

tionary definitions and to call the shots as I see them. I think this is what Richard Nixon selected me to do and what the American people elected me to do.

Constant communication will be the first objective. I can imagine that you will approach this opportunity to advise and dissent with your customary reticence. I will be braced for those phone calls of "constructive criticism" as of 9:00 a.m., January 21st, and I doubt if I will suffer from a lack of your suggestions and ideas in the years ahead.

Over two decades have passed since a Governor has served on the top Federal executive team, and I sincerely believe this explains in part the faulty balance of our Federal system. As a former Governor, I will appreciate the capacity of state government, and I intend to articulate your frustrations over impediments which prevent state administrations from working at their full potential.

It would be unjust to ignore the pioneering efforts of President Johnson in this area. The President was cognizant of this problem and sought to develop a "partnership" with the states. He gave the Director of the O.E.P. liaison duties with the Governors. Executive Orders A-81 and A-85, which provide for state executive review prior to promulgation or revision of Federal regulations, are helpful measures. But to date implementation has failed to live up to the promise of policy. Many departments have failed to achieve either the spirit or the letter of the Orders. Our goal is success in both theory and practice.

Of greater concern is the lack of communication between the Governors and Congress. I will grant that there should be some separation by level as well as branch of government. But when it comes to program financing, the void is awesome; and the states are winding up with too much of the check. All too often Governors are caught with new obligations in the middle of budget periods. Deficits result and vital programs are curtailed.

Poor communication between the executive branch of state government and the legislative branch of Federal government is a prime contributor to this difficult and debilitating problem.

As Vice President of the United States and President of the Senate, I shall consider my primary role to be one of bridging the communication barrier. As a former Governor, I believe I will be able to speak for the state executives; and as President of the Senate, I shall be