

parties, to study and propose how to better organize the administrative apparatus of our State government. It shall be titled the Commission for the Modernization of the Executive Branch of the Maryland Government. I also request that the Legislature, at its current session, appropriate \$50,000 for the Commission to conduct its inquiry and prepare conclusion for submission to the next Governor not later than February 1, 1967. Members of the Commission will serve without compensation, but the importance, promptness and technical nature of the inquiry require an expert staff headed by an executive director with significant experience in state government. Outside consultants may also be required, such as were used by several of the previous independent studies of the State's administrative arm of government. I am asking all departments, agencies and commissions of the executive branch, including appointive, elective and quasi-judicial offices, to cooperate with the Commission through its designated chairman. The Commission will be free to make a comprehensive study, without limitation, of the organization and operation of the administrative departments, boards, commissions and other activities, and submit recommendations for their improvement to the next Governor. The inquiry should cover all aspects of those administrative units, from their relations with the Governor's office down through central staff services and ending with field organization, institutions and services. The study will be expected to analyze and make recommendations concerning the existing governmental machinery, and consider possible innovations and new methods of operation in the light of changes in governmental purposes and programs now going on at the state, local and national levels.

SPECIFIC CHARGES

In addition to those general charges, I am asking the Commission to address itself to the following specific endeavors:

1. *It should recommend steps to eliminate any duplication, overlapping or historical obsolescence that it finds among the existing administrative units of government.*
2. *It should propose steps to merge or otherwise relate the remaining administrative units to the maximum extent possible.*

In support of that objective, the Commission should seek to coordinate closely connected activities and reduce the total number of agencies to the extent that is administratively sound, and necessary programs and services can still be effectively carried out.