

would coordinate and supervise but not direct programs in their areas. They would provide a missing level of leadership and supervision between the specialized, detailed day-to-day administrative work of department heads and commissions, on one hand, and the highly generalized broad-policy duties of the Governor, on the other hand. They would operate with a very small staff and not duplicate department personnel. Indeed, a large staff at the agency level could only encumber its policy and supervisory functions. Probably four to six professional positions would be the maximum required; and they would be concerned primarily with policy planning, program evaluation, top-level management analysis, internal and external communications, and other relationships.

There are undoubtedly sound alternatives to the agency plan that I have outlined here. But it has already proven itself effective and efficient at the level of State government and merits consideration for Maryland.

5. *The Commission should make a special effort to end the presently unattached, 'floating' position of many agencies and boards now scattered throughout the administrative organization. Such enclaves of power tend to place administrative offices beyond effective direction or supervision. They too easily obstruct effective decision-making and become the preserve of particular private groups or administrative officials too long insulated from the myriad changes going on in Maryland. In essence, they violate the basic principle of our form of government that all aspects of the executive branch shall be accountable to the public through an elected official.*

6. *The Commission should undertake to the maximum extent possible to assign purely administrative powers to single department heads even though quasi-legislative and quasi-judicial powers are best assigned to plural bodies in some instances.*

7. *Finally, I request the Commission to consider the merit of recommending the addition of at least one representative of the general public to all boards and commissions regulating special private fields and at present made up by law only of individuals from that field.*

Such Boards and commissions are concerned primarily with maintaining adequate standards in particular areas of business or professional activity. Their membership should properly include individuals with experience and expert knowledge in the immediate