

pressing work ahead of the State. Rather I should prefer to start off with a modest program and to outline a given course and stick to it, through periodic sessions. This is the way in which we have undertaken the work of several other groups, including the Traffic Safety Committee, with most satisfactory results.

Many different questions might easily suggest themselves for our joint consideration, as the underlying basis of every worthwhile topic will be the desire to increase the efficiency of the State Government and at the same time to operate on the most economical basis. Efficiency does not mean the embarking upon every suggested novel course, which may have occurred to someone experimenting in another State. It stands to reason that by concentrated effort we can use to better advantage the tools we already have and get greater benefit from the machine already available to us without the necessity of adding new parts. Resultant economy might be followed by further elimination of unnecessary parts and it will be a fortunate outcome if the final cost to the taxpaying public is less than it has been.

I do not think I exaggerate when I say the most important question before the public today is to reduce taxes so that instead of the government acting as an impediment to further economic recovery, it will assist by lightening of the load which industry and commerce have had to carry. If our combined efforts result in finding ways to cut down the public's bill and to devise means whereby tax reductions can eventually be made, our time will be well spent.

That much better results are gotten through the plurality of minds as against the action of one individual has already been shown, I think, in our recent method of functioning; I refer to the much greater use being made of the Board of Public Works. In tribute to the other members of the Board, I am happy to say that the most desirable results have been obtained from the consideration by the numbers of questions which are analyzed and discussed and then decided, not by one but the group together.

In speaking of group action, our attention might now be directed to the existence of the Legislative Council and how its functioning may have bearing upon the possibilities of the work of this advisory group. I am an ardent advocate of the Legislative Council idea and it is gratifying to see how actively and conscientiously this arm of the legislative branch is already operating. I am most anxious to have every possible cooperation given by department heads and others in the State Government so that the legislative group can have complete and detailed information upon which to prepare its program. There, undoubtedly, will occur instances in which this advisory group can be of assistance in recommending matters for the consideration of the Legislative Council or methods by which certain issues can be clearly presented or considered. Last but by no means least, this Advisory Council should be of great benefit in the determination of the policy of this administration upon proposals of the Legislative Council. By this reciprocal method of consideration, the public's business will then have the thorough-going scrutiny of both the legislative and executive branches of the government.

While various questions may readily suggest themselves as worthy of the attention of a policy-making group, it may be considered desirable not to try to cover too many phases of the State Government. With the Legislative Council actively engaged in the investigation and study of outstanding ques-