

engineering departments within the Commission, and he should answer directly to and make his reports and recommendations on engineering matters to the Director of Highways and to the Commission. The administrative and personnel problems now handled by the Chief Engineer should be handled by a separate administrative officer under the direction of the Director of Highways. That office should be headed by a person of qualified administrative ability, who would generally be in charge of the administrative and personnel problems of the Commission's various engineering personnel in the headquarters in Baltimore, as well as in the several engineering field offices throughout the State. The Chief Engineer should have under him not only a Deputy Chief Engineer for construction, but a Deputy Chief Engineer for maintenance.

With the continued construction of new highways and the improvement of existing highways, adequate maintenance of our highway system becomes an ever-increasing problem. If this phase of the Commission's activities is supervised by efficient and capable leadership at high Commission level, I am convinced that our highway tax dollar will purchase better maintenance.

The Right-of-Way Department of the Commission employs more than one hundred people, most of whom work in the field and make daily contacts with the public in acquiring land necessary for new roads. It is important that these people not only be well trained, but that they have adequate supervision. At all times they should be able to explain satisfactorily to property owners the justification for construction methods being employed. At the present time, the Right-of-Way Engineer not only has to determine the valuation and other problems necessary in right-of-way acquisition, which acquisitions number in the thousands each year, but he is also charged with the responsibility of administrative and personnel problems within the Right-of-Way organization. The efficient management of the Right-of-Way Department seems to require that the Right-of-Way Engineer's duties be limited to questions relating to real estate valuations and allied decisions necessary for right-of-way acquisition. The problems of administration connected with such an important department should be placed in the hands of an able Administrative Assistant or Director who would report to the Director of Highways.

I firmly believe that with effective direction at the Commission level and with the delegation of appropriate authority to capable people, the business of the State Roads Commission can be more efficiently handled so that the people of Maryland will get more and