

age, problems of taxation and problems of slum clearance. So, in seeking solutions to these problems, we face the challenges that also faced my immediate predecessors, Governor Lane and Governor McKeldin.

Four years ago, I said that I conceived 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. This remains as our principal task. For, although we have solved, and have provided for solutions to many of the problems that have faced and are facing Maryland today, we must also recognize that government is a continuing process. We must recognize that as long as our State continues to grow, as long as our social patterns continue to change, as long as industry expands and new techniques are introduced, as long as population shifts and changes, then for that long will the problems of government continue. Our task is to establish a pattern of government to cope with these problems. No longer can we operate on the basis of solving the problems as the need arises. We must begin to condition ourselves to anticipate, to plan for the future, if we are to succeed in the present.

We cannot rely on counter punching. Rather we must seize the initiative and hold it if we are to overcome the complexities of government in its relation to society today. We must establish goals in relation to our ability to attain those goals. A government cannot attain the ends it desires if it employs means which serve to disrupt the very financial structure upon which all services supplied by the State ultimately depend.

Each project that we undertake, now and in the future, must be allocated some sort of priority. Our needs must always be weighed against our ability to support those projects which we all are working to bring to fruition. Under such a system, great tolerance is required. We must be ever mindful of others — we must recognize that at certain times, the needs of one particular group within our society will outweigh the needs of others. So, in establishing priorities, we are, in effect, planning for our future while preserving the financial integrity of our State and its citizens. To be all things to all people is to satisfy no one and accomplish virtually nothing.

During the past four years, I have come to discover how important it is for a Chief Executive to be firm in his decisions. In being the elected representative of all the people of Maryland, I am also the servant of all the people of Maryland. Until one actually bears such a burden, it is difficult indeed to understand the soul searching in-