

MAINE STATE LEGISLATURE

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To: ALL DEPARTMENT AND AGENCY HEADS

MANAGEMENT DEVELOPMENT IN MAINE STATE GOVERNMENT

Now, at the beginning of a new fiscal year, I want to emphasize our continuing responsibility for the effective use of the appropriations entrusted to us this biennium. In all likelihood, resources that the state government can expect from the Legislature will continue to be limited. In such a situation, our ability to fund improved state services in the future will depend partially on the degree of public confidence we create now by managing state appropriations prudently.

This situation should serve as a powerful incentive for department and agency heads to adopt every means possible to effect savings, to improve the effectiveness of their individual programs, and to exercise prudent business policies in every possible instance.

I am asking you — the people who know best how to manage state programs — to exercise your managerial responsibility and review your own agencies to assure the most effective possible operations. The initiative is yours.

I am requesting that you forward to me by October 1 creative recommendations that could be implemented in your own agency to reduce certain program expenditures and to use more effectively the funds already allotted to you. You should consider, for example, the reduction or elimination of programs which now have a relatively low priority, the better use of personnel and equipment, and the consolidation of regular programs and activities.

I intend to bring your suggestions together with those of other department heads so that I may begin before the end of this year a well-planned and effective campaign for cost reduction and the establishment of more skillful managerial practices in the state of Maine government.

Your cooperation is essential.

August 25, 1969

ECONOMY PROGRAM

Governor Kenneth M. Curtis

These are suggestions with agencies primarily responsible for initiating and coordinating the research. In some areas many agencies may need to cooperate to complete the cost examinations. The study suggestions are categorized as Completed, Under way; or Yet to be initiated.

Individual Agency Initiative

1. Review all functions that might be carried out by the public, the agencies' clientele, or by private contractors. (Yet to be initiated)
2. Initiate studies of the internal management practices of your individual state departments and agencies. (Yet to be initiated)
3. Examine travel and conference plans with the objective of reducing costs. (Yet to be initiated)
4. Investigate the possibility of greater interagency transfer of specialized personnel. (Yet to be initiated)

Finance and Administration

5. Centralize purchasing of all printed materials and equipment. (Completed)
6. Centralize duplicating facilities to eliminate proliferation of departmental and agency duplicating equipment. (Yet to be initiated)
7. Initiate the sale, instead of free distribution, of certain state publications. (Yet to be initiated)
8. Study the feasibility of centralizing the control of film-making, and displays of a promotional nature. (Yet to be initiated)
9. Investigate the possibility of sharing equipment, materials, supplies, car pools, and common gas and service facilities. (Yet to be initiated)
10. Examine possibility of recommending that agencies and departments financed by special and dedicated revenue pay their share of building costs, office space and related overhead expenses. (Yet to be initiated)

Finance and Administration

11. Study the possible increased purchase of more labor-saving devices to reduce personnel costs. (Yet to be initiated)
12. Employ a permanent, experienced computer staff with the object of reducing consultants' fees. (Under way)
13. Establish uniform procedures for statistics collection, processing and retrieval. (Yet to be initiated)
14. Review Governmental Reorganization Task Force recommendations on the more effective use of present state personnel. (Yet to be initiated)
15. Consider extending the pre-audit function of the Comptroller's office to include performance evaluations. (Yet to be initiated)

State Planning Office

16. Promote the provision of regional state delivery of services through bringing together at one location all state services designed to serve a particular region so that: (a) leasing costs can be reduced, and, (b) provision can be made for more public contact with state offices. (Under way)
17. Investigate the possibility of reducing and relocating certain central agencies in the field. (Yet to be initiated)

Finance and Administration & State Planning Office

18. Establish central review and control for employment of consultants by individual departments and agencies. (Yet to be initiated)
19. Revise statutory fee and license schedules to bring them in line with current costs resulting from inflation. (Yet to be initiated)

Finance and Administration & Task Force on Governmental Reorganization

20. Expand the budget-examining process to include "program analysis". (Yet to be initiated)
21. Review programs originated by federal assistance with the objective of eliminating or reducing their functions. (Yet to be initiated)

State Planning Office & Task Force on Governmental Reorganization

22. Review those agencies financed by special revenue or dedicated revenue with the objective of: (a) combining secretariats, (b) eliminating functions; or (c) combining certain agencies. (Under way)

State Treasurer

23. Examine state investment policy with the objective of making the maximum investment of all available funds. (Yet to be initiated)

State Archivist

24. Revise rules regarding the retention of records and files to reduce high storage costs. (Yet to be initiated)

Civil Defense

25. Consider the development of a uniform statewide communications system. (Under way)