

overwhelming dominance of one political party. On the contrary the Legislature must exercise unusual diligence to see that all shades of opinion are obtained and all points of view explored.

As I begin my task, I find comfort in the fact that Maryland is blessed with a devoted group of career public servants. Quietly and efficiently, they perform their duties. Many of them have served the State for long periods of time, and their intimate knowledge and experience will be utilized by my administration to the advantage of the public. These conscientious and loyal State employees deserve our appreciation: without their devotion to duty, no State policy can succeed.

I possess no special gifts of prophecy, but I predict, nevertheless, that during the next four years we will witness an expansion of industrial and business activity such as never before has been seen in this State. Every report indicates that our population will continue to grow, and at an even faster rate. At the same time, we may expect the demand for services provided by the State to attain new peaks. Pressures will pile up for more highways, for more schools, for better hospitals and better prisons, for an improved welfare program.

I have no misgivings at all about our capacity to meet the demands as they arise. It is sobering, nonetheless, to realize that within the last year our State approached a revenue crisis—a crisis in which we observed the demands for services overtake our ability to pay for them with established revenues.

In common with many other states, Maryland has reached a stage of development where great strides forward must be taken if we are to keep up with the times. It conceives it to be the principal task of my administration to achieve these new standards and at the same time to preserve the financial integrity of the State.

I say quite frankly that there may be times when we find it impossible to reconcile requests for services with our ability to pay. In such an instance, clearly our alternative is to forego the service or to provide the additional revenues. As for my part, I am resolved to *face the difficult choice with forthrightness and determination.*

As I see it, this is neither the time nor the place to discuss in detail the means of approaching our fiscal problems. That I intend to do later this month in my message to the General Assembly. I will confine myself today, therefore, to what I consider fundamental concepts—the basic philosophy from which I shall seek guidance during the next four years.