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would impose additional hardship on local government budgets. Our plan keeps the pressure off property taxes. In preparation for the need to cut budgets in the next biennium, I asked state agencies, last June, to develop strategic budget plans. Through these plans, I have been able to understand more clearly those agencies' goals, priorities and the choices they would make with less money. My intention to use these plans in guiding my prep...my intention was to use these plans in guiding my preparations for the fiscal year '93-95 budget, but, given the circumstances leading to this special session, those plans have become useful sooner than anticipated. Many of the selective cuts have been based on each agency's strategic budget plan. Based on these plans, I am proposing an additional \$9.4 million in cuts affecting most agencies. Your approval of these strategic cuts will allow agencies to implement portions of their plans throughout the remainder of this year and through the next biennium, and we're reviewing additional strategic cuts for the 1993 session. Belt tightening starts at home, and the Governor's office will lead the way in making these strategic cuts. The remaining parts of my proposal are Cash Fund lapses totaling more than \$26 million over the next three years, and the merger of two agencies, the Department of Personnel and the Office of Risk Manager into the Department of Administrative Services. DAS is a service agency providing computer support, telephone service, accounting, purchasing and many other functions on behalf of state government. It only makes sense, to me, to include two other service functions, personnel and risk management, under the DAS umbrella. Immediate cost savings may not be substantial, but the merging of administration of these functions will, over the long term, improve efficiency and save money. And I will be looking for more opportunities to improve efficiency to be considered during the 1993 session. I will also push for greater management efficiencies within state agencies. Agency directors have been ordered to closely review and monitor their agency's hiring and travel. Agency directors signed on to manage, and I expect them to manage. In return, I pledge to assist and support them in their efforts to bring about greater efficiency to state government. The time to begin is now. We're fortunate not to be in the extreme position of states like California, where I.O.U.'s have become necessary simply to keep the state operating. We have the opportunity, if we start now, to take the necessary steps with the least amount of pain. And there will be pain. Cutting budgets is not easy, but state government has a tendency to add more cars to the train than the locomotive is able to pull. It's time to take