

eral, with members of my own staff that are assigned to the question of public safety, and with people who may move to correct certain deficiencies that we found existing in those areas. I also spend time appointing numerous military and civil officers of State and local government. Since numerous statutory provisions regulate the terms, tenure and commissions to office, it is difficult to generalize on appointments, but it certainly does keep several people busy on a full-time basis just figuring out what the geographic limitations are as to nominations — where the nominations are made by lists on occasion — the availability of candidates, and the tremendous amount of mail received on appointments. I want to give you a figure which will shock you. It is estimated that an average Governor of Maryland makes over 2700 appointments during his four-year term of office.

Now the Governor also acts, of course, as Chairman of the Board of Public Works, and monthly meetings with long agendas are held involving approval of all contracts and appointments for construction, some expenditures, competitive bids, all allocations for emergency funds, leases, and matters involving the working hours of employees. Just about every facet of the executive area of State government is touched in these Board of Public Works meetings. The last one we had, by way of example, convened at 11:00 in the morning, when we opened the bond bids, and was over about 5:30 that afternoon, and included luncheon right at the table.

The Governor attends commutation hearings, to exercise the constitutional prerogatives of executive clemency, reprieve and pardon. I just went through one of those on a capital matter.

In addition to these administrative responsibilities, there are public responsibilities such as the handling of personal and important correspondence. Over 550 letters directed to the Governor are received by the Governor's office every week. In addition to the mail, there are ceremonial appearances such as ground-breakings, convocations, dedications, and other appearances. Over 240 executive proclamations are prepared each year, and the Governor personally presents about 80 of these. Weekly press conferences are a practice of this administration, and the preparation for the conferences, as well as the conferences themselves, take a very large amount of time; plus the impromptu press conference, which has gotten to be the order of the day. TV tapes and radio messages on special issues, such as traffic safety and urging people to vote for the Constitutional Convention candidates, take a little bit of time.