

the Legislature can more sharply pinpoint the obligation of the state's chief executive to initiate action whenever necessary to maintain maximum effectiveness and economy within the administrative structure.

### III

#### STATE AND LOCAL GOVERNMENT

I want to consider next with you steps to improve the services and role of the state's administrative arm in support of local and metropolitan government in Maryland.

Our State and local governments are now close partners in providing a broad range of important public programs affecting the welfare, health, highways and a number of other critical matters in the life of this State. The continued steady growth of Maryland's urban population, especially across established political boundaries, and of new public programs responsive to that growth makes it almost certain that the relationship between the State and local levels will become even closer and more complex in the future. As in the past, the nature of that relationship will largely be determined by the Legislature. But the State's administrative offices also have a rapidly widening range of activities and interests with the individual cities, counties, and other local entities. That results in part from the participation of State agencies in the designation or certification of a number of local officers and employees, as well as gubernatorial appointment of certain local officials. But it results far more from the fact that State departments supervise the development and carrying out of many local programs to which the State contributes and for which performance standards, financial statements, management records and other reports are required.

At present, the activities of the State in support of local governments are scattered throughout a very considerable number of state offices. They are too often only loosely related even though directly affecting the same communities and counties. There is clearly need for better coordination, better orchestration of the State's diverse efforts at the local level. We are learning more and more, for example, about the intimate relationship among education, welfare, law enforcement and other public programs in the same neighborhoods and areas. Similarly, we are learning far more about the value of more closely meshing major public activities like highway planning and the most efficient conservation and development of natural resources