

until very recently the area of Bob Lally; and since he's become, or will become on July 1st, the Superintendent of State Police, another man has been hired by the name of Edward McCabe, who is also a former F.B.I. man, and who is presently Deputy Police Commissioner in New York City. Each program executive is responsible for coordination and communication with all units related to his responsibilities, and each executive is chosen because of his experience, qualification and expertise in his program area. Have they been effective to date? I think they have. A larger degree of gubernatorial direction has been provided and a keener sense of gubernatorial concern about what is happening in program areas has been communicated. Closer coordination and cooperation between related units has been evolved. More effective follow-through on administrative and citizen grievances through the deployment of program executives to attend conferences and meetings and continual supervision and direction and assistance of the Governor's office without the physical presence of the Governor has been provided, so that program areas may expand and administrative objectives may be achieved through intergovernmental communication and gubernatorial support. The intergovernmental advantages include program executive participation in conjunction with the national relations officer, in cooperating with the Federal administration to eliminate flaws in Federal programs, which often limit or defeat the intent of the program. We've had Secretary Udall in, we've had other Cabinet officers and conferred frequently with people in the Federal government who are interested in the implementation and the correlation of their programs with ours. The program executive has the time to sit down for a half a day, or a day or two days, or whatever it takes, whereas the Governor cannot do this individually.

The program executive concept was urged as one immediate solution, but it cannot be considered a panacea or a total solution to the multitude of problems facing the executive branch. In all fairness to my predecessors, the phenomenon is not unique to Maryland's executive branch, but can be applied to almost any of the state governments, which have not been able to keep pace with the complexities and demands confronting contemporary political authority. In recognition of this need to continually adjust and adapt the executive branch to a dynamically expanding and expanding state society, the Curlett Commission recommended the establishment of a permanent unit to evaluate and recommend sound organizational structures and administrative processes through which State policies, programs and plans can find executive expression. It was as a result of that we be-