

Budget, as well as the requirement of his approval for intradepartment fund transfers, gives him adequate power to control departmental spending. To the extent that policy depends on spending allowances, he has thus controlled policy. However, the Governor is a firm believer in the autonomy of those boards that are supposed to be autonomous. Where he has found grounds for serious disagreement with impending decisions, he has sought to convince, rather than to dictate. Board members, as a rule, are aware of the Governor's vantage point for the viewing of all problems from the standpoint of general public interest and in relation to the needs and problems of other State Departments. His expressed views, therefore, usually are convincing. Quite frequently, Board members seek his advice before acting on important matters of policy.

Question: How frequently does the Governor confer with board members and the department director? On what types of problems?

Answer: Varies considerably according to circumstances. During economic recession, for example, he conferred every week or sometimes twice a week, with the Director of the Department of Employment Security, or with the Chairman of the Board, and with the Director of the Department of Public Welfare; during controversies with Commonwealth of Virginia on common fisheries, conferred several times a week with the Director of the Department of Tidewater Fisheries, who also is Chairman of the Tidewater Fisheries Commission. He confers at least once a year with the entire Planning Commission on the Capital Improvements Program, and frequently during the year with the Chairman. These are but examples. He meets with other boards and commissions wherever the need is indicated.

Question: Does the Governor oversee and coordinate board activities through one or more members of his staff?

Answer: Yes, monthly reports are received by this office and distributed among staff members who call the Governor's attention to items on which he might wish to confer with the Board or Department head.

Question: Does the Governor sometimes attend board meetings? How frequently and which?

Answer: Yes. Frequency varies, as indicated in Question 2. Meets with Roads Commission on important projects.

Question: With respect to legislative proposals affecting a particular department, does the Governor confer directly or indirectly with the board before submitting them? Does he sometimes make proposals over the objection of the board majority?