

1. Should the work of State government be performed by State employees?

Answer: Yes

2. As an elected official, how would you support the overall safety of State employees?

Answer: Require a work place safety analysis based on national best practices to be conducted and implemented. Some of the recommendations might include on site security with formal attire and plain clothed security staff. Security staff would, where requested, accompany staff on home visits. Office based staff would have immediate push button capability to request security assistance. In short, whatever it takes to keep staff safe would be instituted. I would make sure the ideas of staff were solicited.

3. What is your plan to make the health care system more fair and equitable for working Vermonters?

Answer: I believe health care is a human right as stated by the United Nations. As such the availability should not depend on where you work, or the size of your wallet. To truly make health equitable requires public financing. If there are individual contributions, they should be based on the ability to contribute. Payment reform is different than delivery reform, which will help make the system more affordable and equitable too. Affordability will come as we move away from fee for service to population based health. We must move away from a system that rewards the volume of claims generated and focuses more on health outcomes.

4. Will you support collective bargaining and vote against any "Right to Work" legislation in any form?

Answer: Yes

5. What do you see as the role of State employees, and how would you support them in their role?

Answer: I believe strongly in public service. State employees are the face of public service in Vermont. They keep our roads safe, our water and air clean, our communities safe, and so much more. These core public services must be beyond reproach. This requires a well-paid workforce with excellent benefits, including a properly funded and top rate retirement system, which I am committed to. Government service to me is one of the highest callings there is. I am proud to be a State employee, though I will be retiring in several weeks.

6. What mechanisms would you put in place to avoid budget shortfalls?

Answer: Thoughtful economic growth is the key, though better efficiencies can be made which will make budgets more sustainable. Case in point, we have human service sprawl in Vermont. Area Agencies on Aging, Parent Child Centers, Designated Mental Health Centers, Federally Qualified Health Centers, Home Health Agencies, each has individual finance, and I.T. infrastructure. We need to assure responsiveness to local needs but the cost to support the infrastructure in the current decentralized design is prohibitive. Each of these organizations could operate with one finance office, not 12 as is the

case with the Designated Agencies. To be clear, the services provided are important and I am not belittling them at all. The way they are operated needs reform, and if done carefully and thoughtfully, will be more affordable and allow us to have much more sustainable budgets, It may make sense for the State to provide these services in part. We need to have the discussion and analysis.

7. What approach would you take to make higher education more affordable for Vermonters?

Answer: I think our State Colleges are a great deal and I am a very strong supporter. It is not that the cost is unreasonable, it is our capacity to pay that is challenged. I would support and require each college to develop a state of the art program aimed at attracting more out of state students. In so doing the revenue base of the colleges would be more diversified and strengthened, thus lowering the cost for in-state students.

8. What would you do to ensure the viability of the State College system?

Answer: My answer to number 7 above addresses both issues. As we grow our out of state student base it will make the system more affordable for in-state students and strengthen the viability of the entire system. I am proud be a graduate of the VSC.

9. Do you support a livable wage for Vermonters? If so what do you think that amount should be?

Answer: Yes, totally. The amount should be that which is calculated by the Joint Fiscal Office, as required by statute,

10. Briefly, state why the VSEA should support you and describe the type of assistance that you would be seeking from a VSEA endorsement.

Answer: The VSEA should support me because I can get elected in this District, and my values comport with your values. I do not want to come across as over confident at all, but I served two terms in the House in the 1990's. I have lived in this area for 55 years. I have over 25 years of experience in local government from School Board member to Select-Board. In short, I am known and can be elected despite that the GOP will spend an inordinate amount of money to win this seat back. As to what the VSEA could do for me, just spreading the word to your members in this District that a vote for me is supported and urging them to vote would be very appreciated. Any contribution would be appreciated.