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The Governor's Implementation Report

Status of recommendations by the Maine
Management And Cost Survey Report

Kenneth M. Curtis, Governor
January 10, 1974

Row Lord



State of Maine **Executive Department** **Office of the Governor**

January 10, 1974

Honorable Members of the Senate and House of Representatives
of the Maine State Legislature:

This Special Message details the status of each item requiring Legislative or Executive Action as proposed in the Report of the Maine Management and Cost Survey Commission.

Through this Message, and the ninety (90) supporting Legislative Documents, I am transmitting my recommendations on items requiring legislative action.

This package of 90 bills covers the 235 recommendations made by the Survey that require Legislative Action. Most bills are submitted as recommended in the Survey's Report and in the areas where I am recommending major modifications, the Statement of Fact, attached to the bill, gives the explanation. Fifteen (15) bills in the package cover proposals that need further study and analysis, before I would support passage, as they involve effects which are far-reaching and as yet undetermined.

Included in this Message is a complete digest of the status of all 807 recommendations made by the Survey. Of the 572 recommendations needing Executive Action, 372 have either been fully implemented or are in process. An additional two hundred (200) recommendations need more study before any definitive action can occur.

The total savings and income to be derived from the implementation effort to date, including the entire legislative package that I support is approximately \$15,000,000. The Survey indicates that an additional \$11,000,000 may be saved if all of the two hundred (200) recommendations, presently under study, could be implemented.

The Survey was the product of an effective bipartisan effort. The continued confidence of our citizens in the ability of government to serve responsively and prudently depends upon us continuing this spirit of cooperation during the implementation effort.

Respectfully,


Kenneth M. Curtis
Governor

IMPLEMENTATION
OF THE
MAINE MANAGEMENT AND COST SURVEY REPORT

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Background of the Report

During my term as Governor, I have encouraged a continuing effort to improve the efficiency and reduce the cost of Maine State Government through better administration and management.

This effort began in 1967 when I appointed a Task Force on Government Reorganization. Its recommendations led to a reorganization plan, the bulk of which was enacted by the 105th and 106th Legislatures. As a result, we have reorganized eighty-five (85) per cent of our agencies around the major functions of State Government.

After the adoption of a State income tax in 1969, I announced to all department and agency heads a program for economy in Maine state government, stating that "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".

A number of specific suggestions by State agencies to increase efficiency was submitted in response and I was able to incorporate many of these in measures which I presented to the Special Session of the 104th Legislature in January, 1970.

In the Summer of 1971, I met with Warren King at the National Governors' Conference. His management consulting firm utilizing private business executives had completed cost-saving studies in 15 states, resulting in millions of dollars in savings. That December, I asked the King firm for a report on the feasibility of a management and cost survey in Maine. The next month, King reported that such a study should result in millions of

dollars of savings. Accordingly, in my Message to the Legislature of January 24, 1972, I announced my intention to ask the Maine business community to participate in a management and cost survey. The proposal was unanimously approved by the Legislature through a Joint Order.

After a period of planning, James Longley of Lewiston accepted the chairmanship of the Survey Commission which, after reviewing other State studies, selected a consulting firm and organized the structure and committee for the study. In December, 1972, a fund-raising drive was begun. The goal was to raise \$150,000 from private sources and recruit thirty-six (36) top business executives to participate in the study on a volunteer basis. By February, 1973, the Commission had attained its goal with pledges of \$180,000 and more than the required number of volunteers. With the exception of \$7,000 paid by the State Planning Office to Warren King and Associates for its feasibility study and preliminary planning, the direct costs of the Survey were paid by contributions from the business community.

On February 26, 1973, the twelve week survey officially began. State Department administrators, members of the State Legislature, financial supporters and other key individuals were invited to an orientation session which included small group meetings with Survey members. An extensive program of interviews, research and meetings with State personnel began in March and was completed in June. During the summer, the written reports were finalized and the document prepared for publication. On September 12, 1973, the Survey pub-

lished its report of eight hundred and seven (807) recommendations for cost savings and improvement of management.

Purposes of the Survey

It is fundamental that efficient service and economy go hand in hand. In times of growth and expansion and especially when inflation continues to increase costs, it is imperative that we take a hard look at expenditure trends shaping the economic future of our State. The demands and expectations of our citizens are numerous and their willingness to support worthwhile programs has been demonstrated many times. However, the continuation of that confidence and support demands that government continue to develop sound management practices to assure our citizens that their tax dollars are spent wisely and not wasted through inefficiency. In short, the Survey was initiated and designed to make Maine government in all its activities more responsive to the needs of our citizens. Its purpose was clearly described in the legislative joint order directing an analysis "to ascertain the means by which the services of the State of Maine may be afforded to its citizens in the most efficient, expeditious and economical manner".

The Survey concentrated on improvement of managerial techniques. The majority of its recommendations may be put into effect through executive action. Others far-reaching in nature will require legislation. Some, due to their complexity, major shifts in policy and emphasis and undetermined total effects, need further investigation before legislative action is recommended. I am gratified that a number of recommendations have already been adopted. Many are in the process of being implemented and others are "on the line" for action in the near future.

I am indebted to Chairman Longley and all participants in the Survey for their generous contribution to this undertaking. This partnership of business and government will benefit our State for many years and is an outstanding example of cooperation between the public and private sectors. I also thank all agency heads and State employees who have contributed to the study and who will be involved during the implementation phase.

In summary, the Survey is intended to:

1. Reduce the cost of State Government;
2. Improve the delivery of services;
3. Provide the Governor and Agency Heads with more modern managerial tools and a more effective organizational framework;
4. Foster greater public confidence in State Government;
5. Improve understanding between the public and private sectors.

Major Legislative Recommendations Supported

The Survey developed two hundred and thirty-five (235) recommendations requiring legislative action. The package of legislation which I am submitting to this Session contains ninety (90) bills, covering all of the recommendations requiring such action. This part of my Message highlights the bills which I am supporting for immediate passage. I am requesting that further study be made before definitive action is taken, on fifteen (15) bills which will be described in another part of this Message.

Executive Staff Reorganization

I am recommending the creation of three new cabinet-level offices in the Executive Department. They are the Office of Business Management, the Office of Government Policy and the Office of Finance and Administration. They would provide staff and management support functions for the Governor's Office as well as for the line agencies. Although these are new offices, they would be composed of many agencies and functions scattered throughout State Government.

A reorganization of this magnitude will require considerable study, negotiation and staff work. I propose enabling legislation to authorize the appointment of three temporary coor-

dinators to prepare legislation and a budget for each new office. This package would be prepared for the Governor-elect to present to the 107th Legislature.

I recommend, however, that the Departments of Indian Affairs, Public Safety, and Military, Civil Defense and Veterans' Services be excluded from the proposed Office of Government Policy. Their prime responsibility is to provide service to the people of Maine rather than to the agencies in State Government.

With the creation of these three offices, their administrators would participate on an Executive Staff Committee in the Office of the Governor. This Committee would help ensure that the business of government is effectively managed and the policies and programs of the Governor and Legislature are well coordinated and carried out.

The proposed new organization of State Government carries out most of the Survey's recommendations as displayed in the Chart, titled "Proposed Executive Organization - Staff and Line Agencies..."

General Governmental Operations

In addition to the reorganization of Executive Staff functions described earlier I am again recommending that the State Treasurer and Attorney General be appointed by the Governor and that the Legislature adopt annual sessions. These changes would require constitutional amendments.

An amendment to the State Planning Act is needed to more accurately reflect the responsibilities of the State Planning Office. Its task should be to "coordinate development of a Maine Comprehensive Plan" rather than "develop a Maine Comprehensive Plan" as the current statute reads. The specialized planning function of the Coastal Planning Unit should be in the Department of Environmental Protection and the activities of the Water Resources Planning Unit should be moved to the Department of Conservation. I also recommend establishing a Commission on Maine's future.

I support legislation to permit the Secretary of State to renew commissions to notaries and justices without approval from the Governor and Council; to assume the responsibility of imposing the \$25 penalty for late filing of a corporation's annual report. I also recommend the repeal of the present corporate franchise tax and recovery of revenue losses by an adjustment in the proposed annual reporting fee.

In the Motor Vehicle Division, I recommend an increase in driver examination fees to recover costs; a charge for reserved numbered registration plates; the transfer of registration of aircraft

from the Department of Transportation; a work measurement study to develop standards of performance and optimum staffing levels; and fee schedules to recover the cost of services whenever practical.

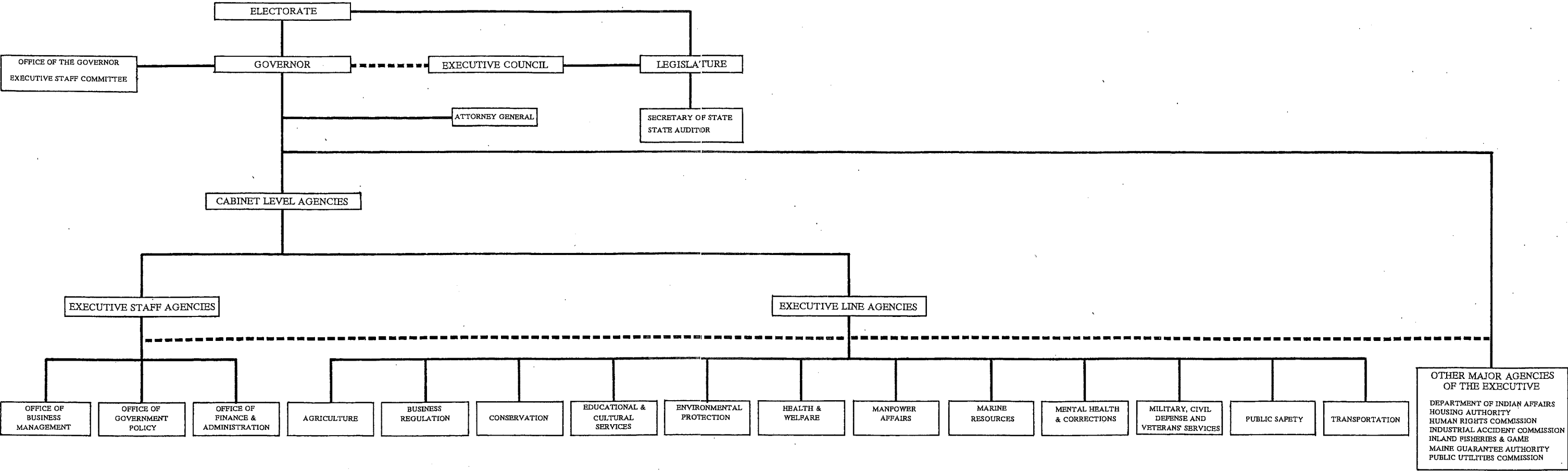
To help reduce the rate of turnover in the Attorney General's Office, I am submitting legislation to initiate a system for merit salary increases in the Attorney General's Office, to encourage more attorneys to remain in state service.

Natural Resources

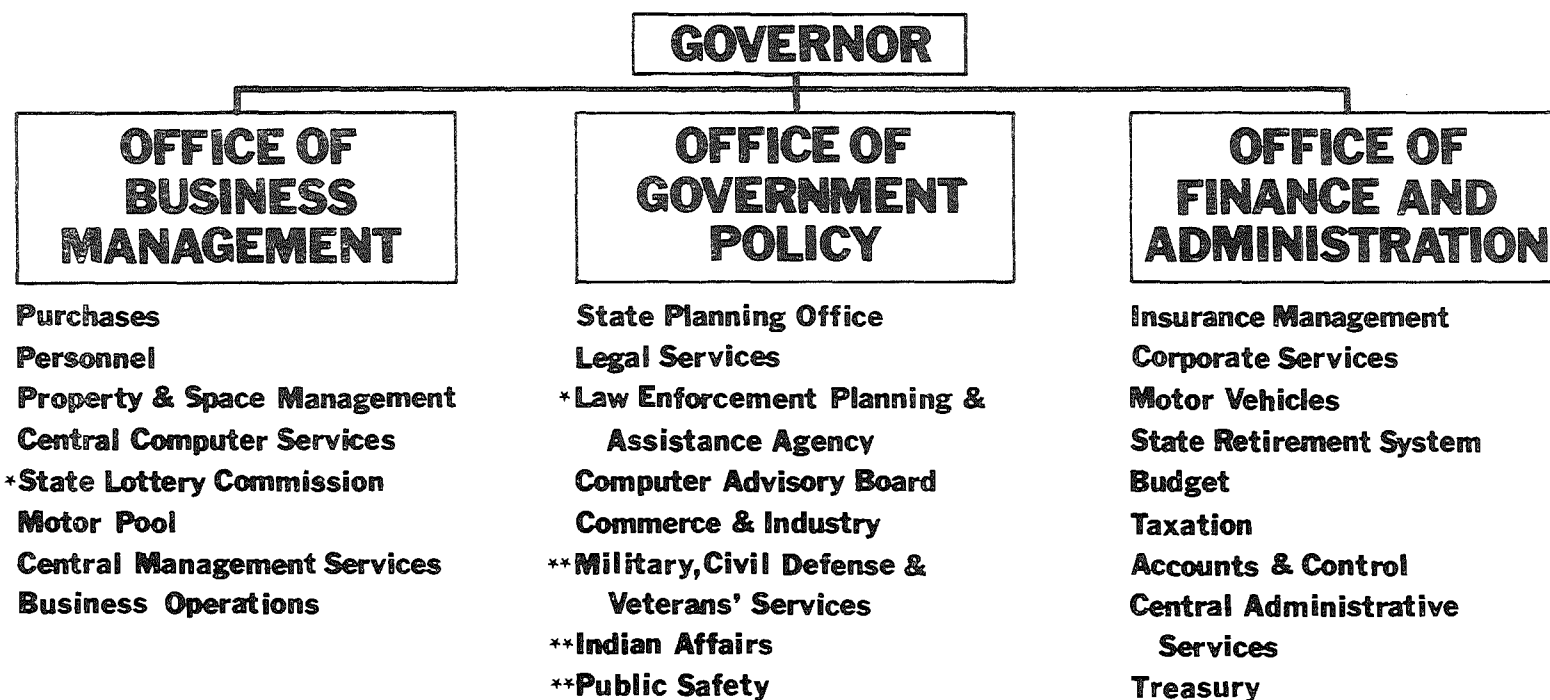
I recommend establishing a consistent fee schedule for applications processed by the Department of Environmental Protection. Also, I support transfer of the Board of Pesticides Control to this Department.

I am submitting legislation to establish a non-resident marine sports fishing license; to transfer the Atlantic Sea Run Salmon Commission to the Department of Inland Fisheries and Game; and to create a Licensing and Registration Division combining the functions of the Snowmobile and Watercraft Divisions.

In addition, I recommend combining programs and funding of state and local forest fire control agencies and transferring the duties of the Maine Mining Bureau to the State Geologist in the Department of Conservation.



The Maine Management & Cost Survey Proposed Executive Staff Agencies



* Governor Curtis recommends that these agencies be included.

** Governor Curtis recommends that these agencies remain as presently organized.

Business Regulation

I propose that certain unexpended dedicated revenues be transferred to the General Fund from the Departments, Bureaus or Commissions of Public Safety, Banks and Banking, Insurance, Real Estate, Public Utilities, Audit and the various examining and certifying boards.

In the Bureau of Insurance, legislation has been developed to charge each company for expenses incurred for examinations required by law; and to issue or renew licenses for two year terms.

Savings can also be achieved in the Real Estate Commission by issuing biennial licenses.

Boxing Commission rule changes should be made only after a formal notice and a hearing whenever practical.

Although the Running Horse Racing Commission is not active, its statutory authority should be transferred to the Harness Racing Commission in the Department of Agriculture.

A bill has been submitted requiring the appointment of a reporter for hearings of the Land Damage Board as required and determined by the Board.

I support Public Utilities Commission legislation to cease collection of annual fees for common carrier certificates and for contract and interstate carrier permits; to increase the identification devise fee for straight trucks and float-er plates; to eliminate the position of assistant secretary; to require railroads and utilities to

pay fees for requests for rate changes or discontinued service applications; and to obligate utilities and railroads to pay a fee for filing annual reports.

There are 26 examining and certifying boards which issue state licenses. I propose that a central bureau be created in the Department of Business Regulation to issue and renew licenses upon the authority of the respective board. A public member should be included on all boards and a per diem of \$40 per day is suggested for all Board members.

Human Resources

I am including in my program several recommendations to revise fee schedules now administered by the Department of Health and Welfare.

Many changes affecting the Department of Educational and Cultural Services have been suggested by the Survey. Although several items have been referred by me for additional study, I recommend action now on nine bills to:

1. Create the Cultural Commission to advise the commissioner on cultural services and activities;
2. Realign the reporting responsibilities of the Museum Bureau and the Bureau of Arts and Humanities;
3. Combine the Historic Preservation Commission with the Museum Bureau;
4. Transfer school bus driver qualifications and responsibility for student driver ed-

ucation to the Motor Vehicles Division;

5. Transfer balances of dedicated funds of the Maine School Building Authority to the General Fund.

In the Department of Public Safety, I am including recommendations relating to the installation of a uniform crime reporting system, motor vehicle accident report, licensing of bartenders and the changing of fee schedules. I also recommend transferring reporting responsibilities of the Chief Medical Examiner to the Department of Public Safety.

I endorse the proposal that the Department of Mental Health and Corrections dispose of excess land at the Augusta Mental Health Institute, Women's Correctional Center and Pineland Center, provided that it is consistent with environmental policies and statutes.

Legislation is included to further reorganize the Departments of Transportation and Military, Civil Defense and Veterans' Services. Bills will be introduced to change the duties and name of the Appeals Review Board and to revise the schedule for boiler and elevator inspection fees.

I also endorse establishment of a centralized, statewide telecommunications system.

Finance and Administration

I am also submitting legislation affecting departments and agencies dealing with financial affairs.

I support changes to improve municipal tax

collections and to expand the requirements governing annual reports and postaudits of special sanitary water districts. I am also submitting changes to broaden the authority of the State Auditor.

Legislation is included to change the collection dates of telephone and telegraph taxes, gasoline taxes and the tax on insurance premiums. A constitutional amendment will be necessary to provide for collection of the State income tax in conjunction with the Federal tax.

I support changing the date for submission of the budget for incoming Governors to allow more time for preparation and I support annual budget review and improved controls over dedicated fund budgets. Biweekly payrolls should be adopted.

My program will include amendments to standardize bidding procedures; to establish a building code for construction of State buildings; to reorganize the Maine Insurance Advisory Board and to amend the laws relating to special agency stores and store hours administered by the Bureau of Alcoholic Beverages.

I have highlighted the recommendations to be presented during this Special Session. Each proposal is the result of careful deliberation by the Survey in developing its recommendations and by the subsequent efforts of the implementation team and various state agencies in the drafting of the bills.

I believe these proposals to be another important step in the establishment of a more effective, economical and responsive system of government.

Legislative Recommendations Needing Further Study

Of the ninety (90) proposals requiring legislation, I am recommending fifteen (15) bills for further study before specific action is taken. These proposals represent major policy and administrative changes and have far reaching affects which can not be determined without more analysis and investigation.

Maine State Archives

The proposals for the Maine State Archives would revise laws pertaining to management of records and reporting and would abolish the recently established Bureau of Archives. Considerable concern has been expressed about discontinuing central record keeping and transferring this function to each department. There is also concern over a resultant lack of uniformity in the selection of records for retention and the possibility of greater expense.

I am anxious that there should continue to be efficient management of State records, that important materials should be safeguarded and that services should not be down-graded. Until a more acceptable system can be devised, I believe the Maine State Archives should continue to function.

Bureau of Alcoholic Beverages

The Survey recommends that salaries of State liquor store managers be based upon an incentive system dependent upon volume, efficiency and profit. However, store managers, due to location and concentration of population, have little control over the volume of sales. For this reason, I believe this kind of incentive for state employees should not be instituted without more evidence based on further study.

Bureau of the Budget

It has been recommended that the Bureau of the Budget discontinue approval of quarterly allotment controls and that each agency be held responsible for staying within the appropriations. While I agree with holding agencies accountable for fiscal controls, I am reluctant to relax controls at a time when strict accountability is necessary. Until there is evidence that a satisfactory monitoring system has been developed, I believe action should be deferred.

It has also been proposed that the Bureau produce monthly variance reports for each agency

comparing expenditures and encumbrances in order to avoid duplication of record keeping by the agencies. Action designed to enable agency finance personnel to perform their duties more effectively and thereby eliminate unnecessary or duplicate procedures is highly desirable. To that end, I recommend that further study be given to the proposal.

Maine State Retirement System

The Survey proposes to make retirement for state employees mandatory at age 65 rather than 70. The expressed purposes are to encourage recruitment, retain able personnel and obtain savings in pension and other benefit costs.

This proposal would affect a sizable segment of State employees and I believe more data relating to its repercussions should be obtained before legislative action is taken.

Another proposal would stipulate that the first day of any month be made a uniform date for retirement purposes. This, in effect, would mean that anyone filing an application for retirement after the first day of a month would be obliged to wait until the first of the following month to start receiving a pension.

While this would have some advantage in facilitating the proposed automation of personnel record maintenance and calculation of benefits, I believe a study of the effect on teachers and other classes of public employees should be made.

Public Education in Maine

Within this category are recommendations affecting the structure and operation of public elementary and secondary schools and higher education. As several of the proposals are interrelated and have overlapping implications, I have attempted to evaluate the effect as a whole.

It is proposed that post-secondary vocational education be transferred to the University of Maine, and that a Maine Education Commission be vested with all higher education responsibilities. Maine's university and its vocational technical institutes have done much to provide job skills for Maine people and a talented work force for Maine industry and commerce. Vocational courses have been extended at both the secondary and post-secondary levels. Increasingly, the programs of the Institutes and the University are being coordinated. The formation in recent years of a screening committee representing the State Board of Education and the University to consider approval and placement of new courses has been helpful in reducing the tendency to duplicate programs. More integration and greater ability to transfer course credits is clearly needed.

Therefore, the proposal to create a Maine Education Commission to develop a more cohesive system of education and to provide guidance to legislative action has considerable merit. Due to the complexity and diversity of opinion, any legislation of this nature should be carefully conceived and developed for its effects on the organization of the University, the vocational institutes and programs for students. Inasmuch as time has not allowed for development of a specific proposal, with reactions from all the involved agencies and institutions, I

am recommending that further and detailed study be given to the recommendation.

Unorganized Territory Schools

It is suggested that elementary schools in the unorganized territory be discontinued if neighboring organized school systems accept the pupils as tuition students.

I am aware that the number of schools maintained in Maine's vast unorganized territory has decreased over the years and that it has been the policy to discontinue schools when enrollments drop and equivalent education can be provided elsewhere.

My information indicates, that in most cases the nearest schools in organized units cannot now absorb these pupils. Accordingly, I recommend that the Commissioner of Educational and Cultural Services annually review enrollments and consolidate unorganized territory schools with nearby units whenever feasible.

State Library

Another proposal would disperse the general loan and reference collection of the State Library to local public and private libraries.

I recognize that this would substantially change the direction of State Library operations. Before legislation is considered, an attempt should be made to determine the impact on local libraries

and their ability to accept and distribute the materials.

It has been pointed out that if the space in the Cultural Building is not used for library purposes, Federal Construction funds amounting to \$350,000 might have to be refunded. In view of these matters, considerably more time and study should be given the suggestion.

University of Maine

The Survey recommends that the four-year degree programs now operated at the Machias, Presque Isle and Fort Kent campuses of the University of Maine be abolished.

A similar suggestion was made a few years ago by a task force. It met with great opposition and was not adopted. Many good reasons were advanced for continuing the four-year programs. The isolation of campuses and the distance students would have to travel to other locations are still among the arguments advanced for continuation.

As another recommendation relating to coordination of all higher education has already been considered elsewhere, I believe these proposals should be a part of any study and that legislation is not appropriate at this time.

Department of Educational and Cultural Services

The study has proposed that the State Board of Education be divested of its authority over matters affecting the department and that it serve only in an advisory capacity.

The existence of a State Board of Education with broad policy authority is common to 48 of the 50 states. The action taken in these states indicates strong support for a body at the state level similar to that which exists at the local scene in school committees. Boards tend to guard against arbitrary use of power, provide continuity of policies and goals and maintain a thread of responsibility to the people they represent.

I am in wholehearted agreement that there should be a clear delineation between policy and administration. I find there are certain functions relating to Federal programs and other matters which appear to require a policy board. I would, however, recommend that the duties of the Board be reviewed and that matters which are primarily administrative in nature be transferred to the Commissioner. Legislation to accomplish this purpose is suggested.

Industrial Accident Commission

The Survey recommends the Industrial Accident Commission be reduced from four to two members and

that their compensation be reevaluated.

In 1972, the Commission conducted 1,789 formal hearings involving 40,000 miles of travel. In addition to formal hearings, much time is required for conferences and informal meetings along with rendering technical assistance to claimants and preparing summaries setting grounds for decisions.

Because of the volume of work involved and in order that a reduction in the size of the Commission will not adversely effect claimants, I am requesting that the proposed legislation be deferred.

Department of Mental Health and Corrections

Among the recommendations for the Department of Mental Health and Corrections is a proposal for repeal of the law requiring that payments to hospitals be dedicated for care of those persons eligible for aid to the aged, blind and disabled. At present, payments are about equally distributed for health and welfare and mental health programs. The purpose is to remove the funds from dedicated revenue and subject the programs to regular budgetary procedures.

I recommend that the proposal be studied to ascertain if its adoption would have any adverse effect on programs for the aged, blind disabled, and mentally ill.

The survey also recommends that line budget controls be placed over institutional food purchases. Its adoption, however, could result in a shortage of funds for meals whenever the resident population increases. I believe the matter should

be studied to ensure that a reasonable degree of flexibility is maintained.

Department of Manpower Affairs

The Survey recommends elimination of the Advisory Council to the Employment Security Commission.

The function of the Council is to help formulate policies for administration of the Employment Security Law. I believe this is an important function and should be continued unless the service is placed elsewhere in a more appropriate advisory group.

Bureau of Banks and Banking

A Survey proposal would stop the Bureau of Banks and Banking from conducting annual on-site audits of State-chartered financial institutions examined by the F.D.I.C. or the Federal Reserve Bank and would terminate the present State exemption from Federal examination of creditors. The Bureau presently carries out this responsibility under Maine's Truth in Lending Act.

The Bureau has engaged consultant services to conduct an extensive study which is to be the basis for legislation to be submitted to the 107th Legislature. I suggest legislative action be held in abeyance until the project is completed.

Implementation Procedure

The Special Session of the 105th Legislature appropriated \$30,000 for implementing the recommendation of the Survey. This money was made available to the Survey to hire staff and maintain an office in Augusta for providing support to the implementation effort.

Last September, I issued an Executive Order reproduced in the Appendix to this Message, outlining my intention to implement, by administrative action, items which would improve State government and to submit matters requiring legislative action to this Special Session. I requested State agencies to analyze every recommendation and submit to me their evaluation and plans for implementation. In mid-October, I designated Linwood Ross, State Purchasing Agent, as my Executive Coordinator for the implementation. Each department selected a coordinator responsible for reporting progress in each Agency (Forms shown in Appendix). I have been continually impressed and encouraged with the positive attitudes and understanding of all State personnel. Their cooperation in taking affirmative action whenever possible and in the amount of extra work and effort devoted to the undertaking, while performing their regular duties, has been remarkable.

The total investment of time spent on the implementation effort during the past eight weeks amounts to over 12,000 hours by personnel of our State agencies and my Central Staff. A great deal more time and talent will be given to this effort during the ensuing months.

As Executive Coordinator, Mr. Ross has assemb-

led a highly qualified team of persons, including professionals retired from the executive ranks of State Government and in-service planners and analysts experienced in the operation and functions of State Government. The latter have been detailed from State agencies within the Executive Office and the Department of Finance and Administration.

This staff has assisted in implementing the recommendations requiring administrative changes and those involving budgetary considerations. In addition, it has aided the drafting of legislation. As I have previously stated, two hundred and thirty-five (235) recommendations in the report necessitated legislative action. These are being presented in ninety (90) Legislative Documents. The remaining five hundred and seventy-two (572) may be accomplished administratively. The Executive Coordinator's staff will continue to monitor and coordinate the implementation of these recommendations. Arrangements for cooperative activity have been set up for the staff and the Board of Trustees of the University of Maine.

In recognition of recommendations for a change or elimination of personnel, I have asked for a freeze on all hiring until the Department of Personnel has completed reviewing the full impact of the recommendations upon the departments and the individuals involved. I plan to follow the policy of attrition, whenever possible, and with the aid of the freeze on new hiring I do not intend to dismiss existing personnel from State employment.

Every possible effort has been made to give the survey the attention it deserves. The recom-

mendations and conclusions should provide a guide for future legislation and aid in ensuring that sound business practices in the operation of State government may be continued and sustained without duplication, waste, extravagance or sacrifice of essential services.

Summary of Monetary Costs and Savings

I am gratified with the results of implementation to date. The Survey envisioned in its 807 recommendations a cost savings and income gain totaling almost \$24,000,000, plus additional annual and one-time income and cost avoidances. Of the 572 proposals needing executive action, 372 or 65% already have been implemented or are in the process of being put into effect. Further study is necessary on the remaining 200. All of the 235 proposals needing legislative action have been submitted to the Special Session in 90 separate bills. Passage of 75 of these bills, containing 206 survey proposals, is recommended. I am asking that the Legislature defer for further study and future action the 15 bills which include the remaining 29 recommendations.

It is estimated that the 372 recommendations requiring executive action could result in savings and income of approximately \$5,000,000. This anticipates additional appropriations and expenditures needed for implementation, with the potential gain realized over a period of two to three years. The full effects of implementation depend upon factors such as attrition, priority spending requirements and delayed responses until the full effects of implementation are reflected economically.

The 206 recommendations contained in the 75 bills for Legislative approval could, if adopted, result in a future gain to the State of \$10,000,000. This includes additional and accelerated income and is dependent upon variables such as land values and the economy.

Because additional appropriations are needed to achieve full implementation of these Executive and Legislative items, the net total gain would be \$12,600,000.

Other recommendations requiring further study and analysis by the departments, my staff, and the Legislature, could amount to an additional \$11,000,000 in net savings and potential income, if implemented, according to the Survey.

I noted earlier in this message that the investment of time spent by state employees on implementation exceeded 12,000. By the time all recommendations have been given adequate analysis and research, I fully expect that the total amount of time devoted to this vital task will be many times that. With the continued cooperation and dedication of everyone involved in this effort, I expect that more will be accomplished in the months ahead.

Digest Of Recommendations

This section of the Message contains a complete digest of all 807 recommendations developed by the Survey and details the present status of each, including the potential savings, income and costs which the agencies involved have reported. As the implementation effort continues to proceed many as yet undetermined facts, will refine and add to the present information contained in the Digest.

DIGEST FORMAT AND INFORMATION

► Department and Recommendation:

The department title is the same identity as shown in the Maine Management and Cost Survey.

The recommendation number and wording are the same as shown in the Survey.

For purposes of filing and possible computer reporting, each department, unit within a department, and recommendation has been assigned a number.

Example: Executive Branch

↓ ↓ ↓
Office of the Governor
Recommendation number 10 for the Executive Branch as shown in the Survey.
↓ ↓ ↓
01 - 01 - 010

► Executive Action Taken Since October 15, 1973:

The 4 columns shown under this major heading report the action which has been taken relative to each recommendation.

Implemented:

An "X" indicates that the action suggested by the recommendation has been taken.

In Process of Implementation:

An "X" indicates that the action suggested by the recommendation will be taken as soon as contingent requirements have been met.

Enabling Legislation Being Submitted:

An "X" indicates that the necessary legislation has been drafted.

Assigned for Further Study:

An "X" indicates that the agency reports that it has not accumulated enough facts to enable them to recommend appropriate action.

► Ultimate Fiscal Effects Reported by Management Cost Survey:

Entries made in this column are those which appear in the Digest section of the Maine Management and Cost Survey.

► Anticipated Net Effect Reported by Initial Agency Response:

The entries in this column represent the initial thinking of the State Agency closest to the effect of the recommendation. The initial report by the Agency is designed to determine if activating a specific recommendation will result in a need to spend more money (a cost) or an increase in uncommitted money (a gain).

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>Executive Branch 01-00</u>						
001. Convene the Legislature annually.			X			
002. Apply business organization and management practices to state government whenever and wherever possible.		X	X			LD 2476 LD 2448
003. Make the Treasurer of State appointive.			X			
004. Make the Attorney General appointive by the Governor.			X			
005. Amend the laws to make executive positions appointive by the Governor.			X			
006. Make boards, commissions, and councils advisory in nature, wherever possible.			X			LD 2437
007. Reorganize central staff and management support functions to enhance the policy analysis, business management, and administrative capabilities of state government.			X			LD 2410 LD 2573
008. Establish an executive committee, consisting of the Governor and the Secretaries of Finance and Administration, Government Policy, and Business Management.			X			LD 2410 LD 2573
009. Transfer the duties of the Treasurer of State to the Office of Finance and Administration.			X			
<u>Office of the Governor 01-01</u>						
010. Eliminate the secretary to the Washington, D. C. office assistant.	X				Annual Saving \$7,900	\$7,900 Gain
011. Formalize monthly departmental and staff reports to the Governor.	X					
012. Develop a formalized program with an action timetable for the Governor.		X				
013. Appoint capable managers rather than specialists as department heads.	X					
014. Grant the Governor the right to make minor appointments.			X			
015. Centralize records involving appointments.				X		
016. Reduce frequency of Council meetings during legislative sessions.			X			
017. Use a part-time secretary for the Council.	X				Annual Saving \$3,000	No Gain

X

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>Executive Branch 01-00</u>						
<u>State Planning Office 01-02</u>						
018. Continue efforts to complete state government reorganization.			X			
019. Redefine the mission of this office.	X					
020. Establish a planning policy advisory committee to generate support for and understanding of the planning process.			X			LD 2458
021. Create a working committee of departmental planners.		X				
022. Redesign the Maine Information Display Analysis System (MIDAS) so it will function as a statewide management information system.		X			One Time Cost \$50,000	LD 2376 \$120,000 Cost
023. Amend the State Planning Act to read "coordinate development of a Maine Comprehensive Plan" instead of "develop a Maine Comprehensive Plan."			X			LD 2425
024. Develop economic, demographic and geographic models of the state against which the effects of alternative actions can be tested.			X		One Time Cost \$100,000	LD 2376 \$150,000 Cost
025. Transfer the economist assigned to the Department of Commerce and Industry.			X			
026. Participate in development of a comprehensive program-oriented long- and short-range budgeting system.			X			
027. Orient the current State Policies Plan toward programming.			X			LD 2376 \$15,000 Cost
028. Make the State Planning Director a member of the Part II Budget Review Committee.				X		
029. Merge the Urban Planning and Regional Planning Assistance units.				X	Annual Saving \$1,900 Annual Saving \$6,200 Federal	
030. Assign a lawyer from the Attorney General's staff to this office.				X	Annual Saving \$16,400 Federal	
031. Transfer the responsibility and staff of the Coastal Planning unit to the Department of Environmental Protection.			X		Annual Saving \$2,100	LD 2358
032. Transfer the responsibility and research staff of the Water Resources Planning unit.			X		Annual Saving \$18,200	

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Secretary of State 02-00						LD 2395 LD 2514
001. Permit the Secretary of State to issue renewal commissions to notaries and justices without approval from the Governor and Council.			X		Annual Saving \$4,000	
002. Preaddress, machine stuff, and stamp the annual report form mailed to corporations in the state.		X			Annual Saving \$4,400	
003. Amend the statute concerning a \$25 fine to be recovered by the Attorney General through civil action for late filing of a corporation's annual report to a \$25 penalty assessable by the Secretary of State.			X		Annual Income \$42,000	LD 2391
004. Repeal the present corporate franchise tax and recover revenue losses by an adjustment in the proposed annual report fee.			X		Annual Income \$200,000	LD 2442
005. Institute prepackaging of ballots.		X			Annual Saving \$9,300	\$10,000 Gain
006. Mechanize municipal clerk information filing and addressing.				X	Annual Saving \$2,000	No Gain
Motor Vehicle Division 02-01						
007. Transfer the registration of airplanes to the Motor Vehicle Division.			X			
008. Schedule driver examinations to make maximum use of field examiners.	X				Annual Saving \$55,000 One Time Saving \$10,000	\$22,800 Gain
009. Stagger the expiration date for motor vehicle registrations.	X				Annual Saving \$12,000	\$138,000 Cost
010. Place the division's copy of operator licenses in a bulk file for storage after it has been entered into the computer.		X			Annual Saving \$4,900	No Gain
011. Increase the fees for drivers' examinations to recover costs.			X		Annual Income \$445,000	\$207,000 Gain LD 2360
012. Validate registration plates issued to municipalities by certificate so they will be good for a 6-year period.	X				Annual Saving \$7,500	\$7,500 Gain
013. Assess a fee of \$25 for investigating an application for new car or used car dealer plates and loaner or equipment plates.			X		Annual Income \$5,900	\$5,900 Gain LD 2360
014. Charge for reserved numbered registration plates.			X		Annual Income \$52,500	\$52,500 Gain (each six years) LD 2360
015. Conduct a work measurement study to develop standards of performance and optimum staffing levels.		X	X		Annual Saving \$50,000 One Time Cost \$25,000	LD 2384
016. Establish fee schedules which recover the costs of services.			X			LD 2384
017. Initiate records retention schedules and purge files of all unused, unnecessary, and duplicate records.		X				
018. Discontinue receiving and filing teletype information regarding stolen cars.	X					
019. Transfer the activities of six investigators to other departments and eliminate the vacated positions.				X	Annual Saving \$71,800 One Time Income \$12,000	No Gain
020. Restudy the feasibility of automating the motor vehicle licensing records system.		X				

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Secretary of State 02-00						
Maine State Archives 02-02						
021. Review the law regarding destruction of records.			X	X		LD 2434
022. Establish an internal records management service.				X		
023. Abandon the program of providing a half-way house for records on the way to destruction or the Archives.				X		
024. Institute a program with temporary or contractual help to dispose of records in the records center.				X	One Time Cost \$150,000	
025. Accept only material which must be retained.				X		
026. Transfer responsibilities and personnel of the Bureau of Archives Services to the Maine State Library Bureau.			X			LD 2434
027. Establish a schedule of laboratory fees based on cost of service.				X		
028. Transfer microfilming equipment and operating personnel to the proposed Bureau of Central Management Services.				X		
029. Abolish the Bureau of Administrative Services.				X	Annual Saving \$39,400	
030. Abolish the Maine State Archives as an organizational entity.			X		Annual Saving \$19,200	LD 2430
Attorney General 03-00						
001. Fill the budgeted position of clerk.		X				
002. Develop monthly time reports.		X				
003. Establish monthly backlog reports in the Civil Division.		X				
004. Establish a system to provide a continuing evaluation of attorney performance.		X				
005. Initiate a system for merit salary increases.			X			LD 2364
006. Investigate attorney retention problems.		X				
007. Establish a policy of timely staff meetings.	X					
008. Discontinue the practice of departments other than the Attorney General employing assistant attorneys general.	X					
009. Provide better office space.		X				
010. Issue monthly reports to the Attorney General summarizing legal expenditures by departments and agencies.				X		
011. Increase the Civil Division staff by three assistant attorneys general.			X		Annual Saving \$120,000	\$120,000 Gain

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>Law Enforcement Planning and Assistance Agency</u> <u>04-00</u>						
001. Develop a timely financial reporting system.	X					
002. Eliminate the duplicating equipment.		X				
003. Study the feasibility of downgrading the copying equipment.		X				
<u>Treasurer of State</u> <u>05-00</u>						
001. Invest a portion of idle cash balances generated by floats in the bank accounts.				X	Annual Income \$472,500	
002. Reduce balance levels in other demand depositories and invest excess cash.	X				Annual Income \$66,000	
003. Repeal the statute allowing contractors to substitute securities for cash retainers.			X		Annual Income \$72,000	LD 2378
004. Establish a routine requiring revenue collected to be deposited directly.				X	Annual Income \$17,000	
005. Invest unclaimed coupon funds held by the fiscal agent.				X	Annual Income \$6,000	
006. Maintain investment records on a pooled or consolidated basis.		X				
007. Eliminate manual effort involved with subsidiary cash records.				X	Annual Saving \$6,800	
008. Eliminate collecting delinquent accounts, sorting, and distributing payroll checks.			X		Annual Saving \$6,800	LD 2420
009. Reconcile protested check receivable amounts as soon as possible.	X					
010. Develop current cash flow forecasts to maximize income.				X		
011. Solicit competitive bids when investing excess funds.				X		

EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1977

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1977				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Audit 06-00						LD 2376
001. Request additional travel funds to enable investigators of the Fraud Investigation Division to perform assigned functions.	X				Annual Cost \$2,000	\$2,000 Cost
002. Review the salary classification of the fraud investigators.			X		Annual Cost \$4,400	\$4,400 Cost
003. Enact legislation to permit tax commitments of municipalities to be collected at two or more periodic dates.			X			LD 2411
004. Encourage municipalities to collect tax revenues on a more frequent basis.			X		(Local) Annual Saving \$,500,000	LD 2411
005. Transfer idle, unexpended, dedicated funds accumulated by the Municipal Audit Division to the general fund at the end of fiscal 1973.			X		One Time Fund Transfer \$188,000	\$163,000 Transfer to General Fund
006. Commit all income generated by the Municipal Audit Division to the general fund and finance it from this working capital.			X		Annual Fund Transfer \$51,000	\$51,000 Transfer to General Fund
007. Revise the Municipal Audit Procedural Form to include suggestions where recommendations by auditors should be considered.			X			
008. Revise legislation to strengthen the State Auditor's authority to make evaluations and recommendations.			X		Annual Saving \$250,000	LD 2398
009. Establish standards of experience and technical qualification for the position of State Auditor.			X			LD 2398
010. Review the salary level of State Auditor.			X		Annual Cost \$5,800	No Cost
011. Eliminate the position of deputy state auditor.				X	Annual Saving \$18,200	No Gain
012. Upgrade required qualifications for the position of Departmental Division Director of Audits and reassess the salary range.				X	Annual Saving \$18,000	
013. Create the position of staff assistant to the Director of Audits.			X		Annual Cost \$17,000	No Cost
014. Prepare a work paper retention schedule for Maine State Archives.		X			Annual Saving \$1,100	
015. Eliminate publication of financial statements in the annual report of the State Auditor.		X			Annual Saving \$5,800 One Time Cost \$6,000	\$1,250 Gain
016. Obtain federal reimbursement of 50% of Fraud Investigation Division expenditures related to health and welfare programs.				X	Annual Income \$22,000	
017. Finance the audit expense of municipal disaster relief claims from the state's civil defense emergency appropriation.				X	Annual Fund Transfer \$9,000	
018. Increase personnel in the Fraud Investigation Division to reduce or recover benefits paid to ineligible recipients.			X		Annual Income \$62,000 Annual Income \$162,000 (Federal)	\$26,000 Cost
019. Require postaudits of special sanitary and water districts to be identical to those required of municipalities.			X			LD 2423
020. Expand the requirements governing contents of annual reports by municipalities.			X			LD 2423

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Finance and Administration 07-00						202376
001. Establish overall departmental objectives.				X		\$10,000 Cost
002. Develop necessary management tools to bring about effective performance.				X		
Bureau of Taxation 07-01						
003. Send checks and other forms of sales tax remittances to the bank upon receipt to facilitate cash flow.	X				Annual Income \$18,000	-0- \$4,000 Cost
004. Reduce the number of sales and use tax examiners.				X	Annual Savings \$46,000	
005. Collect telephone and telegraph taxes on a monthly basis.			X		Annual Income \$332,000	\$3,000,000 One Time Gain \$332,000 w ^d ↑ Gain
006. Collect the tax on insurance premiums quarterly.			X		Annual Income \$213,000	\$1,500,000 One Time Gain \$213,000 n ^d ↑ Gain
007. Provide for administration and collection of state income tax in conjunction with the federal tax.			X		Annual Savings \$188,000 Annual Income \$100,000	
008. Require collection of previous month's gasoline taxes by the fifteenth day of each month.			X		Annual Income \$111,000	\$111,000 202407 Gain
009. Utilize sampling techniques to determine a new state valuation for unorganized townships to ensure tax revenue uniformity.				X	Annual Income \$105,000	\$105,000 Gain
010. Perform a work simplification study within the Property Tax Division.		X				
011. Assess state withholding agents for failure to file returns within prescribed periods.		X			Annual Income \$47,000	\$47,000 Gain \$3,100 Cost

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
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Department of Finance and Administration 07-00						
Bureau of the Budget 07-02						
012. Utilize program budgeting to control general fund expenditures.		X			Annual Saving \$2,640,000	\$200,000 Gain Cost
013. Coordinate development of an accounting system with Accounts and Control which will allow activity and program review.		X				
014. Institute ratio analysis to measure performance results against quantifiable objectives.		X				
015. Require submission of a detailed program statement with results to be achieved.		X				\$25,000 Cost
016. Use marginal analysis techniques as supplementary aids in reviewing the Part I budget.		X				
017. Require submission of a long-range or life-cycle forecast for each program requested in Part II.		X				
018. Charge all agencies to summarize Part II requests at start of budget cycle.	X					
019. Coordinate activities with the State Planning Office to establish uniform assumptions for use in preparing budgets.		X				\$15,000 Cost
020. Move the date for submission of the budget to March.			X			
021. Lapse all dedicated fund surpluses in excess of current needs to the general fund at end of each fiscal year.			X			
022. Subject dedicated fund budgets to program review, budgeting, and control.				X	Annual Saving \$3,300,000	Gain
023. Automate budget processing.		X			Annual Saving \$2,000	Cost
024. Delegate quarterly allotment controls to the agencies.			X			
025. Produce monthly variance reports comparing agency performance with budget.				X	One Time Cost \$3,000	Cost
026. Appoint a competent State Budget Officer.	X					
027. Require annual state budget preparation and review.			X			
028. Require simultaneous review of Parts I and II budget submissions.	X					

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Department of Finance and Administration 07-00						LD 2376
Bureau of Public Improvements 07-03					Annual Saving \$457,000	Gain
029. Develop and maintain standards of design, construction, and materials.			X		One Time Cost \$100,000	Cost \$100,000 Cost \$ 25,000
030. Require comparison of space needs with existing availability before any design work is started.			X			
031. Assume control of all construction and acquisition of real estate whether owned or leased.			X			
032. Establish a Division of Property and Space Management.			X		Annual Saving \$147,500	LD 2376 Gain \$47,582 Cost
033. Eliminate Property Records and reassign responsibilities to other divisions.			X			
034. Control the use of personal electrical appliances in state buildings.		X				
035. Reevaluate work standards and training for custodial personnel.				X	Annual Saving \$165,000	Gain
036. Utilize monitoring devices to provide better coverage.			X		Annual Saving \$40,000 One Time Cost \$150,000	LD 2376 Gain \$40,000 Cost \$150,000
037. Install a sprinkler systems in the State Office Building.			X		One Time Cost \$81,700	LD 2376 Cost \$97,000
038. Establish a building code for the construction of buildings and additions.			X			LD 2453
039. Apply standards and specifications developed in the previous recommendation to owned or leased state buildings.			X			
040. Develop a mechanized Capital Assets Accounting System (CAAS).				X	Annual Cost \$ 9,000 One Time Cost \$15,000	Cost Cost

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<u>Department of Finance and Administration 07-00</u>						L02376
<u>Bureau of Purchases 07-04</u>						
041. Reorganize the bureau.			X		Annual Cost \$26,600	\$26,000 Cost
042. Restructure the Standardization Committee.			X			
043. Incorporate uniform purchasing policies and procedures in a new buyers manual.		X				
044. Establish departmental objectives.	X					
045. Create a requisition and purchase order log and issue purchasing result reports.			X			\$5,500 Cost L02376
046. Institute a program to improve the bureau's buying techniques.		X	X		Annual Saving \$480,400	Gain
047. Require state vehicles on official business to use gasoline from state-manned facilities when feasible.			X		Annual Saving \$96,400	\$102,000 Gain \$ 5,600 Cost L02376
048. Purchase merchandise for dependent children through currently established contractual arrangements.		X			Annual Saving \$19,300	\$2,000 Gain
049. Combine delivery requirements of small purchasers of food staples with those of large institutional users.				X		
050. Provide greater utilization of public auctions to dispose of surplus items.	X				Annual Saving \$3,600	No Effect
051. Evaluate the use of state-owned warehouse facilities for bulk purchases.		X				
052. Require the contractual review committee to verify needs for special service contracts.	X				Annual Saving \$385,000	Gain
053. Purge the bidders lists and reduce suppliers on the request for bid listings.			X			L02359
054. Develop a commodity code system.			X			\$25,000 Cost L02376
055. Standardize order procedures on a bid basis.			X		Annual Saving \$13,200	\$8,000 Gain L02359
056. Issue a single order to a supplier for items common to requisitioning agencies.	X					
057. Modify signature controls.	X					
058. Establish a system for expediting orders and damaged goods claims.			X			
059. Develop a combination purchase requisition, and bid order form.			X		Annual Saving \$31,700	\$15,000 Cost L02376
060. Determine fund availability prior to processing requisitions.				X		
061. Eliminate duplicate filing of requisitions and purchase orders.				X		
062. Simplify the procedure for paying invoices.				X		
063. Create a purchase service group.	X				Annual Saving \$4,700	\$4,700 Gain
064. Assign bookkeeping responsibilities to the office manager.				X	Annual Saving \$9,300	Gain
065. Study the feasibility of automating certain purchasing functions.			X		One Time Cost \$5,000	\$5,000 Cost L02376
066. Restructure the bureau's central mail room.				X	Annual Saving \$11,100	Gain

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Department of Finance and Administration 07-00						
Bureau of Accounts and Control 07-05						
067. Include encumbrance accounting on the monthly data processing reports and eliminate manual accounting.				X	Annual Saving \$650,000	Gain 102359
068. Institute biweekly payrolls.			X		Annual Saving \$200,000	Gain
069. Institute a system of pay cards.				X		
070. Reduce recording payroll information by using data processing techniques.				X	Annual Saving \$301,500 One Time Cost \$25,000	Gain Cost
071. Eliminate three positions in the Control Section and merge remaining personnel into Accounting and Records.				X	Annual Saving \$27,000	Gain
072. Prepare retention schedule for payroll and other data-processed records.		X			Annual Saving \$8,000	Gain
073. Change the payday so payroll hours will be submitted at end of a work week.				X	Annual Saving \$6,000	Gain
074. Discontinue the parallel program of general ledger-machine bookkeeping once conversion to data processing is complete.		X			Annual Saving \$13,500	Gain
075. Revamp the expenditure coding system.				X		
076. Develop standard payment dates for vendor invoices.				X		
Maine Insurance Advisory Board 07-06						
077. File a duplicate set of appraisals and records of insurance policy numbers in a safe alternate location.	X					
078. Abolish the Maine Insurance Advisory Board.			X		Annual Saving \$2,700	Gain 102436
079. Establish the Bureau of Insurance Management to oversee insurance programs.			X		Annual Saving \$50,000	Gain \$50,000 \$64,360 Cost
080. Centralize processing of loss claims in the proposed Bureau of Insurance Management and maintain loss control statistics.			X			
081. Consider adoption of a self-insured program against fire.				X		102436
082. Authorize the Bureau of Insurance Management to pay liability claims up to a maximum of \$2,500 each.			X			
083. Assign responsibility for initiation of subrogation claims to the Bureau of Insurance Management.			X		Annual Saving \$10,000	Gain 102436 \$10,000
084. Utilize the services of the Fire Prevention Bureau to control and eliminate losses.	X					
085. Increase the deductible on fire insurance for and consider self-insurance.	X				Annual Saving \$50,000	Gain \$81,965

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
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Department of Finance and Administration 07-00						202384
Bureau of Alcoholic Beverages 07-07						
086. Institute performance incentives.			X		Annual Saving \$125,000	No Gain Cost
087. Use state trucks to make palletized deliveries to large stores.				X	Annual Saving \$21,600 One Time Cost \$45,000	Cost Gain Cost
088. Institute controls to reduce inventories.		X			Annual Income \$108,000	Gain
089. Establish an agency system to replace low-volume stores.			X		Annual Income \$62,000	\$1,000,000 Gain (over 10 year period)
090. Convert the present stores to self-service.		X	X		Annual Saving \$372,600 One Time Cost \$345,000	\$64,800 Gain \$865,000 265,000 Cost
091. Establish more flexible store hours.			X			1045445 202440 Gain
092. Enforce laws regarding interstate transport of liquor.		X				\$50,000 Gain
093. Require supervisors to adjust slow-moving stock.	X					
094. Prepare manuals of management procedures.		X				
095. Study the feasibility of having suppliers provide warehousing and delivery to individual stores.				X		
096. Change the licensee discount method to apply to unbroken cases only.		X			Annual Saving \$250,000	Gain
State Liquor Commission 08-00						
001. Streamline and systematize listings.		X				
002. Charge a listing fee.		X			Annual Income \$4,500	\$3.750 Gain
003. Establish and circulate a written policy for delisting.		X				
004. Delegate managerial responsibility for the Bureau of Alcoholic Beverages to its director.	X					

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Department of Personnel 09-00						
001. Revise organizational authority and personnel functions.			X			
002. Restructure the Personnel Board.			X			
003. Repeal provisions of the Personnel Act relating to appointment of an advisory council.			X			
004. Change tests and examinations from a credentials-oriented to a job content basis.		X				\$20,000 ① Cost 402376
005. Update job specifications.		X				\$156,500 ① Cost 402376
006. Require monthly reconciliation reports of employment strength.			X			Cost
007. Formulate policies to control absenteeism.				X		Cost/Gain
008. Establish control over and reduce costs of employee turnover.				X	Annual Saving \$200,000	Gain Cost
009. Provide urgently needed computerization of operations.			X		One Time Cost \$100,000	\$100,000 ① Gain Cost 402376
010. Establish a 4-year period following termination for retention of personnel records.		X				
011. Establish schedules for retention of other forms and files.				X		
012. Combine employment activities forms.			X		Annual Saving \$1,600	Gain
013. Dispose of 10 manual typewriters.		X				\$4,500 ① Cost 402376
014. Dispose of excess office furniture.		X				
015. Improve utilization of historical payroll files.	X					
016. Reproduce job classifications as required.	X					
017. Institute an alcoholism rehabilitation program based on job performance.				X		
Maine State Retirement System 10-00						
001. Renegotiate fee agreements.		X			Annual Saving \$75,000	\$75,000 Gain
002. Make retirement at 65 mandatory.			X		Annual Saving \$425,000	402435
003. Establish the first day of a calendar month as a uniform retirement date.			X			402435
004. Obtain larger advance rate discounts.				X	Annual Saving \$16,700	
005. Pool group life insurance.				X		
006. Establish control over group life insurance premium requirements.				X		
007. Provide data processing programs for maintenance of payroll and benefit records.				X	Annual Saving \$38,100 One Time Saving \$2,000	
008. Require payroll reports to be submitted alphabetically with social security number no less than once a month.		X				\$15,000 Gain
009. Audit and update the Retirement System's membership.		X				

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>Department of Agriculture 11-00</u>						
001. Establish a car pool in Augusta.		X			Annual Saving \$50,000	Gain
002. Reduce salary and vehicle costs by maintaining closer controls.		X			Annual Saving \$37,800	Gain
003. Provide financial analysis by program.		X				
<u>Maine Recreation Authority 12-00</u>						
001. Combine the Maine Recreation Authority, the Maine Industrial Building Authority, and the Maine Municipal Approval Board into a single entity.		X				
002. Provide the manager with input to and output from long-range plans and economic data bases of the State Planning Office and the Department of Commerce and Industry.				X		
003. Install a system of management based on objective measurement of performance against goals.				X	Annual Saving \$13,000	
<u>Board of Pesticides Control 13-00</u>						LD 2370
001. Eliminate the board.			X			

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Inland Fisheries and Game 14-00						
001. Initiate mechanized inventory accounting for capital equipment and property records.		X				
002. Revise the method of taking physical inventory to provide exception reporting.				X		
003. Change the requirement of physical plant and equipment inventory from annual to biennial.				X	Annual Saving \$43,400	Gain
004. Establish a central accounting system to replace manual bookkeeping.				X	Annual Saving \$6,400	Gain
005. Centralize departmental purchasing, distribution, and control of expendable items.		X				
006. Eliminate filing copies of resident hunting and fishing licenses.		X			Annual Saving \$14,300	No Gain
007. Establish a Licensing and Registration Division to assume licensing responsibilities for watercraft and snowmobiles.			X		Annual Saving \$12,600 Annual Cost Avoidance \$15,300	LD 2459 Gain Cost
008. Initiate a study to provide a mechanized license and registration system for applications, renewals, revenue accounting, sampling, and reports.				X		\$185,000 Cost
009. Modify hunting and fishing licensing methods to include mailing renewal applications.				X	Annual Income \$112,500	\$72,825 Cost
010. Initiate issuance of nonresident marine sports fishing licenses.			X		Annual Income \$663,000 Annual Cost \$63,000 (Federal)	
011. Eliminate the Atlantic Sea Run Salmon Commission and incorporate its responsibilities into the Department of Inland Fisheries and Game.			X			LD 2367
012. Close the fish-producing facilities at Deblois and Phillips and transfer responsibilities to Enfield.				X	Annual Saving \$59,700 One Time Income \$319,600	Gain
013. Initiate a study to determine if the state should discontinue the raising and stocking of pheasants.		X			Annual Saving \$75,800 One Time Income \$160,000	
014. Develop and implement a system of work standards and quantitative reports for field personnel.		X				

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLE LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Environmental Protection	15-00					
001. Establish a clerical pool for secretarial needs in Augusta.				X		
002. Organize a pool of technicians and lower-echelon scientists.		X				
003. Cross-train field personnel so they can investigate and explain various laws.		X			Annual Cost Avoidance \$7,600	
004. Install a work measurement program in the clerical and technical pools.				X	Annual Cost Avoidance \$62,100 One Time Cost \$4,200	
005. Limit new positions to the technician and clerical levels for the next biennium, and increase supervisory span.				X	Annual Cost Avoidance \$80,000	
006. Establish guidelines for issuance of licenses and permits directly by the staff.		X				
007. Create one environmental protection license and merge permit and certification functions.				X		
008. Institute definite departmental objectives and assign priorities.		X				
009. Establish a consistent and equitable policy of fees for licenses, permits, certifications, and other documents.			X			LD 2356
010. Provide adequate office space to house Augusta-based personnel under one roof.		X				
011. Limit purchases to priority needs.		X				
012. Sell microfilm and microfiche equipment.				X	One Time Income \$7,100	
013. Manage inventories more efficiently.		X				
014. Establish a standardized filing system and eliminate duplicate files.				X		
015. Establish a central accounting system within the Office of Administrative Services.				X		
016. Obtain reliable payroll and personnel service records and eliminate keeping them on a departmental basis.				X		
017. Set up definite reporting channels and assign responsibilities within Air Quality Control.		X				
018. Assign projects for Air Quality Control when normal duties permit such work.		X				
019. Assign the quantifying and recording of strip chart data to clerk-typists.		X			Annual Saving \$6,300	
020. Eliminate the two chemist positions in Air Quality Control.				X	Annual Saving \$8,000 Annual Saving \$9,300 (Federal)	
021. Do not fill the planned addition of a chemist for Air Quality Control.				X	Annual Cost Avoidance \$10,700	
022. Install a standard filing system and eliminate all duplicate files within the Office of Administrative Services.				X		

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	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Maine Land Use Regulation Commission <u>16-00</u>						
001. Abolish this commission and transfer functions, funds, and staff to the Department of Environmental Protection.	X				Annual Saving \$18,700	
Maine Mining Bureau <u>17-00</u>						
001. Transfer Maine Mining Bureau functions to the State Geologist.			X			LD 2399
002. Place mining funds in the general fund.			X		Annual Fund Transfer \$7,000 One Time Federal Transfer \$68,600	LD 2399
Department of Parks and Recreation <u>18-00</u>						
001. Institute a work measurement study of administration personnel.		X			Annual Cost Avoidance \$8,000 One Time Cost \$5,000	No Gain No Cost
002. Reorganize the navigational aids marking system.		X			Annual Cost Avoidance \$34,000 One Time Cost Avoidance \$8,000	Gain Gain
003. Establish a course in public relations techniques for field personnel.	x					
004. Assign inspection of passenger tramways to an engineering technician.				x		

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Department of Sea and Shore Fisheries <u>19-00</u>						
001. Empower the deputy commissioner with authority for operation of the department.	X					
002. Institute a work measurement study program for administrative personnel.	X				Annual Saving \$5,000	No Gain
003. Establish an initial and continuing training program for coastal wardens.	X					
004. Redefine the responsibilities of the Director of Marine Research.	X					
005. Integrate the Marine Fisheries Extension Service into Marketing and Promotion.	X					
006. Establish an Interdivisional Directors' Committee to improve communications.	X					
007. Consolidate personnel and payroll record-keeping functions on a statewide basis.				X		
008. Obtain central accounting services to allow this department to eliminate duplicate books.				X	Annual Saving \$13,200	\$700 Gain
009. Delay filling seven positions in the Marine Research Division.	X				One Time Cost Avoidance \$73,500	No Gain
Forestry Department <u>20-00</u>						
001. Establish priorities and define responsibilities of supervisory personnel.		X				
002. Implement a training for the application of modern management techniques.		X				
003. Develop and implement work standards and quantitative reports for field personnel.		X				
004. Initiate a study to determine if highly mobile strike forces could be used more effectively to suppress fires.				X		
005. Combine programs and funding of the old Maine Forest District with that of Forest Fire Control-Organized Towns.			X			LD 2409
006. Initiate a mechanized inventory and accountability system.				X		
007. Revise the method of taking physical inventories and provide classification of items and exception reporting.				X		
008. Change the requirement of physical plant and cyclical equipment inventory from annual to biannual.				X	Annual Saving \$38,000	
009. Implement a records management system.		X				
010. Initiate a mechanized system to maintain personnel information and produce various outputs.				X		

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Commerce and Industry	21-00					
001. Establish the state's goals concerning industrial development and tourism.		X				
002. Combine the Divisions of Promotion and Information Services and transfer them to the proposed Bureau of Information and Public Relations.			X		Annual Saving \$11,600	
003. Eliminate two clerical positions from the Division of Information Services.	X				Annual Saving \$10,800	
004. Phase out the position of Exhibits and Display Manager.				X	Annual Saving \$9,200	
005. Discontinue the position of photographic laboratory assistant.	X				Annual Saving \$3,700	
006. Eliminate one copy machine.	X				Annual Saving \$7,700	
007. Transfer responsibility for maintaining Maine's Eastern States Exposition site.	X					
008. Minimize the expense of maintaining space in the Marden Building.		X			One Time Cost Avoidance \$40,000	
009. Resolve the status of the State Technical Services Program.			X			
010. Transfer the Division of Research and Analysis to the State Planning Office.			X		Annual Saving \$40,000	
011. Eliminate five professionals and district offices from the Division of Development.				X	Annual Saving \$112,100	
012. Assign responsibility for coordinating assistance to business and industrial firms desiring to locate to Maine to an industrial development representative.				X		
013. Transfer a municipal coordinator and an industrial development representative from the Division of Development.			X			
014. Eliminate the Division of Administration.				X	Annual Saving \$122,000	
015. Increase membership of the Economic Development Advisory Council to 10.			X		Annual Cost \$1,500	
016. Transfer the Economic Development Advisory Council.			X			

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<u>Department of Military, Civil Defense and Veterans Services 22-00</u>						LO 2371 202512
001. Reorganize the department.			X		Annual Saving \$13,700	\$14,000 Gain
002. Consolidate storage areas of Military and Civil Defense into available space at Camp Keyes.		X				
<u>Military Bureau 22-01</u>						
003. Eliminate state funding the Air National Guard.				X	Annual Saving \$29,300	No Gain
004. Phase out the position of Military Operations Specialist.		X			Annual Saving \$5,500	
005. Determine the feasibility of utilizing contracted services for the maintenance of state properties.		X				
006. Review the personnel policy to allow credit for active duty training.	X					
<u>Bureau of Civil Defense 22-02</u>					Annual Saving \$18,000 One Time Income \$2,000 Annual Saving \$18,000 (Federal)	
007. Reorganize the Bureau of Civil Defense.		X				
<u>Bureau of Veterans Services 22-03</u>						
008. Eliminate the position of assistant supervisor.				X	Annual Saving \$10,600	Gain
009. Do not fill the position of secretary at the Veterans Memorial Cemetery.	X				Annual Cost Avoidance \$4,600	\$4,600 Gain
010. Move the Lewiston field office to the newly constructed state armory.		X			Annual Saving \$900	\$900 Gain
011. Study the feasibility of utilizing contracted services to perform certain functions at the Veterans Memorial Cemetery.		X				

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Department of Public Safety 23-00						
001. Reduce vehicle maintenance costs.	X				Annual Saving \$1,500	No Gain
002. Accelerate the utilization of automatic data processing.		X				\$67,462 Cost
003. Combine Supply with Administrative Services and Budget Control.		X			Annual Saving \$13,500	No Gain
004. Consider constructing an additional floor on the headquarters garage.				X		
005. Hire a clerk to process Law Enforcement Planning and Assistance Agency (LEPAA) grants.	X				Annual Cost \$6,000 (Federal)	\$7,179 Cost
006. Supply each bureau director a monthly statement of the financial condition, income, and expenditure analysis.	X					
007. Install personnel procedures.		X				
008. Review the policy regarding meal allowances.	X					
Bureau of State Police 23-01						
009. Review use of premium grade gasoline.		X			Annual Saving \$42,000	\$19,950 Gain
010. Increase the staff of the Truck Weights Section of the Traffic Division.	X				Annual Income \$120,000 One Time Cost \$11,500	\$90,000 Gain \$45,236 Cost
011. Discontinue assigning police officers as liaison to the Bureau of Civil Defense.		X			Annual Saving \$16,500	No Gain
012. Furnish Criminal Investigation with small, economy-class cars.		X			Annual Saving \$9,500 One Time Saving \$23,000	\$9,636 Gain
013. Discontinue assignment of police officers to nonenforcement duties.		X			Annual Cost \$17,500	\$20,482 Cost
014. Stop requiring 48-hour accident reports be mailed to the Traffic Division.		X			Annual Saving \$6,800	\$6,800 Gain
015. Eliminate a clerk-typist position in the Criminal Identification Division.	X				Annual Saving \$5,100	\$5,100 Gain
016. Buy radial instead of bias-ply tires.		X			Annual Saving \$9,000	No Gain
017. Issue Beano licenses monthly.	X				Annual Saving \$7,200	\$728 Gain
018. Hire civilian communications operators to free enlisted personnel for field work.				X	Annual Cost \$76,000	\$63,226 Cost
019. Charge the Maine Turnpike Authority for actual costs of providing highway patrol.				X	Annual Cost Avoidance \$199,000	
020. Install a uniform crime-reporting system.		X				\$60,263 Cost

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DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
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Department of Public Safety 23-00						
Liquor Enforcement Bureau 23-02						
021. Consider requiring bartenders to register and obtain a license.			X			LD 2424
022. Issue bartender licenses on a staggered 3-year renewal basis.			X			LD 2424
023. Use a standardized inspection report to obtain improved inspection documentation.	X					
024. Require field inspectors to use dictating equipment when preparing field reports.		X			Annual Cost Avoidance \$31,000 One Time Cost \$2,300	LD 2396 No Gain Cost \$2,300
025. Establish a program for measuring productivity of inspectors.	X				Annual Saving \$11,500	No Gain
026. Stop performing licensing activities normally accomplished by the Bureau of Alcoholic Beverages.	X					
Fire Prevention Bureau 23-03						
027. Assess insurance companies a fee of 0.75% on fire insurance premiums.			X		Annual Income \$83,000	LD 2401 \$46,000 Gain
028. Reorganize the bureau.		X			Annual Cost \$102,100	\$91,122 Cost
029. Perform fire safety inspections annually.		X				
030. Charge a fee to cover processing costs for taking an examination.			X		Annual Income \$2,800	LD 2401 \$2,800 Gain
031. Revise the fee schedule for inspection and issuance of licenses and permits.			X		Annual Income \$6,800	LD 2401 \$8,045 Gain
032. Issue occupational license renewals on a 2-year basis.			X		Annual Saving \$2,000	No Gain
033. Install a cost accounting system.		X			Annual Saving \$5,300	\$5,300 Gain
034. Transfer unexpended dedicated funds to the general fund at the end of fiscal 1973.			X		One Time Fund Transfer \$335,400	
035. Establish a program for measuring productivity of inspectors.		X			Annual Saving \$12,900	No Gain
Vehicle Equipment Safety Commission 23-04						
036. Transfer functions of the Vehicle Safety Equipment Commission to the Department of Transportation.	X					
Department of Banks and Banking 24-00						
001. Stop conducting annual on-site audits of state-chartered financial institutions examined by the FDIC or the Federal Reserve Bank.			X		Annual Saving \$27,500	LD 2400
002. Terminate the federal exemption to the Truth in Lending Act.			X		Annual Fund Transfer \$21,000 O/T Rd. Tfr. \$102,500	LD 2400 Transfer to General Fund
003. Transfer idle, unexpended dedicated funds to the general fund.			X			

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Department of Insurance 25-00						LD 2403
001. Charge each company for expenses incurred for examinations required by law.			X		Annual Income \$54,000	\$17,000 Gain
002. Employ two additional examiners.		X			Annual Saving \$5,500	\$5,500 Gain
003. Issue or renew licenses for 2-year terms.			X		Annual Saving \$5,900	No Gain
004. Charge salaries and expenses for the first deputy commissioner and clerk-steno to the dedicated fund budget.			X		Annual Funds Transfer \$26,600	LD 2382 Internal Transfer
005. Transfer unexpended dedicated funds accumulated by the department to the general fund.			X		Annual Funds Transfer \$9,400 One Time Funds Transfer \$197,000	\$125,400 to General Fund Transfer
Real Estate Commission 26-00						
001. Publish only one list of names and addresses of licensees.	X				Annual Saving \$2,300	\$3,000 Gain
002. Change the roster mailing list.	X				Annual Saving \$400	\$400 Gain
003. Provide the administrative officer with a private office.	X				One Time Cost \$2,000	\$150 Cost
004. Issue biennial licenses at current rate.			X		Annual Saving \$2,100	\$2,100 Gain
005. Transfer unexpended dedicated funds to the general fund.			X		Annual Funds Transfer \$12,800 One Time Fund Transfer \$46,800	\$66,000 Transfer to General Fund
Boxing Commission 27-00						LD 2390
001. Do not make rule changes affecting boxing without formal notice and a hearing.			X			
002. Assign only one member of the commission to attend each boxing event.		X			Annual Saving \$1,000	\$800 Gain
Harness Racing Commission 28-00						
001. Absorb the clerical work load, responsibilities, and records of the Running Horse Racing Commission.			X			LD 2432
Running Horse Racing Commission 29-00						LD 2433
001. Phase out the position of executive secretary and transfer responsibilities to the Harness Racing Commission.			X		Annual Saving \$9,200	
002. Eliminate seasonal employee positions.	X				Annual Saving \$17,100	
003. Abolish the commission.			X		Annual Saving \$3,900	LD 2433
Maine Industrial Building Authority 30-00						
001. Combine the Maine Industrial Building Authority (MIBA), Maine Recreation Authority (MRA), and the Maine Municipal Securities Approval Board (MMSAB).	X				Annual Saving \$8,800	

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Maine Municipal Securities Approval Board 31-00							
001. Charge companies making applications a fee which cannot be returned.		X			Annual Income \$1,700	\$15,000 Gain	
002. Combine the Maine Municipal Securities Board, Maine Industrial Building Authority, and the Maine Recreation Authority.	X						
Public Utilities Commission 32-00							
001. Stop collecting annual fees for common carrier certificates and contract carrier and interstate carrier permits.			X		Annual Cost \$57,000	\$57,000 Cost LD 2441	
002. Increase the identification device fee for straight trucks and floater plates.			X		Annual Income \$22,000	LD 2441	
003. Relocate the engineering technician from the Transportation Division.		X					
004. Eliminate the position of assistant secretary.			X		Annual Saving \$9,200	LD 2323	
005. Transfer the Transportation Division's idle dedicated funds to the general fund.			X		Annual Funds Transfer \$171,000 One Time Funds Transfer \$452,300	Transfer to General Fund	
006. Require railroads and utilities to pay fees for requests for rate changes or discontinued service applications.			X			LD 2441	
007. Obligate utilities and railroads to pay a fee for filing annual reports.			X		Annual Income \$11,000	LD 2441 Gain	
Industrial Accident Commission 33-00							
001. Reduce the commission from four to two members and reevaluate the pay range.			X		Annual Saving \$23,300	LD 2393 Gain	
002. Delete the budgeted position of hearings reporter.		X			Annual Cost Avoidance \$11,300	Gain	
003. Eliminate the budgeted clerk-typist.	X				Annual Cost Avoidance \$5,200	\$3,700 Gain	
004. Phase out the position of rehabilitation counselor and utilize services of the Department of Health and Welfare.				X	Annual Saving \$12,800		
005. Delete the position of clerk-steno when the size of the commission is reduced.				X	Annual Saving \$6,300	\$6,300 Gain	
006. Stop paying the ex officio member of the commission the annual fee.			X		Annual Saving \$1,000	LD 2392 Gain	
007. Review retention of filed materials and consider microfilming necessary records.				X			
008. Obtain the analysis of income and expenditures report to the commission within 10 days.				X			

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Chief Medical Examiner 34-00						
001. Provide regular annual reports on operations of the Chief Medical Examiner.	X					
002. Transfer the report reviewing and budgetary approval functions of the examiner to the Commissioner of Public Safety.			X			LD 2380 (LD 2529) new draft \$50,000 Cost
Examining and Certifying Boards 35-00						
001. Organize administrative and servicing functions of boards into a central professional and occupational licensing bureau.			X			LD 2470
002. Require boards to provide centralized automation of license renewals and preparation of statistics as soon as possible.			X		Annual Saving \$1,000 One Time Cost \$28,000	
003. Renew licenses every 2 years.			X		Annual Saving \$6,100	LD 2470
004. Appoint a public member to each of the 25 boards which has no such representation.			X			LD 2381
005. Require each board to provide an annual report of its fiscal and program activities.			X			
006. Establish guidelines for annual reports.			X			
007. Establish a procedure at annual meetings of allowing for oral reports and answering questions.				X		
008. Include the boards not now covered under the Administrative Code.			X			LD 2381
009. Require the boards to maintain and purge their files in accordance with approved record retention schedules.				X		
010. Establish limits for out-of-state travel costs for board members.			X		Annual Saving \$5,600	
011. Coordinate inspection activities of the Barbers and Hairdressers Boards.			X		Annual Saving \$9,400	
012. Require boards receiving free staff support or space from general fund departments to pay costs of services.			X		Annual Funds Transfer \$8,700	
013. Require the Board of Hairdressers to sublet or discontinue renting its facilities.				X	Annual Saving \$3,800	
014. Transfer dedicated fund balances of the 26 boards to the general fund at the end of fiscal 1973.			X		One Time Funds Transfer \$471,700	
015. Standardize per diem payments.			X			LD 2381
Public Education in Maine 36-00						
001. Transfer responsibility for post-secondary vocational education from the Board of Education to the University of Maine.			X			
002. Create the Maine Education Commission to develop a cohesive system of education as well as provide guidance to legislative action.			X		Annual Cost \$40,000	LD 2434 Co &
003. Vest in the proposed Maine Education Commission all higher education responsibilities.			X			LD 2434

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Department of Educational and Cultural Services 37-00						LD2432
001. Divest the Board of Education of its authority over matters affecting the department.			X			
002. Define the role of the Board of Education as advisory to the Commissioner.			X			LD2432
003. Abolish the Maine State Commission on the Arts and Humanities.			X	X		LD2431/ LD 2427 LD 2429
004. Abolish the State Museum Commission.			X	X		LD 2427
005. Delegate program approval and policy setting authority for operations of the State Museum and the Arts and Humanities Bureaus to the Commissioner.			X			
006. Establish a cultural commission to act in an advisory capacity to the Commissioner.			X			LD2430/ LD 2427 LD2431/ LD 2426
007. Repeal legislation stipulating departmental organization.			X			LD 2427
008. Reorganize the department.		X				
009. Orient the Planning, Evaluation, and Research (PER) function toward considering long-term departmental objectives in coordination with the State Planning Office.		X			Annual Saving \$31,500 (Federal)	\$31,500 Gain
010. Expand responsibilities of the Planning, Evaluation, and Research (PER) function.	X					
011. Increase clerical assistance to the Personnel Officer's staff to accelerate implementation of adequate personnel programs and control techniques.	X				Annual Cost \$6,000	\$6,000 Cost
012. Establish a mechanized mailing center.		X			Annual Cost \$12,000 One Time Cost \$15,000	\$27,000 Cost LD2376
013. Utilize full reproduction center services.	X					
014. Establish a typing pool.		X			Annual Saving \$52,500	\$59,400 LD2376 Gain \$ 6,900 Cost
015. Establish an office services group responsible for the mail center, reproduction center, office supplies, and typing pool.		X			Annual Cost \$8,000	\$8,000 Cost LD2376
016. Establish an administration staff function responsible for personnel, office services, and information.		X			Annual Cost \$26,200	\$32,200 Cost LD2376
017. Expand the responsibilities of the federal-state coordinator to include administration of Elementary and Secondary Education Act (ESEA) Title I, II, and III funds.	X					
018. Establish a finance staff function which would be responsible for fiscal management and federal fund coordination.		X			Annual Cost \$26,200	\$114,100 Cost LD2376
019. Create the Bureau of School Management to be responsible for operations, facilities, and services.	X				Annual Cost \$26,200	\$26,200 Cost LD2376
020. Create the Bureau of Cultural Services which would be responsible for the State Museum and Maine State Library.				X	Annual Cost \$26,200	\$26,200 Cost LD2376

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Educational and Cultural Services 37-00						102376
021. Create the Bureau of Instruction to coordinate curriculum development and school approval, adult and community education, services, teacher training and certification, and Instructional Television.		X			Annual Cost \$26,200	\$26,200 Cost
Bureau of Continuing Educational Resources 37-01						LD 2454
022. Transfer functions and staff of Higher Education Services and Facilities to the Maine Education Commission.			X			
023. Reorganize the bureau.		X			Annual Cost (Federal) Avoidance \$20,300	\$20,300 Feb. Gain
024. Divide duties of the teacher education advisor between the credentials investigator and the certification officer within Personnel Development, Certification, and Placement.		X			Annual Cost Avoidance \$16,400 (Federal)	\$10,400 Feb. Gain
025. Design and implement an automated system for processing teacher personnel records.		X			One Time Cost \$30,000	\$30,000 102376 Cost
026. Change the schedule for printing certificates.		X				
027. Utilize the new mail processing center for mailing computer-produced certificates.		X				
028. Readjust duties of the support staff in Personnel Development, Certification, and Placement (PDCP).		X			Annual Saving \$15,700	\$15,700 Gain
029. Change the name of the Personnel Development, Certification, and Placement Section to the Personnel Development, Certification, and Placement Division.		X				
030. Expand responsibilities of the Adult and Community Educational Resources Division.	X				Annual Cost (Federal) Avoidance \$6,200	\$6,200 Feb. Gain
031. Transfer responsibility of the Divisions of Adult and Community Educational Resources and Personnel Development, Certification, and Placement to the Bureau of Instruction.	X					
032. Abolish the Bureau of Continuing Educational Resources.	X				Annual Saving \$25,600	\$25,600 Gain

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Educational and Cultural Services 37-00						LO 2376
Bureau of Educational Resources 37-02						
033. Organize Curriculum Resources' 18 consultants into task force teams.	X				Annual Cost \$5,000 Annual Cost \$9,000 (Federal)	\$14,000 Cost
034. Define the individual responsibilities of the consultant staff of Curriculum Resources.	X					
035. Transfer collating, fastening, and mailing duties of Curriculum Resources to the newly created administration group.		X				
036. Establish a typing pool in Curriculum Resources to fulfill typing needs.		X			Annual Saving \$12,400 Annual Saving \$12,200 (Federal) Annual Cost Avoidance \$6,200 (Federal)	\$32,800 Gain
037. Eliminate the position of Director, Division of School Operations.		X			Annual Saving \$20,400 Annual Cost Avoidance \$6,200	\$17,799 Gain
038. Utilize the department's central accounting system for control of the Schooling for Indian Children and Schooling for Children in the Unorganized Territory programs.		X			Annual Saving \$16,000	\$8,000 Gain
039. Discontinue operation of the three reservation schools.					Annual Saving \$115,500 Annual Saving \$99,500 (Federal)	\$215,000 Gain
040. Discontinue operation of Schooling for Children in the Unorganized Territory schools.				X	Annual Saving \$190,600 Annual Saving \$80,300 (Federal)	\$270,900 Gain
041. Integrate budgetary and fiscal control procedures of the Governor Baxter School for the Deaf into the system which is controlled by the Bureau of Educational Management Resources.		X			Annual Saving \$8,800 Annual Cost Avoidance \$6,200	\$15,000 Gain
042. Reassign duties of the secretarial staff at the Governor Baxter School for the Deaf.		X			Annual Saving \$5,600	\$5,600 Gain
043. Transfer the reporting responsibility of the Governor Baxter School for the Deaf to the Bureau of School Management.	X					
044. Reassign Curriculum Resources to the Bureau of Instruction.	X					
045. Abolish the Bureau of Educational Resources.	X				Annual Saving \$20,400	\$20,400 Gain

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EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENACTING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Educational and Cultural Services 37-00						
Bureau of Educational Management Resources	37-03					
046. Transfer responsibilities of the school construction accountant and eliminate the vacant position.				X	Annual Cost Avoidance \$11,000	\$11,000 Gain
047. Transfer the budget accountant to the Fiscal Management Section.				X		
048. Assign the federal financing-letter of credit accountant to Fiscal Management.				X		
049. Shift audit responsibilities of the vocational program accountant.				X		
050. Require the Vocational Technical Institutes and School of Nursing to maintain their accounting systems.				X	Annual Saving \$13,100	\$13,100 Gain
051. Transfer office service activities to the proposed administration group and eliminate Departmental Services.	X					
052. Eliminate the Audit Section and require schools to pay audit costs of programs supported by federal funds.					Annual Saving \$9,400 Annual Saving \$80,000 (Federal) Annual Cost \$33,500 (Federal)	\$122,900 Gain
053. Eliminate the position of assistant director and his secretary.			X		Annual Saving \$16,500 Annual Cost Avoidance \$5,500	\$22,000 Gain
054. Require departmental cost centers to be accountable for correct account coding.				X		
055. Revise the accounting system to provide timely recording and reporting of fiscal and budgetary information.			X		Annual Saving \$14,400	\$14,400 Gain
056. Automate the manual accounting operations performed by Fiscal Management.			X		Annual Saving \$18,800 One Time Cost \$23,000 Annual Saving \$5,400 (Federal)	\$24,200 \$23,000 Gain Cost
057. Reassign the reporting relationship of Fiscal Management to the newly created staff function of finance.			X			
058. Redesign the system to produce computerized statistical reports with fewer programs.			X		Annual Saving \$5,600 One Time Cost \$11,000	\$5,600 \$11,000 Gain Cost
059. Install a terminal, including card reading and printing capabilities, which would be linked with Central Computer Services.			X		Annual Cost \$11,000 One Time Cost \$1,000	\$12,000 Cost
060. Utilize outside keypunch facilities during peak periods.				X	Annual Saving \$10,400 (Federal) Annual Cost Avoidance \$5,700	\$15,700 Gain
061. Shift the reporting relationship of Statistical and Systems and Program from Management Information to the redefined Planning, Evaluation, and Research staff function.	X					
062. Abolish Educational Management Resources.	X				Annual Saving \$63,400 Annual Saving \$5,700 (Federal)	\$74,100 Gain

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DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Educational and Cultural Services 37-00						
Bureau of Special Resources 37-04						
063. Replace the three full-time food service consultants in School Nutrition with five part-time, regional consultants.				X	Annual Saving \$9,800 Annual Saving \$4,500 (Federal)	\$14,300 Gain
064. Develop and implement on-the-job training for Local Education Agency school lunch personnel.		X			Annual Saving \$414,000 (Local)	
065. Use multicopy inspection report forms for process audit reporting.				X	Annual Saving \$6,200	No Gain
066. Enforce regulations on deadlines and completeness of school lunch statistical data reporting by Local Education Agencies.	X					
067. Redesign reporting forms for school nutrition statistical data to simplify processing.		X			Annual Saving \$8,800	No Gain
068. Transfer responsibility for administering school nutrition subsidies.		X				
069. Assign reporting responsibilities of the Division of School Nutrition to the Bureau of School Management.	X					
070. Design and implement a system to automate the allocation, shipping, and inventory control of donated commodities.		X			Annual Saving \$18,800 One Time Cost \$8,000 (Local)	\$18,800 Gain \$8,000 Cost
071. Place contracts for donated commodity storage on the basis of competitive bids.				X	Annual Saving \$10,000	No Gain
072. Adjust the property charge to provide dedicated funds to purchase a diesel tractor.				X	One Time Cost Avoidance \$15,000	No Gain
073. Transfer reporting responsibilities of the Surplus Foods and Property Section to the Bureau of School Management.	X					
074. Eliminate school bus inspection responsibilities from Transportation and Safety.		X				
075. Remove school bus driver qualification duties from Transportation and Safety.		X				LD 2413
076. Make payment of driver education subsidies conform to legislation.		X			Annual Cost \$4,500	\$4,500 Cost LD 2376
077. Transfer responsibility for student driver education to the Motor Vehicle Division.			X			LD 2412
078. Eliminate safety education responsibilities from Transportation and Safety.			X			
079. Abolish Transportation and Safety.			X		Annual Saving \$21,700 Annual Cost Avoidance \$21,400	
080. Transfer idle, dedicated funds in the Maine School Building Authority account to the general fund.			X		One Time Funds Transfer \$77,300	LD 2389 Transfer to \$77,300 General Fund
081. Specify salaries of the Maine School Building Authority staff be paid from dedicated income in accordance with legislation.		X			Annual Funds Transfer \$13,000	\$3,900 Gain

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Educational and Cultural Services 37-00						
Bureau of Special Resources 37-04						
082. Require Maine School Building Authority fiscal accounting be controlled by the Fiscal Section of the Bureau of Educational Management Resources.				X		
083. Shift the function of School Facilities to the Bureau of School Management and transfer the remaining three staff members of the Division of School Services.	X					
084. Transfer reporting responsibilities of the Neighborhood Youth Corps to the Bureau of School Management.	X					
085. Abolish the Division of School Services.	X					
086. Redefine responsibilities of the Federal Resources Division.				X	Annual Saving \$119,400 (Federal) Annual Cost Avoidance \$18,900 (Federal)	\$138,300 Gain
087. Transfer Elementary and Secondary Education Act Title funds administration to the Finance staff group.				X		
088. Shift responsibility for administering Instructional Television to the Bureau of Instruction.				X		
089. Eliminate the Division of Federal Resources.	X				(Federal) Annual Saving \$28,000	\$28,000 Gain
090. Transfer administration of the War Orphan Scholarship Program.		X			Annual Saving \$1,000	
091. Transfer the function of Civil Defense Education to the Bureau of Civil Defense.				X	(Federal) Annual Saving \$6,200	No Gain
092. Abolish the Bureau of Special Resources.	X				Annual Saving \$26,600	\$26,600 Gain

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Educational and Cultural Services 37-00						
Bureau of Vocational Education 37-05						
093. Integrate individual Vocational Technical Institute budgeting and fiscal control procedures under the Bureau of Educational Management Resources.				X	Annual Saving \$30,500 One Time Income \$85,000	\$115,500 Gain
094. Utilize the revised capital equipment inventory system.				X	Annual Saving \$4,400	No Gain
095. Do not construct the planned dormitory at Eastern Maine until other facilities are fully utilized.			REJECTED		One Time Cost Avoidance \$580,000	
096. Establish a Dormitory and Dining Room Management Section to be responsible for providing central management of residence and student feeding activities.				x	Annual Saving \$109,200	\$109,200 Gain
097. Increase room and board charge at the Vocational Technical Institutes to the same level as the university and, if necessary, provide scholarships.	X				Annual Saving \$86,400	\$95,600 Gain
098. Develop recruiting boundaries for the Vocational Technical Institutes.		X				
099. Make use of the centralized accounting and budget system.				X	Annual Saving \$7,800	No Gain
100. Transfer curriculum responsibilities and staff of the Division of Program Services.				X		
101. Turn over reporting responsibility of the Division of Adult Education's staff to the proposed Bureau of Instruction.				X		
102. Shift responsibility for operation of Regional Technical Vocational Centers and associated staff to School Management.				X		
103. Transfer reporting responsibilities of the School of Nursing and Kennebec Valley Vocational Technical Institute (KVVTI) to the Augusta College.			X			102417
104. Transfer responsibility for the five free-standing Vocational Technical Institutes to the Vice Chancellor of Community and Vocational Education and establish them as 2-year colleges.			X		Annual Saving \$21,600	\$21,600 Gain
105. Abolish the Bureau of Vocational Education.			X		Annual Saving \$67,900 Annual Saving \$45,000 (Federal)	202428 \$112,900 Gain

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Educational and Cultural Services 37-00						
Maine State Library Bureau 37-06						
106. Reorganize the bureau into two line divisions and a staff position of Business Manager.						
107. Shift reporting responsibility of the Bureau of Archives Service to the State Librarian.			X			LD 2434 \$11,723 Cost
108. Integrate the budgetary and fiscal control under the Bureau of Educational Management Resources.				X	Annual Saving \$6,300	\$6,300 Gain
109. Initiate simplified and more timely collection procedures for fines and lost book charges.				X	Annual Saving (Federal) \$6,200	No Gain
110. Increase the hours during which the library is open by utilizing part-time help under the supervision of qualified librarians.	X				Annual Cost \$6,600	LD 2376 \$6,600 Cost
111. Disperse the general loan and reference collection to existing library locations.			X		Annual Saving \$71,800 Annual Saving \$29,200 (Federal)	? No Cost
112. Utilize space freed by dispersal of the general loan and reference collection to meet vital state government needs.				X	Annual Saving \$100,000	\$350,000 Cost
113. Transfer the reporting responsibility of the State Librarian to the Bureau of Cultural Services.			X			
State Museum Bureau 37-07						LD 2376
114. Utilize a casual labor pool to meet manpower requirements.		X			Annual Cost \$5,000	\$5,000 Cost
115. Integrate the State Museum Bureau's budgetary and fiscal control under the guidance of the Bureau of Educational Management Resources.				X		
116. Reorganize the museum into three line divisions and a staff position of administrative assistant.	X					
117. Transfer the reporting responsibility of the museum director to the Bureau of Cultural Services.			X			
Arts and Humanities Bureau 37-08						
118. Utilize the centralized accounting and budgetary control system of the department to provide accounting services.				X		
119. Eliminate the clerk position.				X	Annual Saving \$8,300	No Gain
120. Combine the Arts and Humanities Bureau with the State Museum Bureau.			X			
121. Consolidate the management and support functions of the combined State Museum and Arts and Humanities Bureaus.			X		Annual Saving \$20,900 Annual Cost Avoidance \$4,600	\$20,900 Gain \$4,600 Cost
122. Relocate the facilities of the Arts and Humanities Bureau in the Cultural Building.						
123. Do not purchase a new electric typewriter for the Arts and Humanities Bureau.				X	One Time Cost Avoidance \$500	No Gain

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Historic Preservation Commission 38-00						
001. Place the administrative activities and staff of this commission within the Department of Educational and Cultural Services.	X					
002. Combine administrative activities and staff with those of the State Museum Bureau.			X			LD 2439
003. Utilize the staff of the commission to fill vacancies in the State Museum Bureau.			X		Annual Cost Avoidance \$23,100	

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>University of Maine 39-00</u>						
001. Relocate the Chancellor's Office to the university's central offices in Bangor.			X			
002. Reorganize the university to create a State University of Maine consisting of three campuses and seven Colleges of Community and Vocational Education.			X			LD 2417
003. Modify membership of the Board of Trustees to allow a minimum of five appointees with vocational education interests.			X			LD 2417
004. Compile a comprehensive manual to document procedures, policies, and responsibilities relating to accounting activities.	X					LD 2376 \$15,000 Cost
005. Develop full-cost analysis so a measurement of educational cost per student by program and degree level will be established.	X					
006. Invest free excess cash balances in short-term bank repurchase agreements.	X				Annual Income \$75,000	
007. Utilize formal budget variance reporting.	X					
008. Redesign the financial control system to optimize computer utilization.			X		One Time Cost \$50,000	LD 2376 \$204,000 Cost
009. Require university-wide utilization of centralized financial control and student information systems.		X				
010. Make Computer and Data Processing Services responsible for investigating potential electronic data processing applications.		X				Gain
011. Expedite planned facilities for the central computer, peripheral equipment, and necessary support staff.		X			One Time Cost \$300,000	\$300,000 Cost
012. Transfer responsibility for the physical plant function to the Director of Physical Plant at Orono/Bangor.		X			Annual Saving \$37,900	
013. Make Fogler Library the coordinator of library services within the university.				X	Annual Saving \$112,600	
014. Establish the Orono bookstore as coordinator for all textbook purchases.				X	Annual Saving \$57,300	
015. Establish a central office for processing admission applications.		X				
016. Centralize responsibility for auxiliary enterprises under the Vice Chancellor for Business and Financial Affairs.				X		
017. Implement a performance appraisal system for professional staff and faculty members.				X		\$17,000 Cost

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
University of Maine 39-00						
Orono/Bangor Campus 39-01						
018. Transfer the reporting relationship of the president at Orono/Bangor to the Vice Chancellor-Academic.				X		
019. Close the Bangor campus.				X	Annual Saving \$628,000	
020. Sell the University of Maine at Orono/Bangor's interest in the Capehart housing project.				X	One Time Income \$58,000	
021. Utilize the suggested redesigned financial control system to maintain budgetary and financial controls at Orono/Bangor.		X			Annual Saving \$58,500	
022. Require the university and the state purchasing organizations to increase cooperation in negotiating contract arrangements.	X				Annual Saving \$420,000	
023. Continue consolidation of the admissions and student aid functions.			X			
024. Increase the enrollment mix of nonresident to resident students.				X	Annual Income \$504,000	
025. Intensify efforts to establish reasons for major enrollment decreases between semesters in the 1973 school year.	X					
026. Increase student services by providing a central clearinghouse for jobs.			X		Annual Cost \$15,000	LD 2376 \$6,000 Cost
027. Establish the development office as the coordinator of private fund raising activities.				X		
028. Implement an integrated safety and training program for personnel.			X			LD 2376 \$25,000 Cost
029. Construct equipment storage facilities at Aroostock Farm and Blueberry Hill, and correct the drainage problem at the latter.			X			LD 2376 \$25,000 Cost
Portland-Gorham Campus 39-02						
030. Transfer the reporting relationship of the president at Portland-Gorham from the Chancellor to the Vice Chancellor-Academic.				X		
031. Complete the study of the Joint Action Commission on University Goals and Directions and adopt overall objectives for Portland-Gorham.	X					
032. Develop Gorham as the center of general academic programs and administration.				X		
033. Change the location of the proposed \$1.4-million science facility to Gorham.				X		
034. Consolidate the registrar's office at Gorham.				X	Annual Saving \$49,400	
035. Consolidate the business manager's office at Gorham.				X	Annual Saving \$41,100	
036. Utilize the present computerized student accounting system for Continuing Education Division.	X				Annual Saving \$3,000	
037. Eliminate the position of university archivist.				X	Annual Saving \$15,400	

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>University of Maine 39-00</u>						
<u>Farmington Campus 39-03</u>						
038. Transfer the reporting relationship of the president at Farmington from the Chancellor to the Vice Chancellor-Academic.				X		
039. Utilize the system employed by the central accounting unit for budgetary control.		X			Annual Saving \$7,700	
040. Make use of the Student Accounts Receivable (STAR) system upon its completion.		X			Annual Saving \$15,700	
041. Reduce the registrar's staff by two clerks.				X	Annual Saving \$13,900	
042. Raise the standards of building maintenance.			X			\$25,000 <i>LD 2376</i> Cost
043. Hire a director of physical plant to supervise maintenance, campus security, and the motor pool.			X			\$12,000 <i>LD 2376</i> Cost
<u>Augusta Campus 39-04</u>						
044. Transfer the reporting relationship of the president to the Vice Chancellor Community and Vocational Education.				X		
045. Employ central accounting's system of general accounting and budgetary control.		X				
046. Utilize the Student Accounts Receivable (STAR) system after its development by the university's central computer group.		X			Annual Saving \$5,800	\$5,500 <i>LD 2376</i> Cost
047. Raise the standards of building maintenance.		X				\$5,000 <i>LD 2376</i> Cost
<u>Machias Campus 39-05</u>						
048. Utilize central accounting's system of accounting and budgetary control.		X				
049. Employ the Student Accounts Receivable (STAR) system upon completion.		X			Annual Saving \$5,900	
050. Raise the standards of building maintenance.	X					
051. Reduce the number of cars in the campus motor pool by two.				X	Annual Saving \$2,700 One Time Income \$5,000	
052. Abolish the 4-year degree-granting programs.			X		Annual Saving \$130,000	
053. Consolidate the remaining programs and staff of Machias with the Washington County College of Community and Vocational Education into a single campus.				X	Annual Saving \$198,000	
054. Defer the planned \$960,000 science building until the Washington County College location and its facility requirements have been determined.			REJECTED			

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>University of Maine 39-00</u>						
<u>Presque Isle Campus 39-06</u>						
055. Utilize the University Wide Services (UWS) system of budgetary control.		X				
056. Employ the Student Accounts Receivable (STAR) system upon its completion.		X			Annual Saving \$14,800	
057. Maintain records of utilization and repair of motor pool vehicles.	X					
058. Reduce the number of motor vehicles in the campus motor pool.				X	Annual Saving \$2,700 One Time Cost Avoidance \$5,700	
059. Abolish the 4-year degree-granting programs.			X		Annual Saving \$275,400	
060. Merge the remaining programs and staff of Presque Isle with Northern Maine College of Community and Vocational Education.				X	Annual Saving \$121,900	
<u>Fort Kent Campus 39-07</u>						
061. Utilize University Wide Services' established system of accounting and budgetary control.	X					
062. Utilize the Student Accounts Receivable (STAR) system upon its completion.		X				
063. Investigate the possibility of acquiring the National Guard Armory at Fort Kent.				X		
064. Abolish the 4-year degree-granting programs.			X		Annual Saving \$106,100	
065. Consolidate Fort Kent's administration and programs with Northern Maine College of Community and Vocational Education.				x	Annual Saving \$139,000	
<u>Maine Maritime Academy 40-00</u>						
001. Upgrade the present terminal facilities and do not purchase a computer.		X			Annual Cost Avoidance \$50,000 One Time Cost Avoidance \$50,000 Annual Cost \$17,700 One Time Cost \$1,000	
002. Automate the accounting operation and implement a student information system.				X	Annual Saving \$8,300 One Time Cost \$8,000	
003. Improve communications with the Computer and Data Processing Services group to keep abreast of available computer services and applications.		X				
004. Initiate better accounting practices.		X				
005. Improve supervision and training of personnel in the Fiscal Section.		X				

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Health and Welfare 41-00						
001. Initiate a schedule of preplanned regular meetings of bureau directors.	X					
002. Consolidate medical evaluation and qualification for Medicaid and Medicare.		X			Annual Saving \$9,000 Annual Saving \$18,000 (Federal)	
003. Consolidate accounting and data processing operations.		X				
004. Promote publication of the department's work in professional journals.	X					
005. Relocate on-line electronic data processing terminals in a central area within each district office.		X				
006. Investigate the possibility of consolidating the central offices into one location.		X				
Bureau of Social Welfare 41-01						
007. Provide central office staff managers with authority over regional programs.		X				
008. Develop career opportunities.		X				
009. Define the responsibility and accountability of Research Evaluation and Planning.		X				
010. Standardize data input for the Management Information Control System.	X					
011. Reduce overpayment of welfare benefits.			X	X	Annual Saving \$522,000 Annual Saving \$1,277,000 (Federal)	
012. Develop a communication system for timely distribution of policy and procedural changes to Social Welfare and Administration.	X					
013. Develop a computerized controls system for the Support, Enforcement, and Location Unit (SELU).		X				
014. Increase the amount of money collected from absent fathers by the Support Enforcement, and Location Unit.			X		Annual Saving \$196,000 Annual Saving \$10,000 (Federal) Annual Saving \$210,000 (Local)	\$270,000 Gain
015. Publicize the existence and operations of the Support, Enforcement, and Location Unit.		X				
016. Publicize operations of the Fraud Investigation Division of the Department of Audit.				X		
017. Centralize processing of categorical assistance such as aid to the aged, blind, disabled, and families with dependent children.				X	Annual Saving \$45,000 Annual Saving \$45,000 (Federal)	

EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>Department of Health and Welfare</u>	<u>41-00</u>					
<u>Bureau of Rehabilitation 41-02</u>						
018. Transfer payroll, budget preparation and control as well as invoice processing to the Bureau of Administration.				X	Annual Saving \$32,200	\$13,000 Gain
019. Eliminate current and planned on-line terminals in district offices.		X			Annual Saving \$7,900 Annual Saving \$18,400 (Federal)	
020. Institute a program to hire blind and visually impaired individuals.		X				
<u>Bureau of Medical Care 41-03</u>						
021. Consolidate bills or claims for drug prescriptions under Medicaid on a suitable multiple item form and audit them.				X	Annual Saving \$71,700 Annual Saving \$91,200 (Federal)	No Gain
022. Institute a statistical audit system sample for payments of Medicaid bills.				X	Annual Saving \$15,400 Annual Saving \$22,100 (Federal)	No Gain \$500,000 Cost
023. Reduce vendor handling fees for welfare client drug prescriptions to cover costs.		X			Annual Saving \$44,000 Annual Saving \$56,000 (Federal)	\$200,000 Gain
024. Eliminate the backlog of unpaid bills.	X					
025. Eliminate the bureau and distribute its functions within the department.				X		
026. Institute a fee system for hospital, nursing home, and boarding home licenses.			X		Annual Income \$85,000	LD2468 LD2579

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS	ANTICIPATED NET EFFECT
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY	REPORTED BY MANAGEMENT/COST SURVEY	REPORTED BY INITIAL AGENCY RESPONSE
Department of Health and Welfare 41-00						
Bureau of Health 41-04						
027. Increase the fee charged for testing private water samples from \$2 to \$9.			X		Annual Income \$140,000	\$126,000 Gain LD 2468
028. Charge a fee to cover laboratory test costs.		X			Annual Income \$133,000	\$1330.00 Gain LD 2468
029. Merge certain dedicated fund accounts into the general fund.			X		One Time Funds Transfer \$202,100	\$7,500 Gain-and- Transfer to General Fund \$202,100 LD 2468
030. Eliminate the requirement for a license to sell prophylactic rubber goods.			X			
031. Eliminate the positions of five dental hygienists and a clerk-typist in the Division of Dental Health.	X				Annual Cost Avoidance \$46,700	\$35,000 Gain
032. Fill the positions of Director of the Division of Disease Control and Director of the Division of Health Resources.			X			\$20,000 Co \$ LD 2376
033. Establish a graduated fee schedule for license and inspection of eating and lodging facilities.			X			\$15,000 Gain LD 2468
034. Develop a plan for recording, maintaining, and using vital health and statistical data.		X				
035. Compile and publish an index of available health data.		X				
036. Maximize the use of vital statistics.		X				
037. Design a data processing system to collect health data which provides effective control of current and future needs.		X				
038. Reorganize and consolidate health planning.				X	Annual Saving \$9,100 Annual Saving \$9,100 (Federal)	No Gain
039. Consolidate various information and education functions of the bureau into a single unit.				X	Annual Saving \$23,000	\$7,500 Gain

EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Health and Welfare	41-00					
Bureau of Administration 41-05						
040. Eliminate the use of cathode ray tube terminals as an input for recording data.		X			Annual Saving \$8,500	No Gain
041. Establish a 90-day deadline for accounts due from medical vendors.		X			Annual Income \$11,200	\$11,200 Gain
042. Review job classifications.				X	\$5 ---	Cost
043. Convert the remaining tabulating jobs to be processed on the central computer.		X			Annual Saving \$17,000 One Time Cost \$2,000	
044. Eliminate the truck used by Data Processing.		X			Annual Saving \$600	
045. Reduce the technical staff of Data Processing by five positions.				X	Annual Saving \$60,000	No Gain
046. Establish a quality control function.		X				
047. Transfer the bulk of mail and messenger functions to Central Mail Service.		X			Annual Saving \$4,900	
048. Purge and destroy closed case folders in the district offices.		X				
049. Eliminate the social service index file.		X				
050. Produce a copy of the monthly register of public assistance clients.	X					
051. Eliminate the food stamp file.		X				
052. Reduce the clerical force in the central file area.		X			Annual Saving \$16,500	\$16,500 Gain
053. Improve control over capital assets.		X			Annual Saving \$21,000	\$14,000 Gain
054. Relocate two multith machines so they may be operated by one individual.				X	Annual Saving \$6,900	
055. Charge a fee to cover costs of producing and distributing the vital statistics report.				X	Annual Saving \$1,100	\$1,100 Gain
056. Charge a fee to cover costs of preparing plastic coated identification cards.			X		Annual Income \$1,200	
Comprehensive Health Planning Services 41-06					Annual Saving \$17,500 Annual Saving \$17,500 (Federal)	\$7,500 Gain
057. Transfer the State Comprehensive Health Planning Agency to the Bureau of Health.				X	Annual Saving \$10,000 Annual Saving \$10,000 (Federal)	No Gain
058. Discontinue general disbursement of excess State Comprehensive Health Planning Agency funds to regional agencies.	X					
Public Information and Education 41-07						
059. Staff the position of director with an experienced administrator.		X				
060. Cancel the professional services contract.	X				Annual Saving \$15,000 Annual Saving \$10,000 (Federal)	\$10,000 Gain
061. Route all public communications and program publications through this unit.		X				
062. Develop a comprehensive public education program for each bureau.	X					
Department of Indian Affairs 42-00				X	Annual Savings \$4,900	
001. Eliminate the deputy commissioner and create a staff position.						

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>Department of Mental Health and Corrections</u> 43-00						
001. Increase rental charges for housing units.		X			Annual Saving \$5400	5400 GAIN
002. Refrain from classifying nondirect-care employees as direct personnel.				X		
003. Transfer the balance of the Mental Health Improvement Fund to the general fund.				X	One Time Funds Transfer \$1,239,300	↑
004. Repeal the law requiring payments to hospitals be dedicated for care of those qualifying for aid to the aged, blind, or disabled.			X		Annual Funds Transfer \$200,000	LD 2387
005. Determine the course of action regarding laundry services.			X			
006. Establish a policy to control acquisition and maintenance of surplus vehicles.	X					
007. Abolish the unfilled position of coordinator of youth activities.		X				LD 2419
008. Provide page totals on payrolls.				X		
<u>Hospital Facilities</u> 43-01						
009. Eliminate one set of inventory records on drugs and manual records on capital assets.	X				Annual Saving \$6000	
010. Encourage a bank to provide services for patients at Bangor.		X			Annual Saving \$7000	
011. Convert the canteen operation to concession.				X		
012. Evaluate the cost of performing all maintenance services.				X		
013. Transfer the accounts receivable function from Bangor to the Division of Reimbursement at Augusta.				X	Annual Saving \$8500	NO GAIN
014. Eliminate a clerk position in treatment information systems at Augusta State Hospital.	X				Annual Saving \$7000	
015. Rent or lease unused space at Bangor to other state agencies.				X	Annual Saving \$176,000 One Time Cost \$100,000	
016. Rent or lease unused accommodations at Augusta to other agencies.		X			Annual Saving \$250,000 One Time Cost \$100,000	
017. Dispose of surplus land at the Augusta State Hospital.			X		One Time Income \$200,000	LD 2469
018. Reduce the number of telephone switchboard operator positions at Pineland to two.		X			Annual Saving \$13,400 One Time	
019. Sell excess land at Pineland Hospital.			X		Income \$500,000	LD 2469
020. Standardize on no more than three brands of equipment and repair parts.				X	Annual Income \$900 One Time Saving \$15,200	

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY	
<u>Department of Mental Health and Corrections 43-00</u>					
<u>Correctional Facilities 43-02</u>					
021. Sell outlying lands at the Women's Correctional Center.			X		One Time Income \$62,500 LD 2469
022. Build a new facility at Hallowell for housing inmates now at Skowhegan.			X		Annual Saving \$131,000 One Time Cost \$540,000 \$150,000 COST
023. Sell the vacant buildings and 30 acres at the Women's Correctional Center.			X		One Time Income \$1,233,000 LD 2469
024. Eliminate duplication in supplies inventory control at the Men's Correctional Center.				X	Annual Saving \$7,200
025. Phase out the correctional officer position in the supply room at the Men's Correctional Center.				X	Annual Saving \$7,900
026. Develop work programs at the Stevens School at Hallowell to perform many clerical type functions.				X	
027. Computerize clerical and classification activities of the Maine State Prison.				X	Annual Saving \$7,000
028. Increase output of the woodworking operation at the Maine State Prison.				X	Annual Income \$23,000
029. Teach computer programming at the Maine State Prison.				X	Annual Saving \$20,000 Annual Income \$30,000
030. Standardize letter size and color of vehicle license plates.			X		LD 2449
031. Eliminate restrictions on amount each inmate can earn from production of novelties.				X	
<u>Administrative Services 43-03</u>					
032. Eliminate the card punch unit.				X	Annual Saving \$1,600
<u>Division of Probation and Parole 43-04</u>					
033. Establish a state position of volunteer services coordinator.	X				Annual Cost \$17,500

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Manpower Affairs 44-00						
001. Appoint a permanent Commissioner.	X					
002. Consolidate district offices providing services in the human resource area.		X			Annual Saving \$40,000	NO GAIN
003. Initiate a study to consolidate the department's administrative offices.		X				
004. Change the duties and name of the Appeals Review Board.			X		Annual Saving \$8,600 (Federal)	LD 2394
005. Eliminate the Advisory Council of State Employment Security Commission.			X		Annual Saving \$500	LD 2495 NO GAIN
Maine Employment Security Commission 44-01						
006. Conduct an in-depth study on the advisability of consolidating the commission's data processing facilities with those of other departments.				X		
007. Require the commission to pay for costs of services rendered by other departments.		X			Annual Income \$25,000 One Time Inc. \$75,000	
008. Enlarge the Fraud Investigation Division.	X				Annual Saving \$150,000 (Federal)	
009. Equalize case load of Work Incentive Program employees.	X				Annual Saving \$4,000 Annual Saving \$36,000 (Federal)	
010. Reconcile the benefit payment demand deposit account on a regular basis.		X				
Bureau of Labor and Industry 44-02						LD 2376
011. Revise the schedule of boiler and elevator inspection fees.			X		Annual Income \$8,000	\$12,500 GAIN \$ 250 COST
012. Institute practical file purging practices.	X					
013. Transfer responsibility for bedding, upholstered furniture, and stuffed toy law enforcement to the Safety Inspection Division.			X			LD 2376 \$13,616 COST
014. Computerize the wage/hour and safety inspection schedules.				X	Annual Saving \$8,800	
015. Eliminate the position of assistant director.			X		Annual Cost Avoidance \$12,100	LD 2379
016. Appoint a permanent director.	X					
017. Eliminate two clerical positions.				X	Annual Saving \$10,400	
018. Coordinate wage data for minimum wage on public construction projects with the Maine Employment Security Commission's Data Processing Section.				X		
Cooperative Area Manpower Planning System 44-03						
019. Phase out the position of assistant director.				X	Annual Cost Avoidance \$17,600	
020. Shift the Cooperative Area Manpower Planning System (CAMPS) secretariat to the Department of Manpower Affairs.				X		
021. Vacate the third floor of 31 Western Avenue by transferring the Youth Service Coordination Agency.	X				Annual Saving \$8,900	

EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS	ANTICIPATED NET EFFECT
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY	REPORTED BY MANAGEMENT/COST SURVEY	REPORTED BY INITIAL AGENCY RESPONSE
Department of Transportation 45-00						
001. Realign the structure and reporting lines at the top echelon.			X		Annual Saving \$29,200	
002. Eliminate vacant and unfilled positions within the department.		X			Annual Saving \$69,700 Annual Cost Avoidance \$29,700	LO 2396
003. Improve budgeting procedures.		X				
004. Store records of closed cases on microfilm.		X				
005. Require the federal government to participate in present and future costs of the service performed by Internal Audit.				X	Annual Saving \$ 5,900	
006. Eliminate unjustified personal commutation in department-owned vehicles.		X			Annual Saving \$37,600	
007. Establish employment level history records by each bureau and operating unit.	X					
Bureau of Administration 45-01						
008. Streamline bureau operations and staffing requirements.		X			Annual Saving \$32,500	\$7,400 GAIN
009. Develop operating budgets and performance reports for the bureaus and units.		X				
010. Recover costs of printing road construction plans by increasing the price to \$18 for full-size and \$14 for half-size prints.	X				Annual Income \$5,100	
011. Purchase a collator to assemble reports.	X				Annual Saving \$3,300 One Time Cost \$6,200	
012. Automate recordkeeping functions.		X			Annual Saving \$23,600 One Time Cost \$8,500	

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ESTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Transportation 45-00						
Bureau of Transportation Planning and Services 45-02						
013. Restructure the bureau.		X			Annual Saving \$200,800 Annual Cost Avoidance \$54,000	
014. Restructure the safety units within Statewide Transportation Planning.		X				
015. Perform a work measurement study of Mapping and Graphics.				X	Annual Saving \$6,800	
016. Review photographic groups functioning in state departments to determine if cost reductions can be realized through centralization.				X		
017. Stop direct sales of departmental maps and other literature to the public.				X		
018. Phase out reviewing newspapers to clip transportation articles.				X		
019. Develop a priority listing of areas where present computer capability can be applied to effect cost savings.		X				
020. Survey the literature and make inquiries to ascertain availability of an up-to-date listing of computer programs.		X				
021. Create a file of copies of all linknode diagrams within the Accident Records Section.				X		
022. Eliminate duplication of effort whereby the State Police and Safety Engineering put accident record data on computer tapes.		X				
023. Terminate Traffic Studies if no federal funds are available beyond fiscal 1973.				X	Annual Saving \$25,300 (Federal)	
Bureau of Aeronautics 45-03						
024. Allow the chief inspector to devote full-time efforts to public safety in aviation.				X		
025. Eliminate the bureau's accounting functions.	X					
026. Transfer the function of processing airport snow removal assistance requests to the Bureau of Administration.	X					
027. Assign the processing of aircraft registrations to the Motor Vehicle Division.			X		Annual Saving \$5,700	NO GAIN
028. Revise the fee schedule for the executive aircraft to recover operating costs from those departments using it.	X					
029. Charge a fee commensurate with the cost of conducting airport inspections.			X		Annual Income \$5,500	
030. Conduct a cost study in Airport Administration to determine if fees are commensurate with the services and facilities provided.		X				LD 2376 \$3,000 COST
031. Perform a work measurement study in the Bureau of Aeronautics to provide work standards and optimum staffing.				X	Annual Saving \$12,000	NO GAIN
032. Give authority for appointment of the director to the Commissioner.	X					

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
Department of Transportation 45-00						
Bureau of Waterways 45-04						
033. Give the Commissioner authority to appoint the director.	X					
034. Maintain the bureau's offices at the State Pier to hold down operating costs.				X	Annual Cost Avoidance \$17,000	
035. Conduct a work measurement study to provide work standards and optimum staffing.				X	Annual Saving \$31,500 One Time Cost \$15,000	
036. Implement recommendations contained in the July 1972 audit report.				X		
037. Develop a local purchase procedure for quick procurement of low cost items.	X					
Bureau of Highways 45-05						
038. Reorganize the bureau along major functional lines.		X			Annual Saving \$639,900 Annual Cost Avoidance \$161,400	COST
039. Establish work standards and optimum staffing levels by work measurement encompassing all applicable employees.		X			\$2,170,300 Annual Saving One Time Cost \$250,000	
040. Develop a computerized expenditure reporting system to provide timely and detailed monthly reports on project status.		X			Annual Cost \$6,500 One Time Cost \$50,000	
041. Reexamine assigning standard-size supervisory forces in the geographical divisions of Maintenance and State Aid.				X		
042. Standardize the relationship between crew size and equipment units operated.				X	Annual Saving \$220,800	
043. Update and, if economically feasible, implement the 1966 study for replacement and relocation of the repair garage at Augusta.				X		
044. Implement a continuing training program on inventory control concepts, methods, and procedures.	X					
045. Use credit cards and associated billing techniques to charge other agencies for gasoline issued by Motor Transport Service.		X			Annual Saving \$1,500 One Time Cost \$2,400	
046. Establish a second shift for performance of maintenance at Motor Transport garages.	X				Annual Saving \$18,400 One Time Cost Avoidance \$16,000	
047. Initiate and maintain a monthly equipment downtime report.		X			Annual Saving \$188,200	
048. Adopt a policy of substituting compact passenger cars for intermediate sizes.		X			Annual Saving \$81,700 One Time Sav. \$49,800	
049. Eliminate erection and removal of snow fences in the state's southern and coastal districts.	X				Annual Saving \$122,600	
050. Provide input data for the computerized road inventory system from available information.				X		

DEPARTMENT AND RECOMMENDATION	EXECUTIVE ACTION TAKEN SINCE OCTOBER 15, 1973				ULTIMATE FISCAL EFFECTS REPORTED BY MANAGEMENT/COST SURVEY	ANTICIPATED NET EFFECT REPORTED BY INITIAL AGENCY RESPONSE
	IMPLEMENTED	IN PROCESS OF IMPLEMENTATION	ENABLING LEGISLATION BEING SUBMITTED	ASSIGNED FOR FURTHER STUDY		
<u>Land Damage Board 46-00</u>						
001. Reduce the work week of the new clerk to a part-time basis.				X	Annual Saving \$7,500	
002. Appoint a reporter for hearings only as required and determined by the board.			X		Annual Saving \$6,000	LO 2397
<u>Printing and Duplicating 47-00</u>						
001. Establish a Division of State Printing in the Office of Business Management.			X		Annual Saving \$674,200 One Time Income \$195,000	\$112,000 GAIN \$125,000 COST
<u>Telecommunications 48-00</u>						
001. Investigate establishment of a centralized organization to provide management and integration of the state's telecommunications activities.			X			LO 2438
<u>Data Processing 49-00</u>						
001. Establish a new central data processing organization structure.			X		Annual Saving \$600,000	
002. Prepare a master plan, including the University of Maine, for upgrading data processing over the next 2 to 3 years.				X		
003. Establish system development guidelines.				X		\$6,800 COST
004. Consolidate data entry equipment and establish a performance monitoring program.				X		
005. Consolidate Maine Employment Security Commission and Department of Transportation computer facilities with Central Computer Services.				X		
006. Develop training programs.				X		\$21,500 COST

Appendix



OFFICE OF
THE GOVERNOR

NO. 17
DATE September 19, 1973

MAINE STATE AGENCIES'
IMPLEMENTATION PHASE OF MAINE MANAGEMENT COST SURVEY

WHEREAS, the Maine Management and Cost Survey Commission has completed its study and issued a report intended to provide more efficient and economical services to our citizens, and

WHEREAS, all of the recommendations in the report should be given full consideration by the state departments and agencies concerned, and

WHEREAS, I intend to implement in an orderly fashion those items that will improve State Government and include items requiring legislative consideration to the Special Session in January,

NOW, THEREFORE, I, KENNETH M. CURTIS, Governor of the State of Maine, do hereby direct all state departments and agencies to analyze every recommendation and submit to me their evaluation and plans by October 12, 1973. Earlier submissions are encouraged.

The evaluation and plans should include the steps necessary for implementation and any other information called for by the instructions issued with this order.

You are further advised to consult with the staff of the Maine Management and Cost Survey Commission as a part of your review so that all pertinent facts will be available at the time of my consideration and final decision before implementation proceeds.

GENERAL INFORMATION - PROCEDURES

1. An assistant in my office will be designated as my Executive Coordinator of the implementation

phase of the report recommendations. All material and information should be directed to this Executive Coordinator in my office with copies to the Bureau of the Budget and the Coordinator of the Maine Management and Cost Survey Commission.

2. Each agency is to designate a coordinator, in many cases the Agency Head, and notify me of the designation by September 28, 1973.
3. Full cooperation with the Legislature, their staff and the various Standing Committees is expected during the implementation phase. My office will be consulting with them regarding preparations for the Special Session.
4. The Bureau of the Budget will employ such staff as is necessary to assist my Executive Coordinator and the agencies of State Government in analyzing all recommendations as they affect finances of state agencies. Savings will generally be presented to the Legislature in a separate bill rather than through an agency's Annual Budget requests and recommendations for Fiscal Year 1975. The Bureau of the Budget will prepare this additional appropriation bill. The State Planning Office will prepare reorganization legislation that will also be included in my program for the Special Session.
5. The Management and Cost Survey Commission staff will be available as requested by the Governor, Legislature or agencies to give technical assistance with individual recommendations, furnish information from the files of the study teams, and monitor progress for the Commission.
6. The Executive Coordinator in my office will have available the supportive services of the staff in Finance and Administration and the Maine Management and Cost Survey as he may require and will participate in discussions of procedural matters as necessary. In the event an agency believes it is impractical or undesirable to implement any portion of a recommendation, the matter should be resolved by the Governor's designated Executive Coordinator, the State Budget Officer and the staff of the Management and Cost Survey Commission.



Kenneth M. Curtis
Governor

FORM A

EXECUTIVE DEPARTMENT
MAINE MANAGEMENT AND COST SURVEY
IMPLEMENTATION PLAN

Agency _____

Agency Coordinator: Name _____ Position _____ Telephone _____

Approved by Agency Head (Signature) _____ Date _____

EXECUTIVE DEPARTMENT
MAINE MANAGEMENT AND COST SURVEY
IMPLEMENTATION PLAN

Agency _____
Prepared _____
By _____ Date _____

Number _____ Priority _____ Action: Report _____ Action: Revised _____ Other Agencies _____

Recommendation _____

Implementation Steps	Responsibility		Man-Days	Target Dates	
	Primary	Assisting		Initiate	Complete

Estimated By	Annual Financial Impact					One-Time Financial Impact				
	Savings	Cost Avoidance	Income	Cost	Funds Transfer	Savings	Cost Avoidance	Income	Cost	Funds Transfer
Report										
Agency										

EXECUTIVE DEPARTMENT
MAINE MANAGEMENT AND COST SURVEY
IMPLEMENTATION PROGRESS REPORT
SUMMARY

Agency _____
Prepared
By _____ Date _____
Status as of (date) _____

PROGRESS SINCE LAST REPORT:

PROBLEMS ENCOUNTERED SINCE LAST REPORT:

ACTION PLANNED PRIOR TO NEXT REPORT:

ANTICIPATED FUTURE PROBLEMS, NOT PREVIOUSLY REPORTED:

EXECUTIVE DEPARTMENT
MAINE MANAGEMENT AND COST SURVEY
IMPLEMENTATION PROGRESS REPORT
STATUS OF RECOMMENDATIONS

Agency _____
Prepared _____
By _____ Date _____

Status as of (date) _____

Recommendation Number & Title	Planned Implement. Date	Estimated Financial Impact* (\$000)		Status
		Original	Revised	

* A = Annual; O = One-time; S = Savings; CA = Cost Avoidance; I = Income; C = Cost; FT = Funds Transfer