the projects for 25 renewable mW - very fairly, but not very strategically. We need to build a viable energy business cluster - intentionally - to create a robust market and give people the certainty to invest. With vision, leadership, and an intentional collaboration, we could create a new energy business cluster that drives and enables gains across multiple sectors: manufacturing, agriculture; transportation, technology (broadband and smart grid). There is no greater pressure than a wonderful opportunity.

There is not an existing organization to carry this out. Much of the work is in the white space between them. While this function may be housed in a number of places, we need a small consortium team to do the convergence, planning and program management across the white space to build a new energy economy. We need to crystalize a clear and elevating goal, coordinate a plan, and mobilize a productive, step-it-up collaboration to drive results. This is the role I seek - leading or engaged in this team.

My resume, attached, abounds with examples of a robust, relevant set of qualifications and experiences:

- broad business experience [REDACTED] involvement with [REDACTED] in regional business innovation)
- a record of results guiding complex strategic, multiparty initiatives,
- a broad, market centric approach to economic, community and workforce development,
- a broad network of resources and relationships at local, state, and federal levels - and in the business community,

- a practitioner's experience set with energy issues, blending technical professional services, an entrepreneurial solar venture, and regional energy partnerships,
- a feel for what's being done across the state, across the country and, in other countries well ahead of the US.

A number of people around the State and in the energy crowd have suggested I reach out to you about this. I am very keen to explore this with you.

I completely understand the pace and complexity of transition and stand up. Please feel free to contact me with your thoughts and ideas about this, as early as would be productive.

Thank you for your consideration. Very best.

[REDACTED]

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:29 AM  
**To:** Diehl, Denise  
**Subject:** RE: GIRO office

Does [REDACTED]

---

**From:** Diehl, Denise  
**Sent:** Friday, December 03, 2010 11:56 AM  
**To:** Bankowski, Elizabeth; Lofy, Bill [REDACTED]  
**Subject:** GIRO office

Hi. Thought I would pass this tidbit along after speaking with [REDACTED] today. She mentioned that if you are considering keeping [REDACTED] you really should consider instead [REDACTED] because she knows how to accomplish more "processes" within the GIRO office. You could transfer her position to [REDACTED] d

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, December 07, 2010 10:26 AM  
**To:** 'Morgan W. Brown'; Kruesi, Gretchen; MacLean, Alex  
**Cc:** Spaulding, Jeb  
**Subject:** RE: petitions via Change.org re: homelessness & affordable housing

It's okay, always important to have advocates pushing on the system. I'm sure you will understand that we cannot respond to each of these messages. More importantly, you know through our appointments, and the Governor-Elect's record that we share your concerns.

---

**From:** Morgan W. Brown [mailto: ]  
**Sent:** Monday, December 06, 2010 7:04 PM  
**To:** Bankowski, Elizabeth; Kruesi, Gretchen; MacLean, Alex  
**Cc:** Shumlin, Peter; Spaulding, Jeb  
**Subject:** re: petitions via Change.org re: homelessness & affordable housing

**Dear Elizabeth, Gretchen and Alex,**

**My apologies for the e-mails you have received from people who reside out of state in response to the petition I set up on Change.org concerning homelessness and affordable housing.**

**One available option excludes such e-mails, yet only for petitions sent to state elected officials and state legislators and, although Governor-elect Peter Shumlin is still a state senator as well as president pro tempore of course, the context of the role being petitioned is in his role of Governor-elect, not the former.**

**The other problem with this option, is I also could not be certain if these e-mails would be sent to the correct e-mail address instead (which, since it is of an official elected official, is done automatically on the end of the Change.org site and nothing is listed for which one they will be using).**

**In addition, due to the intense spam filter the state legislature uses -- especially for such petitions sites I presume, I could not be sure if e-mails sent to his regular state senate e-mail address would in fact be received; however, if they managed to get beyond the spam filter and were received, I could not be sure they would then forwarded on or not since the role and context was different in nature.**

**Therefore, when I initially set up the petition, I opted to use the open option, hoping there would be more instate responses rather than out of state ones.**

**However, given the ratio of out of state to instate thus far, I decided to switch to the option that will make it so only e-mails received from here on out will be**

those sent by people within Vermont (as long as people are being honest about providing actual addresses and the like of course).

Either way is imperfect.

While I wish there was a way to do things differently, having to send future instate petitioner's letters through the e-mail address Change.org has set up was the only other route to remedy the situation as best I could tell.

People from outside Vermont can still sign on to the petition if they desire and, if they choose to have their identity show up on the pages, it will still show them.

Otherwise, if everything works as I understand things, e-mails from petitioners from within Vermont will be received via the senate e-mail address.

Thank you for your understanding and patience concerning these matters and, if such has been worn thin due to the twenty-one (21) out of state e-mails already received, I apologize for this as well.

Save for those out of state e-mails already received by the three of you, it is hoped the change made to the petition has suitably addressed the matter.

Morgan  
Morgan W. Brown  
Montpelier, VT

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, December 06, 2010 6:23 PM  
**To:** 'lizbankowski@gmail.com'  
**Subject:** FW: Letter of Interest  
**Attachments:** [REDACTED]

---

**From:** [REDACTED]  
**Sent:** Thursday, December 02, 2010 2:40 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Letter of Interest

Dear Ms. Bankowski,

I am writing to let you know of my interest in the position of Commissioner of the Department of Tourism and Marketing. Please find a letter and my resume attached.

I appreciate your consideration. Please let me know if I can provide additional information or if you have any difficulty with the attachments.

Sincerely,

[REDACTED]

[REDACTED]

Please consider the environment before printing this e-mail.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, December 06, 2010 9:39 AM  
**To:** Diehl, Denise; Cheney, Tom  
**Subject:** RE: Open Windows

I always lock it because I'm usually the last one here. There was a 5:00 meeting in Peter's office Friday. I left for Brattleboro so unfortunately no one locked the door. The fans are what folks from building put in for the fumes. Because the office is locked up when Peter is not here, it seems to be taking longer to ameliorate the fumes. Folks from buildings have been doing their best. Sorry this happened.

---

**From:** Diehl, Denise  
**Sent:** Monday, December 06, 2010 8:33 AM  
**To:** Bankowski, Elizabeth; Wolffig, Erika; 'Gretchen Kruesi'; Kruesi, Gretchen; Lofy, Bill; Bartlett, Susan; MacLean, Alex  
**Subject:** FW: Open Windows

---

**From:** Diehl, Denise  
**Sent:** Monday, December 06, 2010 7:40 AM  
**To:** Cheney, Tom  
**Cc:** Scrodin, Christopher; Grochowik, Keith  
**Subject:** RE: Open Windows

Only thought I have on this is that the windows were open because of fumes, but I don't know why it wasn't left secure. I do know the Governor was here until about 6:00 p.m. so perhaps there were not many staff folks left who would think to secure the office. I'll pass this along. Thanks, Denise

---

**From:** Cheney, Tom  
**Sent:** Saturday, December 04, 2010 3:45 PM  
**To:** Diehl, Denise  
**Cc:** Scrodin, Christopher; Grochowik, Keith  
**Subject:** Open Windows

Hi Denise – On our security rounds on Friday night it was discovered that the Office of the Gov Elect was not secured (door wide open) and that windows had been left open. In accordance with out instruction from the Governor's Security Unit, that office is to be left secure. We shut the windows and locked all doors to the office. We were not notified of any reason why the doors would not be locked or the windows left open. Any ideas??

tlc

Tom Cheney  
Security Supervisor  
State of Vermont

802-828-1406  
[tom.cheney@state.vt.us](mailto:tom.cheney@state.vt.us)

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, December 03, 2010 2:25 PM  
**To:** 'pmpowden@vtchamber.com'; Wolffing, Erika  
**Cc:** 'Lawrence Miller'  
**Subject:** RE: Governor Elects schedule. CONFIDENTIAL

We're working on it. Looks like we could get him there on his way to an event in Chester later. If we do that, could he meet staff they have now on a walk-through, if its an industrial park could we set up opportunity to meet others? Erika will know how much time he might have but needless to say we'd want to make the trip as meaningful as we can, Peter has so wanted to get out and be back in touch with regular Vermonters.

---

**From:** pmpowden@vtchamber.com [mailto:pmpowden@vtchamber.com]  
**Sent:** Friday, December 03, 2010 1:12 PM  
**To:** Wolffing, Erika; Bankowski, Elizabeth  
**Cc:** Lawrence Miller  
**Subject:** Governor Elects schedule. CONFIDENTIAL  
**Importance:** High

Hi Liz and Erika,

I am hoping there is time on Governor Elect Shumlin's schedule next **Tuesday or Wednesday, December 7 or 8** to have a CEO visit with him here in Montpelier or for him to visit their company headquarters in Wilder, Vermont. I know it is ridiculously short notice, but even if a 1/2 hour or so was available that would be enough. The CEO, Dick Kieling will be in Vermont and he rarely is here.

Joan Goldstein, the regional development corporation in the White River area, contacted me to today indicating that **Concepts NERC** of Wilder, a turbine and precision engineering and manufacturing firm (<http://www.conceptsnrec.com/Corporate/Milestones.aspx>) is in the process of deciding whether to move their manufacturing operations to their company headquarters in Wilder. They would add on to their existing building in the industrial park on Route 5 in Wilder. This would mean **40 jobs over the next five years**. Currently they employ predominantly engineers, average salary in the [REDACTED] per year range. The manufacturing jobs would not be as much but precision and high paying.

They are doing preliminary application with VEGI to see what that would amount to, talking to VEDA re: financing. [REDACTED]

[REDACTED]. So we may hear some of that. That seems to have settled down. The company really wants to meet the Governor elect.

This is a sales call to get them to get serious about this move. They are a merger of a company that grew up here, Concepts ETI, but moving these 40 jobs would be a nice win.

I know I can make my schedule available either day to join Peter. Perhaps Lawrence can too. If we cannot do next week, might there be time in the next few weeks to make the visit to Wilder? As Joan offers below, a visit to King Arthur Flour, who is also expanding would be great.

Normally, we would provide a LOT more notice on this. In this case, I just hear about this in the last two hours.

PLEASE LET ME KNOW AS SOON AS YOU CAN.

Call my cell at [REDACTED]



THANK YOU!

Pat

From Joan Goldstein:

Concepts will be doing a VEGI app - They are in the final stages of preparing their VEGI prelim. - They are thinking about moving their manufacturing arm currently in Mass. to their place in Wilder. This would require an expansion of the building at the Billings Farm Road complex. It will create about 40 jobs during the next 5 years.

They have requested to meet governor elect Shumlin and I was not sure where to go with this. They want to be on the governor's radar asap. I will be meeting with them again on Tues. to review the VEGI prelim and hope to have some info for them about this meeting possibly.

If this is at all possible, we can arrange a day for him to also see King Arthur Flour, who is in the midst of planning their huge expansion program. [REDACTED]

[REDACTED] I will brief you on that at another time)

Patricia Moulton Powden  
VP of Public Affairs  
Vermont Chamber of Commerce  
P.O. Box 37  
Montpelier, VT 05601-0037  
802-262-0138

★ join the VERMONT CHAMBER OF COMMERCE ★

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, December 03, 2010 10:29 AM  
**To:** Diehl, Denise  
**Subject:** RE: legislative training-me

We'll you see if Lisa can be here

---

**From:** Diehl, Denise  
**Sent:** Friday, December 03, 2010 9:39 AM  
**To:** Bankowski, Elizabeth  
**Cc:** 'elizabeth kunin'  
**Subject:** legislative training-me

Hi: You're going to get sick of me letting you know about appointments, but I will be out on December 9 for Legislative Training at the State House for the day. If I get out early, I'll come back down the hill.

**London, Sarah**

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**From:** [REDACTED]  
**Sent:** Wednesday, December 01, 2010 3:01 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Can you call me?  
**Attachments:** ora.pdf

Liz – It was great to talk to you today. Attached is an org chart with contact numbers for the Regional Administrator's office at Region 1. If you can't reach Curt right away, his Deputy Ira Leighton is a great guy and I'm sure would be happy to talk to you. I will get a few positive talking points about the Agency to you tomorrow. Good luck with all your efforts and let me know if I can help in any way. It is an exciting and energizing time for all of us. [REDACTED]

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 01, 2010 10:36 AM  
**To:** [REDACTED]  
**Subject:** Can you call me?

H[REDACTED]eter suggested I reach out to you for a good overview on ANR. Would love to meet to do that. What's your schedule like? Could we do today? By phone if not in person.  
My direct line in the Transition Office is 828-3408

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, December 01, 2010 10:36 AM  
**To:** [REDACTED]  
**Subject:** Can you call me?

Hi [REDACTED] Peter suggested I reach out to you for a good overview on ANR. Would love to meet to do that. What's your schedule like? Could we do today? By phone if not in person. My direct line in the Transition Office is 828-3408

**From:** [REDACTED]  
**Sent:** Wednesday, December 01, 2010 10:04 AM  
**To:** Bankowski, Elizabeth  
**Subject:** APPOINTMENTS

Thank you for calling me today with the good news. I look forward to working with the new administration into the future.

is the [REDACTED] that I have dealt with in my [REDACTED] During [REDACTED] tenure we have developed a very good working relationship. He is unfailingly honest and direct. If you want a straight answer, not just the answer you might like to hear, he is your guy.

As a result my working relationship with [REDACTED] countless hours, time, expense and effort related to [REDACTED] been resolved by our collaboration. The time, money and effort saved has been enormous, but the acrimony, political fallout and unnecessary rancor that has been avoided is almost more important.

We have worked positively to resolve [REDACTED] issues in way that has improved the situation for [REDACTED] while upholding the laudable efforts and goals of [REDACTED] I believe [REDACTED] committed to reducing our reliance [REDACTED] with the attendant cost savings that will surely follow.

I thank you for your consideration, and look forward to meeting with you later in the month. For any assistance that I can provide in the interim, please do not hesitate to contact me.

Very truly yours,

[REDACTED]  
[REDACTED]  
[REDACTED] Spener, Vermont  
[REDACTED]

Information from ESET NOD32 Antivirus, version of virus signature database 5664 (20101201)

The message was checked by ESET NOD32 Antivirus.

<http://www.eset.com>

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 30, 2010 7:25 PM  
**To:** [REDACTED]  
**Subject:** RE: Resignation/Resume for [REDACTED]

[REDACTED] thanks for doing this, sorry I may not have handled it as gracefully as I should have. It originated from a discussion I had with Tim about folks on "the fifth floor" with a decision that I should ask for resignation letters from everyone. I lumped you in with that group since [REDACTED] is on that team. Folks think very highly of your work, this was not a judgment on that, intent was to treat everyone on 5<sup>th</sup> floor the same and to provide Jeb flexibility. Sorry if I caused any anxiety!

---

**From:** [REDACTED]  
**Sent:** Wednesday, November 24, 2010 10:25 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Resignation/Resume for [REDACTED]

Ms. Bankowski – attached please find my letter of resignation as well my resume for consideration for continued work in the Shumlin Administration.

I will follow up with a hard copy in the mail.

Thank you very much for your consideration.

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 30, 2010 7:17 PM  
**To:** 'pmpowden@vtchamber.com'  
**Cc:** Diehl, Denise  
**Subject:** RE: Hockey tournament letter

Turned out Douglas not around. So two separate letters (I think, sent draft to Tim Hayward). Our's is done and signed. Denise will arrange drop off.

---

**From:** [pmpowden@vtchamber.com](mailto:pmpowden@vtchamber.com) [<mailto:pmpowden@vtchamber.com>]  
**Sent:** Tuesday, November 30, 2010 1:40 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Diehl, Denise  
**Subject:** Re: Hockey tournament letter

Great! Thank YOU!  
Patricia Moulton Powden  
VP of Public Affairs  
Vermont Chamber of Commerce  
P.O. Box 37  
Montpelier, VT 05601-0037  
802-262-0138

-----"Bankowski, Elizabeth" <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)> wrote: -----

To: "'pmpowden@vtchamber.com'" <[pmpowden@vtchamber.com](mailto:pmpowden@vtchamber.com)>  
From: "Bankowski, Elizabeth" <[Elizabeth.Bankowski@state.vt.us](mailto:Elizabeth.Bankowski@state.vt.us)>  
Date: 11/30/2010 01:29PM  
Cc: "Diehl, Denise" <[Denise.Diehl@state.vt.us](mailto:Denise.Diehl@state.vt.us)>  
Subject: Hockey tournamnt letter

Have sent letter to Tim Hayward to put on official letterhead and have Douglas sign, will pick up there and have Peter sign and get it to you. Denise will call when its ready.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 30, 2010 2:20 PM  
**To:** Hayward, Tim  
**Subject:** RE: Co-sign hickey tournament letter

We could do two letters

---

**From:** Hayward, Tim  
**Sent:** Tuesday, November 30, 2010 1:55 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Co-sign hickey tournament letter

The Governor is out of the office right now, so I don't know the art of the possible. I'll get back to you.

Timothy Y. Hayward  
Chief of Staff  
Office of the Governor  
109 State Street  
Montpelier, Vermont 05609-0101  
802 828-3333

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 30, 2010 1:28 PM  
**To:** Hayward, Tim  
**Subject:** Co-sign hickey tournament letter

Hi Tim, Chamber of Commerce via Pat Moulton asked if we could do a joint letter for this hockey tournament. The draft is attached. If okay could you print out and sign and then I'll have Denise pick it up and have Peter sign and get to Chamber office.  
Peter leaving town tonight so want to get this out of the way.



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 30, 2010 1:30 PM  
**To:** 'pmpowden@vtchamber.com'  
**Cc:** Diehl, Denise  
**Subject:** Hockey tournamnt letter

Have sent letter to Tim Hayward to put on official letterhead and have Douglas sign, will pick up there and have Peter sign and get it to you. Denise will call when its ready.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 30, 2010 1:28 PM  
**To:** Hayward, Tim  
**Subject:** Co-sign hickey tournament letter  
**Attachments:** hockey tournament letter.docx

Hi Tim, Chamber of Commerce via Pat Moulton asked if we could do a joint letter for this hockey tournament. The draft is attached. If okay could you print out and sign and then I'll have Denise pick it up and have Peter sign and get to Chamber office.  
Peter leaving town tonight so want to get this out of the way.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 30, 2010 1:02 PM  
**To:** Rousseau, Paul  
**Subject:** RE: Transition Team Spending Update 11-30-10

Paul thanks so much for keeping me updated. In addition to payroll, we have some travel as well to the NGA in Colorado a week ago for 2 and this week to D.C. for 2. Don't think that amount to more than [REDACTED]. So we're good. I added another paid person this week for [REDACTED] week. Can you advise me on expenses? I am having an orientation for new cabinet next week, will do it here at Transition Office, would like to do coffee/muffins and then lunch. Would ask Culinary or someone to cater, will keep cost low. Do I invoice that? Don't think P card works for that. Also could put on my credit card and expense it. What do you think is best?

---

**From:** Rousseau, Paul  
**Sent:** Tuesday, November 30, 2010 11:39 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Reardon, Jim  
**Subject:** Transition Team Spending Update 11-30-10

Hi Elizabeth;

As of today, of the original appropriation of [REDACTED], we have paid [REDACTED] in stipends to the seven members of the Transition Team through the week ending 11-26-10. That leaves us currently with a cash balance of [REDACTED]

Expenditures only reflect submissions to the Agency of Administration Finance Office that have been received and paid. This does not reflect any expenditures you may have incurred but have yet to submit for payment.

Please let me know if you have any questions.

Paul

*Paul R. Rousseau MBA, CMA, CPA  
Chief Financial Officer  
Department of Buildings & General Services  
AoA Financial Services Division  
6 Baldwin Street  
Montpelier, VT 05633  
(802) 828-0681  
Fax: (802) 828-0683*

**London, Sarah**

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**From:** Duffy, Kate  
**Sent:** Tuesday, November 30, 2010 8:51 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Lunderville, Neale; Earle, Caroline  
**Subject:** Vacant positions  
**Attachments:** Vacant Exempt Positions - Appointed by Gov or Designee (2).xls; Vacant Exempt Positions - Appted by Elected Official other than Gov.xls; Vacant Exempt Positions - Apptd by Boards (2).xls

Good morning Liz. Hope you had a nice Thanksgiving. As you requested, I have reviewed the vacancies that we are aware of and prepared three lists for your review: (1) vacant positions where the Governor or his designee appoints the person; (2) vacant positions where an elected official other than the Governor appoints the person; and (3) vacant positions where a Board appoints the person. FYI: agencies and departments are not required to advise us when recruiting for exempt positions, so other positions may have recruitment activity but we do not know that. If you have any questions regarding the positions, Neale will be happy to discuss them with you. Thanks, KGD

**London, Sarah**

---

**From:** Marquis, Doreen  
**Sent:** Monday, November 29, 2010 10:55 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Diehl, Denise  
**Subject:** Appointed and Exempt mailing list  
**Attachments:** Copy of Appointed and Exempt 11 18 10 mop.xls

Good Morning:

Per Kate Duffy's request I am forwarding the list of those individuals who received letters requesting resignations. Please let me know if you need something else or if the format is not sufficient. Thanks so much.

**Doreen Marquis** | Office of the Commissioner | Department of Human Resources  
110 State Street | Montpelier, VT 05620-3001 | ph: 802-828-3491 fax: 802-828-3409  
[doreen.marquis@state.vt.us](mailto:doreen.marquis@state.vt.us)

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Please consider the environment before printing this e-mail

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 2:45 PM  
**To:** Diehl, Denise  
**Subject:** FW: Photo IDs

Denise can you remind Susan to do this. Couldn't find her in this mailing list

---

**From:** Young, Linda  
**Sent:** Tuesday, November 23, 2010 11:32 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Diehl, Denise  
**Subject:** FW: Photo IDs

Liz,

You were correct it was Susan.  
Thank you.

Have a wonderful and happy Thanksgiving!

Linda Young - BGS Security  
6 Baldwin Street  
Montpelier, Vermont 05633-2101  
802-828-6974

---

**From:** Diehl, Denise  
**Sent:** Tuesday, November 23, 2010 8:48 AM  
**To:** Young, Linda  
**Subject:** Photo IDs

Hi Linda. Liz, Alex, Bill and Susan will be there at 11:30 or perhaps a little before. Thanks for your good help, Denise

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 10:03 AM  
**To:** [REDACTED]  
**Subject:** FW: resignation request  
**Attachments:** resignation request.docx

---

**From:** Diehl, Denise  
**Sent:** Tuesday, November 23, 2010 10:00 AM  
**To:** Bankowski, Elizabeth  
**Subject:** resignation request

**London, Sarah**

---

**From:** Diehl, Denise  
**Sent:** Tuesday, November 23, 2010 10:00 AM  
**To:** Bankowski, Elizabeth  
**Subject:** resignation request  
**Attachments:** resignation request.docx



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 9:07 AM  
**To:** Carrier, Janis  
**Subject:** RE: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

I'll stay on it. Have a great Thanksgiving.

---

**From:** Carrier, Janis  
**Sent:** Thursday, November 18, 2010 8:08 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Morning Liz -

Bill stopped over yesterday to meet with Tim – I did see him and he indicated then that he would like to talk but he just hasn't had a chance yet. He indicated he will be calling me. I'm sure you all have a lot on your plates/such a short amount of time and so much work to do for the transition so I can understand how busy you all must be.

Janis Carrier  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
Telephone: (802) 828-3333  
Fax: (802) 828-3339

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:04 AM  
**To:** Carrier, Janis  
**Subject:** RE: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Thanks Janice got it. Hope you and Bill have had a chance to talk. If not let me know

---

**From:** Carrier, Janis  
**Sent:** Wednesday, November 17, 2010 9:25 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Liz –  
I understand you couldn't this document (Tim mentioned to me). DII converted it for us so thought you might find it useful.

Janis Carrier  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
Telephone: (802) 828-3333  
Fax: (802) 828-3339

---

**From:** Batchelder, Dale  
**Sent:** Wednesday, November 17, 2010 9:23 AM  
**To:** Carrier, Janis; Hayward, Tim  
**Subject:** GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 8:07 AM  
**To:** Diehl, Denise  
**Subject:** RE: Gov Elect salary during transition: Title 32: Taxation and Finance

That is for 2 weeks right not one, he would receive [REDACTED] every 2 weeks.

---

**From:** Diehl, Denise  
**Sent:** Monday, November 15, 2010 9:14 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Gov Elect salary during transition: Title 32: Taxation and Finance

---

**From:** Paulger, Molly  
**Sent:** Monday, November 15, 2010 8:43 AM  
**To:** Fuller, Stephanie  
**Cc:** Rousseau, Paul; Diehl, Denise  
**Subject:** Re: Gov Elect salary during transition: Title 32: Taxation and Finance

I believe the [REDACTED] does reflect the reduction of the stipend. Based on the outline below Paul indicates he could receive:

[REDACTED]                      **Net of Stipend/week**

Sent from my iPhone

On Nov 15, 2010, at 6:36 AM, "Fuller, Stephanie" <[Stephanie.Fuller@state.vt.us](mailto:Stephanie.Fuller@state.vt.us)> wrote:

Hi Molly,

I hate to beat this to death, but this is the final amount and his current stipend of [REDACTED] has been deducted right??

---

**From:** Paulger, Molly  
**Sent:** Friday, November 12, 2010 3:33 PM  
**To:** 'Paul Rousseau'; Fuller, Stephanie  
**Cc:** Duffy, Kate; Diehl, Denise; Morton, Shelley; Earle, Caroline  
**Subject:** RE: Gov Elect salary during transition: Title 32: Taxation and Finance

Caroline called earlier – the transition team confirmed that the Governor elect will earn [REDACTED] a week retro to 11/3/2010.

**From:** Paul Rousseau [mailto:Paul.r.rousseau@myfairpoint.net]  
**Sent:** Tuesday, November 09, 2010 5:29 PM  
**To:** Fuller, Stephanie  
**Cc:** Paulger, Molly; Duffy, Kate; Diehl, Denise; Morton, Shelley  
**Subject:** RE: Gov Elect salary during transition: Title 32: Taxation and Finance

Stephanie:

Based on the current statutes, I calculate the bi-weekly payment to the Governor-elect as follows:

1. 32 VSA §1003 sets the Governor's annual salary at \$150,067. Governor Douglas took a voluntary [REDACTED] salary reduction which does not have the effect of law. 32 VSA §1003 would have had to be amended downward, which it was not. Therefore, the base salary for the Governor-elect is \$150,067.
2. 32 VSA §1002 establishes the Governor-elect's salary at 70% of the Governor's salary for the time before he/she becomes governor.
3. The Governor-elect is receiving a weekly stipend of [REDACTED] which is required to be deducted from the weekly compensation per 32 VSA §1002.
4. Therefore, 70% of the statutory salary of \$150,067 divided by 52 weeks less the weekly stipend of \$398.08 times 2 is the compensation for the Governor-elect on a bi-weekly basis. The amount will be \$3,244.11 on a bi-weekly basis paid as a 1099 vendor.

**Governor-Elect Bi-weekly Calculation:**

\$	150,067.00	32 VSA §1003
\$	105,046.90	32 VSA §1002 (70%)
\$	2,020.13	1/52 of 32 VSA §1002
\$	[REDACTED]	Current Stipend
\$	[REDACTED]	Net of Stipend/week
\$	[REDACTED]	Bi-weekly

Let me know if you have any questions.

Paul

*Paul R. Rousseau MBA, CMA, CPA*

*Chief Financial Officer*

*Agency of Administration Financial Services Division*

*Vermont Department of Buildings & General Services*

*6 Baldwin Street*

*Montpelier, Vermont 05633*

*(802) 828-0681*

---

**From:** Fuller, Stephanie [mailto:Stephanie.Fuller@state.vt.us]

**Sent:** Tuesday, November 09, 2010 2:31 PM

**To:** 'paul.r.rousseau@myfairpoint.net'

**Subject:** FW: Gov Elect salary during transition: Title 32: Taxation and Finance

Paul,

Denise needs us to figure out how much Governor Elect Shumlin should be making bases on the statute below.

Governor Douglas make [REDACTED] a year; Shumlin's stipend is [REDACTED] a week. He gets 70% of the regular weekly salary of the governor.

I came up with [REDACTED] (after deducting the stipend).

---

**From:** Morton, Shelley  
**Sent:** Tuesday, November 09, 2010 1:27 PM  
**To:** Fuller, Stephanie  
**Cc:** Rousseau, Paul; Duffy, Kate; Paulger, Molly  
**Subject:** Gov Elect salary during transition: Title 32: Taxation and Finance

Hello Stephanie,

Paul suggested we communicate with you regarding Governor Elect Shumlin's compensation during the transition period.

Governor Elect Shumlin currently receives a stipend each pay period in the amount of [REDACTED]

It appears, based on Statute, that his salary during the transition should be reduced by the amount of the stipend. I think you may be compensating him using the vendor payment process. Is that accurate?

We're thinking we can leave his current employment record alone so he'll continue to receive the full stipend amount. However, we want to ensure the stipend is deducted from the vendor payment.

Please let us know your thoughts. Thanks, Shelley

The Vermont Statutes Online

## **Title 32: Taxation and Finance**

### ***Chapter 15: SALARIES AND FEES***

#### **32 V.S.A. § 1002. Salary of governor-elect**

##### **§ 1002. Salary of governor-elect**

(a) The person receiving the major number of votes for governor as determined by the certificates transmitted to the secretary of state under provisions of section 1222 of Title 17 shall be designated the governor-elect.

(b) The governor-elect shall receive a salary of 70 percent of the regular weekly salary of the governor for the period before a new governor qualifies for office. This amount shall be reduced by the amount the governor-elect receives from the state during this period for services performed in fulfilling the duties of any office to which he or she was elected or appointed.  
(Added 1963, No. 121; amended 1987, No. 121, § 1.)

---

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 8:03 AM  
**To:** 'senatorbartlett@comcast.net'  
**Subject:** RE: Guidance requested.

In general if it is an exempt slot, we would like to be in the loop. I have spoken to Neale about that and to the Comm and Deputy at Human Resources. My understanding is we will be. I've asked Human Resources to provide a list of opening or pending hires in exempt positions. I do not see the 911 position on my List, it may be that the Gov is not the hiring authority, I will check, same for Police Academy not on my Master list as a Gov hire, will check on that. Hope this helps.

---

**From:** senatorbartlett@comcast.net [mailto:senatorbartlett@comcast.net]  
**Sent:** Monday, November 15, 2010 4:13 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Bartlett, Susan  
**Subject:** Fwd: Guidance requested.

some interesting information

----- Forwarded Message -----

**From:** [REDACTED]  
**To:** senatorbartlett@comcast.net  
**Sent:** Monday, November 15, 2010 8:43:28 AM  
**Subject:** Re: Guidance requested.

Hi

[REDACTED] from [REDACTED] is a frontrunner unless you keep him as [REDACTED] Also [REDACTED] is lobbying hard for ED of [REDACTED] We could put the brakes on all positions and wait for input from your admin.

Roger

---

**From:** Susan Bartlett <senatorbartlett@comcast.net>  
**To:** [REDACTED]  
**Sent:** Sun Nov 14 18:11:48 2010  
**Subject:** Re: Guidance requested.

so we are talking about [REDACTED] I have talked with her and know she is interviewing right now we are so busy like who cares but let me run this past the rest of the team in the next few days and will get back to you

----- Original Message -----

**From:** [REDACTED]  
**To:** senatorbartlett@comcast.net  
**Sent:** Monday, November 08, 2010 10:24 AM  
**Subject:** Guidance requested.

Sue,

Here's one for you however insignificant in light of your challenges. I'm currently Chair of E911 and we are soon to interview 3 to 5 candidates for the position of Executive Director. Charlie Smith is a consultant/ED until December 30 I was a part of the last interview process and [REDACTED] acting in his capacity as [REDACTED] participated. Does



Governor Shumlin's administration desire to be part of the process. Charlie could stay on for a bit longer if needed and this could easily happen in January.

In my opinion we have a very strong candidate but he is currently [REDACTED] He would like to stay where he is if asked however he's looking for a job if not asked. I'm sure our board will look at him very seriously if you give me the blessing.

Thanks,

Roger

---

**From:** senatorbartlett@comcast.net [mailto:senatorbartlett@comcast.net]  
**Sent:** Fri 11/5/2010 3:39 PM  
**To:** Roger Marcoux  
**Subject:** Re: Congradulations

Thanks. Life is certainly interesting. You bet we stay in touch  
Sent via BlackBerry by AT&T

---

**From:** "Roger Marcoux" <rmarcoux@dps.state.vt.us>  
**Date:** Fri, 5 Nov 2010 13:22:52 -0400  
**To:** <senatorbartlett@comcast.net>  
**Subject:** FW: Congradulations

---

**From:** Roger Marcoux  
**Sent:** Fri 11/5/2010 1:22 PM  
**To:** [senatorbartlett@comcast.net](mailto:senatorbartlett@comcast.net)  
**Subject:** FW: Congradulations

---

**From:** Roger Marcoux  
**Sent:** Fri 11/5/2010 1:21 PM  
**To:** senatorbartlett@aol.com  
**Subject:** Congradulations

Hi Sue,

Congratulations! People around the county I've spoken to seem to sense your going to be an important part of the administration and lots of folks are saying "good for her". I did speak with [REDACTED] before the election and we had a pleasant chat, I think he's a good man. Myself and many people are proud of our Lamoille County Senator (that's you - we'll see about the new guy). I hope occasionally you can find time to get together for lunch, it's always an education for me. Give my regards to Governor Dean for me, he appointed me.

Keep in touch,

Roger

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 7:27 AM  
**To:** [REDACTED]  
**Subject:** RE: Personal & Confidential

**Sensitivity:** Confidential

Fabulous quote, thanks for it. Another favorite "Fatigue makes cowards of us all" Vince Lombardi

---

**From:** [REDACTED]  
**Sent:** Monday, November 22, 2010 6:13 PM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: Personal & Confidential  
**Sensitivity:** Confidential

Thanks,

[REDACTED]

[REDACTED]

I have yet to be in a game where luck was involved. Well-prepared players make plays. I have yet to be in a game where the most prepared team didn't win.

- URBAN MEYER

Head coach, Florida Gators

[REDACTED]

[REDACTED]

[REDACTED]

Burlington, Vermont 05402 [REDACTED]

[REDACTED]

[REDACTED]

This transmission is intended to be delivered only to the named addressee(s) and may contain information that is confidential, proprietary, attorney work-product or attorney-client privileged. If this information is received by anyone other than the named addressee(s), the recipient is requested to

notify the sender immediately by E-MAIL and by telephone (802) 862-0500 to obtain instructions as to the disposal of the transmitted material. In no event shall this material be read, used, copied, reproduced, stored or retained by anyone other than the named addressee(s), except with the express consent of the sender or the named addressee(s). Pursuant to U.S. Treasury regulations, if this message contains any information that may be considered advice concerning federal tax issues, please be advised that it is not a formal legal opinion and may not be used by any person for the avoidance of Federal tax penalties. Thank you.

---

**From:** Bankowski, Elizabeth [mailto:Elizabeth.Bankowski@state.vt.us]

**Sent:** Monday, November 22, 2010 6:14 PM

**To:** [REDACTED]

**Subject:** RE: Personal & Confidential

**Sensitivity:** Confidential

Glad to know of your interest and will so advise Peter. Beginning to focus on DPS, but haven't started interviews yet. I'll be back in touch.

---

**From:** [REDACTED]

**Sent:** Monday, November 22, 2010 2:34 PM

**To:** Bankowski, Elizabeth

**Subject:** Personal & Confidential

**Importance:** High

**Sensitivity:** Confidential

Liz,

I would like the challenge of working with Governor-elect Shumlin's cutting edge team in the area of utilities and energy as the Commissioner of the Department of Public Service. I am not simply looking for a job; I am happy with my current position. However, I think I can make a real contribution in planning and implementing the Governor's forward-looking energy policies. My CV is attached. If you have any questions or need additional information, please feel free to contact me at this email address or on my cell phone [REDACTED] or home [REDACTED]

Kindly acknowledge receipt of the email.

Thank you.

[REDACTED]

PS: [REDACTED]

[REDACTED]

I have yet to be in a game where luck was involved. Well-prepared players make plays. I have yet to be in a game where the most prepared team didn't win.

- URBAN MEYER

Head coach, Florida Gators

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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<hr size=2 width="100%" align=center>

Total Control Panel

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To: [REDACTED]

[Remove this sender from my allow list](#)

From: [elizabeth.bankowski@state.vt.us](mailto:elizabeth.bankowski@state.vt.us)

*You received this message because the sender is on your allow list.*

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 7:22 AM  
**To:** 'Frank Cioffi'  
**Subject:** RE: Alan Yandow

Frank thank you so much for giving us the benefit of the doubt. Please extend my apology to Alan and the Commission for this oversight on our part and tell Alan to tear up the letter!

---

**From:** Frank Cioffi [mailto:frank@vermont.org]  
**Sent:** Monday, November 22, 2010 9:26 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Alan Yandow

Hi Liz,

Please accept my apology for coming to you with this issue at a time when you are so busy, but it is something that is causing some trepidation and angst at the Vermont Lottery Commission.

I am currently serving as Chairperson of the Vermont Lottery Commission and am writing to you about a letter that our Director, Alan Yandow, received.

Alan received the attached letter, most likely inadvertently, along w/ the political appointees in the Douglas Administration, requesting that he submit a letter of resignation to the Governor-elect and to contact you. We don't think that Alan should have received the letter and that it was probably sent by mistake.

The Director of the Vermont Lottery Commission is appointed by the Commission, biennially, subject to approval of the Governor. The Commission reappointed Alan this past July (2010) and the reappointment was acknowledged by Governor Douglas.

For background, Alan was originally appointed by the Commission and approved by Governor Dean. In 2003, when Governor Dean retired and Governor Douglas took office, Alan was not asked to submit his resignation to the Governor Elect (Douglas) and Governor Douglas' first approval of Alan's reappointment did not come until 2004. The next time the Governor would need to approve the reappointment and/or appointment of a Director of the Vermont Lottery Commission would be in July of 2012.

Below is the statute.

Anyway, we would be sincerely appreciative if the Governor-elect concurs with our understanding of the statute.

Vermont has been well served by Alan and he and the team at the Vermont Lottery Commission are outstanding state employees.

Thanks so much for your time and consideration.

Best regards,

Frank

# **Title 31: Recreation and Sports**

## ***Chapter 14: STATE LOTTERY***

### **§ 652. Organization**

- (a) The governor shall select one member of the commission to be chairman.
- (b) The commission shall, biennially, subject to the approval of the governor, appoint a director.
- (c) The governor shall annually submit a budget to the general assembly. (Added 1977, No. 82, § 2, eff. April 27, 1977; amended 1979, No. 59, § 19.)

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 23, 2010 8:07 AM  
**To:** Diehl, Denise  
**Subject:** RE: Gov Elect salary during transition: Title 32: Taxation and Finance

That is for 2 weeks right not one, he would receive [REDACTED] every 2 weeks.

---

**From:** Diehl, Denise  
**Sent:** Monday, November 15, 2010 9:14 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Gov Elect salary during transition: Title 32: Taxation and Finance

---

**From:** Paulger, Molly  
**Sent:** Monday, November 15, 2010 8:43 AM  
**To:** Fuller, Stephanie  
**Cc:** Rousseau, Paul; Diehl, Denise  
**Subject:** Re: Gov Elect salary during transition: Title 32: Taxation and Finance

I believe the [REDACTED] does reflect the reduction of the stipend. Based on the outline below Paul indicates he could receive:

[REDACTED]                      **Net of Stipend/week**

Sent from my iPhone

On Nov 15, 2010, at 6:36 AM, "Fuller, Stephanie" <[Stephanie.Fuller@state.vt.us](mailto:Stephanie.Fuller@state.vt.us)> wrote:

Hi Molly,

I hate to beat this to death, but this is the final amount and his current stipend of [REDACTED] has been deducted right??

---

**From:** Paulger, Molly  
**Sent:** Friday, November 12, 2010 3:33 PM  
**To:** 'Paul Rousseau'; Fuller, Stephanie  
**Cc:** Duffy, Kate; Diehl, Denise; Morton, Shelley; Earle, Caroline  
**Subject:** RE: Gov Elect salary during transition: Title 32: Taxation and Finance

Caroline called earlier – the transition team confirmed that the Governor elect will earn [REDACTED] a week retro to 11/3/2010.

---

**From:** Paul Rousseau [mailto:Paul.r.rousseau@myfairpoint.net]  
**Sent:** Tuesday, November 09, 2010 5:29 PM  
**To:** Fuller, Stephanie  
**Cc:** Paulger, Molly; Duffy, Kate; Diehl, Denise; Morton, Shelley  
**Subject:** RE: Gov Elect salary during transition: Title 32: Taxation and Finance

Stephanie:

Based on the current statutes, I calculate the bi-weekly payment to the Governor-elect as follows:

1. 32 VSA §1003 sets the Governor's annual salary at \$150,067. Governor Douglas took a voluntary [REDACTED] salary reduction which does not have the effect of law. 32 VSA §1003 would have had to be amended downward, which it was not. Therefore, the base salary for the Governor-elect is \$150,067.
2. 32 VSA §1002 establishes the Governor-elect's salary at 70% of the Governor's salary for the time before he/she becomes governor.
3. The Governor-elect is receiving a weekly stipend of [REDACTED] which is required to be deducted from the weekly compensation per 32 VSA §1002.
4. Therefore, 70% of the statutory salary of \$150,067 divided by 52 weeks less the weekly stipend of [REDACTED] times 2 is the compensation for the Governor-elect on a bi-weekly basis. The amount will be [REDACTED] on a bi-weekly basis paid as a 1099 vendor.

**Governor-Elect Bi-weekly Calculation:**

\$	150,067.00	32 VSA §1003
\$	105,046.90	32 VSA §1002 (70%)
\$	2,020.13	1/52 of 32 VSA §1002
\$	[REDACTED]	Current Stipend
\$	[REDACTED]	Net of Stipend/week
\$	[REDACTED]	Bi-weekly



Let me know if you have any questions.

Paul

*Paul R. Rousseau MBA, CMA, CPA*

*Chief Financial Officer*

*Agency of Administration Financial Services Division*

*Vermont Department of Buildings & General Services*

*6 Baldwin Street*

*Montpelier, Vermont 05633*

*(802) 828-0681*

---

**From:** Fuller, Stephanie [mailto:Stephanie.Fuller@state.vt.us]

**Sent:** Tuesday, November 09, 2010 2:31 PM

**To:** 'paul.r.rousseau@myfairpoint.net'

**Subject:** FW: Gov Elect salary during transition: Title 32: Taxation and Finance

Paul,

Denise needs us to figure out how much Governor Elect Shumlin should be making bases on the statute below.

Governor Douglas make [REDACTED] a year; Shumlin's stipend is [REDACTED] week. He gets 70% of the regular weekly salary of the governor.

I came up with [REDACTED] (after deducting the stipend).

---

**From:** Morton, Shelley  
**Sent:** Tuesday, November 09, 2010 1:27 PM  
**To:** Fuller, Stephanie  
**Cc:** Rousseau, Paul; Duffy, Kate; Paulger, Molly  
**Subject:** Gov Elect salary during transition: Title 32: Taxation and Finance

Hello Stephanie,

Paul suggested we communicate with you regarding Governor Elect Shumlin's compensation during the transition period.

Governor Elect Shumlin currently receives a stipend each pay period in the amount of \$398.08.

It appears, based on Statute, that his salary during the transition should be reduced by the amount of the stipend. I think you may be compensating him using the vendor payment process. Is that accurate?

We're thinking we can leave his current employment record alone so he'll continue to receive the full stipend amount. However, we want to ensure the stipend is deducted from the vendor payment.

Please let us know your thoughts. Thanks, Shelley

The Vermont Statutes Online

## **Title 32: Taxation and Finance**

### ***Chapter 15: SALARIES AND FEES***

#### **32 V.S.A. § 1002. Salary of governor-elect**

##### **§ 1002. Salary of governor-elect**

(a) The person receiving the major number of votes for governor as determined by the certificates transmitted to the secretary of state under provisions of section 1222 of Title 17 shall be designated the governor-elect.

(b) The governor-elect shall receive a salary of 70 percent of the regular weekly salary of the governor for the period before a new governor qualifies for office. This amount shall be reduced by the amount the governor-elect receives from the state during this period for services performed in fulfilling the duties of any office to which he or she was elected or appointed.

(Added 1963, No. 121; amended 1987, No. 121, § 1.)

---

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:34 PM  
**To:** Carrier, Janis  
**Subject:** RE: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

I'll get on this, know he is planning on it, have a great Thanksgiving.

---

**From:** Carrier, Janis  
**Sent:** Thursday, November 18, 2010 8:08 AM  
**To:** Bankowski, Elizabeth  
**Subject:** RE: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Morning Liz -

Bill stopped over yesterday to meet with Tim -- I did see him and he indicated then that he would like to talk but he just hasn't had a chance yet. He indicated he will be calling me. I'm sure you all have a lot on your plates/such a short amount of time and so much work to do for the transition so I can understand how busy you all must be.

Janis Carrier  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
Telephone: (802) 828-3333  
Fax: (802) 828-3339

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:04 AM  
**To:** Carrier, Janis  
**Subject:** RE: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Thanks Janice got it. Hope you and Bill have had a chance to talk. If not let me know

---

**From:** Carrier, Janis  
**Sent:** Wednesday, November 17, 2010 9:25 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Liz -  
I understand you couldn't this document (Tim mentioned to me). DII converted it for us so thought you might find it useful.

Janis Carrier  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
Telephone: (802) 828-3333  
Fax: (802) 828-3339

---

**From:** Batchelder, Dale  
**Sent:** Wednesday, November 17, 2010 9:23 AM  
**To:** Carrier, Janis; Hayward, Tim  
**Subject:** GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc



London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:33 PM  
**To:** [REDACTED]  
**Cc:** MacLean, Alex  
**Subject:** RE: Commissioner of Fish and Wildlife - Letter of Application [REDACTED]

Thanks [REDACTED] for your resume and your interest. I have you on our ANR talent list. We have not focused on that agency yet so please bear with us. We will be in touch when we can. Have a great Thanksgiving.

---

**From:** [REDACTED]  
**Sent:** Thursday, November 18, 2010 9:46 AM  
**To:** SenatorBartlett@comcast.net; [REDACTED]  
**Cc:** Bankowski, Elizabeth; amaclean@leg.state.vt.us; alex@shumlinforgovernor.com; [REDACTED]  
**Subject:** Commissioner of Fish and Wildlife - Letter of Application [REDACTED]

Dear Susan -

Thank you for talking with me about this position. Attached is my application (cover letter and resume). Please circulate it as you deem appropriate. I look forward to hearing from you or other members of the transition team at your convenience.

All the best.

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:31 PM  
**To:** Diehl, Denise  
**Subject:** FW: Commissioner of Fish and Wildlife - Letter of Application [REDACTED]  
**Attachments:** [REDACTED] cover letter\_Commissioner of Fish and Wildlife\_V2.doc; [REDACTED]  
Resume\_4\_2010.doc

Denise for ANR folder

---

**From:** [REDACTED]  
**Sent:** Thursday, November 18, 2010 9:46 AM  
**To:** SenatorBartlett@comcast.net; [REDACTED]  
**Cc:** Bankowski, Elizabeth; amaclean@leg.state.vt.us; alex@shumlinforgovernor.com; [REDACTED]  
**Subject:** Commissioner of Fish and Wildlife - Letter of Application [REDACTED]

Dear Susan -

Thank you for talking with me about this position. Attached is my application (cover letter and resume). Please circulate it as you deem appropriate. I look forward to hearing from you or other members of the transition team at your convenience.

All the best.

[REDACTED]  
[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:31 PM  
**To:** Diehl, Denise  
**Subject:** FW: Commissioner of Fish and Wildlife - Letter of Application [REDACTED]  
**Attachments:** [REDACTED] cover letter\_Commissioner of Fish and Wildlife\_V2.doc; [REDACTED]  
Resume\_4\_2010.doc

Denise for ANR folder

---

**From:** [REDACTED]  
**Sent:** Thursday, November 18, 2010 9:46 AM  
**To:** SenatorBartlett@comcast.net; [REDACTED]  
**Cc:** Bankowski, Elizabeth; amaclean@leg.state.vt.us; alex@shumlinforgovernor.com; [REDACTED] >  
**Subject:** Commissioner of Fish and Wildlife - Letter of Application [REDACTED]

Dear Susan -

Thank you for talking with me about this position. Attached is my application (cover letter and resume). Please circulate it as you deem appropriate. I look forward to hearing from you or other members of the transition team at your convenience.

All the best.

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:26 PM  
**To:** [REDACTED]  
**Subject:** RE: transition

Hi [REDACTED] thanks for this. Hope you are getting excited about the new Administration, new ways to think about transportation. Glad to have you in the talent pool. Will stay in touch as we move along.

---

**From:** [REDACTED]  
**Sent:** Thursday, November 18, 2010 10:04 AM  
**To:** Bankowski, Elizabeth  
**Subject:** transition

Hi Liz:

As you hopefully know, I have been corresponding with Susan Bartlett and others regarding a position in the Shumlin Administration.

My interest is in a position related to transportation and environmental planning and policy at the ANR or VTrans secretary level. Inter-agency planning coordination on climate change mitigation and adaptation, wind power, sustainable communities and the green economy are but a few of the issues that need to be tackled from an inter-agency perspective at an executive level within the agencies or perhaps within the governor's office. I have direct experience and training in these areas and know the players well, both inside and outside of state government.

I have attached my resume. Please let me know if there is a specific application process. I will happily prepare a formal letter of introduction if needed.

Thanks,

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:24 PM  
**To:** Bothfeld, Diane  
**Cc:** Wolffing, Erika  
**Subject:** RE: Ag Development Board meeting on December 1, 2010

Hi Diane, I'm sure you heard the news today about Chuck Ross, assume you've asked him to attend. I'm pretty sure Peter will be heading to Washington for a White House gathering of new governors. If it's at all possible I'll let you know. Copied his scheduler here. Hope all is well. Always think about your families turkeys around this time, do they still do that. Look forward to seeing you while I'm here.

---

**From:** Bothfeld, Diane  
**Sent:** Friday, November 19, 2010 12:40 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Allbee, Roger; Jensen, Sylvia  
**Subject:** Ag Development Board meeting on December 1, 2010

Hello Liz,

Attached please find a formal invitation for the Governor- Elect and or Transition Team members to the Ag Development Board meeting on December 1, 2010 between 10 to noon. The meeting will be held at the 133 State Street 4<sup>th</sup> floor conference room. The meeting will also include an outline of the Farm to Plate plan and the activities of the Ag Development staff at the Agency of Agriculture.

I will give you a call on Monday to discuss this invite. Hope everything is moving forward smoothly.

Diane Bothfeld

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:19 PM  
**To:** [REDACTED]  
**Subject:** RE: Application for Employment

Thank you [REDACTED] for your interest in the new administration and for your resume. I am happy to include you in our talent pool. As you know, there are only about 50 positions we will fill and these are mostly at the Commissioner and Secretary level. We have come across so many talented people I wish there were 500 slots. Be sure we will provide whatever consideration we can.

---

**From:** [REDACTED]  
**Sent:** Monday, November 22, 2010 10:45 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Application for Employment

Dear Governor-elect Peter Shumlin:

Congratulations on your election!

It is an exciting time for Vermont with lots of new opportunities and potential to take state government in a new direction. I am writing to express my interest in serving in your administration.

I have been employed in the [REDACTED] for four years [REDACTED]. I am also the [REDACTED]. I have twelve years of experience in HR and I am an expert on employment laws, [REDACTED] personnel policies. [REDACTED] I work extensively and collaboratively with representatives from both the [REDACTED] and believe they would vouch for my professionalism and competence.

I thought this would be a good time to express my interest in serving in your administration as I understand you are looking for competence, vision and the ability to get things done.

I have attached my resume for your consideration. I would welcome the opportunity to further discuss my qualifications.

Sincerely,

[REDACTED]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:14 PM  
**To:** [REDACTED]  
**Subject:** RE: Personal & Confidential  
  
**Sensitivity:** Confidential

Glad to know of your interest and will so advise Peter. Beginning to focus on DPS, but haven't started interviews yet. I'll be back in touch.

---

**From:** [REDACTED]  
**Sent:** Monday, November 22, 2010 2:34 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Personal & Confidential  
**Importance:** High  
**Sensitivity:** Confidential

Liz,

I would like the challenge of working with Governor-elect Shumlin's cutting edge team in the area of utilities and energy as the Commissioner of the Department of Public Service. I am not simply looking for a job; I am happy with my current position. However, I think I can make a real contribution in planning and implementing the Governor's forward-looking energy policies. My CV is attached. If you have any questions or need additional information, please feel free to contact me at this email address or on my cell phone [REDACTED] or home [REDACTED]

Kindly acknowledge receipt of the email.

Thank you.

[REDACTED]

[REDACTED]

[REDACTED]

I have yet to be in a game where luck was involved. Well-prepared players make plays. I have yet to be in a game where the most prepared team didn't win.

- URBAN MEYER

Head coach, Florida Gators

[REDACTED]

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**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:12 PM  
**To:** Diehl, Denise  
**Subject:** RE: photo

Okay, we have another appt. at noon but let's do this

---

**From:** Diehl, Denise  
**Sent:** Monday, November 22, 2010 3:40 PM  
**To:** Bankowski, Elizabeth; Lofy, Bill; MacLean, Alex  
**Cc:** Bartlett, Susan  
**Subject:** photo

How about 11:30 a.m. tomorrow for photos for security badges? I know it works for Susan....does it work for you folks?

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:11 PM  
**To:** [REDACTED]  
**Subject:** RE: [REDACTED]

Well aware of her talents. Thanks for the advice.

---

**From:** [REDACTED]  
**Sent:** Monday, November 22, 2010 3:42 PM  
**To:** Bankowski, Elizabeth; MacLean, Alex; Bartlett, Susan  
**Cc:** Elizabeth Courtney  
**Subject:** [REDACTED]

Great appointments today, Liz, Alex and Susan. Way to go. Chuck, Lawrence, Pat and Annie each has a big following. Before you sort everything out in Natural Resources and AoT, please do not lose track of the incredible and excellent [REDACTED] whose terrific resume I attach.

She is a big thinker, a connector of dots, smart as a whip, and someone whose years of excellent management and planning experience in both Transportation and Natural Resources has not jaded her. [REDACTED] winner; Secretary quality; certainly Commish material; please try to find a top decision-maker spot for her.

Appreciatively,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

"Inspiring Americans to protect wildlife for our children's future."  
[www.nwf.org](http://www.nwf.org)

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 6:10 PM  
**To:** MacLean, Alex  
**Subject:** RE: photo

---

**From:** MacLean, Alex  
**Sent:** Monday, November 22, 2010 3:48 PM  
**To:** Diehl, Denise; Bankowski, Elizabeth; Lofy, Bill  
**Cc:** Bartlett, Susan  
**Subject:** RE: photo

yes

---

**From:** Diehl, Denise  
**Sent:** Monday, November 22, 2010 3:40 PM  
**To:** Bankowski, Elizabeth; Lofy, Bill; MacLean, Alex  
**Cc:** Bartlett, Susan  
**Subject:** photo

How about 11:30 a.m. tomorrow for photos for security badges? I know it works for Susan.....does it work for you folks?



London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Monday, November 22, 2010 8:53 AM  
**To:** [REDACTED]  
**Subject:** FW: Gov. Dean suggested sending my resume  
**Attachments:** Bankowski [REDACTED] resume VT 11 18 10.doc; Bankowski Transition letter.doc

-----Original Message-----

**From:** [REDACTED]  
**Sent:** Thursday, November 18, 2010 4:08 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Gov. Dean suggested sending my resume

November 18, 2010

Elizabeth Bankowski  
Shumlin Transition Team  
128 State Street  
Montpelier VT 05602

Dear Elizabeth:

Congratulations to Governor-Elect Peter Shumlin and his team, now begins the critical work of creating Vermont's future, one in which all Vermonters can prosper.

After Speaking with former Governor Howard Dean this week, he suggested that I send my resume to you. Denise was kind enough to provide me with your email. I will also forward a hard copy.

Vermont has been an environment that has allowed me to personally prosper, having created jobs here, going on to work for National and Multi National Corporations outside of Vermont while living here.

Regardless of my professional situation, I have always made time to given back to our community, as a [REDACTED]  
[REDACTED] serving on the [REDACTED]  
voluntarily working for [REDACTED] the list goes on.

In your position as Co-Chair of the Shumlin Transition Team, please accept my offer of support and request to be considered for a position in the new administration. My background in business, technology and in human services allows me to work in any number of positions.

As Governor Elect Shumlin has indicated, regardless of political party affiliation, at heart we are all Vermonters wanting only the best for families, friends, neighbors and State. I would appreciate an opportunity to meet and discuss potential positions that would achieve mutually beneficial goals.

Regards,  
[REDACTED]

一

三

To: [REDACTED]

How did we become then older wise ones!!!! We'll have to get together with [REDACTED]

**From:** [REDACTED]

Hi, Liz,  
well that was fun! I really enjoyed our conversation this afternoon -- the energy, the passion, the hope that surrounds this new Governor and Administration. Thank you for bringing me in. I have a few "to dos" from our conversation and will be in touch.

[illegible]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:12 AM  
**To:** Rousseau, Paul  
**Subject:** RE: Transition Team Spending

Thank you Paul, I'll check in again in a week or so, Gov.Elect travelling to new Governors meeting and White House meeting so those costs will be coming. Just want to keep track.

---

**From:** Rousseau, Paul  
**Sent:** Wednesday, November 17, 2010 1:30 PM  
**To:** Bankowski, Elizabeth  
**Cc:** Reardon, Jim  
**Subject:** Transition Team Spending

Hi Elizabeth;

Jim Reardon asked me to give you an update on the payments made to date on behalf the Transition Team.

As of today, of the original appropriation of [REDACTED] we have paid [REDACTED] stipends to the six members of the Transition Team for the week ending 11-12-10. That leaves us currently with a cash balance of [REDACTED]

Expenditures only reflect submissions to the Agency of Administration Finance Office that have been received and paid. This does not reflect any expenditures you may have incurred but have yet to submit for payment.

Please let me know if you have any questions.

Paul

*Paul R. Rousseau MBA, CMA, CPA  
Chief Financial Officer  
Department of Buildings & General Services  
AoA Financial Services Division  
6 Baldwin Street  
Montpelier, VT 05633  
(802) 828-0681  
Fax: (802) 828-0683*

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:11 AM  
**To:** Trautz, Otto  
**Subject:** RE: Emergency Board meeting - January, 2011

Thank you Otto, if anything we would want to be later so I wanted to know the latest date.

---

**From:** Trautz, Otto  
**Sent:** Wednesday, November 17, 2010 10:49 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Reardon, Jim; Trautz, Otto; Riven, Matt  
**Subject:** Emergency Board meeting - January, 2011

Liz – Jim R asked me to respond re: statutes and dates for (1) the Emergency Board meeting in January, 2011; (2) the latest date for the Governor's FY 2012 budget address.

- (1) 32 VSA Sec 305a says "On or about January 15". Now, Jan 15 is a Saturday, and January 17 is MLK, Jr Day. The latest date for the Governor's budget address is Jan 25, and we need time to adjust the budget for the E-Bd revenue forecast. So it would seem Jan 13-14 would be good dates for the E-Bd. Any sooner, the economists might have difficulty getting revenue numbers for through December. We have discussed the question in the same terms with Steve Klein of the Joint Fiscal Office. If the Governor wanted to do the budget address much sooner than Jan 25, we might have to reconsider the E-Bd dates, so we have enough time to get the budget and documents done in time for the speech.
- (2) 32 VSA Sec 306 says the Governor submits the "budget report" (address) "not later than the third Tuesday of every annual session". That would be January 25.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:06 AM  
**To:** Diehl, Denise  
**Subject:** RE: days off

Fine Denise, remind me to figure out coverage.

---

**From:** Diehl, Denise  
**Sent:** Wednesday, November 17, 2010 9:52 AM  
**To:** Bankowski, Elizabeth  
**Subject:** days off

I know you will not be pleased by the subject of this e-mail, but the following days off are respectfully requested to keep myself and my family happy campers:

Wednesday, November 24

Friday, December 17 and December 23 and 24.

Thanks, Liz. Denise

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:04 AM  
**To:** Carrier, Janis  
**Subject:** RE: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Thanks Janice got it. Hope you and Bill have had a chance to talk. If not let me know

---

**From:** Carrier, Janis  
**Sent:** Wednesday, November 17, 2010 9:25 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

Liz –  
I understand you couldn't this document (Tim mentioned to me). DII converted it for us so thought you might find it useful.

Janis Carrier  
Office of the Governor  
109 State Street  
Montpelier, VT 05609-0101  
Telephone: (802) 828-3333  
Fax: (802) 828-3339

---

**From:** Batchelder, Dale  
**Sent:** Wednesday, November 17, 2010 9:23 AM  
**To:** Carrier, Janis; Hayward, Tim  
**Subject:** GENERAL-#47911-v1-opening\_schedule\_2003.WPD.doc

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:03 AM  
**To:** [REDACTED]  
**Subject:** RE: Interest in continued employment

Thank you for your interest. We will be sending out a letter shortly that explains the process we will use.

---

**From:** [REDACTED]  
**Sent:** Wednesday, November 17, 2010 8:48 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Interest in continued employment

Hi Elizabeth:

I wanted to quickly touch base with you to pass along I left the attached cover letter and resume with Denise last Friday expressing my interest in continued employment. I understand you are heavily involved in helping to create Peter's administration and I'm hopeful to have an opportunity to discuss possibilities in the near future.

Thank you in advance for your consideration.

[REDACTED]



**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 18, 2010 7:01 AM  
**To:** Diehl, Denise  
**Subject:** Document1  
**Attachments:** Doc1.docx

Denise the revised resignation letter, hold until after it is reviewed at morning meeting and I'll let you know if there are changes.

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 16, 2010 3:43 PM  
**To:** [REDACTED]  
**Subject:** FW: Document1  
**Attachments:** Doc1.docx

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**From:** Diehl, Denise  
**Sent:** Tuesday, November 16, 2010 3:34 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Document1

**London, Sarah**

---

**From:** Diehl, Denise  
**Sent:** Tuesday, November 16, 2010 3:34 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Document1  
**Attachments:** Doc1.docx

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 16, 2010 8:59 AM  
**To:** Diehl, Denise  
**Subject:** FW: Secretary of Agriculture position  
**Attachments:** Resume 11-12-2010.doc; Shumlin letter 11-15-2010.doc

Print out for Ag file, I'll show to Peter today

-----Original Message-----

**From:** [REDACTED].net [mailto:[REDACTED]]  
**Sent:** Tuesday, November 16, 2010 8:41 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Secretary of Agriculture position

Dear Ms.Bankowski,

Attached please find my resume and a letter to Governor-elect Shumlin expressing my interest in the Secretary of Agriculture's position in the Shumlin administration. I will also be sending a hard copy in the mail today to your office, hopefully all will arrive safely.

I may be reached through e-mail, or by phone, my home and office is [REDACTED], my cell is [REDACTED]

Thank you for your help and consideration, yours sincerely J [REDACTED]

[REDACTED]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 16, 2010 8:58 AM  
**To:** [REDACTED]  
**Subject:** RE: Secretary of Agriculture position

Thank you for sending this, I will make sure the Governor-Elect knows of your interest. You have been recommended by others and I know he is aware of your excellent reputation.

-----Original Message-----

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** Tuesday, November 16, 2010 8:41 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Secretary of Agriculture position

Dear Ms.Bankowski,

Attached please find my resume and a letter to Governor-elect Shumlin expressing my interest in the Secretary of Agriculture's position in the Shumlin administration. I will also be sending a hard copy in the mail today to your office, hopefully all will arrive safely.

I may be reached through e-mail, or by phone, my home and office is [REDACTED] my cell is [REDACTED]

Thank you for your help and consideration, yours sincerely [REDACTED]  
[REDACTED]

London, Sarah

---

**From:** Diehl, Denise  
**Sent:** Tuesday, November 16, 2010 8:09 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: Freedom of Information request from AP

-----Original Message-----

From: Curran, John [mailto:jcurran@ap.org]  
Sent: Monday, November 15, 2010 11:46 AM  
To: Diehl, Denise  
Subject: Freedom of Information request from AP

Gov.-elect Shumlin's transition office:

Under the Vermont Right to Know Law, I would like to obtain copies of all correspondence \_ e-mail or hard copies \_ received by Gov.-elect Peter Shumlin's office from persons inquiring about obtaining jobs or state work with the Shumlin administration.

This would include all correspondence \_ job applications, resumes, letters of inquiry, recommendations for people to fill state jobs, private companies seeking state work \_ received since the transition office opened through today, Nov. 15.

If these records are held by another agency, please forward this request to the agency involved.

Thank you very much.

John Curran  
Associated Press correspondent  
535 Stone Cutters Way  
Montpelier, Vt. 05602  
(802) 229-0577  
via e-mail: jcurran@ap.org

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[IP\_US\_DISC]

msh dccc60c6d2c3a6438f0cf467d9a4938

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:55 PM  
**To:** [REDACTED]  
**Subject:** RE: NRB Chair - [REDACTED] Letter of Interest and Resume

Thanks for your interest. Glad to have your resume. Will make sure the Governor-Elect is aware of it. At this point we are developing talent banks for the various agencies. You will be in the mix.

---

**From:** [REDACTED]  
**Sent:** Friday, November 12, 2010 11:57 AM  
**To:** Bankowski, Elizabeth; Diehl, Denise  
**Subject:** RE: NRB Chair - [REDACTED] Letter of Interest and Resume

Dear Ms Bankowski and Ms Diehl:

It is with great pleasure that I write to express my interest in serving the new Shumlin Administration, and the State of Vermont, as [REDACTED]. Among others, Peter Mallary suggested that I submit my credentials to you for consideration. Please accept this e-mail message, as well as the attached letter and resume as my application and demonstration of qualifications.

I am uniquely well qualified for this position having a technical degree, a wealth of directly applicable experience with [REDACTED]. I was originally appointed by Governor Dean 10 years ago [REDACTED] and have served as [REDACTED]. I have participated in approximately a thousand cases, and [REDACTED] +/- hearings.

My capabilities and experience are potentially applicable to other roles within the new administration. I would be honored, and would certainly be interested in discussing any opportunity, if Governor Elect Shumlin feels that my skills and experience would be better utilized in another position.

I would be honored and very pleased to personally discuss the plans and goals for this, or any other position further with you, at your convenience.

Thank you very kindly for your time and consideration.



Sincerely,

[Redacted Signature]

Enclosure

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:56 PM  
**To:** Diehl, Denise  
**Subject:** FW: NRB Chair - [REDACTED] Letter of Interest and Resume  
**Attachments:** NRB Chair Cover Letter 11122010 REV A.doc; [REDACTED] 11 11 2010 REV A .doc

Put in ANR add to list

---

**From:** [REDACTED]  
**Sent:** Friday, November 12, 2010 11:57 AM  
**To:** Bankowski, Elizabeth; Diehl, Denise  
**Subject:** RE: NRB Chair - [REDACTED] Letter of Interest and Resume

Dear Ms Bankowski and Ms Diehl:

It is with great pleasure that I write to express my interest in serving the new Shumlin Administration, and the State of Vermont, as [REDACTED]. Among others, Peter Mallary suggested that I submit my credentials to you for consideration. Please accept this e-mail message, as well as the attached letter and resume as my application and demonstration of qualifications.

I am uniquely well qualified for this position having a technical degree, a wealth of directly applicable experience with [REDACTED]. I was originally appointed by Governor Dean 10 years ago [REDACTED] and have served as [REDACTED]. I have participated in approximately a thousand cases, and [REDACTED] +/- hearings.

My capabilities and experience are potentially applicable to other roles within the new administration. I would be honored, and would certainly be interested in discussing any opportunity, if Governor Elect Shumlin feels that my skills and experience would be better utilized in another position.

I would be honored and very pleased to personally discuss the plans and goals for this, or any other position further with you, at your convenience.

Thank you very kindly for your time and consideration.

Sincerely,

[REDACTED]

Enclosure

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:55 PM  
**To:** [REDACTED]  
**Subject:** RE: NRB Chair [REDACTED] Letter of Interest and Resume

Thanks for your interest. Glad to have your resume. Will make sure the Governor-Elect is aware of it. At this point we are developing talent banks for the various agencies. You will be in the mix.

---

**From:** [REDACTED]@com]  
**Sent:** Friday, November 12, 2010 11:57 AM  
**To:** Bankowski, Elizabeth; Diehl, Denise  
**Subject:** RE: NRB Chair [REDACTED] Resume

Dear Ms Bankowski and Ms Diehl:

It is with great pleasure that I write to express my interest in serving the new Shumlin Administration, and the State of Vermont, [REDACTED]. Among others, Peter Mallary suggested that I submit my credentials to you for consideration. Please accept this e-mail message, as well as the attached letter and resume as my application and demonstration of qualifications.

I am uniquely well qualified for this position having a technical degree, a wealth of directly applicable experience with [REDACTED]. I was originally appointed by Governor Dean 10 years ago [REDACTED] and have served as [REDACTED]. I have participated in approximately a thousand cases, and [REDACTED] hearings.

My capabilities and experience are potentially applicable to other roles within the new administration. I would be honored, and would certainly be interested in discussing any opportunity, if Governor Elect Shumlin feels that my skills and experience would be better utilized in another position.

I would be honored and very pleased to personally discuss the plans and goals for this, or any other position further with you, at your convenience.

Thank you very kindly for your time and consideration.

Sincerely,

[REDACTED]

Enclosure

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:50 PM  
**To:** Diehl, Denise  
**Subject:** FW: Secretary of Agriculture - Resume  
**Attachments:** [REDACTED] Cover Letter 11-10.pdf [REDACTED] - Resume.pdf

Will need to contact him when appt made

---

**From:** [REDACTED]  
**Sent:** Friday, November 12, 2010 6:21 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Secretary of Agriculture - Resume

Dear Ms. Bankowski,

Attached please find my resume and cover letter to be considered for the position of Secretary of Agriculture.

[REDACTED] provided me with your contact information. I look forward to meeting you and the transition team to share my vision for Vermont agriculture. My enthusiasm and expertise will bring new ideas and energy to Vermont's oldest industry.

I am available to share these ideas and discuss my unique qualifications at your convenience.

Sincerely,  
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:50 PM  
**To:** [REDACTED]  
**Subject:** RE: Secretary of Agriculture - Resume

Happy to hear from you. Have heard wonderful things about your role in moving Vermont to a new agricultural era. You seem to have that unique skill to bridge the past and the future. Glad to know of your interest.

---

**From:** [REDACTED]  
**Sent:** Friday, November 12, 2010 6:21 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Secretary of Agriculture - Resume

Dear Ms. Bankowski,

Attached please find my resume and cover letter to be considered for the position of Secretary of Agriculture.

[REDACTED] provided me with your contact information. I look forward to meeting you and the transition team to share my vision for Vermont agriculture. My enthusiasm and expertise will bring new ideas and energy to Vermont's oldest industry.

I am available to share these ideas and discuss my unique qualifications at your convenience.

Sincerely,  
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**London, Sarah**

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:46 PM  
**To:** Bothfeld, Diane  
**Subject:** RE: Transition Team Contacts

Hi Diane, nice to be on the same e-mail system. I cannot say at this time if the Governor-Elect can stop by. Can you bear with us a bit longer. My phone is 828-3408.

---

**From:** Bothfeld, Diane  
**Sent:** Thursday, November 11, 2010 8:18 AM  
**To:** Bankowski, Elizabeth  
**Cc:** Lunderville, Neale; Allbee, Roger; Jensen, Sylvia  
**Subject:** RE: Transition Team Contacts

Hello Liz,

I am glad that you are a part of the transition team – it has been a long time since the Ben & Jerry's days.

The Ag Development Board was established in Legislation last year Act 158 (S.295) and held their first meeting on October 15<sup>th</sup>. Their second meeting was on November 3<sup>rd</sup>. They have elected a chair Bob Rathbun and vice chair Darby Bradley.

The next meeting is on December 1, 2010 from 9 until noon in Montpelier. The board has requested to meet with Governor-Elect Shumlin and or the transition team to discuss the new administrations' views on Agriculture.

If possible please let me know by early next week so we can properly post the agenda for this public meeting.

Hope to see you soon and thanks for taking on the task of the transition team.

Diane

---

**From:** Lunderville, Neale  
**Sent:** Wednesday, November 10, 2010 4:06 PM  
**To:** Bothfeld, Diane  
**Cc:** Bankowski, Elizabeth  
**Subject:** RE: Transition Team Contacts

Hi Diane,

I have cc'd Liz Bankowski who is leading the Transition Team.

Liz, Diane is the Deputy Secretary of Agriculture.

Thanks,  
Neale

---

**From:** Bothfeld, Diane  
**Sent:** Wednesday, November 10, 2010 8:59 AM



**To:** Lunderville, Neale  
**Subject:** Transition Team Contacts

Hello Neale,

We would like to invite the transition team to the next Ag Development Board meeting on December 1, 2010.

Is there a specific means of contacting the transition team?

Thanks,

Diane Bothfeld  
Deputy Secretary

London, Sarah

---

**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:41 PM  
**To:** 'Barb Prine'  
**Subject:** RE: Wait List for Developmental Services Due to Challenges for Change Shortfalls.

Thanks for sending this. Will share with Senator Bartlett as well.

---

**From:** Barb Prine [mailto:BPrine@vtlegalaid.org]  
**Sent:** Wednesday, November 10, 2010 3:27 PM  
**To:** [REDACTED] Bankowski, Elizabeth  
**Subject:** FW: Wait List for Developmental Services Due to Challenges for Change Shortfalls.

Dear Ms. Maclean and Ms. Bankowski,  
I am copying below a letter that we provided Monday to the Government Accountability Committee regarding Challenges for Change causing budgetary shortfalls and reductions in services. Governor-Elect Shumlin expressed concerns about Challenges for Change in the election. Because this is an emergent issue, we wanted to make him aware of the problem.

Please contact me with questions or concerns. We are very concerned that vulnerable Vermonters with developmental disabilities will be left without necessary government assistance.

RE: Challenges for Change Shortfalls Causing Wait List for Developmental Services

Dear Senator Snelling and Government Accountability Committee,

We are writing to express our concern about the proposal by the Department of Disabilities, Aging and Independent Living (DAIL) to institute a wait list for applicants for Developmental Services. The need to institute a wait list is in large part due to budget shortfalls resulting from failures in the Challenges for Change initiative to achieve targeted savings. Not only was Challenges specifically intended to not result in cuts in services for Vermonters, in this instance Vermonters with developmental disabilities<sup>1</sup>, it was also intended to create better outcomes for Vermonters. DAIL's proposal to institute a waiting list runs afoul of both of these aspects of the Challenges legislation.

Specifically, DAIL claims to have failed to achieve \$850,000 savings in the paperwork reduction initiative under Challenges. It claims an additional budget shortfall of \$400,000 as a result of FY 2010 unanticipated new caseload costs which were covered by FY 2011 new caseload dollars. Because of these two shortfalls, DAIL is proposing to institute a wait list for new applicants. While there currently is a provision in DAIL's program policies (the System of Care Plan ) for a wait list for individuals on the priority list, DAIL has never used this provision to put Vermonters with developmental disabilities with priority needs on a wait list for services. **Instituting a wait list, as proposed by DAIL will result in priority, eligible Vermonters with developmental disabilities waiting for services because of shortfalls in achieving savings through Challenges for Change. This is in direct conflict with the Challenges legislation which specifically states that benefits cannot be reduced and eligibility cannot be limited in its implementation:**

"[T]he agency of human services shall achieve the same or better outcomes for clients and achieve the associated savings under this act without reducing government benefits, limiting benefit eligibility, or reducing personnel unless reduction is a direct consequence of achieving the required outcomes...."

H.792 Sec.C1 Sec. 3a(a) AHS Savings Targets Savings.

In addition, the shortfall from DAIL's inability to achieve savings through paperwork reduction, was required to have been regularly reported under the Challenges legislation. The Challenges II bill authorized the Agency of Human Services to proceed with its proposal for "reducing documentation and paperwork requirements." Act 146, Section C.24. There was no specific dollar savings target tied to this initiative, and no target for Developmental Services in particular. To the best of our knowledge, DAIL has failed to report on progress of the paperwork reduction initiative in meeting benchmark savings. While DAIL has ostensibly made efforts to keep the public apprised of progress in meeting Challenges goals, as best as we can ascertain, the Paperwork Reduction Initiative received scant mention at the Stakeholders meetings, has not been part of the written Bi-Weekly Status Report, and was not reported to the Government Accountability Committee in the October 1, 2010 published Progress Report, all in violation of the Challenges legislation which provides:

"[A]ccountability for meeting specified goals will be maintained through clear measures of outcome achievement, through quarterly reporting to and oversight by the general assembly...." Act 146 of 2010, Section 1(b) Legislative Intent.

Finally, instituting a wait list for essential services for people with developmental disabilities is inconsistent with the legislative intent behind Challenges. It will impede rather than promote the outcomes identified for clients of the Agency of Human Services. Without services, youth with developmental disabilities will not transition successfully to adulthood and people with developmental disabilities will not be able to live with independence and dignity in settings they prefer.

We hope the Government Accountability Committee will consider these concerns as it reviews DAIL's actions and proposals with respect to services for people with developmental disabilities in Vermont.

Sincerely yours,

Barbara Prine  
Disability Law Project/Vermont Legal Aid  
P.O. Box 1367  
Burlington, VT 05402  
802-863-5620  
fax 802-863-7152

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<sup>1</sup>It should be noted that Vermonters receiving developmental services already experienced a 1% budget cut under Challenges, the only group of Vermonters to receive a direct budget cut as a result of the Challenges legislation.

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:39 PM  
**To:** Diehl, Denise  
**Subject:** FW: Letter of interest - Public Safety Commissioner  
**Attachments:** Governor-elect Shumlin 11.10.10.doc; resume.11.10.10.doc

He was [REDACTED] Peter know him

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**From:** [REDACTED]  
**Sent:** Wednesday, November 10, 2010 10:31 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Letter of interest - Public Safety Commissioner

Dear Ms. Bankowski:

Attached please find my cover letter addressed to Governor-elect Shumlin expressing my interest in the position of Public Safety Commissioner. I have also attached a copy of my resume for consideration by Governor-elect Shumlin. Please let me know if you require hard copies by US mail or any additional information.

Sincerely,

[REDACTED]

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:39 PM  
**To:** [REDACTED]  
**Subject:** RE: Letter of interest - Public Safety Commissioner

[REDACTED] glad to know of your interest. Put you in our talent bank and shall let Peter know you have contacted us.

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**From:** [REDACTED]  
**Sent:** Wednesday, November 10, 2010 10:31 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Letter of interest - Public Safety Commissioner

Dear Ms. Bankowski:

Attached please find my cover letter addressed to Governor-elect Shumlin expressing my interest in the position of Public Safety Commissioner. I have also attached a copy of my resume for consideration by Governor-elect Shumlin. Please let me know if you require hard copies by US mail or any additional information.

Sincerely,

[REDACTED]

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:37 PM  
**To:** [REDACTED]  
**Subject:** RE: State positions

Nice to hear from you [REDACTED] has quite a fan club. It is a real testament to her that through her years of service in the public realm she has maintained such a great reputation with all constituents. Happy to know of your recommendation and I share it with the Governor-Elect.

---

**From:** [REDACTED]  
**Sent:** Tuesday, November 09, 2010 2:05 PM  
**To:** Bankowski, Elizabeth  
**Subject:** State positions

Dear Liz,

I am not sure that we have met since my time in the [REDACTED] I have represented the [REDACTED] For the past six years I have [REDACTED]

I am so pleased to see the team Peter has put together for making this incredible transition. I know Peter understands the challenges of finding the right people for cabinet positions and likewise he knows who the good prospects are. It has been a lean 8 years for us especially in the area of economic development. Thus I am writing to give you my thoughts on this issue.

For sometime I have watched a very creative person in [REDACTED] being underutilized in state government. Having known her for a number of years in her work here [REDACTED] and in her posts in Montpelier, I have come to recognize her many strengths in the area of economic development. I think she would make a great addition to Peter's team as Secretary of Commerce and Community Development. I wouldn't want her to know of my comparison of her to the racehorse, Zennata, but I think there is some likeness in the [REDACTED] just "chomping at the bit" to get out front and put Vermont on the forefront in economic development.

I have struggled with this agency for some time now, to the point that I introduced a bill to change the agency completely. I have watched start-up businesses in my area struggling to get the funding and support from the Douglas administration they have needed and deserved. Thus my passion about this agency.

I don't usually make these kinds of recommendations but I feel so strongly about [REDACTED] abilities and passion that I felt I needed to step out of my comfort zone and stick my neck out on this one. I hope I am not being too presumptuous.

Thank you for your time and consideration of this email.

Hopeful again,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:37 PM  
**To:** [REDACTED]  
**Subject:** RE: State positions

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---

**From:** [REDACTED]  
**Sent:** Tuesday, November 09, 2010 2:05 PM  
**To:** Bankowski, Elizabeth  
**Subject:** State positions

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I don't usually make these kinds of recommendations but I feel so strongly about [REDACTED] abilities and passion that I felt I needed to step out of my comfort zone and stick my neck out on this one. I hope I am not being too presumptuous.

Thank you for your time and consideration of this email.

Hopeful again,

[REDACTED]

[REDACTED]

[REDACTED]



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 12, 2010 12:34 PM  
**To:** Tucker, David  
**Subject:** RE: Do you need help with your web site?

David it was a nice thought for a brief moment, but in reality , no way we could keep up with a website. Thanks for your offer to help with that.

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**From:** Tucker, David  
**Sent:** Monday, November 08, 2010 9:53 AM  
**To:** Bankowski, Elizabeth  
**Subject:** Do you need help with your web site?

Elizabeth,

We have been planning for a Transition office web site, and are prepared to help getting it set up. As soon as you have some time and want to talk about what it is you need, please let me know and I 'll get folks scheduled. Thanks,

David Tucker  
Commissioner and CIO  
Dept. of Information and Innovation  
802-828-4141



Please consider the environment before printing this e-mail

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Wednesday, November 10, 2010 5:10 PM  
**To:** 'Michael Macarilla'; Scrodin, Chris; 'John Young'; 'Paul Feeney'; 'Robert J Lucas'  
**Subject:** RE: Contact Information

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 11, 2010 2:42 PM  
**To:** Grochowik, Keith; 'mmacaril@dps.state.vt.us'  
**Cc:** Scrodin, Chris  
**Subject:** RE: door access 128 State Street

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Thursday, November 11, 2010 2:37 PM  
**To:** 'Michael Macarilla'  
**Subject:** RE: Contact Information

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 09, 2010 8:20 AM  
**To:** Diehl, Denise  
**Subject:** Make sure these on our master list

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 09, 2010 8:11 AM  
**To:** [REDACTED]  
**Subject:** Sending a resume

Thanks for your interest in Governor-Elect Shumlin's Administration. I would be happy to have your resume. You can send it to me

at this e-mail address. Please bear with us if you don't hear right back. If you have a special area of interest please let me know that as well.

There are roughly 60 positions across state government that the Governor-Elect fills. These are agency Secretaries, Commissioners and Deputies.

We will also be building a talent bank for Boards and Commissions. Hope this is helpful.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 09, 2010 7:46 AM  
**To:** [REDACTED]  
**Subject:** RE: Department Head Vacancies

Sorry I did not respond sooner. Thank you for your interest and sending your resume. I will make sure the Governor-Elect sees it. Bear with us, it may be a while before we are back in touch.

---

**From:** [REDACTED]  
**Sent:** Friday, November 05, 2010 1:19 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Department Head Vacancies

I was told, by Denise Diehl, that you are preparing a list of potential candidates to fill the various cabinet and department head vacancies that will occur when Governor-elect Shumlin takes office in January, 2011.

I have attached my resume, references, and cover letter for the Commissioner of Public Safety position, should that position become vacant.

Thank you for your assistance in that regard.

**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Tuesday, November 09, 2010 7:43 AM  
**To:** Diehl, Denise  
**Subject:** FW: Department Head Vacancies  
**Attachments:** Copy of [REDACTED] resume.doc; Cover letter.doc; Professional References.doc

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**From:** [REDACTED]  
**Sent:** Friday, November 05, 2010 1:19 PM  
**To:** Bankowski, Elizabeth  
**Subject:** Department Head Vacancies

I was told, by Denise Diehl, that you are preparing a list of potential candidates to fill the various cabinet and department head vacancies that will occur when Governor-elect Shumlin takes office in January, 2011.

I have attached my resume, references, and cover letter for the Commissioner of Public Safety position, should that position become vacant.

Thank you for your assistance in that regard.



**London, Sarah**

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 05, 2010 11:06 AM  
**To:** Diehl, Denise  
**Subject:** Photo ID's

Keith Groshowik at [REDACTED], that's his cell, is the person we contact to get our photo ID's.  
Let's plan on doing that all together next week, maybe Tuesday before lunch.

London, Sarah

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**From:** Bankowski, Elizabeth  
**Sent:** Friday, November 05, 2010 10:59 AM  
**To:** 'Michael Macarilla'  
**Subject:** RE: 128 Evacuation

Got it, thank you. Will send temporary bade no. assignments later today.

---

**From:** Michael Macarilla [mailto:mmacaril@dps.state.vt.us]  
**Sent:** Friday, November 05, 2010 10:51 AM  
**To:** Bankowski, Elizabeth  
**Subject:** FW: 128 Evacuation

Lieutenant Michael C. Macarilla  
Assistant Staff Operations Officer  
Vermont State Police  
103 South Main Street  
Waterbury, VT 05671  
802 241.5397 (Office)

FBI NA 235

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**From:** Grochowik, Keith [mailto:Keith.Grochowik@state.vt.us]  
**Sent:** Friday, November 05, 2010 8:07 AM  
**To:** Michael Macarilla  
**Cc:** Cheney, Tom  
**Subject:** 128 Evacuation

Lt,

In the event of a fire alarm, the assembly point for 128 is the rear parking lot (near the last row of cars closest to the river). Should something happen, someone from BGS (Security and Maintenance) would respond right away and would work with the FD to get you back in the building as quickly as possible.

Thanks,

Keith Grochowik  
Safety & Security Program Manager  
State of Vermont - BGS  
6 Baldwin St.  
Montpelier, VT 05633  
T (802) 828-1423  
F (802) 828-0288  
E [keith.grochowik@state.vt.us](mailto:keith.grochowik@state.vt.us)

Visit our website at [www.bgs.vermont.gov](http://www.bgs.vermont.gov)