

I offer you four fundamental principles which I believe to be essential to the conduct of a vigorous, progressive and intelligent administration. I think of them as the four cornerstones of the structure I shall try to build.

The first is "To Look Ahead". Matters of State no longer can be handled in a day-to-day manner, without plan or program. Gone, indeed, are the days when it was possible to think on a year-to-year basis. We must project our designs many years in advance to achieve the best results. I think it is regrettable that in the past State planning too often has been no more than a pious hope, an expression of good intentions, ignored in practice after being paid dutiful lip service.

The State of Maryland cannot afford the luxury of casual planning. I shall offer no program during my administration the end of which cannot be foreseen. It is my intention never to propose a course of action without a cautious exploration of all its aspects and all its possible consequences.

We must remain constantly aware that every move we make will have its impact upon our tax structure, upon the relationship of departments, upon the daily lives of the men, women and children of Maryland. The effects of our action fan out and expand as the years pass by. I conceive it to be the responsibility of this administration to weigh these effects and project them into the future as far as possible. Likewise, it is our duty to determine the needs of the State two, three or four years from now. This is a continuing responsibility and one that cannot be fulfilled by sporadic, independent surveys. For all these reasons, I am placing "Looking Ahead"—that is to say, intelligent foresight—at the top of my list of fundamental principles.

A second precept I will call: "Keep the Public Informed". In a democratic state, no program can be successful unless it is supported by the people, and the people cannot participate in a program effectively unless they understand it.

One of the great virtues of planning is that it gives the public the opportunity to examine measures well in advance of their initiation. The State is confronted at every turn with demands for services which result inevitably in greater costs to the public. I consider it my duty, and duty of every public official of the State, to do everything possible to remove any area of doubt or misunderstanding that may exist as to the effect of a proposed policy or program.