

appointments, both by the Governor and with the Governor. In other words, the appointments I make and appointments the people want to make to see me. He has to assemble the background information on qualifications of all candidates for appointments to office, screen and interview candidates and the advocates of candidates, I might add. He has to prepare a schedule of weekly appointments with the Governor, and I want to tell you that over 40 requests are received daily, either to meet with the Governor or to have the Governor appear at some function.

The public relations officer has a very important place in the present administration, in any modern administration of an executive. His primary function is the responsible dissemination of public information on the Governor's program and policies. He has to be sure that the Governor is understood and not misunderstood. Technical aspects, including arrangements for press conferences, personal interviews, preparation of news releases, routine pertinent correspondence and proclamations are in his line of responsibility. Initiative is taken by the public relations officer to coordinate all public relations programs within the State agencies. I don't think this has been done before, and it's been very successful.

Then we have a legislative officer, whose duties are to establish adequate liaison with the legislative branch, prepare the legislative programs, follow up enacted legislation, confer with the members of the General Assembly, so that we don't have too many duplications in what they're trying to do and what we're trying to do. He provides general legal research and opinions — preliminary opinions, prior to the time the Attorney General would pass on the law itself.

Then we have a national relations officer. This is a full time position, an innovation of this administration, to assure that Maryland receives its fair share of Federal grants and aid available to the states to finance and supplement diversified programs. And you may note, Maryland is one of only sixteen states where for every dollar in taxes Maryland gets back less from the Federal Government. The figures are as follows: for every \$1.57 paid by Maryland residents to the Federal government, only \$1.00 is returned by the Federal Government to Maryland people. Now this may to some extent be due to the affluence of our society, but I think in part it's due to our failure to take advantage as diligently as we might, of the opportunities available in the tremendous Federal bureaucratic complex. Some of the Federal agencies are not exactly too easy to process applications through. Sometimes the money available is more paper than it is folding