

He is, by dint of necessity, a political leader, for politics and government are inseparable—are indeed a part of the same social process.

Let us examine these categories of duties a little more closely. As I have said, as the highest administrative authority, it is the governor's responsibility to see that all State agencies operate properly—from huge departments like roads and welfare which spend many millions of dollars a year to tiny ones with no more than two or three employees. For the most part, this involves no more than a broad supervision of operations, but in some circumstances it can mean giving directions in considerable detail. To a great many people, the government is the governor, and if something goes wrong in it they look to him to straighten it out. I recall once, during the early part of my term, that a woman called me in the middle of the night to complain that the water supply to her home had been cut off. She wanted to know what I, as Governor, was going to do about it.

Under the heading of administrative obligations comes a vast appointive authority. The selection of personnel to head departments and to carry out governmental programs is one of the most important, and also one of the most difficult, of the problems a governor faces. Appointments of public officials also can be exasperating, for there are always a dozen or so applicants for every job, each of whom has his own ardent following ready to compete fiercely for the position. You recall it was the French king, Louis XIV, who said that for every job he filled he made ninety-nine enemies and one ingrate.

As far as the written law is concerned, the legislative authority of a governor of Maryland is severely limited. He may exercise the power of veto—that is to say, nullify laws passed by the General Assembly which remain invalid unless they are subsequently reindorsed by three-fifths of the members of both Houses of the Assembly. He may under the Constitution—and in fact does—report to the Legislature on conditions of the state and make recommendations as to laws which are needed for its operation. He must every year submit for the approval of the General Assembly a State budget—his detailed plan for funds to be allocated for all governmental services and functions, together with a proposal for raising the money to finance them. I will say more about this budget responsibility a little later. In practice, the legislative responsibility and legislative power of a governor of Maryland is great.

He has, as we have seen, the ultimate responsibility for designing and programming the State government—for determining what services are to be provided for the people, the amount and extent of such services,