

MAINE STATE LEGISLATURE

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LEGISLATIVE COUNCIL

Monday, September 25, 1995

AGENDA

CALL TO ORDER

ROLL CALL

SUMMARY OF AUGUST 22 COUNCIL MEETING

EXECUTIVE DIRECTOR'S REPORT

- Item #1: Bill Filing for the Second Regular Session: Status Report
- Item #2: Statutory Study Commissions: Status Report
- Item #3: Legislative Budget: Summary of FY 95 Expenditures and FY 96 Budget (Materials will be distributed at the meeting)

REPORTS FROM COUNCIL COMMITTEES

- Personnel Committee

OLD BUSINESS

- Item #1: Letter from CSG Executive Committee Regarding Unpaid Dues for FY 92

NEW BUSINESS

- Item #1: Communication from the Governor
- Item #2: Letter from Senate President Butland to Members of the Council regarding Passworded Documents

ANNOUNCEMENTS AND REMARKS

ADJOURNMENT

SEN. JANE A. AMERO
CHAIR

REP. ELIZABETH H. MITCHELL
VICE-CHAIR

Lynn Randall
Legislative Council Info.

SEN. JEFFREY H. BUTLAND
SEN. R. LEO KIEFFER
SEN. MARK W. LAWRENCE
SEN. BEVERLY MINER BUSTIN
REP. DAN A. GWADOSKY
REP. PAUL F. JACQUES
REP. WALTER E. WHITCOMB
REP. JOSEPH G. CARLETON, JR.

SARAH C. TUBBESING
EXECUTIVE DIRECTOR

117th MAINE STATE LEGISLATURE

LEGISLATIVE COUNCIL

MEETING SUMMARY

AUGUST 22, 1995

Approved September 25, 1995

CALL TO ORDER

The Chair, Senator Amero, called the Legislative Council meeting to order at 10:17 a.m. in the Council Chamber.

ROLL CALL

Senators:	President Butland, Sen. Bustin, Sen. Amero Absent: Sen. Kieffer Sen. Lawrence
Representatives:	Speaker Gwadosky, Rep. Jacques, Rep. Whitcomb, Rep. Mitchell, Rep. Carleton
Legislative Officers:	Sally Tubbesing, Executive Director, Legislative Council Lynn Randall, State Law Librarian Grant Pennoyer, Principal Analyst, Office of Fiscal and Program Review David Boulter, Director, Office of Policy and Legal Analysis Margaret Matheson, Revisor of Statutes May Ross, Secretary of the Senate Millicent MacFarland, Assistant Clerk of the House

SUMMARY OF JULY 31 COUNCIL MEETING

The Summary of the July 31 Council meeting was approved and placed on file. (Motion by Speaker Gwadosky; second by Rep. Mitchell; unanimous).

EXECUTIVE DIRECTOR'S REPORT

None.

REPORTS FROM COUNCIL COMMITTEES

Personnel Committee

Senator Amero, who chairs the Committee, reported that the Personnel Committee had met the past Wednesday to discuss several items. She presented the following recommendations in the form of motions for the Council's action.

Motion: That the Legislative Council authorize coverage under the Income Protection Plan to eligible employees as recommended. (Motion by Sen. Amero; second by Rep. Jacques; unanimous).

Discussion:

After the vote was taken, Sen. Bustin asked who paid the premium for the Council's Income Protection Program. Ms. Tubbesing responded that there was no "premium" per se, but that the Council policy simply authorized payment of 2/3 salary to the employee during the period covered by Income Protection. Sen. Bustin stated that this created an unfunded liability. Rep. Mitchell agreed and asked the Personnel Committee to re-examine this issue to determine whether there should be a reserve fund set up for this purpose. Sen. Amero concurred that the Committee would look at the history of the use of Income Protection in recent years so that this could be reflected in the next budget cycle.

Finally, Speaker Gwadosky noted that the Committee should also pursue implementation of the Sick Leave Bank that the Council adopted more than a year ago.

Sen. Amero then recalled that the Council had set aside some funds in its review of the budget last spring to reclassify certain positions on the non-partisan staff. Because the amount of funds available was sufficient to implement only a portion of the recommendations presented by NCSL, the Committee had asked Ms. Tubbesing and the Office Directors to identify those positions that they felt were most critical to reclassify. Senator Amero reported that the Committee had met with the Directors the previous week to review those priorities and that the resulting recommendations were summarized on the sheet which had been distributed to Council members.

Rep. Jacques asked for clarification that the recommendations as summarized had received the unanimous support of the Committee, and Senator Amero responded affirmatively.

Motion: That the recommendations be accepted. (Motion by Sen. Amero; second by Speaker Gwadosky; unanimous).

OLD BUSINESS

None.

NEW BUSINESS

Item #1: Review of Policies Governing Payment of Per Diem During the Interim

Senator Amero noted that this item was on the agenda because several legislators had asked for classification of when they were eligible for per diem during the interim. She offered examples of the variation in policy, noting that the statute does not give clear direction about payment in some cases. Rep. Jacques stated that while the presiding officers are authorized to approve payment of expenses to legislators, the authority has not extended to per diem.

After further discussion, Senate President Butland and Speaker Gwadosky agreed to meet to discuss the issue and report to the Council at its next meeting. Senator Bustin suggested that Senator Lawrence be invited to participate in these discussions.

The Council took no formal action on this item.

Item #2: Concept Drafting and Related Efforts to Streamline the Legislative Process: Discussion

Sen. Amero observed that this Council and its predecessor Councils have talked about the need to explore ways to streamline the legislative process at various times. She noted that "Concept Drafting" is one approach that has been mentioned, having first been brought to Maine's attention in the Peat Marwick study several years ago.

Noting that the cloture dates for the 2nd Regular Session had already been set, Sen. Amero reported that she, Speaker Gwadosky, and Representatives Mitchell and Carleton had met with Sally, Margaret Matheson, David Boulter, and John Wakefield the previous week to discuss how to launch a thorough study of both concept drafting and other opportunities for "streamlining". She stated that this group had asked the staff to develop a proposal to implement concept drafting to aid the Council's discussion. She then turned to Ms. Matheson and Mr. Boulter, expressing her appreciation for the tremendous effort they had expended over the past few days in response to the Committee's request.

Mr. Boulter and Ms. Matheson "walked" members through the materials in the packet, noting that they had attempted to develop not a single "model", but a range of options for including concept drafting in the process. Mr. Boulter stated that the materials incorporated conversations that he and Ms. Matheson had with staff in the Connecticut Legislature, which has employed concept drafting since the late 1960's and is the only state that presently uses this particular approach. Summarizing Connecticut's experience with concept drafting, Mr. Boulter noted the following:

- If used properly, the process can cull out the bills that do not have a high prospect of passage.
- The actual full drafting of bills is the responsibility of committees; thus, drafting occurs at a later point in the session. As a result, concept drafting creates a very intensive schedule for both committees and staff during the session. In Connecticut 2-3 staff members are assigned to each committee.
- The approach has produced a very high number of floor amendments in Connecticut.

Discussion:

Council members engaged in a wide-ranging discussion about concept drafting and the specific elements of the presentation. Key points included:

- The importance of defining the problem we (the Legislature) are seeking to address before we select a solution. (Rep. Mitchell).

Rep. Mitchell, drawing on her prior experience as a Committee Chair, noted that committee members need information to organize and establish priorities for their work. She stated that having fully drafted bills helped both committee members think about the issues and members of the public participate fully in the legislative process, and suggested that this might be even more important as the rate of turnover in the Legislature increases.

- One critical problem that needs to be solved is finding a mechanism to help committees group their bills by subject and thus use their time more effectively and efficiently. (Speaker Gwadosky). The Speaker pointed to the multiple hearings on the same subject as an example of the inefficiency that the current process represents. Rep. Carleton agreed.

In discussion of a mechanism for defining which bills are "closely-related" and predicting which of a group of closely-related bills should be drafted, Rep. Carleton opted for having committees "broker" these decisions rather than the Council.

Later in the discussion, members came back to the question of when bills should be drafted, with Speaker Gwadosky advocating study of a "radical departure" from the current process as long as there was a built-in safeguard for any citizen of Maine to get a concern addressed by the Legislature. One such departure might involve having committees initiate the process with "concept hearings", rather than simply react to those bills that are filed and drafted.

Rep. Mitchell expressed concern that neither legislators nor the public had sufficient background to effectively participate in concept hearings, and she advocated for having substantive bills available to both the committee and the general public. Rep. Jacques concurred, speculating that concept drafting could have the effect of eliminating members' ability to help individual constituents. Senate President Butland expanded on this point, noting that it takes time for newly-elected members to "get up to speed on issues" and that concept drafting would give even more power to "veteran" legislators.

- The "solution" needs to recognize that committees want to generate their own bills in some cases. (Rep. Mitchell; Rep. Carleton; Rep. Jacques).
- We need to find a way to winnow out the number of bills even before they are drafted. (Rep. Carleton).
- Adoption of a concept drafting approach raises questions about how referencing of bills would be done, and whether referencing should be eliminated. (Sen. Bustin)

The Chair, Senator Amero, summarized the discussion by identifying those items on which Council members were in agreement. They are:

1. The need to eliminate confidentiality (of bill titles) from the cloture date forward. (Council members agreed that it is important to preserve confidentiality prior to cloture, while legislators are still formulating and refining their ideas.)
2. Legislators need to assume greater responsibility for providing information to support the drafting process. Council members directed Margaret Matheson to require all legislators to file a completed Bill Request Worksheet, a draft of which had been included in the packet.

3. All Committees will receive a list of bill titles accepted by the Council for the Second Regular Session, as well as copies of the Request Sheets filed by legislators, and they will be asked to prioritize the bills that are likely to be referred to their committees. This will provide clear direction to the Revisor's Office and other offices involved in drafting and allow committees to plan their time effectively in the early weeks of the Second Regular Session. Ms. Matheson stressed that the preliminary indexing of bills would be used to produce the lists and that bills would still be formally referenced once they are drafting.

Speaker Gwadosky stated that the discussion had been very valuable and expressed his appreciation for all the work staff had done to prepare the materials that helped illuminate the issues. Noting that the Second Regular Session does not have the same "logjams" as the First, due to the Council's screening process, he expressed his hope that the Council would continue to think "long term."

Sen. Amero suggested that the Council refer the materials that staff had prepared to the Legislature's TQM Committee, with a request that the Committee pursue the issues related to concept drafting and return to the Council with recommendations. She closed the discussion by recognizing the entire Council's interest in improving the way issues come before the Legislature but, at the same time, maintaining the Legislature's role as a coequal branch of government.

Item #3: Schedule for Council Review of Bill Requests for Second Regular Session: Review

After discussion, Council members agreed to change the second screening date from Saturday, November 4, to the following Thursday, November 9.

ANNOUNCEMENTS AND REMARKS

September Council Meeting: Monday, September 25, 1:30 p.m.

ADJOURNMENT

The Council meeting was adjourned at 12:15 p.m. on the motion of Rep. Jacques (second by Speaker Gwadosky).

SARAH C. TUBBESING

EXECUTIVE DIRECTOR
OF THE LEGISLATIVE COUNCIL

RICHARD N. SAWYER, JR.

ADMINISTRATIVE SERVICES
DIRECTOR

GERALD THIBAUT

INFORMATION SYSTEMS
MANAGER

TEEN ELLEN GRIFFIN

LEGISLATIVE INFORMATION OFFICE
MANAGER



Lynn Randall
Legislative Council Info.

MAINE STATE LEGISLATURE
OFFICE OF THE EXECUTIVE DIRECTOR
LEGISLATIVE COUNCIL

August 24, 1995

TO: Members of the Legislative Council

FROM: Sally *Sally*

SUBJECT: Enclosed Draft Regarding Bill Filing Procedures for the
Second Regular Session

We have enclosed drafts for the mailing to all legislators that introduce the Bill Request Form and describe the procedures you adopted at Tuesday's meeting regarding bill filing and the committees' role in defining priorities for drafting. These drafts incorporate the suggestions that some of you made following Tuesday's meeting.

If you have additional comments or suggestions, please call me by next Tuesday, August 29. It is our goal to get this package in the mail to all members by next Wednesday.

We look forward to your comments and suggestions. Thank you.

Enclosures

DRAFT

August 24, 1995

TO: Members of the 117th Legislature

FROM: Jane A. Amero, Chair
Elizabeth H. Mitchell, Vice-Chair
Legislative Council

SUBJECT: Important Information Regarding Filing Bill Requests for
the Second Regular Session

One of the statutory responsibilities of the Legislative Council is "to assess ways and means to improve legislative operations ...". The Council has routinely worked with staff during the interim to review various aspects of the Legislature's organization and process; and, in recent years, has attempted to broaden the participation in this assessment through the Committee on Total Quality Management in the Legislature.

At our Council meeting last Tuesday, we initiated our annual review; and the focus of our discussion was whether adoption of "concept drafting" would help us make better use of members' time in the early weeks of the session, as well as more efficient use of our resources. We have agreed that concept drafting, as well as other opportunities to "streamline" our process, require further research and discussion and will be working with the TQM Committee in the coming months to that end.

Members of the Council have also agreed to make some changes in the bill filing process for the Second Regular Session so that we can begin to gain a better understanding of some of the issues involved in concept drafting. These changes include:

1. Adopting a new Bill Request Form;
2. Removing the confidentiality of bill titles and sponsors as of cloture; and
3. Involving Committees in establishing drafting priorities.

Members of the 117th Legislature
August 24, 1995
Page Two

Bill Request Form

Copies of this Form are enclosed for your use. Please note that a bill request will not be considered complete unless this form has been completed and submitted to the Revisor's Office by the cloture date, Monday, October 2. These forms will be included in the material that the Revisor's Office presents to the Council for its review on October 22.

If you have already filed bill requests:

Members who have already filed requests will need to complete this form as well because it does request information that is not routinely a part of the current process. The Revisor's Office will be contacting you within the next weeks to assist you with completing your request.

If someone outside the Legislature will be filing bill requests on your behalf

If you are working with a lobbyist or other outside party on bill requests, the Bill Request Form must be accompanied by a letter with your signature indicating that you have authorized that party to file the bill request. Since these forms will be provided to the Legislative Council (and, will thus, be public documents) without review by sponsors, this is our only means of verifying that you have, in fact, authorized the bill request.

We have instructed staff that Bill Requests Form that are not accompanied by an authorizing letter are not valid.

Confidentiality of Bill Titles and Sponsors

Please note that we have instructed the Revisor's Office that bill titles and sponsors will be treated as public information after October 2.

Committee Review of Accepted Bill Requests

The Council will work with Committee Chairs to establish a process for reviewing the bill requests that have been accepted and recommending their priorities for bill drafting. In addition to a list of titles, committees will have copies of the Bill Request Forms that you have filed.

Members of the 117th Legislature
August 24, 1995
Page Three

We believe that these changes will give committees an opportunity to both organize their work for the entire Second Regular Session and to use the early weeks of the session more productively. We sincerely appreciate your cooperation in this "pilot project" and we encourage you to make any suggestions you may have for improving the process to any members of the Legislative Council. If you have specific questions about the bill filing process or the Request Form, we would encourage you to call the Revisor's Office directly.

Again, thank you for your assistance.

Enclosures
cc: Members of the Legislative Council

BILL REQUEST FORM (R2)

(Please see instructions on reverse side)

■ Legislator's Name _____

■ What is the problem you are seeking to address?

■ Briefly, please summarize your proposal. The constitution requires that Legislator's bills in the second regular session be "of an emergency nature" Why is this needed now?

■ What agency will this most likely affect?

■ Do you have any background materials or a draft that would help staff draft your proposal?

(If so, please attach.) ☐ YES ☐ NO

■ Additional Questions:

☐ Are you aware of any other states that have tried this? If so, which ones?☐ Do you know if this idea been proposed to the Maine Legislature in the past? If so, when?☐ Does this bill need to take effect before 90 days after adjournment? (If so, it requires a 2/3 vote from both houses and is necessary to preserve the public peace, health or safety) If yes, please state why.

☐ Is there any agency or person that the staff MAY NOT contact? If so, which one(s)?-----
Reserved for staff use.☐ By Phone

LR _____

INSTRUCTIONS

■ Before you fill in the Bill Request form, you should consider the following questions. If you need help with any of these issues, please feel free to contact any of the nonpartisan staff offices for assistance.

- ☐ Who is being directed to implement your proposal?
- ☐ How will it be enforced?
- ☐ Who can staff talk to for additional information? (contact people, other Legislators, etc.)
- ☐ If this proposal will cost money, how do you propose to pay for it?
- ☐ If this proposal will save money, what do you propose to do with the savings?
- ☐ Do you know what sections of the Maine Statutes are related to or affected by your bill?
- ☐ Are you aware of any court decisions, agency rules or regulations or federal constitutional issues related to this bill?
- ☐ Is there anything else you want us to know before we draft your bill?

You are encouraged to meet with an attorney or paralegal in the Office of the Revisor of Statutes after you have filled out the form on the reverse side. If you have any questions, please call the Revisor's office at 287-1650, or fax to 287-6468 or stop by room 108.

LEGISLATIVE BUDGET
OVERVIEW OF FUNDS CURRENTLY AVAILABLE
IN FY 96/FY 97 BIENNIUM

- | | |
|---------------|--|
| Attachment 1. | Legislative Department

Summarizes actual expenditures for each account from FY 92 - FY 95 and net appropriations for those accounts in FY 96 and FY 97. |
| Attachment 2. | Legislative Department: Adjustments to Original Budget Requests for Fiscal Year 1996 & 1997. |
| Attachment 3. | Legislative Department: "Construction" of Net Appropriations: Fiscal Years 1996 and 1997.

Summaries that adjustments made in Chapters 368 and 395 to the Legislature's original budget requests for FY 96 and FY 97. |
| Attachment 4. | Reductions Approved by the Legislative Council in FY 96 and FY 97 Budgets. |

LEGISLATIVE DEPARTMENT

	<u>FY 1992 ACTUAL</u>	<u>FY 1993 ACTUAL</u>	<u>FY 1994 ACTUAL</u>	<u>FY 1995 ACTUAL</u>	<u>FY 1996 NET APPROPRIATION</u>	<u>FY 1997 NET APPROPRIATION</u>
General Legislative Account						
Personal Services	\$8,891,694	\$9,146,020	\$8,347,702	\$9,574,616	\$10,139,021	\$10,732,953
All Other	\$3,338,083	\$3,968,603	\$3,066,664	\$3,791,228	\$3,758,457	\$4,196,442
Capital	\$9,603	\$60,351	\$53,643	\$165,245	\$85,000	\$85,000
Total	\$12,239,380	\$13,174,974	\$11,468,009	\$13,531,089	\$13,982,478	\$15,014,395
Interstate Cooperation Commission	\$65,928	\$63,781	\$120,758	\$125,684	\$133,053	\$133,774
Comm/Uniform State Laws	\$8,100	\$8,600	\$13,916	\$15,109	\$14,790	\$16,320
State House & Capitol Park Comm	\$193,377	\$28,439	\$127,384	\$136,419	\$119,581	\$123,951
Health Care Reform Comm	\$0	\$0	\$0	\$174,572	\$175,728	\$13,900
Unallocated	\$0	\$0	\$0	\$0	(\$530,250)	(\$569,437)
TOTAL/LEGISLATIVE DEPARTMENT	\$12,506,785	\$13,275,794	\$11,730,067	\$13,982,873	\$13,895,380	\$14,732,903
Law & Legislative Reference Library						
Personal Services	\$621,110	\$621,215	\$621,854	\$652,531	\$748,009	\$763,502
All Other	\$286,009	\$321,589	\$216,730	\$268,075	\$203,129	\$240,022
Capital	\$0	\$0	\$1,840	\$0	\$10,000	\$10,000
Total	\$907,119	\$942,804	\$840,424	\$920,606	\$961,138	\$1,013,524

Legislative Department
Adjustments to Original Budget Requests for FY 96 and FY 97

	Original Request	FY 96 Adjustments	Net Appropriation	Original Request	FY 97 Adjustments	Net Appropriation
General Legislative Account	\$14,976,407	(\$ 993,929)	\$13,982,478	\$16,564,663	(\$1,550,268)	\$15,014,395
Interstate Cooperation Commission	\$ 133,053	\$ ---	\$ 133,053	\$ 133,774	\$ ---	\$ 133,774
Comm/Uniform State Laws	\$ 15,650	(\$ 860)	\$ 14,790	\$ 16,320	\$ ---	\$ 16,320
State House & Capitol Park Comm	\$ 119,581	\$ ---	\$ 119,581	\$ 123,951	\$ ---	\$ 123,951
Health Care Reform Commission	\$ 176,449	(\$ 721)	\$ 175,728	\$ 13,900	\$ ---	\$ 13,900
Unallocated	\$ ---	(\$ 530,250)	(\$ 530,250)	\$ ---	(\$ 569,437)	(\$ 569,437)
TOTAL	\$15,421,140	(\$1,525,760)	\$13,895,380	\$16,852,608	(\$2,119,705)	\$14,732,903
Law/Legislative Reference Library	\$ 1,043,424	(\$ 82,286)	\$ 961,138	\$ 1,063,672	(\$ 50,148)	\$ 1,013,524
TOTAL % REDUCTION		9.77%			12.1%	

LEGISLATIVE DEPARTMENT
"CONSTRUCTION" OF NET APPROPRIATIONS: FISCAL YEAR 1996

	C. 368, Part A	C. 365, Part B ¹	C. 365, Part H ²	C. 368, Part II ³	C. 368, Part F ⁴	C. 368, Part G ⁵	C. 368, Part N ⁶	C. 368, Part O ⁷	C. 395, Part T ⁸	NET APPROPRIATION
General Legislative Account										
Personal Services	\$10,936,031	(\$200,000)	(\$543,015)	\$0	(\$58,624)	(\$49,897)	\$60,815	\$0	(\$6,289)	\$10,139,021
All Other	\$3,955,376	(\$200,000)	\$19,172	\$0	\$0	\$0	\$0	(\$16,091)	\$0	\$3,758,457
Capital	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,000
Total	\$14,976,407	(\$400,000)	(\$523,843)	\$0	(\$58,624)	(\$49,897)	\$60,815	(\$16,091)	(\$6,289)	\$13,982,478
Interstate Cooperation Commission	\$133,053	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$133,053
Comm/Uniform State Laws	\$15,650	\$0	\$0	\$0	\$0	\$0	\$0	(\$860)	\$0	\$14,790
State House & Capitol Park Comm	\$119,581	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$119,581
Health Care Reform Comm	\$176,449	\$0	\$0	\$0	(\$778)	(\$560)	\$807	(\$157)	(\$33)	\$175,728
Unallocated	\$0	\$0	\$0	(\$530,250)	\$0	\$0	\$0	\$0	\$0	(\$530,250)
TOTAL/LEGISLATIVE DEPARTMENT	\$15,421,140	(\$400,000)	(\$523,843)	(\$530,250)	(\$59,402)	(\$50,457)	\$61,622	(\$17,108)	(\$6,322)	\$13,895,380
Law/Legislative Reference Library										
Personal Services	\$751,740	\$0	\$0	\$0	(\$4,946)	(\$3,431)	\$4,871	\$0	(\$225)	\$748,009
All Other	\$281,684	\$0	\$0	(\$78,555)	\$0	\$0	\$0	\$0	\$0	\$203,129
Capital	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
Total	\$1,043,424	\$0	\$0	(\$78,555)	(\$4,946)	(\$3,431)	\$4,871	\$0	(\$225)	\$961,138

Notes:

1. Represents Governor's recommendation.
2. Deappropriation resulting from savings to be identified by the Legislature due to improvements in efficiency. All Other figures represent the net of \$54,302 deappropriation in FY 96 and a \$73,474 addition for training needs, job restructuring initiatives and necessary equipment and technology upgrades, and for FY 97, a \$119,371 deappropriation and a \$162,809 addition for similar purposes.
3. Unallocated deappropriation as a further adjustment to Part B.
4. Legislature's share of a statewide deappropriation as a result of savings associated with surplus health insurance funds in the Maine State Retirement System.
5. Legislative share of a statewide deappropriation reflecting savings from a less than anticipated increase in health insurance costs.
6. Legislature's pro-rated share of a statewide appropriation to fund the administrative costs of the Maine State Retirement System.
7. Legislature's share of a statewide deappropriation to reflect "anticipated savings in out-of-state travel." Calculations were based on departments original budget submissions and do not reflect Council's action to reduce out-of-state travel by half.
8. Legislature's share of a statewide deappropriation reflecting savings from a less than anticipated increase in health insurance costs.

9/20/95

LEGISLATIVE DEPARTMENT
"CONSTRUCTION" OF NET APPROPRIATIONS: FISCAL YEAR 1997

	C. 368, Part A	C. 368, Part B ¹	C. 368, Part H ²	C. 368, Part II ³	NET APPROPRIATION
General Legislative Account					
Personal Services	\$12,126,659	(\$200,000)	(\$1,193,706)	\$0	\$10,732,953
All Other	\$4,353,004	(\$200,000)	\$43,438	0	\$4,196,442
Capital	\$85,000			0	\$85,000
Total	\$16,564,663	(\$400,000)	(\$1,150,268)	\$0	\$15,014,395
Interstate Cooperation Commission	\$133,774	\$0	\$0	\$0	\$133,774
Comm/Uniform State Laws	\$16,320	\$0	\$0	\$0	\$16,320
State House & Capitol Park Comm	\$123,951	\$0	\$0	\$0	\$123,951
Health Care Reform Comm	\$13,900	\$0	\$0	\$0	\$13,900
Unallocated	\$0	\$0	\$0	(\$569,437)	(\$569,437)
TOTAL/LEGISLATIVE DEPARTMENT	\$16,852,608	(\$400,000)	(\$1,150,268)	(\$569,437)	\$14,732,903
Law/Legislative Reference Library					
Personal Services	\$763,502	\$0	\$0	\$0	\$763,502
All Other	\$290,170	\$0	\$0	(\$50,148)	\$240,022
Capital	\$10,000	\$0	\$0	\$0	\$10,000
Total	\$1,063,672	\$0	\$0	(\$50,148)	\$1,013,524

Notes:

1. Represents Governor's recommendation.
2. Deappropriation resulting from savings to be identified by the Legislature due to improvements in efficiency. All Other figures represent the net of \$54,302 deappropriation in FY 96 and a \$73,474 addition for training needs, job restructuring initiatives and necessary equipment and technology upgrades; and for FY 97, a \$119,371 deappropriation and a \$162,809 addition for similar purposes.
3. Unallocated deappropriation as a further adjustment to Part B.

LEGISLATIVE COUNCIL

REDUCTIONS APPROVED IN FY 96 & 97 BUDGETS
FOR GENERAL LEGISLATIVE ACCOUNT

CORRECTED COPY

	FY 96	FY 97
Personal Services		
Senate Staff	\$ 284,183	\$ 297,716
House Staff	137,106	141,760
* Legislators	82,354	117,646
Staff Offices	373,880	499,397
Committee Clerks	22,306	65,044
* Longevity Bonues	19,960	24,732
Per Diem	<u>47,500</u>	<u>26,000</u>
SubTotal	\$ 967,289	\$1,172,295
All Other		
Prof Services/Non-State	\$ 49,000	\$ 81,000
Travel, In-State	150,000	220,000
Travel, Out-of-State	51,905	53,462
General Operations	<u>258,500</u>	<u>184,204</u>
SubTotal	\$ 509,405	\$ 538,666
Total	\$1,476,694	\$1,710,961

Summary:

Total Reductions Identified to date: \$ 3,187,655

Total Deappropriations (excluding
"statewides") : \$ 3,573,798

Additional Reductions Required : \$ 386,143

Revised 9/25/95

117th MAINE LEGISLATURE/1ST REGULAR SESSION
LEGISLATIVE COUNCIL

Statutory Studies: Administrative Information

Study Commission	Officers	Assigned Staff	Report Date	Budget ¹	Status
Commission on Property Rights & the Public Health, Safety & Welfare (Chapter 45, Resolves of 1995)	Chair: Sen. Mills Vice Chair: Rep. Treat	Margaret Reinsch; Patrick Norton	December 1, 1995 (to Judiciary Committee)	PS \$ 2,860 AO \$ 3,140 OPLA	Convened 9/13
Commission to Study Trespass Laws (Chapter 53, Resolves of 1995)	(tba)	Deborah Friedman; Amy Holland OPLA	December 1, 1995 (to Legislature)	(2)	1st mtg 9/25
Task Force to Review the Beverage Container Laws (Chapter 52, Resolves of 1995)	Chair: Rep. Jack Libby	Deborah Friedman; John Knox OPLA	November 15, 1995 (to Business & Economic Development Committee)	PS \$ 660 AO \$ 1,340	Convened 9/20
Task Force on Tax Increment Financing (Chapter 51, Resolves of 1995)	(tba)	Kevin Madigan OFPR	December 15, 1995 (to Legislature)	PS ---	1st mtg 10/10
Work Group on Electric Industry Restructuring (Chapter 48, Resolves of 1995)	Chair: Rep. Kontos	Jon Clark; Patrick Norton OPLA	November 1, 1995 (to Utilities & Energy Committee and the PUC)	PS \$ 1,100 AO \$ 1,500	Convened 9/8
Commission to Study the Growth of Tax-Exempt Property in Maine's Towns, Cities, Counties and Regions and its Impact on those Budgets (Chapter 47, Resolves of 1995)	(tba)	Kevin Madigan, OFPR Roy Lenardson, OPLA	February 2, 1996 (to Legislature)	PS \$ 990	Governor's apptmts incomplete
Judicial Compensation Commission (Chapter 451, P.L. 1995)	(tba)	Locke Kiermaier, OFPR Lisa Copenhagen, OPLA	by December 1 of each odd - numbered year.	(Actual expenses only)	Pending Governor's Appointment (10/1 deadline)
Task Force to Study the Operations of the Department of Inland Fisheries & Wildlife (Chapter 455, P.L. 1995)	Chair: Kathryn Damren	John Kelley; Darlene Shores-Lynch OPLA	December 1, 1995	\$14,950 ²	Convened 8/24
Commission on Higher Education Governance (Chapter 395, P.L. 1995, Part Q)	(tba)	Michael Higgins OPLA	December 15, 1995 (to Legislature)	PS \$ 6,050 AO \$68,950	Pending 1 apptmt (Speaker)

Study Commission	Officer	Assigned Staff	Report Date	Budget	Status
Commission to Study Poverty Among Working Parents (Chapter 418, P.L. 1995, Part B)	(tba)	Jane Orbeton; Carrie McFadden OPLA	November 15, 1996 (suspend during 2nd Regular)	___ ³	(Not emergency)
Assisted Living Task Force (Chapter 362, P.L. 1995)	(tba)	Jane Orbeton; OPLA	February 15, 1996 (to Legislature)	___ ⁴	Gov's apptmts completed 9/22
Commission to Study Options for Preserving the Dairy Industry in the State (Chapter 35, Resolves of 1995)	(tba)	John Knox; Amy Holland OPLA	December 15, 1995 (to Agriculture, Conservation & Forestry Committee)	PS \$ 3,630 AO \$ 4,370	Gov's apptmts completed 9/22
Commission on Performance Budgeting (Chapter 395, P.L. 1995, Part B)	Chair: Evan Richert	Jim Clair; OFPR (to State & Local Gov't	November 5, 1995 and Appropriations & Financial Affairs Committees)	---	Convened on 8/30
Education Research Institute (Chapter 395, P.L. 1995, Part J)	n/a	OPLA Contact: Michael Higgins Education Committee)	December 1, 1995 (Progress Report to	AO \$75,000	(Not a commission)
Productivity Realization Task Force (Chapter 99, P.L. 1995, Part D)	Chair: Linwood Bell	Contract; Various departments Financial Affairs and State & Local Government Committees)	Report: 1st Report; (to Governor, Appropriations & legislative members)	(Per diem & expenses for	(Meeting)
Commission to Study Biotechnology & Genetic Engineering (Chapter 72, Resolves of 1993)	Chair: Rep. Daggett	John Kelley; Roy Lenardson	November 1, 1995 (to Legislature)	PS \$ 495 AO \$ 3,745	Has resumed meeting
Statutory Review of Sales Tax Exemptions	(Taxation Committee)	Kevin Madigan	2nd Regular Session	(1 meeting)	(n/a)

Notes:

1. PS = Personal Services
AO = All Other
2. Expenses to be reimbursed to the Legislature by the Dept of Inland Fisheries & Wildlife, based on a budget to be developed after the Task Force has convened.
3. "Legislators may request reimbursement for mileage only to the extent that funds are available." (Ch 418, P.L. § 7).
4. "Task Force members serve on a volunteer basis and are not entitled to reimbursement or pay of any type." (Ch. 362, P.L. § 6).

STUDY COMMISSIONS NOT STAFFED THROUGH THE LEGISLATIVE COUNCIL

Commission	Officers	Members/Chair	Staff	Report	Status
Paper Industry Council (Chapter 16, Resolves of 1995)	(tba)	13 members; 2 legislators	DECD	February 15, 1996 (to Business & Economic Development Committee)	Gov's apptmts completed 9/22
Task Force on Alcoholic Beverage Sales (Chapter 54, Resolves of 1995)	Chair:	11 members; 4 legislators	Bureau of Alcoholic Beverage & Dept. Admin & Financial Services	December 1, 1995 (to Legal & Veterans Affairs Committee)	1st mtg was 9/7 ongoing
Task Force on Naturopathy (Chapter 49, Resolves of 1995)	(tba)	9 members; no legislative representation specified	Dept. Professional & Financial Regulation	December 15, 1995 (to Business & Economic Development Committee)	Gov's apptmts completed 9/22
Maine Committee for Global & Geographic Education (Chapter 430, P.L. 1995)		19 members; 4 legislators	Not specified	Annually to Governor & Legislature	Apptmts incomplete
Commission on the Economic Impact of Time-limited Aid to Families with Dependent Children Benefits (Chapter 418, P.L. 1995, Part D)	(tba)	9 members; no legislative representation specified	DHS	February 1, 1996 (to Human Resources Committee)	October apptmt deadline
Fish Hatchery Task Force (Chapter 38; Resolves of 1995)	(tba)	7 members; 2 legislators	Not specified	January 1, 1996 (to Legislature)	1st mtg 10/10
Task Force to Monitor Deregulation of Hospitals (Chapter 368, P.L. 1995, §W-12)	(tba)	14 members; 6 legislators	MHCFC & DHS	December 15, 1995 (to Legislature)	1st mtg being scheduled

The Council of
State Governments

Headquarters Office



June 9, 1995

Chair

Assemblyman Robert C. Wertz, NY

President

Gov. Mel Carnahan, MO

Executive Director

Daniel M. Sprague

Ms. Sarah C. Tubbesing
Executive Director
Legislative Council
State House Station #115
Augusta, Maine 04333

Headquarters Office

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FAX (606) 244-8001

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(212) 912-0128

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Suite 401
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(708) 810-0210

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Suite 810
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(404) 266-1271

Western Office

121 Second St.
4th Floor
San Francisco, CA 94105
(415) 974-6422

Washington Office

Hall of the States
444 N. Capitol St., N.W.
Suite 401
Washington, DC 20001
(202) 624-5460

Sarah
Dear Mr. Tubbesing:

With the beginning of a new fiscal year, we request your assistance in authorizing payment to The Council of State Governments of Maine's proportionate dues for FY95-96. We have attached an invoice for the amount of \$60,200.

We at CSG are engaged in implementing a mission-focused range of activities resulting from our strategic planning process, which we believe will revitalize products and services to better assist states and territories in the development of sound public policy. Priority areas on which CSG will focus over the next year include state finances, fiscal capacity and economic development; environmental management and safety; health and health-related issues; corrections and criminal justice; ethics, elections and campaign finance; and structural change and institutional performance with an emphasis on state trends and innovations. We look forward to working closely with you on the complex challenges and exciting opportunities facing state legislative and executive leaders and their staff in the coming fiscal year.

In addition, we are making every effort at this time to recoup unpaid dues from the past five years from states which, due to financial hardship or otherwise, are in arrears. As yet, we have not diminished our services to states behind in their payments. Such collections will assist us to recover the costs of these products and strengthen our assistance to state leaders in the year ahead.


Ms. Sarah C. Tubbesing
June 9, 1995
Page 2

Also attached is an invoice for payment of any past-due amount and a copy of the policy adopted by CSG leadership at the Annual Meeting in December 1994 that would have ramifications for the level of CSG services enjoyed by states whose dues are in arrears. This policy becomes effective July 1, 1995. We strongly encourage you to take advantage of this opportunity to ensure that your dues are current.

Your state's support of the Council's programs along with the Eastern Regional Conference is very much appreciated. Should you desire additional information or if we may be of service in any way, please call me or our Business and Financial Operations office at 606-244-8123.

On behalf of The Council of State Governments, thank you for your continued support.

Sincerely yours,


Daniel M. Sprague
Executive Director

c: The Honorable Jeffrey Butland
Representative Herbert Clark
ERC Co-Chair Mike Fisher
Mr. Alan Sokolow

The Honorable Dan Gwadosky
ERC C-Chair Vic Lescovitz
Mr. John Wakefield

P.S. Please note that invoices are enclosed with original letters only, and not with copies of letters.



The Council of State Governments

P.O. Box 2167, Lexington, KY 40595-2167
(606) 244-8000 Fax (606) 244-8001

June 9, 1995

State of Maine
Augusta, Maine

INVOICE

FOR: Contribution to the Council of State Governments for
Fiscal Year July 1, 1995 - June 30, 1996.....\$60,200

(Federal Identification Number 36-6000818)

Thank You For Your Continued Support



The Council of State Governments

P.O. Box 2167, Lexington, KY 40595-2167
(606) 244-8000 Fax (606) 244-8001

June 9, 1995

State of Maine
Augusta, Maine

INVOICE FOR PAST DUE AMOUNTS

Fiscal Year (July 1, 1991 - June 30, 1992).....\$51,700

TOTAL.....\$51,700

(Federal Identification Number 36-6000818)

Thank You For Your Continued Support

THE COUNCIL OF STATE GOVERNMENTS

POLICY REGARDING NON-PAYMENT OF STATE DUES

I. MANDATORY SANCTIONS

- No CSG national meetings would be held in jurisdictions in arrears with CSG dues.
- No representatives from jurisdictions in arrears would be eligible to be a national officer.

II. OTHER SANCTIONS TO BE ENFORCED AT THE DISCRETION OF THE CSG EXECUTIVE COMMITTEE

- No representatives from jurisdictions in arrears would be eligible to participate in Toll Fellows Program.
- No representatives from jurisdictions in arrears would be eligible for CSG international exchanges.
- No CSG research or inquiry services would be provided to jurisdictions in arrears.
- Jurisdictions in arrears would receive no CSG publications.
- No representatives from jurisdictions in arrears would be eligible to serve on national committees.

This policy, effective as of July 1, 1995, was developed by the State Dues working subcommittee, approved by the Finance and Executive Committees at CSG's 1994 fall meeting, and passed by CSG's Governing Board at the 1994 Annual Meeting in Pinehurst, NC.

September 6, 1995



Chair

Asmblmyn. Robert C. Wertz, NY

President

Gov. Mel Carnahan, MO

Executive Director

Daniel M. Sprague

Ms. Sarah C. Tubbesing
Executive Director
Legislative Council
State House Station, #115
Augusta, Maine 04333

Dear Ms. Tubbesing:

The Executive Committee of The Council of State Governments, at its December 4, 1994 meeting, approved the attached schedule of state support for the period of July 1, 1996 through June 30, 1997. The formula for calculating appropriations for the 1996-1997 fiscal year utilizes a base of \$49,400 per state and a population factor of \$10.20 per one thousand based upon 1990 actual Census. We ask that the scheduled amount be included in Maine's budget for FY97 to support CSG's headquarters office and its national programs, your regional office and the efforts and projects specific to the East. We look forward to working closely with you on the pressing needs and exciting opportunities facing state legislative and executive leaders and their staffs in the coming fiscal year.

We at CSG have just completed our first year of a mission-focused range of activities resulting from our strategic planning process. Revitalized products and services have better assisted states and territories in the development of sound public policy. Changes in budgeting and business methods which were begun in FY95, and enhanced in CSG's FY96 budget and workplan, allow for early recognition of trouble spots; thus, cost containment. A large investment in product development and market expansion is also reflected in the FY96 workplan and budget. A 1:1 ratio of state dues to non-dues revenue sources is projected in order to provide double value to our state and territorial constituencies.

Additionally, every effort is being made to collect unpaid dues from the past five years from states which, due to financial hardship or otherwise, are in arrears. Policies adopted in December have ramifications for the level of services enjoyed by states whose dues are in arrears.

Headquarters Office

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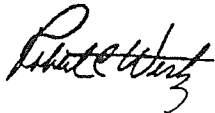
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Suite 401
Washington, DC 20001
(202) 624-5460

Please contact CSG Executive Director Dan Sprague, Regional Director Alan Sokolow or any of us if we may provide additional information. Thank you very much for your continued support.

Sincerely,



Assemblyman Bob Wertz, NY
CSG Chair



Governor Mel Carnahan, MO
CSG President



Sen. Pres. Stanley Aronoff, OH
CSG Chair-Elect



Senator Jeff Wells, CO
CSG Vice-Chair

CC: Representative Carol Kontos
Senator Jane Amero
The Honorable Jeffrey H. Butland
The Honorable Dan Gwadosky
Mr. John Wakefield

SARAH C. TUBBESING
EXECUTIVE DIRECTOR
OF THE LEGISLATIVE COUNCIL
RICHARD N. SAWYER, JR.
ADMINISTRATIVE SERVICES
DIRECTOR



MAINE STATE LEGISLATURE
OFFICE OF THE EXECUTIVE DIRECTOR
LEGISLATIVE COUNCIL

August 17, 1992

Dan Sprague, Executive Director
The Council of State Governments
Iron Works Pike
P.O. Box 11910
Lexington, Kentucky 40578-1910

Dear Dan:

I am writing in response to your July 31 letter requesting my assistance in authorizing payment of Maine's dues for FY 1992-1993.

As you know, the Legislative Council voted to eliminate the dues to CSG for the coming fiscal year as part of a budget reduction package totalling more than \$1.4 million in our FY 1993 budget. With other across-the-board reductions in this fiscal year, we are approaching a 20% reduction in the total funds available. These cuts have involved the elimination of about 10% of the Legislature's total positions, reductions in the salaries of legislators and all legislative staff, and significant cutbacks in all aspects of our operations. This Council action was subsequently approved by the entire Legislature when it finally enacted the revised budget for FY 1993, and I have no authority to authorize payment of the dues.

I am aware, as you must be, that both Senate President Pray, who chairs the Council, and other Council members have continued conversations with Assemblyman Wertz, Senator Paul White and Alan Sokolow regarding the payment of Maine's dues. If there is to be any further Council consideration of this issue, it would have to be initiated by a Council member.

I would be happy to answer any questions you may have.

Sincerely,

A handwritten signature in cursive script that reads "Sarah Tubbesing".

Sarah Tubbesing
Executive Director

cc: Honorable Charles P. Pray, Chair
Honorable Dan Gwadosky, Vice-Chair
Legislative Council
Honorable John L. Martin, Speaker of the House
John Wakefield, Director, Office of Fiscal and Program Review



STATE OF MAINE
OFFICE OF THE GOVERNOR
1 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0001

ANGUS S. KING, JR.
GOVERNOR

September 7, 1995

The Honorable Jane Amero, Chair
Legislative Council
#115 State House Station
State House
Augusta, Maine 04333-0115

Dear Senator Amero and Council Members:

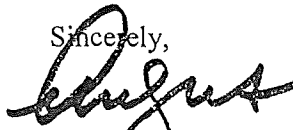
This letter is to notify the Legislature that I have accepted and will implement the recommendations of the Productivity Realization Task Force relating to the Department of Administrative and Financial Services with the exception of two minor recommendations that require legislative approval. Please note that I will be contacting the Council in the near future to discuss the most efficient way to deal with necessary legislation to implement Task Force recommendations.

The Department of Administrative and Financial Services has met its goal of making the Department smaller and more efficient while maintaining or improving customer service. The Department's recommendations will result in the elimination of 163 positions for a savings over the biennium of \$7 million in all funds. The Department's efforts are ongoing and include the Bureau of Alcoholic Beverages and Lottery Operations, which is under review by another task force, Information Services and certain aspects of the Bureau of General Services. Please be assured that we will keep you apprised of developments in these areas.

The attached material provides detailed information about the recommendations for improved productivity at the Department of Administrative and Financial Services. Commissioner Waldron and her staff are available to provide additional information or respond to questions. I understand that Commissioner Waldron also has briefed the Joint Standing Committee on State and Local Government on the details of the plan.

I am encouraged by these early results from the Productivity Realization Task Force and look forward to working with the Task Force and the Legislature as we continue this effort.

Sincerely,



Angus S. King, Jr.
Governor

Attachments
cc: Sarah Tubbesing, Executive Director



Angus S. King, Jr.
Governor



Janet E. Waldron
Commissioner

Charles A. Jacobs
Deputy Commissioner

DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
Telephone (207) 624-7800

September 5, 1995

Governor Angus S. King, Jr.
State House
Augusta, Maine 04333

Dear Governor King:

I have presented our Department plan to the Productivity Realization Task Force in connection with the vertical review of the Department of Administrative & Financial Services. The Task Force has accepted this proposal and is now requesting your official acceptance.

The Department's overall goal in approaching this effort was to maintain and improve customer service while making the Department smaller and more efficient. The Department employed several methods including the use of Task Force guidelines, streamlining and restructuring, improving operational processes, enhancing the use of technology, using teaming and multi-tasking, and outsourcing work where feasible and cost effective. While this proposal is being brought before you, our review continues, particularly with regard to information systems, alcoholic beverages and the Bureau of General Services. These areas are still actively under review. Further, overall processes within the individual Bureaus will continue to be analyzed for effectiveness in service delivery. For example, the Bureau of Accounts and Control is reviewing fiscal processes with the goal of automating and streamlining while maintaining accountability.

A cornerstone of the Department's productivity enhancement plan is the increased use of computer and telecommunications technology. All Bureaus in the Department are increasing the use of voice mail and E-Mail to facilitate more effective and timely communications with employees and internal and external customers. The increased use of these two tools will enable the Department to place less reliance on clerical positions. The elimination of a Senior Administrative Secretary position in the Commissioner's Office is testimony to this change.

Other Bureaus in the Department have prepared and implemented plans to make better use of the tools on the Wide Area Network such as the Human Resources Information Warehouse and tools available on the Budget Management System. The use of these and other technologies, such as CD-ROM, has enabled the Department to eliminate positions at various levels.

Governor Angus S. King, Jr.

September 5, 1995

Page Two

The Bureau of Taxation is furthering the use of technology through the planned implementation of Imaging and Scanning and the use of Telefile, the latter being a technology which enables individuals to file a "short-form" income tax return over the telephone. In the Division of Purchases, the Department intends to automate the purchasing function. As one outcome, over 20,000 5-part purchase forms which are now manually typed will be entered on-line. Another outcome which promises even greater savings is the use of electronic bidding and more sophisticated tracking of purchases and inventory.

In addition to technology, the Department has reorganized and streamlined operations in each Bureau by realigning functions. This Department was the one State agency restructured by the Restructuring Commission in 1991. The result was the merger of two Departments, the Department of Finance with the Department of Administration. At that time, a number of Bureaus were eliminated or altered along with a significant decrease in management and other personnel. Given these major alterations, we were still able to realign functions, enabling the Department to take advantage of expertise across the agency. Realignments of our functional responsibilities include moving the State Cost Allocation Plan from the Bureau of the Budget and the Civil Service Appeals Board from the Commissioner's Office to the Division of Financial and Personnel Services, and moving the administration of the Employee Deferred Compensation Plan from the Commissioner's Office to the State Controller's Office to take advantage of their expertise in the payroll area. In several Bureaus the number of Divisions has been reduced through consolidation of functions. For example, the Bureau of Taxation has gone from ten Divisions to eight; the Bureau of Accounts and Control has taken six Divisions and collapsed them into four Divisions; and the Bureau of Human Resources has consolidated its Workers' Compensation Division, Employee Health Insurance Program, and Employee Assistance Program into a single Division of Employee Health. These realignments have enabled the Department to increase the span of control for managers and supervisors and has resulted in a reduction of some supervisory and middle management positions. In addition to the position eliminations attributable to these changes, several supervisory positions will be downgraded. In another instance, District Audit managers in Taxation will be required to assume case management responsibilities in the field. These changes will result in program improvements through enhanced coordination of service delivery.

Another aspect of the Department's reorganization has been an examination of various operational processes within each Bureau and across the Department. This review has resulted in the sharing of resources, multi-tasking and teaming where possible. The Commissioner's Office, Bureau of the Budget, and Bureau of Accounts and Control are sharing some clerical services. A clerical pool has also been established within the Bureau of Human Resources. The Bureau of Human Resources has created multi-task teams in its Personnel Recruitment and Compensation

Governor Angus S. King, Jr.
September 5, 1995
Page Three

and Classification areas to provide a team approach to customer agency needs. We believe that this "one-stop" shopping concept will work well with the new business service center approach. In the Bureau of Taxation, cross-training will occur between Enforcement and Audit staff as a direct result of the merger of these two Divisions. This will increase efficiency and avoid the situation where a person is sent from Augusta to perform a simple collection's procedure when there is a Bureau employee housed locally in the region.

The final initiative undertaken by the Department has been a review of its functions and processes with an eye toward outsourcing work where appropriate and where there is a clear cost advantage to the State of Maine without a loss in service. The Department has outsourced work in two areas. The Bureau of Taxation has proposed to outsource tasks associated with its Central Registration Unit. The Bureau of General Services has proposed to eliminate the State's offset printing functions. Jointly, these outsourcing proposals will result in the elimination of 18 positions. Another area, Custodial Services was analyzed by assessing the cost to purchase services from the private sector. As a result, the recommendation is to retain the use of State workers but 16 positions will be eliminated to bring costs in line with the private market.

We will also be substantially reducing our warehouse operations. An analysis shows that the cost of maintaining some inventory items exceeds or equals that of direct purchase from the supplier. The number of warehouses will be reduced from three to one. In the area of health, the State Health Station will be replaced by an active employee health promotion program. This one proposal is the only area we believe that is dependent on legislative approval prior to a position elimination.

Finally, in several instances we have directly increased our ability to meet customer needs. These areas include the provision of a Customer Advocate and Public Education/Outreach function in Taxation and the transfer of a Counsel position from Enforcement to the Appellate Division. In the Bureau of Human Resources we expect the merger of health related programs and the teaming concept to improve service delivery.

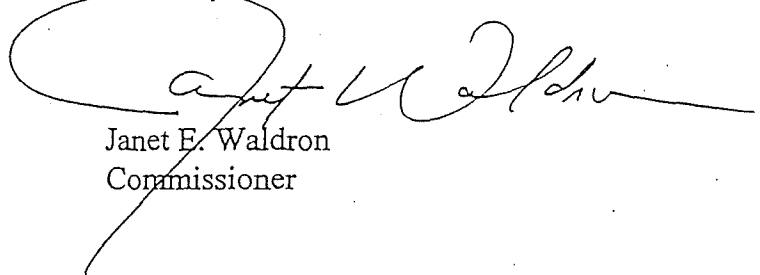
The result of all the initiatives proposed by the Department will be the elimination of 163 positions, full and part-time, across all funds which is about a 12.8% reduction, and savings of approximately \$7.3 million in all funds over the biennium. In the General Fund, the position reduction is 15.8% and a net overall savings of approximately \$6.2 million over the biennium. We have been able to achieve the downsizing of the Department by the aggressive use of vacant positions. The elimination of vacant positions accounts for approximately 50% of the total position eliminations.

Governor Angus S. King, Jr.
September 5, 1995
Page Four

Of the 163 positions, 92 are vacant and 71 will require layoff notices. Twenty-seven of the vacant positions are intermittent, seasonal liquor store clerks. We are committed to aggressively seeking positions for employees who are laid off. This outplacement effort is now underway. Further, until the actual positions are eliminated by the Legislature, we will work to substitute vacancies for filled positions as they become available.

I believe this plan will enable my staff to meet the overall goal of a streamlined, efficient Department with improved customer service. I urge you to approve the plan so that initiatives that may be implemented without legislative approval may move forward immediately and the drafting of the one statutory change may begin. I have enclosed another copy of our presentation for your further review.

Sincerely,

A handwritten signature in dark ink, appearing to read "Janet E. Waldron", is written over a large, loopy circular flourish.

Janet E. Waldron
Commissioner

JW:sjd

Enclosure

Department of Administrative and Financial Services

Department of Administrative and Financial Services

Presentation

Janet E. Waldron, Commissioner

Overview of Department

Review Goals/Methodologies

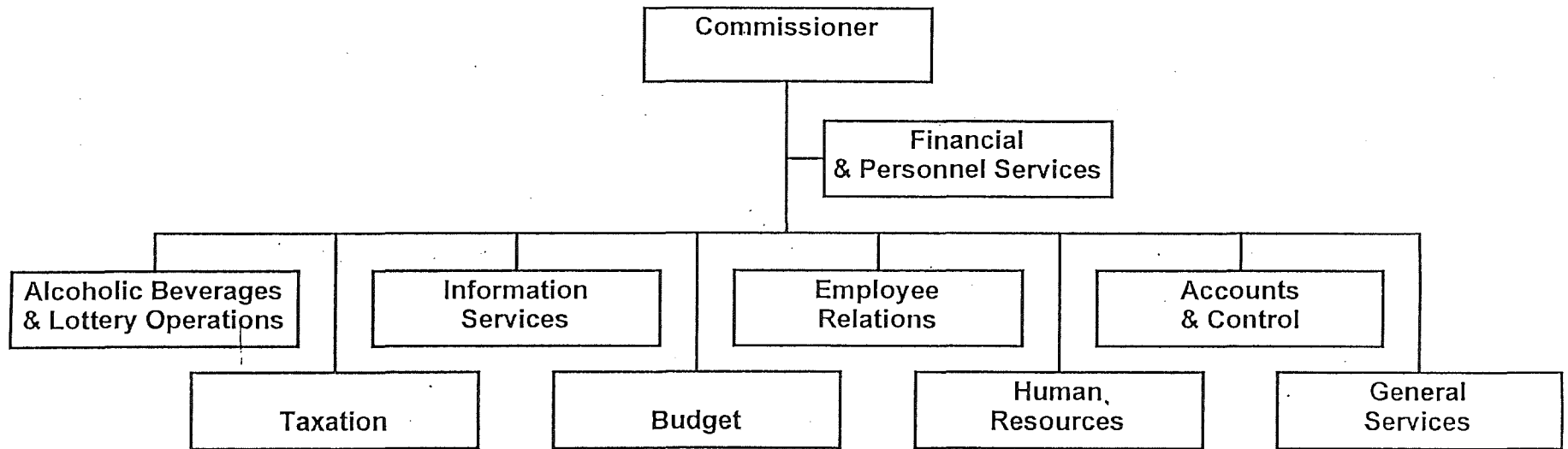
Review Results of Work

INTERNAL DEPARTMENTAL PROCESS

- Early June asked Bureau heads to review operations
- Multiple approaches used:
 - *Worked with Department and Bureau Missions*
 - *Used Facilitators*
 - *Worked individually as Bureaus/ Worked Together*
 - *Joint Departmentwide Sessions*
- Common Elements to Review Process
 - *Review Mission and Goals*
 - *Recognition of Statutory Change*
 - *Use of Taskforce guidelines*
 - *Priority Use of Vacancies*
 - *Review of Program Functions and Services*

Department of Administrative and Financial Services

July 1995



Department of Administrative and Financial Services

June 30, 1995

- 1064.5 Total positions

- 536 General Fund
- 26 Highway Fund
- 38 Other Special Revenue
- 1 Federal Fund
- 306 Internal Service Fund
- 157.5 Enterprise Fund

Department of Administrative and Financial Services

June 30, 1995

	General Fund	Highway Fund	Spec Rev Fund	Fed Fund	Int Svc Fund	Enterprise Fund
Commissioner	4					
Fin & Pers Svc	9		22			
Budget	13					
Acct & Control	34					
Gen Services	130	22	3		91	
Hum Resources	33		13		13	
Emp Relations	7					
Taxation	306	2		1		
Alc & Lottery						157.5
Information Svcs					202	
State Claims Comm		2				
	536	26	38	1	306	157.5

Department of Administrative and Financial Services

Goals

- *Smaller More Efficient Department*
- *Maintain And Improve Service*

Methods

- *Task Force Guidelines*
- *Streamlining/Restructuring Organization*
- *Improving Processes*
- *Enhancing the Use of Technology*
- *Using Teaming/Multi Tasking*
- *Outsourcing*

Department of Administrative & Financial Services
Percentage Position Reduction All Funds
Productivity Realization Task Force Initiative
Fiscal Years 1996 & 1997

Biennial Total

General Fund	15.90%
Highway Fund	11.50%
Special Revenue Funds	10.50%
Internal Services Funds	10.50%
Enterprise Funds	7.60%

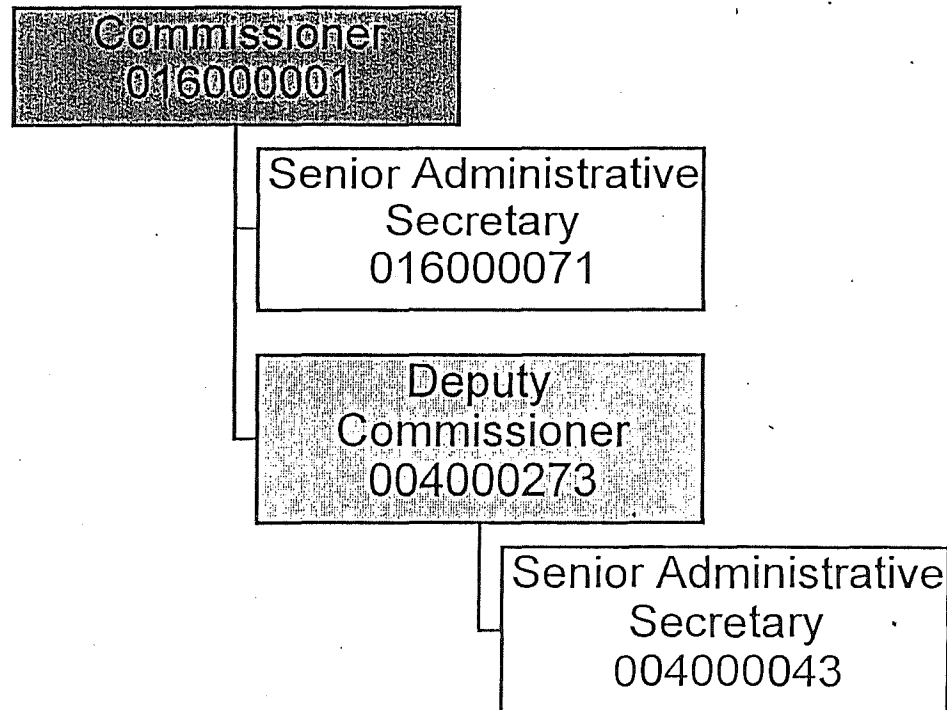
Department of Administrative & Financial Services
Personal Services Savings All Funds
Productivity Realization Task Force Initiative
Fiscal Years 1996 & 1997

	Positions	1996	1997	Biennium
General Fund	85	\$1,633,694	\$2,587,918	\$4,221,612
Highway Fund	03	30,688	86,006	116,694
Spec Rev Funds	04	59,100	140,743	199,843
Internal Svcs Funds	32	759,763	993,930	1,753,693
Enterprise Funds	12	466,331	510,991	977,322
Total All Funds	136	\$2,949,576	\$4,319,588	\$7,269,164

Department of Administrative and Financial Services

Bureau Information

Office of the Commissioner



Office of the Commissioner

- Provides Policy Direction
- Executive Management
- Financial and Administrative Coordination
- Coordinate Activities and Resources of Various Departmental Bureaus

Office of the Commissioner

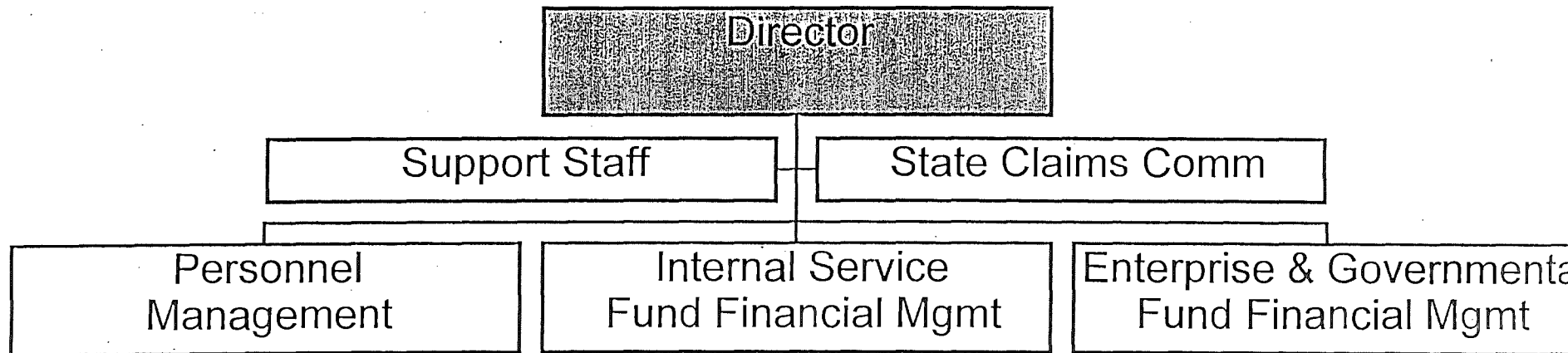
Results of Review:

- Increased Use of Technology
 - *E-Mail*
 - *Voice Answering*
- Shared Departmental Resources
 - *Central Switchboard*
 - *Shared Staff*
- Better Use of Space
- Enabled the Elimination of One Position Out of Four

DIVISION OF FINANCIAL & PERSONNEL SERVICES

- Accounting
- Budgeting
- Cost Allocation
- Audit Compliance
- Personnel Management

DIVISION OF FINANCIAL & PERSONNEL SERVICES Proposed



DIVISION OF FINANCIAL & PERSONNEL SERVICES

Proposal Results In:

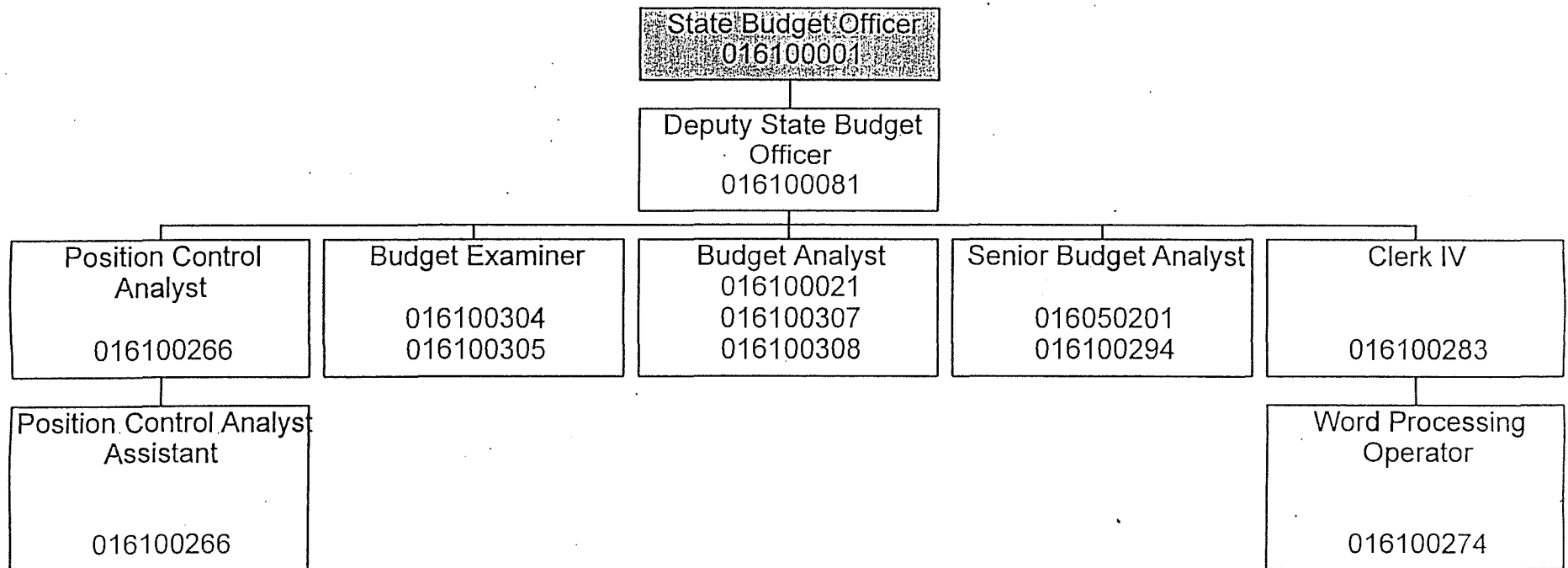
- Increased Use of Technology
 - *E-Mail*
 - *Voice Mail*
 - *Use of Human Resources Data Warehouse*
 - *Reformat of MHIC Contract Eliminates 30,000 Vouchers*
 - *Budget Office Expenditure Information*
- Realignment of Management Responsibilities
 - *Elimination of Business Manager II*
 - *Downgrade of Accountant III's to II's*
- New Areas of Responsibility
 - *Administration Support for Civil Service Appeals Board*
 - *STA-CAP*
- Elimination of Five Positions Out of Thirty-Two
- Transfer Out of One Position to Other Bureau to Strengthen Compliance With Accounting Practices

BUREAU OF THE BUDGET

- Budget Planning & Control
- Revenue Forecasting
- Position Planning and Control
- Organizational and Management Systems Analysis

BUREAU OF THE BUDGET

Proposed



BUREAU OF THE BUDGET

Proposal Results In:

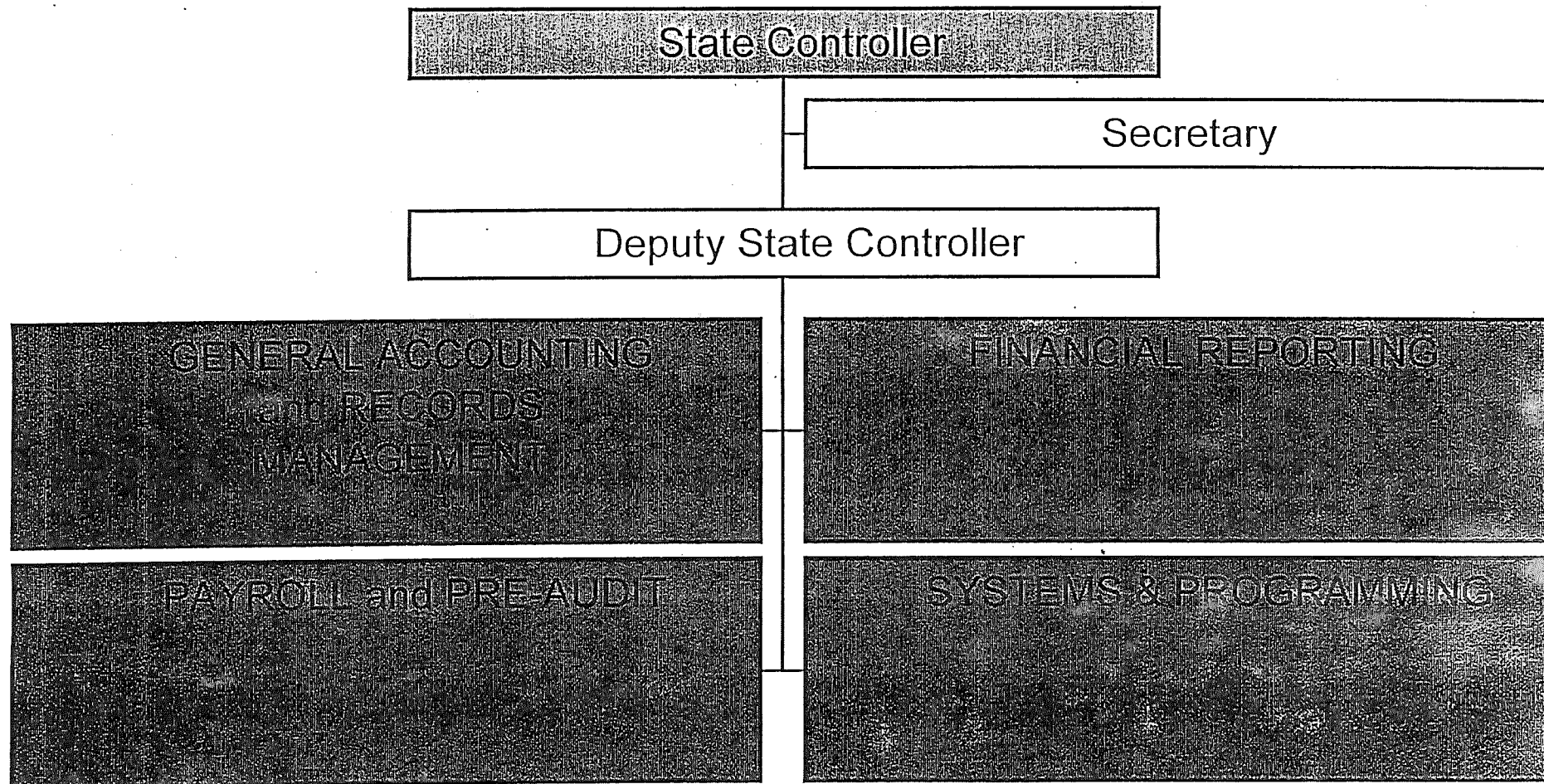
- Increased Use of Technology
 - *Automation of the Budget Management System*
 - *Voice Mail*
 - *E-Mail*
 - *CD-ROM Access to Maine Revised Statutes*
 - *On-line Government Annual Report Submission*
- Shared Staffing
- Transfer of the State Cost Allocation Plan to other Department Division
- Decentralization of FTE Seasonal Position Control
- Eliminating Two Positions Out Of Thirteen

BUREAU OF ACCOUNTS & CONTROL

- Financial Reporting
- General Accounting
- Statewide Payroll
- Pre-audit
- Records Management
- MFASIS

BUREAU OF ACCOUNTS & CONTROL

Proposed



BUREAU OF ACCOUNTS & CONTROL

Proposal Results In:

■ Streamlined Operations

- *Consolidation of Six Divisions Into Four*

■ Strengthen Financial Reporting

- *Transfer In of A Position to Strengthen Compliance with General Accounting Practices*

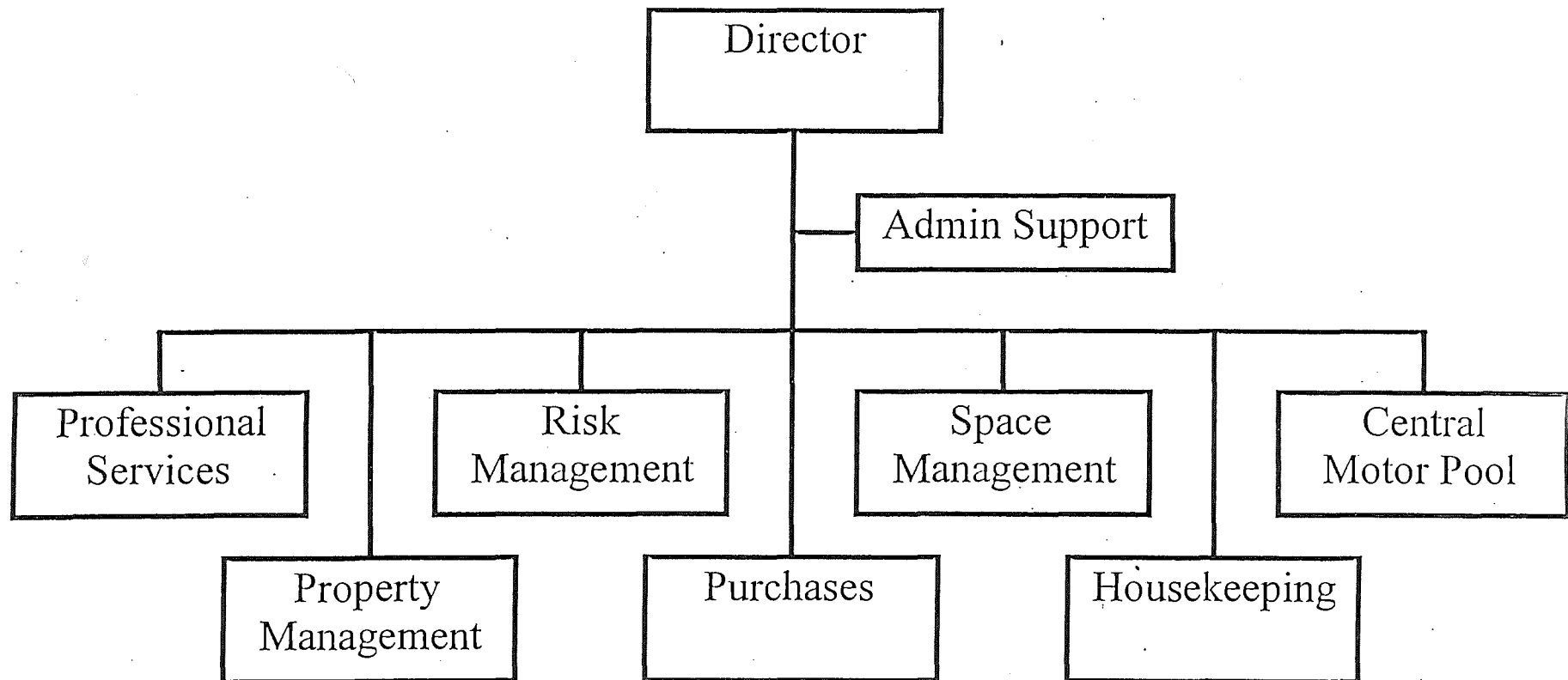
■ Strengthen Program Operations

- *Transfer of the Deferred Compensation Program From the Commissioner's Office to the Payroll Division*

■ Elimination of 4 Positions Out of 33

BUREAU OF GENERAL SERVICES

Proposed



BUREAU OF GENERAL SERVICES

- Physical Plant
- Statewide Purchasing
- Statewide Contract Review
- Printing
- Mail Service
- Surplus Property
- Risk Management
- Central Motor Pool

BUREAU OF GENERAL SERVICES

Results of Review:

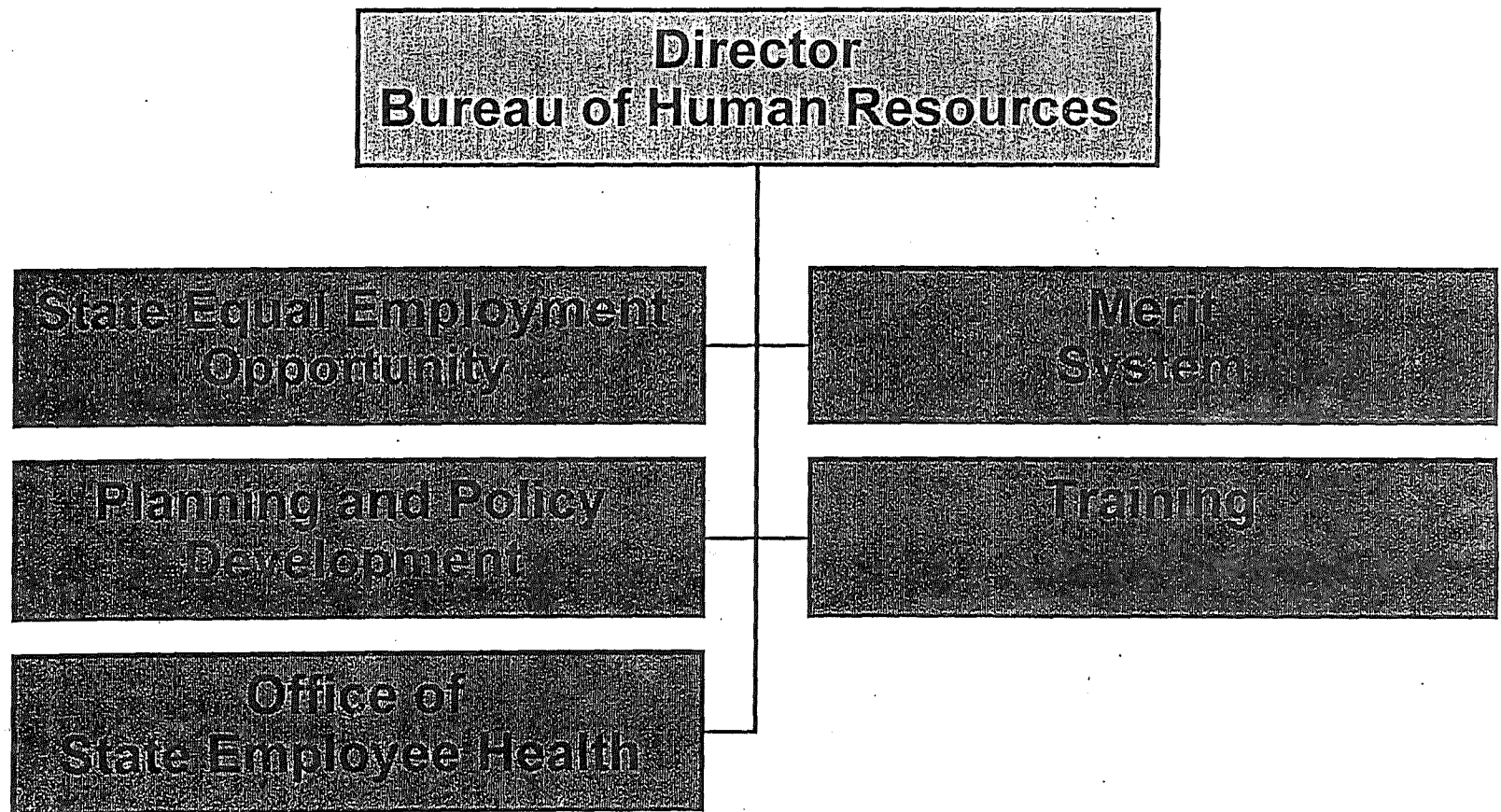
- Realigned Custodial Services
- Reduced Warehouse Operations
- Outsourced Offset Printing
- Automating Purchasing
- Elimination of 34 Positions
- Continued Review of:
 - *Organizational Structure*
 - *Fleet Management*
 - *Engineering, Professional Services*
 - *Postal Center*
 - *Capital Improvement Plan*

BUREAU OF HUMAN RESOURCES

- Recruitment, Classification, Compensation Systems
- Personnel Records Retention
- Health Insurance Program
- Training & Development
- Affirmative Action
- Workers' Compensation
- Employee Health Services

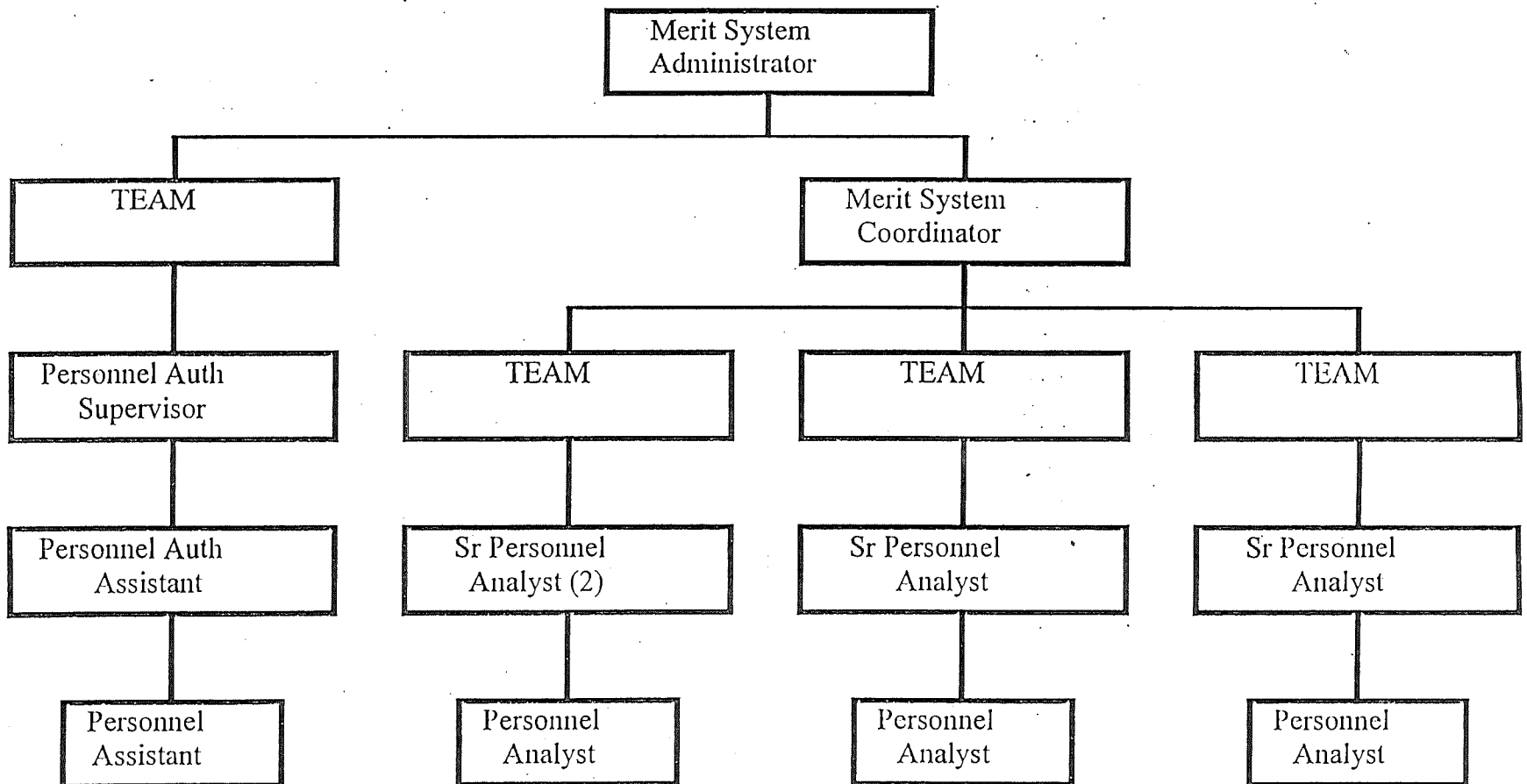
BUREAU OF HUMAN RESOURCES

Proposed



BUREAU OF HUMAN RESOURCES

Merit System - Proposed



BUREAU OF HUMAN RESOURCES

Proposal Results In:

■ Increased Use of Technology

- *E-Mail*
- *Voice Mail*
- *Moving Toward Automating Employee Registers*
- *Expanded Use of PC's*

■ Streamlined Organization

- *Merging Three Employee Health Divisions into One Division*
- *Overall Decrease of Seven Divisions into Five*
- *Consolidation of Administrative Support*
- *Transfer of Support Employment Coordinator into Training & Staff Development to Support TQM & Training*

BUREAU OF HUMAN RESOURCES

Proposal Results In:

■ Increased Customer Service

- *Creation of Multi Task Teams in Personnel Recruitment, Compensation & Classification*
- *Creation of “One-Stop Shopping” for Employee Health Needs*

■ More Effective Management of Health Care Costs

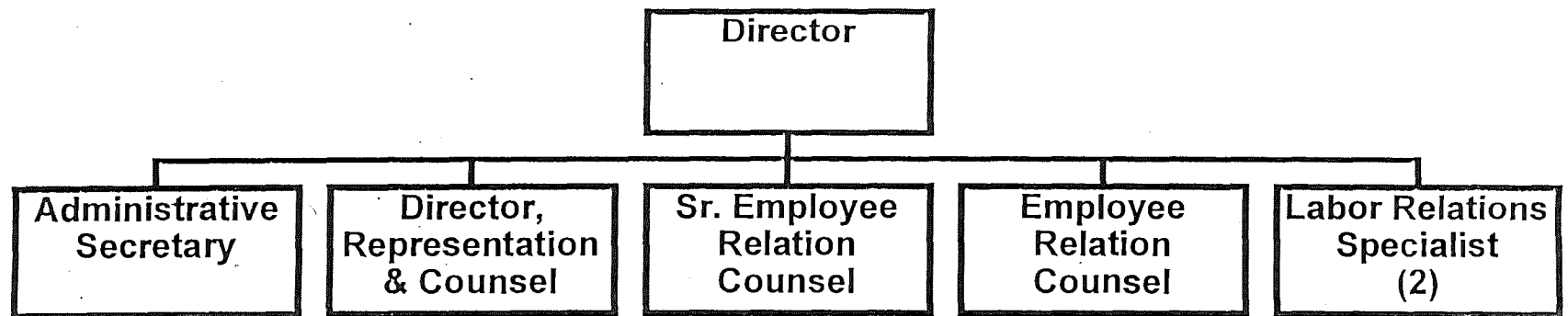
- *Expanded Use of Managed Care to Include Workers’ Comp & EAP (Employee Assistance Program)*
- *Coordination of Health Information Contracts*

■ Position Changes

- *Elimination of Nine Positions Out of Fifty*
- *Through Reorganization Two Division Director Positions will be Downgraded*

BUREAU OF EMPLOYEE RELATIONS

Proposed



BUREAU OF EMPLOYEE RELATIONS

- Collective Bargaining
- Administration of Collective Bargaining Agreements
- Legal Representation

BUREAU OF EMPLOYEE RELATIONS

Proposal Results In:

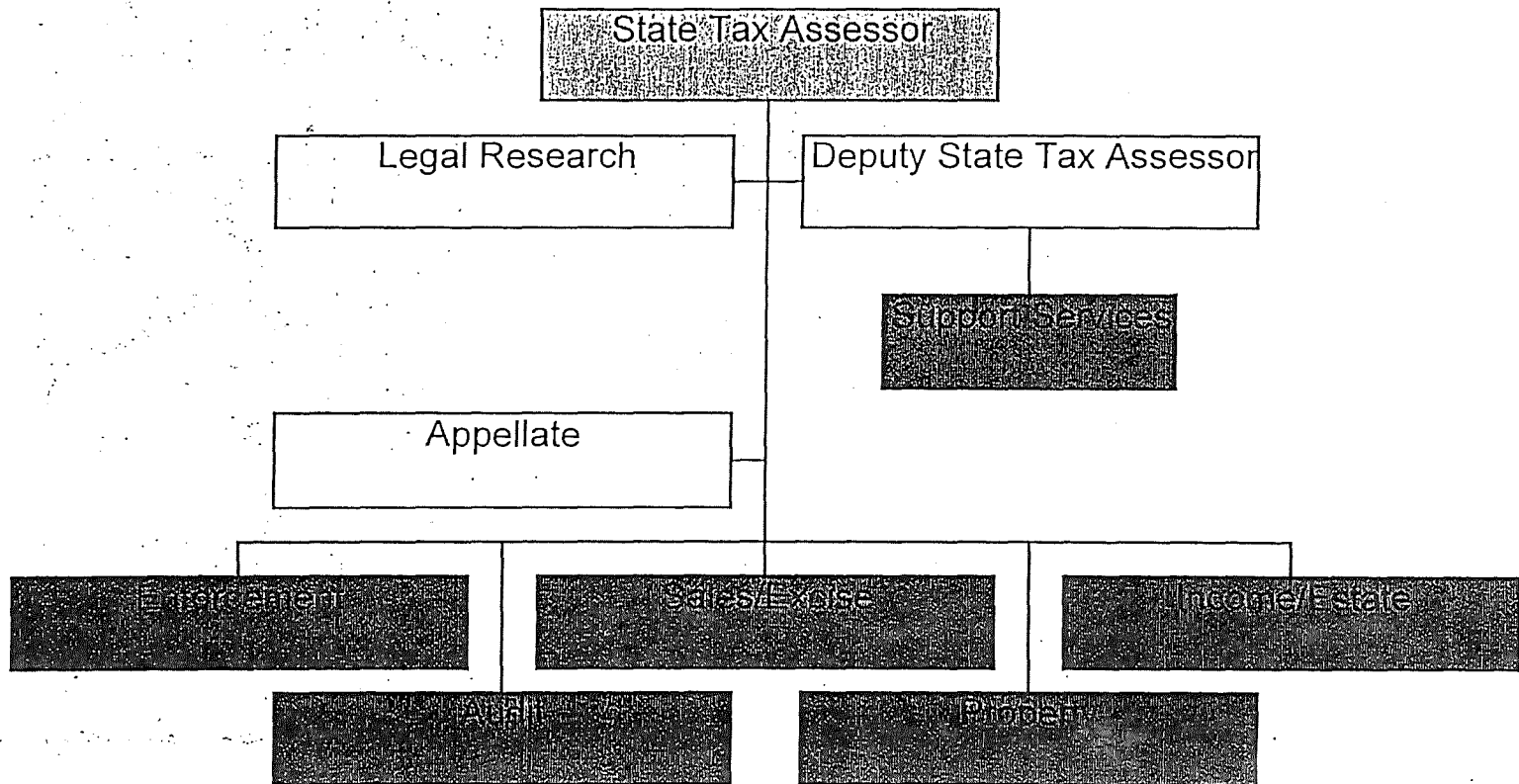
- Expect to Maintain Existing Staff Complement of Seven due to Anticipated Workload increase;
- Downgrade of Senior Counsel

BUREAU OF TAXATION

- Tax administration
- Operations
- Compliance

BUREAU OF TAXATION

Proposed



BUREAU OF TAXATION

Proposal Results in:

- Consolidating 10 Divisions Into 8
- Multi Tasking of Employees
- Increased Use of Technology
- Outsourcing
- Strengthening Compliance
- Improved Consistency of Audits
- Increased Customer Service
- Maintenance of Revenue Generating Function
- Elimination of 57 Positions

Department of Administrative & Financial Services
Percentage Position Reduction All Funds
Productivity Realization Task Force Initiative
Fiscal Years 1996 & 1997

Biennial Total

General Fund	15.90%
Highway Fund	11.50%
Special Revenue Funds	10.50%
Internal Services Funds	10.50%
Enterprise Funds	7.60%

Ongoing Reviews

- Alcoholic Beverages & Lottery Operations
- Information Services
- General Services

Positions Taken To Date

Alcoholic Beverages & Lottery

10 Permanent Regular

27 Intermittent

Information Services

12 Permanent Regular

Department of Administrative & Financial Services
General Fund
Personal Services Savings
Fiscal Years 1996 & 1997

Savings Achieved Through

Prior Vacancy Eliminations	\$1,881,096
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Savings Achieved Through

Vertical Review of DAFS	\$2,340,516
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Total Personal Services

Savings	\$4,221,612
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Department of Administrative & Financial Services
Personal Services Savings All Funds
Productivity Realization Task Force Initiative
Fiscal Years 1996 & 1997

	Positions	1996	1997	Biennium
General Fund	85	\$1,633,694	\$2,587,918	\$4,221,612
Highway Fund	03	30,688	86,006	116,694
Spec Rev Funds	04	59,100	140,743	199,843
Internal Svcs Funds	32	759,763	993,930	1,753,693
Enterprise Funds	12	466,331	510,991	977,322
 Total All Funds	 136	 \$2,949,576	 \$4,319,588	 \$7,269,164

DEPARTMENT OF ADMINISTRATIVE & FINANCIAL SERVICES

Streamlined, Efficient Department
With
Effective Customer Service

Department of Administrative and Financial Services

- 12.8 % Position Reduction - *All Funds*
- \$7.3 Million Achieved in Direct Personal Services Savings - *All Funds*
- 15.8% Position Reduction - *General Fund*
- \$4.2 Million Achieved in Direct General Fund Personal Services Savings

**Approximately 50% of Downsizing
Achieved Through Vacancies**



SENATOR JEFFREY H. BUTLAND
President of the Senate

THE MAINE SENATE
OFFICE OF THE PRESIDENT

STATE HOUSE STATION 3
AUGUSTA, ME 04333
TEL.: (207) 287-1500

MEMORANDUM

TO: Senator Jane Amero, Chair of the Legislative Council
FROM: Jeffrey H. Butland, President of the Senate
DATE: September 21, 1995

The issue of computer passwords in the files of employees in the former Secretary of the Senate, which has dragged on for months, remains unresolved. Therefore, I am formally requesting that a Resolution be included on the agenda for Monday's meeting seeking a vote from the Council to instruct the Executive Director of the Legislative Council to override the passwords and print out the material immediately.

Too much time and energy have been expended on what should have been a simple, straightforward request for passworded material. (Please see the attached material). The public owns the computers in our offices and, in my opinion, denial of access to the information on those computers is an insult to the people of Maine.

Thanks in advance for your attention to this request.

cc: Sally Tubbesing
Members, Legislative Council