



July 9, 2010

Mary Anne Turowski
MSEA-SEIU
P.O. Box 1072
65 State Street
Augusta, ME 04332-1072

Dear Ms. Turowski:

Thank you for your recent letter inviting me to be considered for the MSEA-SEIU endorsement in the race for governor and requesting that I complete the associated questionnaire.

While I support the efforts of state employees and aggressively will seek their votes, it would be naïve of me to think that I could win the endorsement of the union itself. We both know that the MSEA-SEIU endorsement has been reserved for Libby Mitchell since June 8 and that she has worked for decades in Augusta on behalf of the union to earn it. Therefore, I am respectfully declining your offer to complete your questionnaire,

However, I would like to take this opportunity to share with you some thoughts on the importance of state employees and the challenges that we will face together when I am governor, and I hope that you will share this letter with your members.

As Maine's next governor, I intend to lead the reform of state government. As I said in my remarks to the MSEA-SEIU leadership in Rockport last fall, many people throughout Maine believe that state government is too remote, too big, too unfriendly, leaderless and just plain broken.

They think that Maine citizens pay for too many things that we don't need or can't afford, that we pay too much to deliver what we do need, and that customer service from state employees isn't always as good as it should be. They want us to fix that.

I want to work in partnership with state employees. That will be the best way to make the changes we need to make. We need to get Maine people back to work, raise income levels and restore our tax base. We need to focus on strategies that will make a difference everywhere in Maine.

The most important change that we need to make is to reduce the costs of living and doing business in Maine, so that we can make the most of our competitive advantages. We need to lower the cost of electricity, the cost of healthcare, and the cost of public services. We must make state government more efficient and more innovative. And we must rebuild the trust and confidence of Maine citizens in their state government.

As we work our way through years of difficult budgets, please know this: I will not resort to furloughs and across the board workforce and budget cutbacks. I will make tough decisions to eliminate the lowest-priority programs and activities, while building strength and competence in higher-priority areas.

Further, I will seek out the advice of state employees and involve you in decision-making, because I know that most state employees work hard, take their public service seriously and want to contribute their efforts and ideas to the cause of reform.

I need new ideas from state employees. I need their expertise to determine what laws need to be changed because they are contributing to our problems, rather than helping to solve them. If there are rules we should get rid of because they don't work, I want to know that. If there are better ways to do what we need to do to serve Maine people, I want to hear about them.

Finally, I will help you change the perception -- one that is commonplace in Maine -- that state employees put up unnecessary barriers to growth, instead of helping Maine businesses and our economy grow.

We need to change that perception. We need to work on the *customer service* part of *public service*. I want every state employee to be proud of what they do and to be respected and admired by the people they serve. But first, we need to make fundamental changes in how we deliver state services and how we spend hard-earned tax dollars. We need to focus on efficiency, performance, customer service and accountability.

In exchange, my promise to state employees is that I will provide strong, honest, and ethical leadership. I will appoint department heads and managers based on their experience and competence, not their political connections. I will challenge state employees to come up with new ideas and ways to deliver services more efficiently and effectively. I will empower them to do what is right, and I will find a way to reward them.

Dirigo is our state motto. As you know, it means, *I Lead*. I want *Dirigo* to mean something again in the Blaine House and throughout state government. The theme for my campaign is Maine *Can Work*, and I hope state employees will join me in fulfilling that promise every day.

While I know that the leadership of the MSEA-SEIU likely will march in lockstep with the Democratic Party nominee, I hope that rank and file members will take a good, hard look at all the candidates this year. If they do, I believe that they will find in me a candidate who will listen, who will lead, and who will engage them as partners in creating a bright new future for our state.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eliot Cutler', with a long horizontal flourish extending to the right.

Eliot Cutler

CC: Bruce L. Hodsdon, President
Christopher G. Quint, Executive Director