

# **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**

*Dinner.....6:00*

**“Advancing Public Priorities in an Age that Demands Efficiency & Effectiveness” .....7:00**

*Secretary of Administration, Jeb Spaulding*

**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**

*Barry Anderson, Deputy Director, National Governor’s Association*

**Dialogue on Efficiency, Effectiveness, and Priorities .....8:15**

*Moderated by Paul Costello*

**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?**

***Adjourn for Private Discussion .....9:00***

## Day Two ~ Wednesday, July 17

*Breakfast*.....7:30

**Introductions & Review of Framework of the Day** .....8:30

*Paul Costello*

**Opening Remarks** .....8:40

*Liz Miller, Chief of Staff*

**A. Panel on Efficiencies and Organization** .....8:50

*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 Action .....2:15**  
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 Groups .....3:30**

**Reflections on Action Priorities by All Participants .....4:00**  
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  
& Sponsored by the Windham Foundation & Vermont Community Foundation**