

MAINE STATE LEGISLATURE

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NATURAL RESOURCE AGENCY FACILITY CONSOLIDATION AND CAPITAL PLANNING

Discussion

A review of data provided by the Department of Administration indicates that the five natural resource agencies studied by the Physical Resources Committee own more than 900 facilities throughout the State. Although the current market value of these facilities is not known, the Division of Risk Assessment in the Department of Administration currently has these facilities insured for more than \$45 million dollars. Each facility is insured for 100% of its replacement cost, exclusive of property.

Approximately 70% of the facilities owned by the five natural resource agencies have an insured replacement value of less than \$50,000. These include small occupied facilities such as ranger houses and watchman camps, as well as unoccupied garages, storage facilities, woodsheds, polebarns and radio shacks. The remaining 30% of the facilities are those with replacement values ranging roughly from \$50,000 to \$2 million. None of the natural resource agencies own any facility with a replacement value in excess of \$2 million. The main office buildings of the natural resource agencies in Augusta, such as the Deering and Harlow Buildings at AMHI, each have replacement values well in excess of \$2 million, however, those facilities are owned by the Bureau of Public Improvements.

Finding

Significant savings in facility construction, operation and maintenance costs can be achieved by coordinated capital planning and systematic consolidation of facilities owned by the natural resource agencies.

Historically, the natural resource agencies have acquired or constructed facilities without the benefit of formal inter-departmental planning mechanisms to ensure efficiency in capital expenditures and avoid duplication. It appears likely that overall facility operation and maintenance costs can be reduced significantly through the consolidation, lease or sale of duplicative or unnecessary facilities.

Existing State budgeting procedures that require revenue from the sale of capital assets to revert to the General Fund may be removing incentives for efficient financial management of capital assets. Permitting the agencies to retain, and re-invest, revenues derived from the sale of movable capital assets may, in the short term, create direct incentives for managers to identify and sell obsolete or unnecessary movable capital goods, and may, in the longer term, create savings through more efficient capital planning.

Recommendation #1

A "Facilities Consolidation Commission" should be established with a specific 5-year goal of closing, leasing, selling or consolidating 20% to 40% of the facilities owned by the 5 natural resource agencies. Revenues from the sale or lease of facilities would be allocated to the "Facilities Consolidation Commission" and used to construct, repair or lease consolidated regional natural resource agency facilities. Consolidation of regional natural resource agency facilities, elimination of duplicative square footage and facility life-cycle cost would be criteria for determining the facilities to be closed, leased, sold or consolidated.

The "Facilities Consolidation Commission" would be established by statute. The Commission would be comprised of 3 members, appointed by the Governor and confirmed by the Legislature. Each member would serve a term of five years. The Commission would be required by statute to recommend to the Legislature by January 1st of each year the closure, lease, sale or consolidation of no fewer than 20 facilities, each having an insured value greater than \$50,000, that are owned by a natural resource agency. The Bureau of Public Improvements would be required, by law, to begin implementation of the Commission's recommendations by February 1st of each year unless the recommendations of the Commissions are overturned by statute.

Recommendation #2

Revenues from the sale of any obsolete or unnecessary movable capital asset owned by a natural resource agency may be retained by that natural resource agency, provided that those revenues are used for the purchase or acquisition of new or replacement capital goods.

CROSS-TRAINING OF NATURAL RESOURCE AGENCY PERSONNEL

Finding

The natural resource agencies face a future of reduced funding and increased resource utilization. These complex and competing trends are expected to be long-term and, as such, agencies must exercise flexibility and innovation in natural resource management. Fewer resources will require personnel to be cross-trained, and will place substantially more importance on sharing of resources and responsibilities.

The Committee undertook a limited review of the consolidation and cross-training potential for all job classifications in the Division of Forest Fire Control in the Department of Conservation and the Game Warden Services in the Department of Inland Fisheries and Wildlife. A detailed summary of the job classifications in each of those functions, as well as the number of employees and salary requirements for each, are attached as Appendix _____. From the Committee's review of that information, it became clear that the consolidation of functions among the natural resource agencies would be an extremely complicated undertaking, involving individual review of job classifications, salary requirements, job authority and responsibilities. From that material, as well as from discussions with the Departments, it also became clear that many opportunities exist for efficiency savings through cross-training, coordination or consolidation. Among the natural resource agencies, the Department of Conservation, the Department of Inland Fisheries and Wildlife and the Department of Marine Resources must work together to identify and act upon those areas of natural resource management and law enforcement that would benefit from cross training of personnel and sharing of resources. Although wholesale consolidation of the Forest Ranger, Game Warden and Marine Patrol Officer functions does not appear realistic in the short term, for the reasons noted above, State government could benefit substantially from closer administrative coordination in those areas.

Recommendation

The Governor should appoint a "Natural Resource Agency Inter-Agency Task Force" to identify and implement appropriate cross training programs. The task force should include management representatives from the Department of Conservation, the Department of Inland Fisheries and Wildlife and the Department of Marine Resources as well as labor representatives from the Maine State Employees Association and the American Federation of State, Municipal and County Employees. The task force should seek to apply "Total Quality Management" practices to the appropriate functions of those agencies, including such practices as "pay for knowledge". All natural resource programs will be affected by the trends towards less funding and increased resource utilization, and managers must push for continuous improvement in all areas. Efforts such as these will become increasingly important, particularly in the areas of natural resource management and law enforcement.

ATLANTIC SEA RUN SALMON COMMISSION

Discussion

The history of the Atlantic Sea Run Salmon Commission has been characterized as one of chronic underfunding. The funding and personnel reductions contained in the FY92 and FY93 budget appear to make it nearly impossible for the Commission to fulfill its mission of managing and protecting the State's salmon fishery.

In order to address the concerns raised by reduced funding, the Physical Resources reviewed several options, including the option of consolidating the Salmon Commission into the Department of Inland Fisheries and Wildlife. The consensus of the Committee, however, after hearing from many interested parties at its 2 public hearings was to strengthen the internal structure of the Commission, rather than abolishing it or consolidating it within another Department.

Finding

The structure of the Atlantic Sea Run Salmon Commission should be revised. The Commission should be comprised of 3 members, one of whom should be the Executive Director of the Commission. The Executive Director would serve as the Maine representative to the New England Atlantic Salmon Committee and would work closely with the Federal agencies that deal with Atlantic Salmon, including the United States Fish and Wildlife Service and the National Marine Fishery Service. The Executive Director would also serve on the U.S. Section of advisors to the U.S. Commissioners of the North Atlantic Salmon Conservation Organization.

Recommendation

Abolish the present structure of the Atlantic Sea Run Salmon Commission and replace it with a 3 member Commission comprised of the Commissioner of Marine Resource, the Commissioner of Inland Fisheries and Wildlife and, as the third member, the newly created position of Executive Director of the Commission. That new position would be created by upgrading the present position of "Coordinator".

RECREATIONAL VEHICLES

Discussion

Program management and enforcement of recreational vehicle laws is divided among 3 natural resource agencies. The Department of Marine Resources enforces recreational boating laws in the marine environment, the Department of Conservation administers a boating facility grant program, a snowmobile program and an ATV program, and the Department of Inland Fisheries and Wildlife is responsible for the registration of ATV's, watercraft, and snowmobiles, as well as operating an ATV education program and safety programs for snowmobile, boat and ATV operators. This division of responsibility appears to have resulted in a lack of coordination in policy development, law enforcement and site development.

Finding

Recreational vehicle program management and enforcement should be consolidated into a Division of Recreational Vehicles within the Bureau of Parks and Recreation in the Department of Conservation.

Recommendation

Establish a Division of Recreational Vehicles within the Bureau of Parks and Recreation in the Department of Conservation. The Division would have sole responsibility for management of recreational vehicle programs, except licensing, and would oversee enforcement of recreational vehicle laws by the Department of Inland Fisheries and Wildlife and the Department of Marine Resources. The Division would be funded using existing dedicated and other special revenue funds currently allocated to the departments responsible for those functions and would be required to reimburse those departments for all costs associated with licensing and enforcement activities.

COMPUTERIZATION

Discussion

Thoughtful integration of computers into the workplace can increase productivity, enhance the exchange of information among agencies, improve efficiency and provide management access to current and accurate information. Acquisition of computer systems by the natural resource agencies is hindered by lack of funds and the absence of planning or benefit-cost analyses upon which to base management decisions regarding computerization.

Finding

The natural resource agencies must strive to integrate computer technology into their programs in a manner that ensures inter-departmental communication.

Recommendation

The enabling legislation of the Office of Information Services must be reviewed to ensure that it includes sufficient statutory authority to permit computerization by the natural resource agencies in a manner that promotes the exchange of information.

D.E.P. AND THE B.E.P

Discussion

As part of its review of the natural resource agencies, the Physical Resources undertook a review of departmental expenditures over the 10 year period from 1981 to 1990. A summary of expenditures by the Department of Agriculture (DAFRR), the Department of Environmental Protection (DEP), the Department of Conservation (DOC), the Department of Inland Fisheries and Wildlife (IF&W) and the Department of Marine Resources (DMR) is attached for reference. The attached summaries show annual expenditures by each of the departments in both current (nominal) and inflation-adjusted (real) dollars. The summary also includes pie charts showing the percent of total state spending in 1981 and 1990 by various policy areas (general government, economic development, education, human services, etc.).

Based on its review of natural resource departmental expenditures, the Committee offered several general observations about their combined spending during the 1980's:

- Spending by the departments, as a percent of total State spending, decreased from 4.35% in 1981 to 3.62% in 1990;
- Real spending by the departments increased 16.7%;
- Real per capita spending by the departments increased 7.7%.

Finding

With the exception of the Department of Environmental Protection, the natural resource agencies experienced little, or no, growth in real expenditures over the last 10 years. Unlike the other departments, the Department of Environmental Protection has shown substantial real expenditure growth, with total real expenditures increasing by more than 70%. That growth can be attributed, at least in part, to increasing mandates imposed on the department by the Legislature and significant increases in development that occurred during the 1980's.

From its expenditure analysis and substantive discussions with the Commissioners of the natural resource agencies, the Committee concluded that the issues raised by the consolidation of those agencies into a single Department of Natural Resources were far too complex for it to study in appropriate detail in the time permitted. Consolidation of that magnitude also raises significant resource allocation questions which, since they would involve policy choices, are most appropriately addressed by the Legislature.

The presence of large increases in real expenditure growth is not necessarily an indication of inefficiency in a department, particularly in a department such as the DEP that has experienced expansion of its statutory mandate. That growth has, however, placed new and significant demands upon the department and the BEP that cannot be met by organizational structures established more than a decade ago. The present media organizational structure of the department and the 10 member citizen Board of Environmental Protection is no longer sufficient to address the increasing complicated problems of environmental regulation. The department must be reorganized along functional lines, to allow for more efficient licensing and enforcement, and the BEP must be replaced with a full-time, 3-member professional Board to allow for more thorough and constant review of significant environmental projects. These changes will allow the department and the Board to review and license projects in a timely manner without sacrificing environmental quality and to enforce environmental laws in a manner that is consistent, fair and effective.

Recommendations

Restructure the DEP

Restructure the Department of Environmental Protection by abolishing the existing Bureau structure and replacing it with 3 new bureaus, organized along functional lines: a Bureau of Licensing, a Bureau of Enforcement and a Bureau of Technical Services. The Board of Environmental Protection would establish clear criteria for project review by the department and the Commissioner would ensure that each application is "sheparded" through the Bureau of Licensing by assigning a "team" of individual staff members to each application. Applicants would be responsible for all costs associated with ensuring that a project complies with the criteria established by the department. In addition, the permit-by-rule procedures would be expanded, to allow a larger percentage of small or routine applications to be processed quickly.

Restructure the BEP

Abolish the existing Board and replace it with a full-time, 3-member professional Board. The Commissioner of Environmental Protection would be the chair of the Board. The other 2 members would be appointed by the Governor and subject to confirmation by the Legislature. The members must be skilled and knowledgeable in technical issues pertaining to environmental regulation. The new Board would decide upon all permit and license applications that were not processed by the Department through the permit-by-rule procedures. Appeals of Board decisions would be made directly to the Courts.

SEAFOOD INSPECTION

Discussion

Seafood inspection is currently done by 2 departments. Inspectors from the Department of Agriculture, Food and Rural Resources have responsibility for on-site inspection of processed wholesale seafood products, while the Department of Marine Resources is primarily responsible for the inspection of fresh seafood products.

Finding

Inspection of fresh and processed wholesale seafood products can more efficiently be done by a single department.

Recomendation

Repsonsibility for the inspection of wholesale processed seafood products should be transferred from the Department of Agriculture, Food and Rural Resources to the Department of Marine Resource, which currently has responsibility for inspection of fresh seafood products.

ISSUES RESULTING IN "NO RECOMMENDATION"

Administrative Procedures Act

Question. Should the Administrative Procedures be amended to remove language that prohibits an agency from adopting a rule unless that rule was specifically included in the agency's most recent legislative rulemaking agenda?

Discussion:

A discussion of the administrative procedures act was initiated by the departments in response to a public law enacted during the last session of the Legislature that prohibits an agency from adopting any rule that is not contained in that agency's legislative rulemaking agenda. The Committee discussed whether or not restricting an agency's rulemaking authority only to events that can be anticipated months in advance would limit the ability of the natural resource agency to manage and protect the State's natural resources. It is clear that the Legislature has given the natural resource agencies the responsibility of managing and protecting the State's natural resources. It is also clear that those agencies may at times need to initiate rulemaking procedures rapidly to avoid or mitigate threats to a natural resource. Although amending the Administrative Procedures Act to remove this perceived obstacle was supported by the departments, the Committee concluded not to recommend any changes. The rulemaking restrictions do not apply to the adoption of emergency rules which, although having a duration of only 90 days, can be renewed. The emergency rulemaking provision should be sufficient to address unanticipated events.

Recommendation: No recommendation.

Pesticide Regulation

Question. Should responsibility for regulating pesticides be transferred from the Department of Agriculture, Food and Rural Resource to the Department of Environmental Protection?

Discussion: The Committee discussed whether or not the mandate of the Pesticides Control Board is compatible with its present location within the Department of Agriculture, Food and Rural Resources and whether the decisions of the Board implicate environmental quality and public health concerns beyond the agricultural sector. The Committee took note that in 1972 Congress transferred federal pesticide regulatory authority from the Department of Agriculture to the Environmental Protection Agency in recognition of the fact that pesticide laws had shifted from a focus on protecting the farmer to broader societal issues of environmental quality and protection of the public health. Although that transfer appears to have

been appropriate at the federal level, it was not compellingly argued that a similar transfer of pesticide regulatory responsibility was immediately necessary at the State level. No clear efficiency gains of such a move were evident to the Committee, and it was noted that the Legislature has considered, and rejected, several similar suggestions in the recent past.

Recommendation: No recommendation.

Wastewater plumbing control programs

Question. Should the wastewater plumbing control program in the Department of Human Services be abolished and its functions transferred as follows:

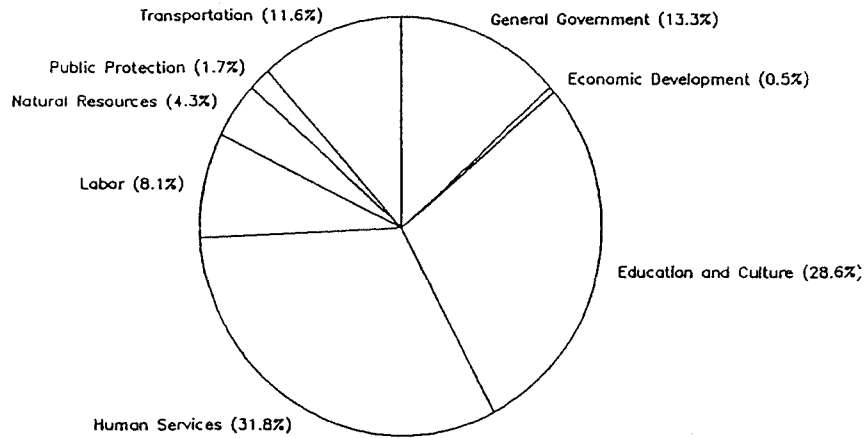
- All state plumbing functions in one agency by transferring the responsibility for the Maine State Plumbing code and responsibility for maintaining copies of all plumbing permits to the Plumbers Examining Board in Department of Business Regulation;
- All wastewater regulatory functions in one agency by transferring responsibility for the Maine State Subsurface Wastewater Code, the responsibility for maintaining copies of all subsurface wastewater permits and the licensing of soil evaluators for subsurface wastewater systems to the DEP; and
- All code enforcement functions in one agency by transferring the responsibility for training and certifying Local Code Enforcement Offices in court procedures (Rule 80K) to the Office of Comprehensive Planning, Department of Economic and Community Development?

Discussion: Administrative responsibility for the State's plumbing and wastewater laws is divided among several agencies. The Committee discussed whether or not improvements in program coordination, reporting and enforcement can be accomplished by consolidating functions into the appropriate agencies.

Recommendation. These programs are functioning well in their current location. No recommendation.

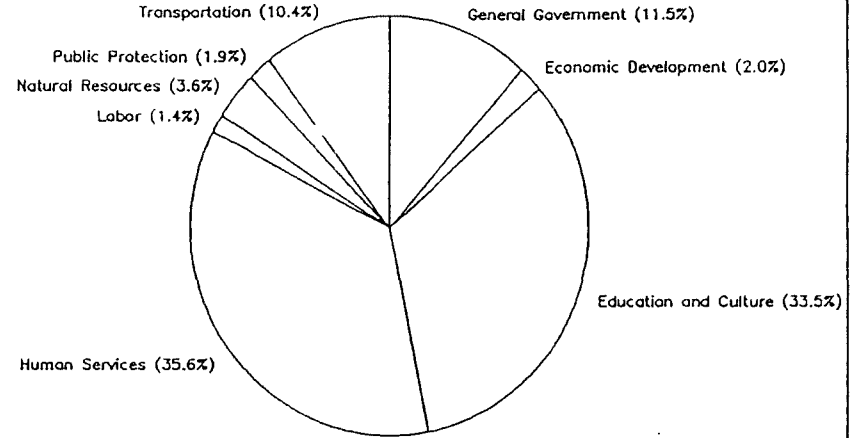
FY'81 State Expenditures by Policy Area

(All funds = \$1.24 Billion)



FY'90 State Expenditures by Policy Area

(All funds = \$2.65 Billion)



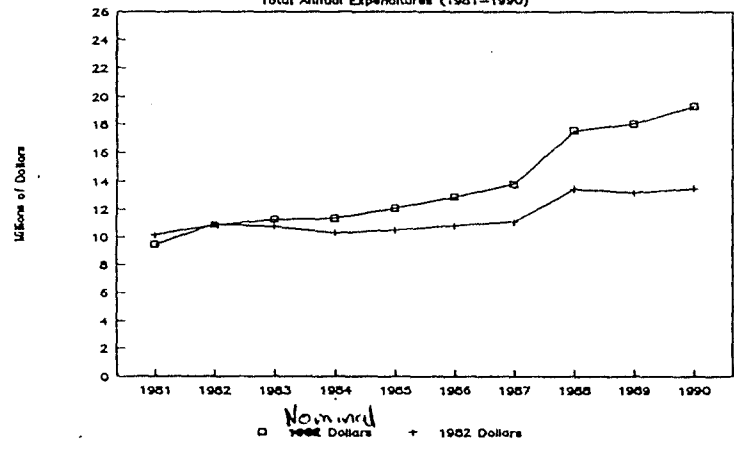
Derived by OPLA from FY'90 State Financial Report, Department of Finance. ("Natural Resource" policy area includes all expenditures by the Departments of Agriculture, Marine Resources, Conservation, Environmental Protection and Fisheries and Wildlife).

Department of Inland Fisheries and Wildlife

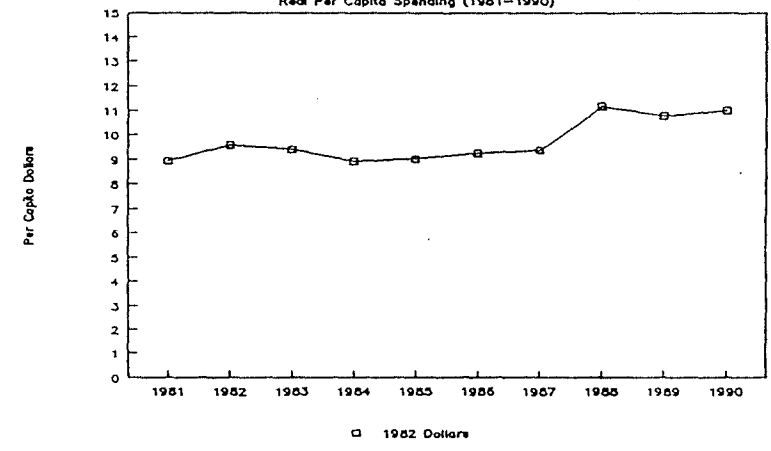
Summary of Expenditures: 1981-1990

Nominal Dollars (Thousands)					Real Dollars (1982) (Thousands)				Total Real per cap. Spending	Percent of Total State Spending
Fiscal Year	General Fund	Special Revenues	Bond Revenues	Total	General Fund	Special Revenues	Bond Revenues	Total		
1981	\$223	\$9,252	\$0	\$9,475	\$239	\$9,895	\$0	\$10,134	\$8.94	0.77%
1982	\$242	\$10,624	\$0	\$10,866	\$242	\$10,624	\$0	\$10,866	\$9.56	0.83%
1983	\$255	\$11,021	\$0	\$11,276	\$243	\$10,516	\$0	\$10,760	\$9.39	0.84%
1984	\$229	\$11,120	\$0	\$11,349	\$208	\$10,100	\$0	\$10,308	\$8.92	0.79%
1985	\$573	\$11,534	\$0	\$12,107	\$497	\$10,003	\$0	\$10,500	\$9.02	0.76%
1986	\$316	\$12,582	\$0	\$12,898	\$265	\$10,555	\$0	\$10,821	\$9.24	0.73%
1987	\$266	\$13,448	\$81	\$13,795	\$214	\$10,819	\$65	\$11,098	\$9.36	0.72%
1988	\$324	\$14,850	\$2,360	\$17,535	\$249	\$11,388	\$1,810	\$13,447	\$11.16	0.83%
1989	\$683	\$15,544	\$1,808	\$18,035	\$500	\$11,371	\$1,322	\$13,193	\$10.80	0.75%
1990	\$352	\$18,063	\$923	\$19,339	\$246	\$12,605	\$644	\$13,495	\$11.00	0.73%

Department of Fisheries and Wildlife
Total Annual Expenditures (1981-1990)



Department of Fisheries and Wildlife
Real Per Capita Spending (1981-1990)



Notes:

- * Nominal dollar expenditures derived from the Maine Department of Finance's Annual Financial Reports for Fiscal Years 1981-1990.
- * Other Special Revenue Funds include license fees, federal block grant funds, and other dedicated revenues.
- * Real 1982 dollars derived using the Fixed Weighted Price Index for purchase of goods and services by State and Local Government.
- * Per Capita expenditures derived using State population statistics from US Dept. of Commerce; Current Population Report, Series P-25.

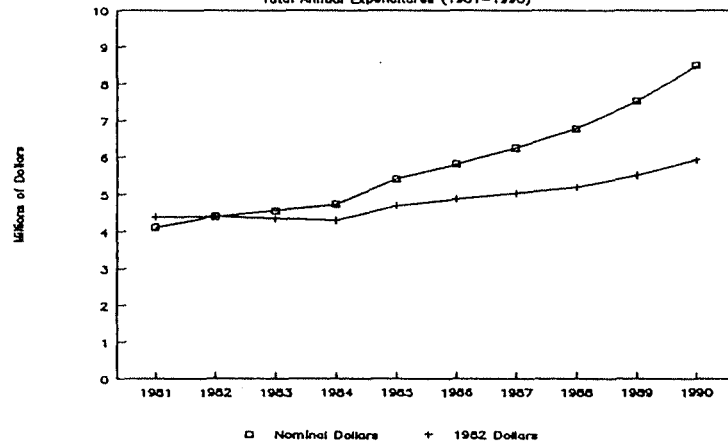
Department of Marine Resources

Summary of Expenditures: 1981-1990

Fiscal Year	Nominal Dollars (Thousands)				Real Dollars (1982) (Thousands)				Total Real per cap. Spending	Percent of Total State Spending
	General Fund	Special Revenues	Bond Revenues	Total	General Fund	Special Revenues	Bond Revenues	Total		
1981	\$2,721	\$1,388	\$0	\$4,110	\$2,910	\$1,485	\$0	\$4,395	\$3.88	0.33%
1982	\$3,278	\$1,135	\$0	\$4,412	\$3,278	\$1,135	\$0	\$4,412	\$3.88	0.34%
1983	\$3,573	\$987	\$0	\$4,560	\$3,409	\$941	\$0	\$4,351	\$3.80	0.34%
1984	\$3,785	\$949	\$0	\$4,734	\$3,438	\$862	\$0	\$4,300	\$3.72	0.33%
1985	\$4,465	\$947	\$0	\$5,412	\$3,873	\$821	\$0	\$4,694	\$4.03	0.34%
1986	\$4,997	\$817	\$0	\$5,814	\$4,192	\$685	\$0	\$4,877	\$4.17	0.33%
1987	\$5,353	\$896	\$0	\$6,249	\$4,307	\$721	\$0	\$5,028	\$4.24	0.32%
1988	\$5,700	\$1,075	\$0	\$6,774	\$4,371	\$824	\$0	\$5,195	\$4.31	0.32%
1989	\$6,291	\$1,242	\$0	\$7,533	\$4,602	\$908	\$0	\$5,510	\$4.51	0.31%
1990	\$6,931	\$1,566	\$0	\$8,497	\$4,837	\$1,093	\$0	\$5,929	\$4.83	0.32%

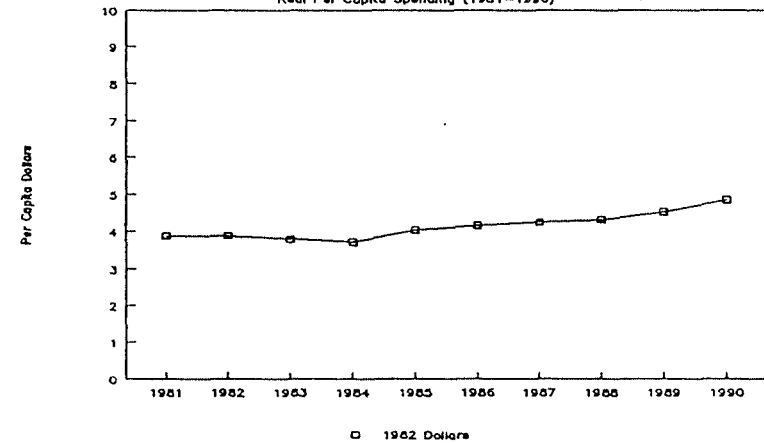
Department of Marine Resources

Total Annual Expenditures (1981-1990)



Department of Marine Resources

Real Per Capita Spending (1981-1990)



Notes:

* Nominal dollar expenditures derived from the Maine Department of Finance's Annual Financial Reports for Fiscal Years 1981-1990.

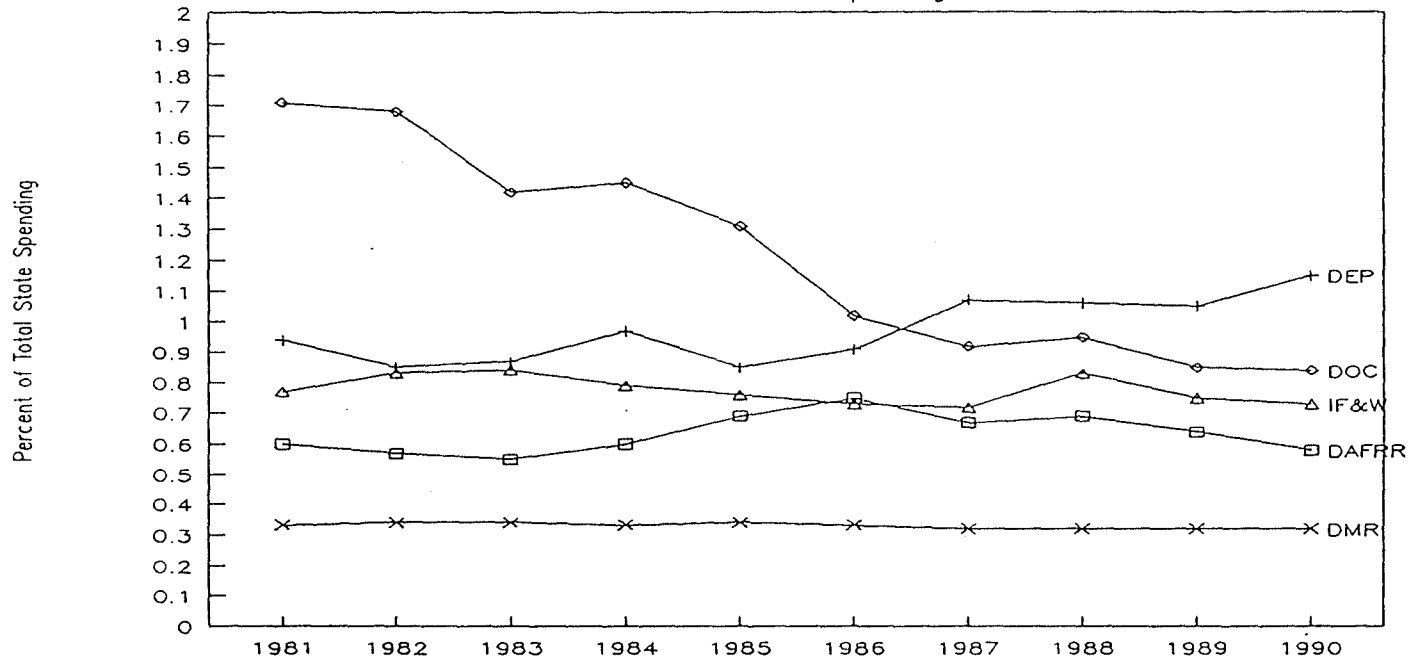
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Natural Resource Agency Expenditures

Percent of Total State Spending

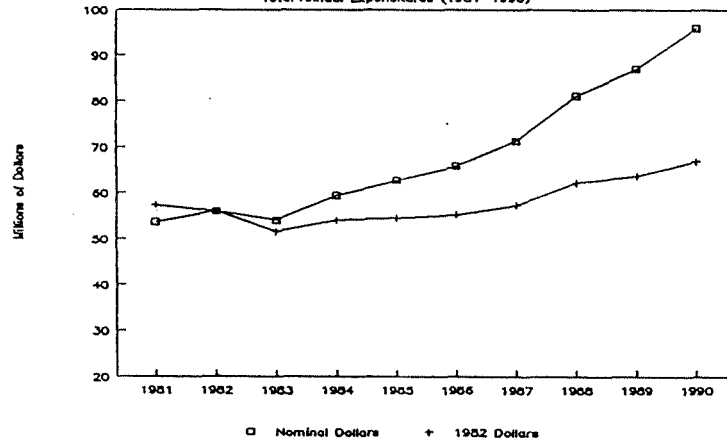


Expenditures by the Natural Resource Agencies: 1981-1990

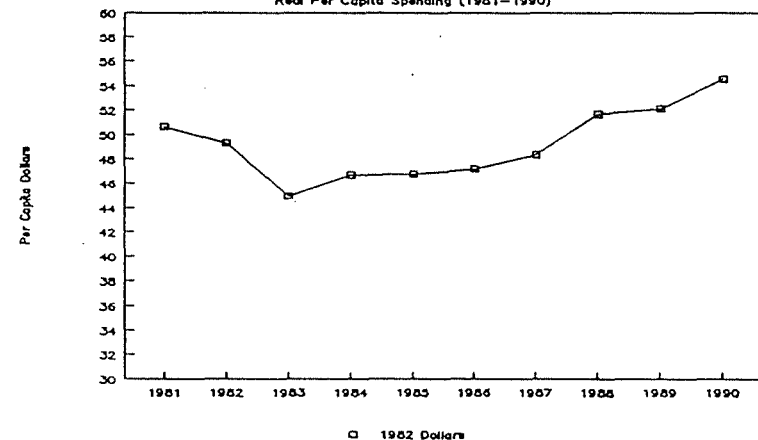
(DAFRR, DEP, DOC, IF&W and DMR)

Fiscal Year	Nominal Dollars (Thousands)				Real Dollars (1982) (Thousands)				Total Real per cap. Spending	Percent of Total State Spending
	General Fund	Special Revenues	Bond Revenues	Total	General Fund	Special Revenues	Bond Revenues	Total		
1981	\$17,965	\$29,130	\$6,560	\$53,655	\$19,214	\$31,155	\$7,016	\$57,385	\$50.65	4.35%
1982	\$18,800	\$31,219	\$5,990	\$56,010	\$18,800	\$31,219	\$5,990	\$56,010	\$49.30	4.26%
1983	\$19,909	\$27,849	\$6,268	\$54,025	\$18,997	\$26,573	\$5,981	\$51,551	\$44.98	4.02%
1984	\$21,455	\$30,066	\$7,954	\$59,475	\$19,487	\$27,308	\$7,224	\$54,019	\$46.73	4.14%
1985	\$24,971	\$32,630	\$5,202	\$62,803	\$21,657	\$28,300	\$4,511	\$54,469	\$46.79	3.94%
1986	\$26,954	\$32,285	\$6,664	\$65,903	\$22,613	\$27,084	\$5,591	\$55,288	\$47.21	3.75%
1987	\$28,402	\$32,331	\$10,607	\$71,340	\$22,850	\$26,011	\$8,533	\$57,394	\$48.39	3.70%
1988	\$30,714	\$38,822	\$11,671	\$81,208	\$23,553	\$29,772	\$8,951	\$62,276	\$51.68	3.85%
1989	\$34,909	\$40,547	\$11,630	\$87,086	\$25,537	\$29,661	\$8,508	\$63,706	\$52.13	3.60%
1990	\$37,957	\$45,968	\$12,013	\$95,938	\$26,488	\$32,078	\$8,383	\$66,949	\$54.56	3.62%

Natural Resource Agency Expenditures
Total Annual Expenditures (1981-1990)



Natural Resource Agency Expenditures
Real Per Capita Spending (1981-1990)



Notes:

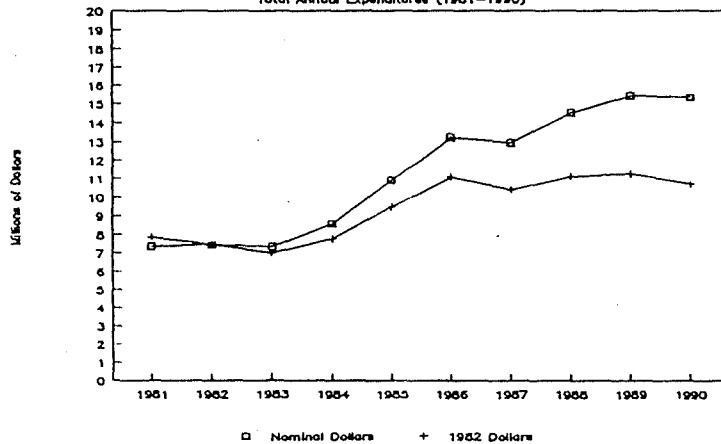
- * Nominal dollar expenditures derived from the Maine Department of Finance's Annual Financial Reports for Fiscal Years 1981-1990.
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- * Per Capita expenditures derived using State population statistics from US Dept. of Commerce; Current Population Report, Series P-25.

Department of Agriculture

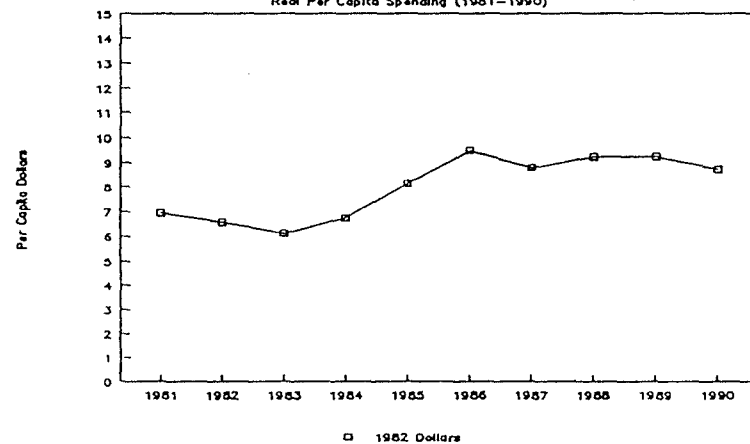
Summary of Expenditures: 1981-1990

Nominal Dollars (Thousands)					Real Dollars (1982) (Thousands)				Total Real per cap. Spending	Percent of Total State Spending
Fiscal Year	General Fund	Special Revenues	Bond Revenues	Total	General Fund	Special Revenues	Bond Revenues	Total		
1981	\$2,431	\$4,934	\$0	\$7,366	\$2,600	\$5,277	\$0	\$7,878	\$6.95	0.60%
1982	\$2,900	\$4,562	\$0	\$7,462	\$2,900	\$4,562	\$0	\$7,462	\$6.57	0.57%
1983	\$3,187	\$4,168	\$0	\$7,355	\$3,041	\$3,977	\$0	\$7,018	\$6.12	0.55%
1984	\$4,002	\$4,585	\$0	\$8,587	\$3,635	\$4,164	\$0	\$7,800	\$6.75	0.60%
1985	\$4,418	\$6,528	\$0	\$10,946	\$3,832	\$5,662	\$0	\$9,493	\$8.16	0.69%
1986	\$4,977	\$8,266	\$0	\$13,243	\$4,175	\$6,934	\$0	\$11,110	\$9.49	0.75%
1987	\$4,941	\$8,025	\$0	\$12,966	\$3,975	\$6,456	\$0	\$10,431	\$8.80	0.67%
1988	\$5,576	\$8,938	\$0	\$14,515	\$4,276	\$6,855	\$0	\$11,131	\$9.24	0.69%
1989	\$6,029	\$9,414	\$0	\$15,443	\$4,411	\$6,886	\$0	\$11,297	\$9.24	0.64%
1990	\$6,564	\$8,796	\$0	\$15,360	\$4,581	\$6,138	\$0	\$10,719	\$8.74	0.58%

Department of Agriculture
Total Annual Expenditures (1981-1990)



Department of Agriculture
Real Per Capita Spending (1981-1990)



Notes:

- * Nominal dollar expenditures derived from the Maine Department of Finance's Annual Financial Reports for Fiscal Years 1981-1990.
- * Other Special Revenue Funds include license fees, federal block grant funds, and other dedicated revenues.
- * Real 1982 dollars derived using the Fixed Weighted Price Index for purchase of goods and services by State and Local Government.
- * Per Capita expenditures derived using State population statistics from US Dept. of Commerce; Current Population Report, Series P-25.

Department of Environmental Protection

Summary of Expenditures: 1981-1990

Nominal Dollars

(Thousands)

Fiscal Year	General Fund	Special Revenues	Bond Revenues	Total
1981	\$2,326	\$3,096	\$6,169	\$11,592
1982	\$2,048	\$3,329	\$5,772	\$11,149
1983	\$2,408	\$4,116	\$5,212	\$11,736
1984	\$2,732	\$4,397	\$6,793	\$13,922
1985	\$3,307	\$5,246	\$4,937	\$13,491
1986	\$3,601	\$5,955	\$6,368	\$15,924
1987	\$3,837	\$6,335	\$10,495	\$20,667
1988	\$4,704	\$8,559	\$9,134	\$22,398
1989	\$5,991	\$9,939	\$9,555	\$25,484
1990	\$6,883	\$12,658	\$10,997	\$30,538

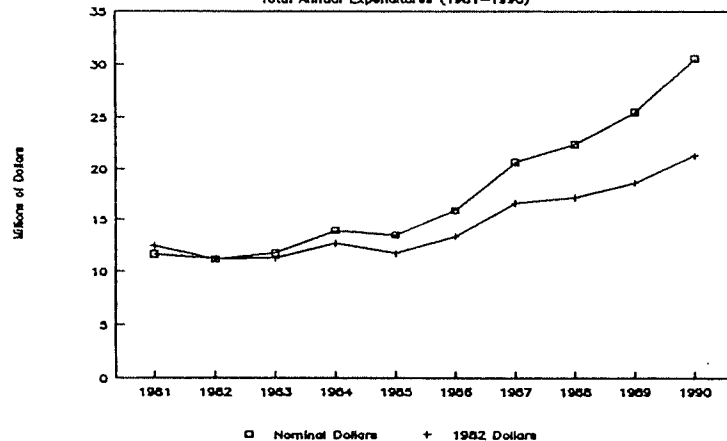
Real Dollars (1982)

(Thousands)

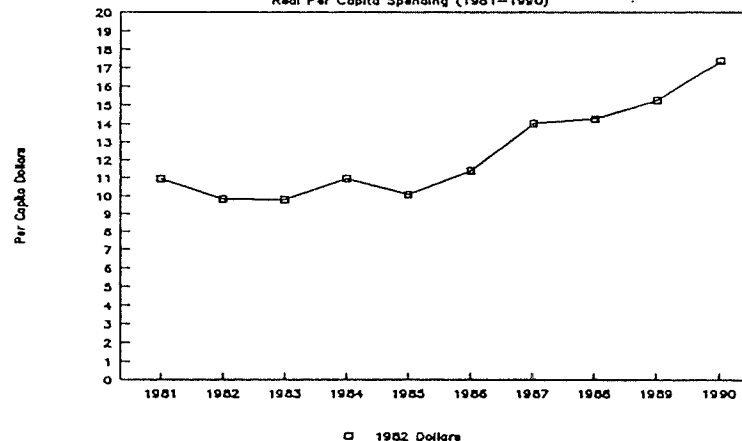
Fiscal Year	General Fund	Special Revenues	Bond Revenues	Total
1981	\$2,488	\$3,312	\$6,598	\$12,398
1982	\$2,048	\$3,329	\$5,772	\$11,149
1983	\$2,297	\$3,928	\$4,973	\$11,198
1984	\$2,481	\$3,993	\$6,170	\$12,645
1985	\$2,868	\$4,550	\$4,282	\$11,700
1986	\$3,021	\$4,996	\$5,342	\$13,359
1987	\$3,087	\$5,097	\$8,443	\$16,627
1988	\$3,608	\$6,564	\$7,005	\$17,176
1989	\$4,382	\$7,270	\$6,990	\$18,643
1990	\$4,803	\$8,833	\$7,674	\$21,310

Total Real per cap. Spending	Percent of Total State Spending
\$10.94	0.94%
\$9.81	0.85%
\$9.77	0.87%
\$10.94	0.97%
\$10.05	0.85%
\$11.41	0.91%
\$14.02	1.07%
\$14.25	1.06%
\$15.26	1.05%
\$17.37	1.15%

Department of Environmental Protection
Total Annual Expenditures (1981-1990)



Department of Environmental Protection
Real Per Capita Spending (1981-1990)



Notes:

- * Nominal dollar expenditures derived from the Maine Department of Finance's Annual Financial Reports for Fiscal Years 1981-1990.
- * Other Special Revenue Funds include license fees, federal block grant funds, and other dedicated revenues.
- * Real 1982 dollars derived using the Fixed Weighted Price Index for purchase of goods and services by State and Local Government.
- * Per Capita expenditures derived using State population statistics from US Dept. of Commerce; Current Population Report, Series P-25.

Department of Conservation

Summary of Expenditures: 1981-1990

Nominal Dollars

(Thousands)

Fiscal Year	General Fund	Special Revenues	Bond Revenues	Total
1981	\$10,264	\$10,459	\$391	\$21,113
1982	\$10,332	\$11,570	\$218	\$22,121
1983	\$10,486	\$7,557	\$1,056	\$19,099
1984	\$10,706	\$9,015	\$1,161	\$20,882
1985	\$12,208	\$8,375	\$264	\$20,847
1986	\$13,062	\$4,666	\$296	\$18,024
1987	\$14,005	\$3,627	\$31	\$17,663
1988	\$14,409	\$5,400	\$177	\$19,986
1989	\$15,914	\$4,409	\$268	\$20,591
1990	\$17,226	\$4,886	\$93	\$22,205

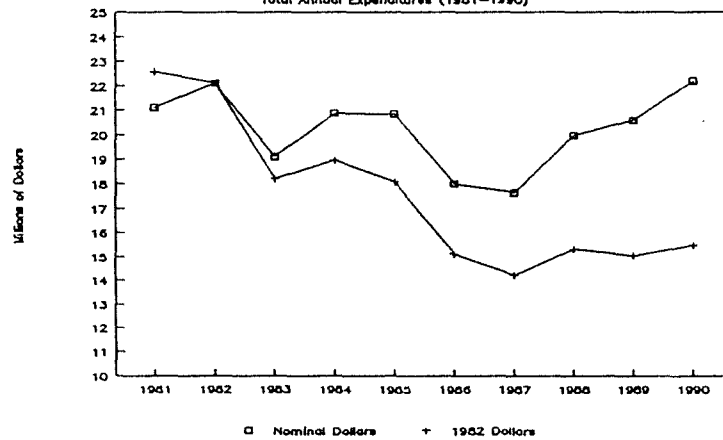
Real Dollars (1982)

(Thousands)

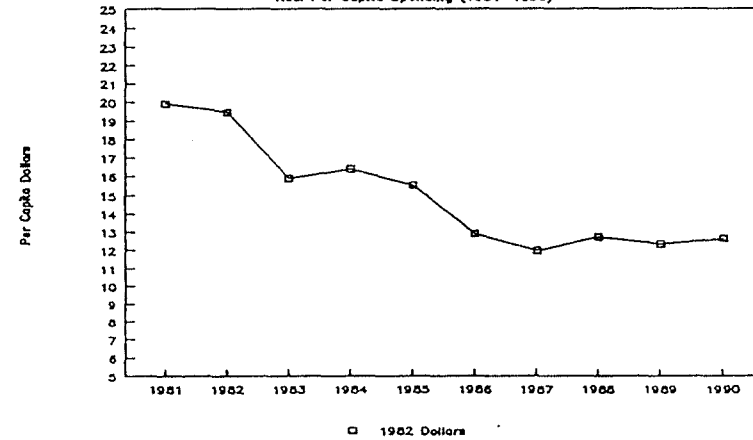
Fiscal Year	General Fund	Special Revenues	Bond Revenues	Total
1981	\$10,977	\$11,186	\$418	\$22,581
1982	\$10,332	\$11,570	\$218	\$22,121
1983	\$10,006	\$7,211	\$1,008	\$18,224
1984	\$9,724	\$8,188	\$1,054	\$18,967
1985	\$10,588	\$7,263	\$229	\$18,081
1986	\$10,958	\$3,914	\$249	\$15,121
1987	\$11,267	\$2,918	\$25	\$14,210
1988	\$11,050	\$4,141	\$136	\$15,327
1989	\$11,642	\$3,225	\$196	\$15,063
1990	\$12,021	\$3,409	\$65	\$15,495

Total Real per cap. Spending	Percent of Total State Spending
\$19.93	1.71%
\$19.47	1.68%
\$15.90	1.42%
\$16.41	1.45%
\$15.53	1.31%
\$12.91	1.02%
\$11.98	0.92%
\$12.72	0.95%
\$12.33	0.85%
\$12.63	0.84%

Department of Conservation
Total Annual Expenditures (1981-1990)



Department of Conservation
Real Per Capita Spending (1981-1990)



Notes:

- * Nominal dollar expenditures derived from the Maine Department of Finance's Annual Financial Reports for Fiscal Years 1981-1990.
- * Other Special Revenue Funds include license fees, federal block grant funds, and other dedicated revenues.
- * Real 1982 dollars derived using the Fixed Weighted Price Index for purchase of goods and services by State and Local Government.
- * Per Capita expenditures derived using State population statistics from US Dept. of Commerce; Current Population Report, Series P-25.