

3. *Even beyond specific consolidations such as those, the Commission should consider how to bring together the overall administrative apparatus — which will likely still consist of at least scores of departments and commissions — in a coherent structure more readily subject to the direction and supervision of the State's chief executive.*

One possibility that I request the Commission consider for that purpose, would be to relate loosely the several score departments and commission which will likely still exist, in a reasonable number of functional groupings. That would make the coordination of policy and supervision of programs far more manageable. The Commission should determine which functional groupings will best carry out the responsibilities of the State government and make the maximum administrative sense. But the following, as examples, would provide seven practical and logical groupings for the operational departments and commissions:

- a. Industry, Agriculture and Transportation
- b. Employment Relations
- c. Education
- d. Health and Welfare
- e. Natural Resources
- f. Law Enforcement
- g. Revenue and Management

4. *If the Commission decides to take this or a similar approach, it should carefully consider how each such groupings — or 'agency' for administrative purposes — could best be coordinated and supervised.*

Probably the simplest, most economical way would be by an agency administrator who would, in effect, be an arm, an advisor, an overseer and reporter for the Governor in that broad area of State government. He would be responsible to the Governor and Legislature for the performance of the departments and commissions within his grouping. But he would be concerned primarily with major policy and program matters and not take over operational activities that could be done well or better at the department level. Department directors and commissions would then continue to have independent responsibility for day-to-day direction of their department; and they would continue, of course, to exercise such statutory duties as are imposed on them. In their regulatory, rule-making and quasi-judicial responsibilities, no appeal could be taken from their decisions to an agency administrator. Under this possible plan, agency administrators