

The 2013 Vermont Governor's Retreat

**The Grafton Inn
July 16 and 17, 2013**

Rethinking Government Operations to Meet Our Changing Reality: Promoting Efficiencies and Defining Priorities

Curtailed federal spending, unprecedented uncertainty, constrained revenue capacity at the state and local levels, challenging demographic trends, increasing fixed costs, and evolving needs and public expectations will have significant and long term effects on the capacity of Vermont state government to maintain programs and proactively address key challenges and opportunities.

The 2013 Governor's Retreat will evaluate these realities and potential impacts, and develop strategies so that Vermont state government can realistically respond to public expectations and budget challenges by prioritizing among competing needs, expanding efficiencies, developing leadership capacity on key priorities, and developing a sustainable management framework for running state operations.

The Retreat will include presentations and work sessions on demographic trends, projections for future budgets, examples from other states, and opportunities for Federal Agency and Congressional Leaders to share their perspective on federal funding changes. Work sessions will look at structural ways to expand organizational efficiencies across state agencies, brainstorm ideas on potential reorganization opportunities and ways to improve and simplify service delivery, state workforce development issues, and ideas on advancing priorities in an age of tight resources.

The Workshop will center on creating a concrete list of the most important steps we will take, as a State, to advance the efficiency and effectiveness of state government to answer public needs, advance key administration goals, and respond to priorities of the Vermont citizens.

The retreat is hosted by co-sponsor, the **Windham Foundation**, supported by co-sponsor the **Vermont Community Foundation**, and produced by the **Vermont Council on Rural Development**.

THE HISTORY OF THE UNITED STATES

BY
JAMES M. SMITH

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FROM THE FIRST SETTLEMENTS TO THE PRESENT TIME

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AGENDA

Day One ~ Tuesday, July 16

Retreat Commences	5:00
Social Hour	
Welcome	5:55
<i>Dinner</i>	6:00
“Advancing Public Priorities in an Age that Demands Efficiency & Effectiveness”	7:00
<i>Secretary of Administration, Jeb Spaulding</i>	
Review of the priorities in the Shumlin Administration strategic plan	
Overview of the fiscal realities facing Vermont state government	
Charge of the Retreat: Answering the challenge for the effective use of public resources	
“The Federal Fiscal Outlook and How It Might Impact States”	7:20
<i>Barry Anderson, Deputy Director, National Governor’s Association</i>	
Dialogue on Efficiency, Effectiveness, and Priorities	8:15
<i>Moderated by Paul Costello</i>	
How can we advance the active priorities of state Government in a time of restricted resources?	
How can we at the same time dramatically improve the efficiency and effectiveness of government services?	
Are there elements of work in state government that we do not need to do anymore?	
What key priorities of the administration should be seen as targets for innovation and success?	
<i>Adjourn for Private Discussion</i>	9:00

Day Two ~ Wednesday, July 17

Breakfast.....7:30

Introductions & Review of Framework of the Day8:30
Paul Costello

Opening Remarks8:40
Liz Miller, Chief of Staff

A. Panel on Efficiencies and Organization8:50
Paul Costello, Moderator

Janette Bombardier, Senior State Executive and Director of Site Operations, IBM
Elizabeth Bankowski, Chair, The Windham Foundation
Mary Powell, CEO, Green Mountain Power
Richard Boes, Commissioner, Department of Information and Innovation

Break.....10:00

B. Breakout Sessions

Working Groups:

- **Structural Ways to Expand Organizational Efficiencies Across State Agencies**
- **Potential Reorganization Opportunities**
- **Simplifying and Improving Service Delivery**
- **Addressing State Workforce Development Issues**

1. Breakout Session One: Where are we now?..... 10:15
What are the opportunities and challenges in this issue area?
What is currently planned or underway to address this issue?
What are the most significant gaps in what we are doing now?

Lunch.....11:45

Mutual Sharing of Ideas from Morning Session..... 12:30
Moderated by Paul Costello

2. Breakout Session Two: Brainstorming Action Steps.....1:00
What potential actions could advance success in addressing the issues before each work group?

3. Breakout Session Three: Priorities for Action2:15
Developing a prioritized action plan to address issues before each working group

Break.....3:15

C. Plenary Report to the Governor

Priority Action Step Reports from Breakout Groups3:30

Reflections on Action Priorities by All Participants4:00
How do the key findings of this retreat connect to public needs and administration goals, program evaluation, and budgetary priorities?

Taking Actions Forward.....4:30
Reflections from Governor Peter Shumlin

Conclusion and Next Steps.....4:50
Secretary of Administration Jeb Spaulding

Adjourn.....5:00

Invitation List

Bob Allen, *Executive Director*, The Windham Foundation
Barry Anderson, *Deputy Director*, National Governor's Association
Elizabeth Bankowski, *Board Chair*, The Windham Foundation
Richard Boes, *Commissioner*, Department of Information & Innovation
Janette Bombardier, *Senior State Executive & Director of Site Operations*, IBM
John Campbell, *Senate Pro Tem*
Harry Chen, *Commissioner*, Department of Health
Michael Clasen, *Deputy Secretary*, Agency of Administration
Patricia Coates, *State Director*, Office of Congressman Peter Welch
Jeff Cohen, *Office of Child Support*
Stu Comstock Gay, *President & CEO*, The Vermont Community Foundation
Kate Duffy, *Commissioner*, Department of Human Resources
Dixie Henry, *Deputy Secretary*, Agency of Human Services
Justin Johnson, *Deputy Secretary*, Agency of Natural Resources
Stephen Klein, *Chief Fiscal Officer*, VT Legislative Joint Fiscal Office
Jolinda LaClair, *Deputy Secretary*, Agency of Agriculture Food & Markets
Deb Markowitz, *Secretary*, Agency of Natural Resources
David Mears, *Commissioner*, Department of Environmental Conservation
Elizabeth Miller, *Chief of Staff*
Lawrence Miller, *Secretary*, Agency of Commerce and Community Development
Sue Minter, *Deputy Secretary*, Agency of Transportation
Annie Noonan, *Commissioner*, Department of Labor
Mary Peterson, *Commissioner*, Department of Taxes
Louis Porter, *Secretary*, Civil and Military Affairs
Mary Powell, *CEO*, Green Mountain Power
Doug Racine, *Secretary*, Agency of Human Services
Jim Reardon, *Commissioner*, Department of Finance & Management
Chris Recchia, *Commissioner*, Department of Public Service
Chuck Ross, *Secretary*, Agency of Agriculture Food & Markets
Brian Searles, *Secretary*, Agency of Transportation
Governor Peter Shumlin
Alyssa Schuren, *Deputy Commissioner*, Department of Environmental Conservation
Shap Smith, *Speaker of the House*
Jeb Spaulding, *Secretary*, Agency of Administration
John Tracy, *Office of Senator Patrick Leahy*
Armando Vilaseca, *Secretary*, Agency of Education
David Weinstein, *Office of Congressman Bernie Sanders*

Paul Costello, *Executive Director*, VCRD, lead facilitator
Margaret Gibson McCoy, *Operations and Communications Director*, VCRD

**Facilitated by the Vermont Council on Rural Development
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