

1977

# Maine Management and Cost Survey Commission 1977 Update Report : Natural Resources Cabinet Committee

Kathryn R. Longley

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MAINE MANAGEMENT & COST SURVEY COMMISSION

1977 UPDATE REPORT

Natural Resources Cabinet Committee



STATE OF MAINE

OFFICE OF THE GOVERNOR

AUGUSTA, MAINE 04333

September 6, 1977

To: Members of the Cabinet Management Committee

I am writing to indicate my support for the current efforts of the Maine Management & Cost Survey Commission to provide for its sponsors an updated status report of the Commission's past recommendations, as well as to offer thinking as to whether or not this Commission should consider any further studies and/or projects, and if so how and when.

It is important to realize that this report will not be directed at the departments or agencies of State government, nor will it be an attempt to introduce or implement the past recommendations of the Commission. Rather, it represents a positive attempt to examine the accomplishments of the Commission's recommendations in light of what direction and involvement any future partnerships of this type with the business community if any should be considered.

Attached you will find a booklet entitled "Maine Management & Cost Survey 1977 Update Report" for your analysis and comments.

It has been divided into sections according to the departments, agencies and commissions under your Cabinet Committee and within each section the recommendations have been categorized according to their status when the December, 1974 Update Report was written. Beneath each recommendation listed, space has been provided to allow for your response to the questions pertaining to each respective category. Let me emphasize that the responses should be brief so as to prevent complicated explanation and lengthy detail which is both time-consuming for you and unnecessary for the report. Please keep in mind the Commission's prime objective in this report is to determine:

- (1) What was accomplished on the recommendations?
- (2) Whether what was not accomplished should be followed up?
- (3) How future efforts by the business community can be best utilized?

The Maine business community invested considerable sums of money and thousands of volunteer hours to help promote economy and effectiveness in government through the Maine Management & Cost Survey. An evaluation report of these efforts will undoubtedly be an important guide as to how the business community can best assist future Maine governors and legislators.

Once again, I want to thank you for your invaluable assistance and readiness to cooperate with this important effort. Should questions arise or future explanation become necessary, please contact Kathryn Longley (Ext. 3138) who has been retained by the Survey Commission as a consultant to coordinate this project.

Sincerely,

John G. Peters  
Special Asst. to the Governor

JGP:pmw  
Enc.

MAINE MANAGEMENT AND COST SURVEY COMMISSION

1977 UPDATE REPORT

NATURAL RESOURCES CABINET COMMITTEE

Kathryn M. Longley  
# 3138

MAINE MANAGEMENT AND C S T SURVEY COMMISSION

1977 UPDATE REPORT

NATURAL RESOURCES CABINET COMMITTEE

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THE OBJECTIVE OF THE 1977 MAINE MANAGEMENT AND CUST SURVEY "UPDATE REPORT" IS IN NO WAY TO REVIEW THE VARIOUS DEPARTMENTS, BUT RATHER TO TAKE AN IN-VENTORY ON THE FOLLOWING:

- A. WHAT HAS BEEN ACCOMPLISHED ON THE RECOMMENDATIONS MADE BY THE REPORT?
- B. WHETHER WHAT WAS NOT ACCOMPLISHED SHOULD BE FOLLOWED UP?
- C. HOW CAN FUTURE EFFORTS BY THE BUSINESS COMMUNITY BE BEST UTILIZED?



## OUTLINE FOR THE 1977 MAINE MANAGEMENT &amp; COST SURVEY UPDATE REPORT

PHASE 1: UPDATE THE STATUS REPORT OF DECEMBER, 1974

- I. Present the respective Cabinet Management Committee members with the status of the recommendations pertaining to their Cabinet Committees based on the December, 1974 update report. Separate listings will be made according to the following breakdown:
  - A. Recommendations that had been 'Implemented' by December, 1974.
  - B. Recommendations that were "In Process" at that time.
  - C. Recommendations that "Required Further Study" before any action was taken.
  - D. Recommendations that had been "Rejected."
  - E. Recommendations that had been deemed "Impossible to Implement."
  
- II. After receiving their respective lists of recommendations, the Cabinet Management Committee members will be given approximately eight weeks to review the recommendations and prepare responses to the following questions:
  - A. Of the recommendations "implemented", do you have any additional comments? If not, review for informational purposes only.
  - B. Of the recommendations "In Process," what is the present status? If not yet implemented, what is the targeted implementation date?
  - C. Of the recommendations "Requiring Further Study," what has been done/decided?
  - D. Of the recommendations "Rejected" or deemed "Impossible to Implement," explain 'why.' Also...
    1. Which recommendations, if any, should be followed up.
    2. Which recommendations should not be followed up.
  - E. What additional thoughts/suggestions do you have regarding any area of state government which you feel should be included in any additional studies?
  
- III. The Cabinet Management Committee members will receive the recommendations as their respective lists are completed so that the preparation of responses can begin as soon as possible. Listed below is the projected timetable for presenting the recommendation listings to the Cabinet Committees, as well as the estimated date for reviewing the prepared responses with the respective Committee.

## PROJECT TIMETABLE

### FINANCE & ADMINISTRATION COMMITTEE

Completion of recommendation listings: September 6, 1977.  
Review Date: October 24, 1977.

### EDUCATION COMMITTEE

Completion of recommendation listings: September 20, 1977.  
Review date: October 26, 1977.

### HUMAN SERVICES COMMITTEE

Completion of recommendation listings: September 28, 1977.  
Review date: November 16, 1977.

### TRANSPORTATION & COMMUNICATIONS COMMITTEE

Completion of recommendation listings: October 12, 1977.  
Review date: November 29, 1977.

### DEVELOPMENT COMMITTEE

Completion of recommendation listing: September 30, 1977.  
Review date: November 22, 1977.

### NATURAL RESOURCES COMMITTEE

Completion of recommendation listings: October 7, 1977.  
Review date: ~~November 30~~, 1977.  
*DECEMBER 7*

### NON-CABINET COMMITTEE AGENCIES

#### Executive Department

- a. Lists presented: October 14, 1977.
- b. Review date: December 2, 1977.

Secretary of State (appointment to review: December 5, 1977.)

Treasurer (appointment to review: December 6, 1977.)

Department of Audit (appointment to review: December 7, 1977.)

The agenda for the review meeting with each Cabinet Committee Coordinator will be as follows:

Review of recommendations and the responses to questions (See II).

Discussion of areas that may warrant additional study.

Recommendations for future involvement. Another in-depth study? Other Studies?

III.

STATUS OF THE MAINE MANAGEMENT & COST SURVEY RECOMMENDATIONS

BASED ON THE "FINAL STATUS REPORT" OF 1974

	Total	Rejected	Implemented	Study	In Process	Impossible
<u>FINANCE &amp; ADMINISTRATION</u>						
Finance & Administration	96	20	29	6	33	8
Personnel	17	8	4	-	4	1
Maine Municipal Bond Bank	2	-	1	-	-	1
Maine State Retirement Board	9	2	4	-	2	1
Printing/Duplicating	1	1	-	-	-	-
Telecommunications	1	-	-	-	1	-
Data Processing	6	1	1	-	4	1
State Liquor Commission	4	-	2	-	1	1
<u>EDUCATION</u>						
Education & Cultural Services	123	27	42	31	18	4
Public Education in Maine	3	3	-	-	-	-
Maine Maritime Academy	5	-	3	2	-	-
University of Maine	65	19	7	6	20	16
Historic Preservation	3	2	1	-	-	-
<u>HUMAN SERVICES</u>						
Human Services	62	-	28	4	21	3
Indian Affairs	1	-	-	-	1	-
Maine Health & Corrections	45	2	20	5	12	6
<u>TRANSPORTATION &amp; COMMUNICATIONS</u>						
Transportation	50	2	22	2	16	8
Defense & Veteran's Services	11	-	6	1	2	1
Public Utilities	7	5	1	-	1	-
Public Safety	36	3	27	3	4	1

Total	Rejected	Implemented	Study	In Process	Impossible
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DEVELOPMENT

Manpower Affairs	21	4	11	1	3	2
Industrial Accident Comm.	8	-	4	3	-	1
Industrial Building Authority	1	-	1	-	-	-
Commerce & Industry	16	8	7	-	1	-
State Planning Office	15	3	9	1	2	-
State Development						
Business Regulations:						
Banks & Banking	3	1	-	2	-	-
Insurance	5	3	2	-	-	-
Real Estate	5	1	4	-	-	-
Boxing	2	-	1	-	-	1
Harness Racing	1	1	-	-	-	-
Running Horse Racing	3	-	3	-	-	-
Land Damage Board	2	-	1	-	-	1

NATURAL RESOURCES

Conservation:						
Mining Bureau	2	-	-	-	2	-
Land Use Regulation Comm.	1	-	1	-	-	-
Parks & Recreation	4	-	2	1	1	-
Maine Recreation Authority	3	-	2	-	1	-
Forestry	10	1	1	2	6	-
Environmental Protection	22	-	9	5	5	3
Inland Fisheries & Wildlife	14	1	5	1	6	1
Marine Resources	9	-	7	1	1	-
Agriculture	3	-	-	-	3	-
Pesticides Control	1	-	1	-	-	-

EXECUTIVE DEPARTMENT

Executive Office	17	8	7	-	2	-
Law Enforcement Planning	3	-	2	1	-	-

Department of Conservation

NATURAL RESOURCES COMMITTEE

PAGE 1

Department of Conservation

Due to the number of organizational units comprising the Department of Conservation, this section has been divided into the following sub-section:

Maine Mining Bureau  
Land Use Regulation Commission  
Bureau of Parks and Recreation  
Bureau of Forestry

The Recommendations pertaining to these 'sub-sections' have been categorized according to the following breakdown:

- A. Recommendations 'IMPLEMENTED' by December of 1974.
- B. Recommendations 'IN PROCESS' of being implemented at that time.
- C. Recommendations 'REQUIRING STUDY' prior to any action.
- D. Recommendations 'REJECTED' by either the Department or the Legislature.
- E. Recommendations 'IMPOSSIBLE' to implement due to legal and/or feasibility problems.

A sample page explaining the format being used has been included prior to each list of Recommendations. Please note the questions being asked under the 'comments' column. Beneath each recommendation space has been provided for your responses or other comments that you might have. Should there be any questions and/or problems regarding the following recommendations, please do not hesitate to call Kathryn Longley at extension #3138.

Maine Mining Bureau

## NATURAL RESOURCES COMMITTEE

## Mining Bureau

## RECOMMENDATIONS "IN PROCESS"

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Has the recommendation been completely implemented? If not, what is the current status? Were the projected savings realized? Other comments?)

Recommendations listed in this column were 'in the process of being implemented' when the 1974 Update Report was written.

This is the \$ saving figure expected by the Survey Commission when the report was written. Should the Dept have believed another figure was more accurate, it will appear under 'Comments.'

The remarks in type reflect the status and/or Comments appearing in the 1974 Update Report. In addition to the remarks provided, please add your comments on the above questions.

Code:

AI- Annual Income  
AS- Annual Savings  
AC- Annual Cost  
OC- One time Cost  
T - Transfer



## RECOMMENDATIONS 'IN PROCESS'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)

2. Place Mining funds in the general fund. \$7,000 AT  
(Legislative) (federal)\$68,600 OT

LD2406, as enacted in PL 1974, C. 744 does not transfer balances to the general fund but requires such balances be annually reported.

RECOMMENDATIONS 'REJECTED'

The recommendations listed below were rejected for various reasons by the Departments or by the Legislature.

COMMENTS: (In addition to the remarks provided, please add your opinions of these recommendations. Also, please respond to the following: Why were they rejected? Should there be any follow-up? Are there future possibilities for these?)

The comments and/or explanations appearing in this column are based on the remarks appearing in the 1974 Update Report. In some cases, these remarks are now obsolete and may require updating. Please make the necessary corrections as well as responding to the above questions.

## RECOMMENDATIONS 'REJECTED'

COMMENTS: (In addition to the remarks provided, please add your opinions of these recommendations. Also, please respond to the following: Why were they rejected? Should there be any follow-up? Are there future possibilities for these?)

1. Transfer Maine Mining Bureau functions to the State Geologist. (Legislative)

LD2399 referred to the 107th. Bureau has been placed in the Department of Conservation. LD2399 would abolish the Bureau and place responsibility in the Director of the Bureau of Geology.

LURC

Land Use Regulation Commission

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

Recommendations will be listed in this column with the corresponding recommendation number as appears in the Maine Management & Cost Survey Report.

This is the \$ figure expected by the Survey when the report was presented. Should the Dept. provide a different estimate, it will appear under 'Comments.'

The remarks appearing in this column are based on those from the 1974 Update Report. Unless there are necessary corrections or comments that are warranted review for informational purposes only.

Code used:

AA-Annual Avoidance  
AI-Annual Income  
AS-Annual Savings  
AC- Annual Cost  
O-One time  
T-Transfer

Land Use Regulation Commission

RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS:

1. Abolish this Commission and transfer functions, funds, and staff to the Department of Environmental Protection. (Legislative)

\$18,700 AS

The Regular Session of the 106th placed LURC in the Department of Conservation. No savings realized.

## Parks and Recreation

Bureau of Parks & Recreation

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

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## NATURAL RESOURCES COMMITTEE

## Bureau of Parks &amp; Recreation

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

2. Reorganize the navigational aids marking system. (Executive)

\$34,000 AA  
\$ 8,000 OA

Number being reduced by approximately 50%. Savings are dedicated and will be used to complete the expansion of the program to additional areas.

3. Establish a course in public relations techniques for field personnel. (Executive)

-

Training sessions are held and will be expanded to cover summer employees each year.

NATURAL RESOURCES COMMITTEE

Bureau of Parks & Recreation

RECOMMENDATIONS "IN PROCESS"

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Has the recommendation been completely implemented? If not, what is the current status? Were the projected savings realized? Other comments?)

Recommendations listed in this column were 'in the process of being implemented' when the 1974 Update Report was written.

This is the \$ saving figure expected by the Survey Commission when the report was written. Should the Dept have believed another figure was more accurate, it will appear under 'Comments.'

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## NATURAL RESOURCES COMMITTEE

Bureau of Parks & Recreation

## RECOMMENDATIONS 'IN PROCESS'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)

1. Institute a work measurement study of administrative personnel. (Executive)

\$3,800 AA  
\$5,000 OC

Bureau merged into the Department of Conservation, and their procedures have been adopted. Neither cost nor avoidance savings were realized.

Bureau of Parks & Recreation

## RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

The Recommendations listed in this column were classified as "Requiring Further Study" before any action would be taken toward their implementation.

This represents the \$ savings expected by the Survey when the recommendation was presented.

The typed comments are based on those remarks appearing in the 1974 Update report. Please add the necessary corrections/changes, as well as responding to the above questions.

Code:

AI- Annual Income  
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AC- Annual Cost  
O One-time

Bureau of Parks & Recreation

## RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

4. Assign inspection of passenger tramways to an engineering technician. (Executive)

-

Bureau is conducting a study to see how personnel can be used more efficiently. However, Maine subscribes to the American standards for passenger Tramway Safety, which requires licensed inspectors. The full cost of such inspections is charged to the owner of facilities inspected.

Bureau of Forestry

Forestry

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

Recommendations will be listed in this column with the corresponding recommendation number as appears in the Maine Management & Cost Survey Report.

This is the \$ figure expected by the Survey when the report was presented. Should the Dept. provide a different estimate, it will appear under 'Comments.'

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Forestry

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RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS:

2. Implemented a training for the application of modern management techniques. (Executive)

-

Working with the U.S. Forest Service.



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 Forestry
 

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## RECOMMENDATIONS "IN PROCESS"

 \$ SAVINGS EXPECTED  
 BY MM&CS

COMMENTS: (Has the recommendation been completely implemented? If not, what is the current status? Were the projected savings realized? Other comments?)

Recommendations listed in this column were 'in the process of being implemented' when the 1974 Update Report was written.

This is the \$ saving figure expected by the Survey Commission when the report was written. Should the Dept have believed another figure was more accurate, it will appear under 'Comments.'

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RECOMMENDATIONS 'IN PROCESS'	\$ SAVINGS EXPECTED BY MM&CS
1. Establish priorities & define responsibilities of supervisory personnel. (Executive)	-
3. Develop & implement work standards & quantitative reports for field personnel. (Executive)	-
6. Initiate a mechanized inventory & accountability system. (Executive)	-
7. Revise the method of taking physical inventories & provide classification of items & exemption reporting. (Executive)	-

COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)

This is an on-going project. A final draft of authority & responsibility of the regional & division directors is being prepared.

Are proceeding in conjunction with #1. Weekly reports have been revised & training sessions are in process.

A statewide system is being developed and the U.S. Forest Service is being consulted.

A statewide system is being developed.

RECOMMENDATIONS 'IN PROCESS'	\$ SAVINGS EXPECTED BY MM&CS	COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)
8. Change the requirement of physical plant & cyclical equipment inventory from annual to bi-annual. (Executive)	\$38,000 AS	A statewide system is being developed. Savings estimate accepted tentatively pending determination.
9. Implement a records management system. (Executive)	-	A complete records management system is in the process of being developed.

Forestry

## RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

The Recommendations listed in this column were classified as "Requiring Further Study" before any action would be taken toward their implementation.

This represents the \$ savings expected by the Survey when the recommendation was presented.

The typed comments are based on those remarks appearing in the 1974 Update report. Please add the necessary corrections/changes, as well as responding to the above questions.

Code:

AI- Annual Income  
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O One-time

## Forestry

## RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

- |  |   |  |
|--|---|--|
| 4. Initiate a study to determine if highly mobile strike forces could be used more effectively to suppress fires. (Executive)              | - | A study is being undertaken by selected rangers under the direction of the Fire Division Director.   |
| 5. Combine programs & funding of the old Maine Forest District with that of Forest Fire Control - Organized Towns. (Legislative/Executive) | - | Has been referred to the 107th Legislature. An appropriation would be necessary to offset losses from 54 municipalities in the unorganized areas of the M.F.D.                                     |
| 10. Initiate a mechanized system to maintain personnel information & produce various outputs. (Executive)                                  | - | Currently consulting with the Central Computer Services & the Personnel Department concerning a possible statewide system. Will adopt the Department of Conservation procedures as an alternative. |

Environmental Protection Agency

Environmental Protection Agency

The Recommendations pertaining to this section have been categorized according to the following breakdown:

- A. Recommendations 'IMPLEMENTED' by December of 1974.
- B. Recommendations 'IN PROCESS' of being implemented at that time.
- C. Recommendations 'REQUIRING STUDY' prior to taking any action.
- D. Recommendations 'REJECTED' by the Department or the Legislature.
- E. Recommendations 'IMPOSSIBLE' to implement due to legal and/or feasibility problems.

Prior to listing the Recommendations within each category, a sample page has been provided to explain the format being used. Please note the questions being asked under 'Comments.' Beneath each recommendation, space has been provided for your responses as well as for any additional remarks that you might have.

Should there be any question and/or problems regarding the following recommendations, please do not hesitate to contact Kathryn Longley at extension #3138.

Thank you.



Environmental Protection Agency

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

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Environmental Protection Agency

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

- |  |             |  |
|--|-------------|--|
| 5. Limit new positions to the technician & clerical levels for the next biennium, & increase supervisory span. (Executive) | \$80,000 AA | Implemented to the extent possible; however, MM&CS is unable to substantiate the basis of savings estimates & the Department foresees no cost avoidance.   |
| 6. Establish guidelines for issuance of licenses & permits directly by the staff. (Executive)                              | -           | The Board has approved categories of permits which may be tentatively approved by the staff & its decision briefly reviewed by the Board. The Dept. will promulgate the rules upon Board approval. |
| 7. Create one Environmental Protection license & merge Permit & Certification functions. (Executive)                       | -           | Completed to the extent possible. Projects requiring multi-approvals are now processed simultaneously.   |
| 8. Institute definite departmental objectives & assign priorities. (Executive)   | -           | This has been implemented & it's an on-going function.   |

Environmental Protection Agency

RECOMMENDATIONS 'IMPLEMENTED'	\$ SAVINGS EXPECTED BY MM&CS	COMMENTS:
9. Establish a consistent & equitable policy of fees for licenses, permits, certificates, & other documents. (Legislative)	-	Implemented in P.L. 1974, Chapter 712.
11. Limit purchases to priority needs. (Executive)	-	A new system with justification of capital expenditures was developed & is being refined.
17. Set up definite reporting channels & assign responsibilities within Air Quality Control. (Executive)	-	Regional coordinators have been designated & appropriate duty responsibilities have been developed.
18. Assign projects for Air Quality Control when normal duties permit such work. (Executive)	-	Formal priorities have been designated.
22. Install a standard filing system & eliminate all duplicate files within the office of administrative services. (Executive)	-	Completed with regard to Personnel files. Will be implemented further in new planned office space.

Environmental Protection Agency

## RECOMMENDATIONS "IN PROCESS"

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Has the recommendation been completely implemented? If not, what is the current status? Were the projected savings realized? Other comments?)

Recommendations listed in this column were 'in the process of being implemented' when the 1974 Update Report was written.

This is the \$ saving figure expected by the Survey Commission when the report was written. Should the Dept have believed another figure was more accurate, it will appear under 'Comments.'

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NATURAL RESOURCES COMMITTEE  
Environmental Protection Agency

RECOMMENDATIONS 'IN PROCESS'	\$ SAVINGS EXPECTED BY MM&CS	COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)
2. Organize a pool of technicians & lower-echelon scientists. (Executive)	-	Although this specifically was deemed impractical, alternate action has been taken. Responsibilities have been reorganized and a training program in in process.
3. Cross-train field personnel so they can investigate & explain various laws. (Executive)	\$7,600AA	Training porgram is in process. No savings in FY74-75, but long-range savings are anticipated. Currently savings estimate is indeterminate pending final determination.
10. Provide adequate office space to house Augusta-based personnel under one roof. (Executive)	\$30,000AC \$450,000 OC	In process of implementation. Contract for renovation of new building entered into by BPI.
13. Manage inventories more efficiently. (Executive)	-	One person reassigned to manage new inventory control system beginning FY 75.
19. Assign the quantifying & recording of strip chart data to clerk-typists. (Executive)	\$6,300AS	A computer compatible system will be implemented as feasible Savings are pending that conversion.

Environmental Protection Agency

RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

The Recommendations listed in this column were classified as "Requiring Further Study" before any action would be taken toward their implementation.

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Environmental Protection Agency

## RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

- |     |   |                           |   |
|-----|---|---------------------------|---|
| 1.  | Establish a clerical pool for secretarial needs in Augusta. (Executive)   | -                         | Feasibility study in process to determine whether such a pool can meet the diverse needs of the several bureaus.  |
| 4.  | Install a work measurement program in the clerical and technical pools. (Executive)                               | \$62,100AA<br>\$ 4,200 OC | Dependent upon #1 & #2. Funds are being sought to engage consultant services which must precede cost & savings estimates. Interrelated to recommendation #7 under Executive Branch. |
| 14. | Establish a standardized filing system & eliminate duplicative files. (Executive)                                 | -                         | \$1,000 cost for consultant services for system to be implemented in the new planned facilities.  |
| 15. | Establish a central accounting system within the Office of Administrative Services. (Executive)                   | -                         | A proto type system will be phased in beginning July, 1974. May be implemented on departmental basis when perfected.  |
| 16. | Obtain reliable payroll & personnel service records & eliminate keeping them on a departmental basis. (Executive) | -                         | Must await computerization of Personnel Department, as well as the effect of collective bargaining on personnel operations.   |

Environmental Protection Agency

RECOMMENDATIONS DEEMED 'IMPOSSIBLE'

The Recommendations listed in this category were marked 'Not to be Implemented' due to legal and/or feasibility reasons.

COMMENTS: (In addition to the remarks provided, please add your opinion of these recommendations. Also, are the remarks provided accurate? Should there be any follow up on any of these recommendations?)

The reasoning behind the recommendations being categorized as 'Impossible' is explained here, based on the remarks in the 1974 Update Report. These explanations may not fully explain, or even justify the 'impossibility' tag attached to the recommendation; however, we are seeking any corrections and/or updating that may be necessary. Please add the needed changes and corrections as well as responding to the above questions.



RECOMMENDATIONS DEEMED 'IMPOSSIBLE'

12. Sell microfilm & microfilm equipment. (Executive)

20. Eliminate the two chemist positions in Air Quality Control. (Executive)

21. Do not fill the planned addition of a chemist for Air Quality Control. (Executive)

URCES COMMITTEE

Protection Agency

COMMENTS: (In addition to the remarks provided, please add your opinion of these recommendations. Also, are the remarks provided accurate? Should there be any follow up on any of these recommendatio

Equipment was federally purchased. Greater future use is planned to save space in planned facilities.

These positions are part of a federally approved program and continued approval is assured. Also, they are necessary to the credibility of test results.

This position was filled after consultation with the Department of Personnel. Related to #20.

## Inland Fisheries and Wildlife

Inland Fisheries and Wildlife

The Recommendations pertaining to this section have been categorized according to the following breakdown:

- A. Recommendations 'IMPLEMENTED' by December of 1974.
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Should there be any question and/or problems regarding the following recommendations, please do not hesitate to contact Kathryn Longley at extension #3138.

Thank you.

Inland Fisheries and Wildlife

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

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T-Transfer

Inland Fisheries and Wildlife

RECOMMENDATIONS 'IMPLEMENTED'	\$ SAVINGS EXPECTED BY MM&CS	COMMENTS:
5. Centralize departmental purchasing, distribution & control of expendable items. (Executive)	-	The Warden Service storehouse has been renovated and one clerk reassigned to it.
6. Eliminate filing copies of Resident Hunting & Fishing licenses. (Executive)	\$14,300 AS	One clerk reassigned under 005 & one vacancy not filled. Savings estimated at \$5,700.
7. Establish a licensing & registration division to assume licensing responsibilities for watercraft & snowmobiles. (Executive)	\$12,600 AS \$15,300 AA	P.L. 1974, Chapter 734. Because of broader federal requirements, manpower needs are unknown & savings are indeterminate. Estimates accepted pending final determination.
11. Eliminate the Atlantic Sea Run Salmon Commission & incorporate its responsibilities into the Dept. of Inland Fisheries & Wildlife. (Legislative)	-	P.L. 1974, Chapter 697.
14. Develop & implement a system of work standards & quantitative reports for field personnel. (Executive)	-	Implementation date: July 1, 1974.

Inland Fisheries and Wildlife

## RECOMMENDATIONS "IN PROCESS"

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Has the recommendation been completely implemented? If not, what is the current status? Were the projected savings realized? Other comments?)

Recommendations listed in this column were 'in the process of being implemented' when the 1974 Update Report was written.

This is the \$ saving figure expected by the Survey Commission when the report was written. Should the Dept have believed another figure was more accurate, it will appear under 'Comments.'

The remarks in type reflect the status and/or Comments appearing in the 1974 Update Report. In addition to the remarks provided, please add your comments on the above questions.

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Inland Fisheries and Wildlife

RECOMMENDATIONS 'IN PROCESS'	\$ SAVINGS EXPECTED BY MM&CS	COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)
1. Initiate mechanized inventory accounting for capital equipment & property records. (Executive)	-	A new inventory system is being developed. Once perfected, it will be implemented statewide by BPI regulations.
2. Revise the method of taking physical inventory to provide exception reporting. (Executive)	-	New inventory regulations being developed by BPI.
3. Change the requirement of physical plant & equipment inventory from annual to biennial. (Executive)	\$43,400 AS	The new inventory regulations being developed by BPI Savings are indeterminate but substantial. Estimate accepted pending final determination.
4. Establish a central accounting system to replace manual bookkeeping. (Executive)	\$6,400 AS	Proto-type system will be phased in beginning July 1, 1974. Estimate accepted pending final determination.



Inland Fisheries and Wildlife

RECOMMENDATIONS 'IN PROCESS'	\$ SAVINGS EXPECTED BY MM&CS	COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)
8. Initiate a study to provide a mechanized license & registration system for applications, renewals, revenue accounting, sampling & reports. (Executive)	-	LD2376, Files, Rule 17-A. The Survey estimated one-time cost of \$100,000 with annual cost of \$42,000. The appropriation request was denied. Recommendation still under study by the Department.
9. Modify hunting & fishing licensing methods to include mailing renewal applications. (Executive)	\$112,500 AS	LD2376, Files, Rule 17-A. Dependent on #8. Alternatives still under study by the Dept. to find desirable system & possible funding.

Inland Fisheries and Wildlife

## RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

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Inland Fisheries and Wildlife

## RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

13. Initiate a study to determine if the state should discontinue the raising and stocking of pheasants. (Executive)

\$75,800 AS  
\$160,000 OI

Study of pheasant program to be completed in January of 1975.

RECOMMENDATIONS 'REJECTED'

The recommendations listed below were rejected for various reasons by the Departments or by the Legislature.

COMMENTS: (In addition to the remarks provided, please add your opinions of these recommendations. Also, please respond to the following: Why were they rejected? Should there be any follow-up? Are there future possibilities for these?)

The comments and/or explanations appearing in this column are based on the remarks appearing in the 1974 Update Report. In some cases, these remarks are now obsolete and may require updating. Please make the necessary corrections as well as responding to the above questions.

Inland Fisheries and Wildlife

RECOMMENDATIONS 'REJECTED'

COMMENTS: (In addition to the remarks provided, please add your opinions of these recommendations. Also, please respond to the following: Why were they rejected? Should there be any follow-up? Are there future possibilities for these?)

10. Initiate issuance of non-resident marine sports fishing licenses. (Legislative)

LD2342, Files, Rule 17-A. Was defeated by unanimous committee action.

Inland Fisheries and Wildlife

## RECOMMENDATIONS DEEMED 'IMPOSSIBLE'

The Recommendations listed in this category were marked 'Not to be Implemented' due to legal and/or feasibility reasons.

COMMENTS: (In addition to the remarks provided, please add your opinion of these recommendations. Also, are the remarks provided accurate? Should there be any follow up on any of these recommendations?)

The reasoning behind the recommendations being categorized as 'Impossible' is explained here, based on the remarks in the 1974 Update Report. These explanations may not fully explain, or even justify the 'impossibility' tag attached to the recommendation; however, we are seeking any corrections and/or updating that may be necessary. Please add the needed changes and corrections as well as responding to the above questions.

Inland Fisheries and Wildlife

RECOMMENDATIONS DEEMED 'IMPOSSIBLE'

COMMENTS: (In addition to the remarks provided, please add your opinion of these recommendations. Also, are the remarks provided accurate? Should there be any follow up on any of these recommendations?)

12. Close the fish-producing facilities at Deblois and Phillips and transfer responsibilities to Enfield. (Executive)

Additional facilities at Enfield would cost approximately \$500,000. From experience, only 8% of book value is realized from the sale of remote hatcheries.

## Marine Resources



NATURAL RESOURCES COMMITTEE

PAGE 43

Department of Marine Resources

The Recommendations pertaining to this section have been categorized according to the following breakdown:

- A. Recommendations 'IMPLEMENTED' by December of 1974.
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Should there be any question and/or problems regarding the following recommendations, please do not hesitate to contact Kathryn Longley at extension #3138.

Thank you.

Department of Marine Resources

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

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RECOMMENDATIONS 'IMPLEMENTED'	\$ SAVINGS EXPECTED BY MM&CS	COMMENTS:
1. Empower the Deputy Commissioner with authority for operation of the Dept. (Executive)	-	Survey believed that the Commissioner should direct his attention toward overall policy matters while the Deputy administer these policies and goals.
2. Institute a work measurement study program for administrative personnel. (Executive)	\$5,000 AS	Continuous appraisal & position requirements are conducted. No savings realized.
3. Establish an initial & continuing training program for coastal wardens. (Executive)	-	A formal eight week course was begun in 1973. It will be continued and improved.
4. Redefine the responsibilities of the Director of Marine Research. (Executive)	-	Responsibilities, according to the Survey, should be changed to enable him to concentrate his full time efforts on administrative functions.
5. Integrate the Marine Fisheries Extension Service into marketing and promotion. (Executive)	-	The Divisions overlap but are not identical. Their activities are now coordinated very closely.

## NATURAL RESOURCES COMMITTEE

Department of Marine Resources

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

- | RECOMMENDATIONS 'IMPLEMENTED'  | \$ SAVINGS EXPECTED<br>BY MM&CS | COMMENTS:   |
|--|---------------------------------|---|
| 6. Establish an interdivisional director's committee to improve communications.<br>(Executive) | -                               | Meetings occur as schedules permit; however, the goal is to meet on a regular schedule. Improved communications are in process & will continue to be developed. |
| 9. Delay filling seven positions in the Marine Research Division.                              | \$73,500 OA                     | These positions are mandated by statutory requirements, but denied in Part II Budget request. They will be requested again in the future.                       |

## NATURAL RESOURCE COMMITTEE

Department of Marine Resources

## RECOMMENDATIONS "IN PROCESS"

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Has the recommendation been completely implemented? If not, what is the current status? Were the projected savings realized? Other comments?)

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NATURAL RESOURCES COMMITTEE  
Department of Marine Resources

## RECOMMENDATIONS 'IN PROCESS'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)

8. Obtain central accounting services to allow this Department to eliminate duplicate books. (Executive)

\$13,200 AS

Proto-type system will be phased in beginning July 1, 1974. Savings estimated at \$700 annually.

NATURAL RESOURCES COMMITTEE

PAGE 49

Department of Marine Resources

RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

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NATURAL RESOURCES COMMITTEE

PAGE 50

Department of Marine Resources

RECOMMENDATIONS 'REQUIRING STUDY'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (What has been done/decided with regard to these recommendations? Any costs/savings realized? Other comments?)

7. Consolidate personnel and payroll record keeping functions on a staffwide basis.  
(Executive)

-

Consulting with Personnel Department. Dept. found that these records are utilized frequently and that their absence might increase necessary staff time.



Agriculture

Department of Agriculture \*\*

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Should there be any question and/or problems regarding the following recommendations, please do not hesitate to contact Kathryn Longley at extension #3138.

Thank you.

\*\* PLEASE NOTE: Since the Board of Pesticides Control is under the supervision of the Department of Agriculture, the Recommendations pertaining to the Board will be listed directly behind those pertaining to the Department as a whole.

Department of Agriculture

RECOMMENDATIONS "IN PROCESS"

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Has the recommendation been completely implemented? If not, what is the current status? Were the projected savings realized? Other comments?)

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## RECOMMENDATIONS 'IN PROCESS'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS: (Was the recommendation completely implemented yet? If not, what is the current status? Were the projected savings/income realized? Other comments?)

- |  |             |  |
|--|-------------|--|
| 1. Establish a car pool in Augusta.<br>(Executive)                           | \$50,000 AS | Agency has purchased five vehicles. Savings are calculated at 2.8 ¢ per mile for 20,000 miles per year per car, or \$2,800 annual savings. Request for five additional vehicles are included in the proposed budget for FY 1976. |
| 2. Reduce salary & vehicle costs by maintaining closer controls. (Executive) | \$37,800 AS | Established an advance travel report system. Survey savings estimate accepted pending final determination by the agency.   |
| 3. Provide financial analysis by program.<br>(Executive)                     | -           | Department participated in a pilot program. PPBS being implemented by all agencies.  |

Board of Pesticides Control

Pesticides Control

## RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

## COMMENTS:

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Pesticides Control

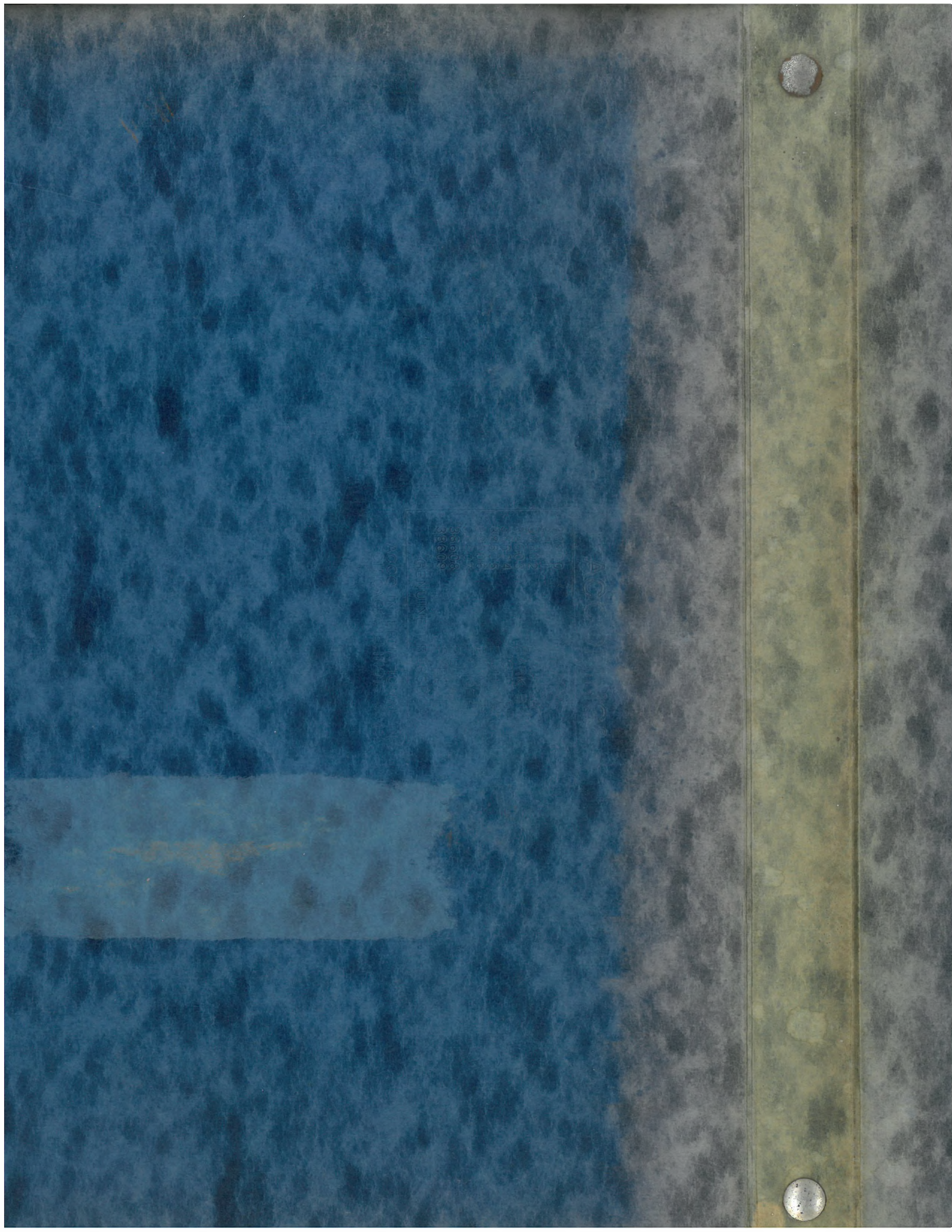
RECOMMENDATIONS 'IMPLEMENTED'

\$ SAVINGS EXPECTED  
BY MM&CS

COMMENTS:

1. Eliminate the Board. (Legislative)

Board has not been abolished; however, it has been reorganized by the Legislature into the Department of Agriculture meeting the objectives of the report.



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