Government Restructuring and Operations Review Commission

Meeting Minutes No. X

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| **DAY/DATE:** | | **Tuesday, November 17, 2015** | |
| **TIME:** | | **1:30 PM** | |
| **LOCATION:** | | Ethan Allen Room, Vermont Statehouse | |
| **ATTENDEES:** | | John Sayles, Paul Costello, Jeff Wilson, Sue Zeller, Alyssa Schuren, and Bill Schubart | |
| **ABSENT:** |  | |  | |
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| **PURPOSE:** | Regular Meeting | |  | |
| **DISTRIBUTED** | By email and web post | |  | |

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| **Item Number** | **Item Description** | Action By |
| **1.0** | 1:33 PM ~ Call to Order | John Sayles |
| **1.1** | Agenda approved |  |
| **2.0** | MOTION to approve Minutes for 10/27/15 by Paul, second by Jeff, unanimously approved. |  |
| **3.0** | Chief Performance Officer Sue Zeller and Commissioner of the Department of Environmental Conservation (DEC) Alyssa Schuren presented the Continuous Improvement efforts within the state and within DEC. Zeller began with an overview of the CPO’s state vision and background on the Population-Level Outcomes and Indicators, and working with the Legislature. (Zeller’s testimony continues later – see below).  Schuren presented several documents about the success DEC has had applying LEAN principles and tools in the department. She spoke about the need for commitment and participation from the top, as well as culture change and employee empowerment. She highlighted individual events and spoke about their use of a consultant to teach and “train the Trainers” and how the process worked from envisioning which process to “lean” to the final changes implemented. |  |
| **4.0** | Bill Schubart:   * Reported that he had worked on several committees such as this - Farm to Plate, very successful and one on salaries for legislators, the report was done but nothing was adopted; Served on The Blue Ribbon Tax Commission (BRTC) redesign of tax code – which was revenue neutral. BRTC had the budget to bring in Michael Costa – commission was apolitical and rotated chair duties, they decided early on to look at tax principals first and not get into the weeds: Looking at principals of a good tax code would provide support for tax changes regardless of who wins or who loses; also decided on standard lexicon. * Bill recommends that the Commission not try to solve everything - get consensus on all changes and if not unanimous, disagreement should be articulated and reported.  The practical results of the BRTC, other than tax expenditures changes for obsolete expenditures was that nothing else was enacted.  Legislature began to look at it as menus for revenue generation.  Legislature wanted to limit charitable deductions but BRTC was an integrated plan and not intended to be piecemeal – you did not have to do everything, but any one things had impacts on other things, so all needed to be considered.  Bill suggested that a collaborative effort was needed between government, nonprofit organizations and the business community to solve the problems together such as homelessness, poverty, etc. * Bill is trying to VTDigger to look at the last 10 years of Legislative Studies and see how many of the recommendations have actually been implemented. * The State needs real strategic planning and efficiency effort. * We spend $152 million on DOC and $88k on higher Education – what does that say? * State college system is experiencing death by 1,000 cuts. Need to relook at the mission maybe add more to mission.  What we do, how we do it and why we do it. * In closing Bill hoped that this Commission’s report addresses efficiencies that are strategic not incremental. * Jeff ~ any other comments on the blue ribbon tax report?   + Bill ~ the hope was for long term planning, but with new administration the problem is and was 2-year terms; * Paul ~ the capacity is not there for planning and Continuous Improvement on the 5th floor.  Commission should try to look at good ideas such as libraries, and maybe a 4-year term; look at developing planning and leadership on the 5the floor.  Our job is to look at what would help state build this over time. * Paul ~ re: state college system - significant challenge with lower enrollment, but what do you mean additions to State College mission?   + Bill ~ VTech (VTC) is one of most important, I worry about Casleton, Johnson and Lyndon. Look at 6 colleges and VTC, at values and outcomes - C,L,J enrolling but not graduating.  What does each do well - remove redundancy and evaluate as community resource how to make center for community problem solving; how do non-profits come in and be part of curriculum, same as with businesses...maintain commitment to education and add workforce training. Reevaluate what state colleges are. Reimagine state colleges. * [Jeff notes that he is a Trustee on UVM, so may have to recuse himself from some discussions/decisions.] * John ~ any ideas who else we should talk to?   + Bill ~ I will think on this more, but Will Patten and Peter Kinder come to mind. * John ~ Should we be looking at blue ribbon?   + Bill ~ Yes, at the service tax, reality is people are buying more service and less things, opposition was it would hurt VT business - but that was not true, business would not pay for service for business.  Final Comment – if we continue to roll forward the way we always do things will continue to costs us more and more each year...so this does not work. |  |
| **5.0** | Jeff asked if the state had looked at incentive budgeting like UVM has put in place. Zeller said it has been discussed but is not currently in place. |  |
| **6.0** | Chief Performance Officer Sue Zeller continued her testimony highlighting the Annual Population-Level Outcomes and Indicator Report. Zeller walked the commission through the report and the AHS software system (Results Scorecard) which provides more detail for the AHS items in the report. The Commission asked several questions about culture, commitment and resources. Zeller provided an overview of the current decentralized structure and explained most departments did not have dedicated staff for planning and continuous improvement, including the CPO; she also explained that there needed to be an overall State Strategic Plan which would infirm the overall performance management plan and provide more granular information concerning budgets. |  |
| **7.0** | Next Meeting – 12/21/15 at 1:30PM. Sue will find a meeting space. | Zeller |
| **8.0** | Commission discussed NCSL, NGA and other such organization. Could we get someone to come speak to them? Sue will ask Steve Klein? Maybe ask Jim Reardon, too. | Zeller |
| **9.0** | Adjourn 4:01 PM |  |

This summary of the meeting forms the basis upon which we will proceed. Please respond with changes, corrections or questions to the originator within 5 working days. If no corrections, changes or questions are received within 5 working days, these minutes will become part of the permanent record.

**By:** Sue Zeller

Cc: Committee Members