

field. But along with the undeniable stake that particular private sectors of our economy have in those boards, there is also a substantial public interest; and the boards are exercising a considerable measure of public power. I request the Commission to consider how that public interest can adequately be given a voice on these specialized boards.

The reorganization study which I am requesting the Commission to make is sweeping and fundamental. It may well be that the full inquiry cannot be made within the time limit being set. In that event, the Commission should concern itself first with the overall coordination and structuring of the administrative organization, and then any proposed changes within that structure. It is not inconceivable to me that the latter phase may require a second year of work. That would be subject, of course, to the wishes of the next Governor and the members of the General Assembly. But the Commission should establish its priorities at the outset.

The purpose of the entire study is well summed up in these comments of the Council of State Governments — although made a number of years ago, they remain equally valid today: “In our democratic society an executive branch should be organized with two main objectives: first, it should perform with maximum effectiveness and efficiency the tasks laid upon it. Second, it should be politically responsible, in practice as well as in theory. Neither of these objectives can be obtained if the executive branch consists of a sprawling mass of uncoordinated agencies. The executive should be reorganized so that it can function as a unit. The way to get unity is to establish a clear administrative hierarchy headed by a popularly elected chief executive — in this case a Governor — upon whom the attention of the people can focus and from whom all administrative authority will flow. By making the Governor responsible for administration and giving him authority commensurate with his responsibility, the twin goals of administrative effectiveness and political responsibility can be achieved.”

II

IMPLEMENTATION

I want to discuss next with you implementation of the Commission's recommendations. Some of those proposals can undoubtedly be carried out at the direction of the State's next chief executive if he concurs in them. But the overwhelming majority of the Commissions'