

many events and many developments that give me a great measure of personal satisfaction and pride. Notably among these are the performances in office of the men and women I have selected to help me administer the affairs of this State. I cannot undertake a listing of all the names and all the deeds here, but I will say that high on that list is John B. Funk, who, as Director and Chairman of our State Roads Commission, has impressed us all with his energy, his resourcefulness and his ability to get things moving. The same, certainly, can be said of the other members of the Commission—of John J. McMullen, William B. Owings, Paul J. Bailey, Lansdale G. Clagett, Harley P. Brinsfield and Thomas N. Kay. This is a splendid group of men, acting in concert to give the people of Maryland the best roads possible for the amount of money we are spending. I expect great things of this Commission during my term of office.

One of the first acts of this Commission was to propose a bold and imaginative scheme to rescue our twelve-year roads program from a sea of trouble in which it floundered. It must be said that our twelve-year plan, although apparently well-conceived and properly fashioned in the beginning, has not stood the test of time and now stands as an impediment to an orderly and efficient system of highway construction and rehabilitation. This is not said in criticism of the men who drafted the twelve-year program seven years ago. We live in an age of change and instability, and planning over a long period of time in such circumstances becomes a most difficult task. And so, until we perfect our prophetic faculties, we must expect to revise our planning from time to time. I concur wholeheartedly with the State Roads Commission in its decision that that time has been reached with regard to our highway program in Maryland.

When it took office last June, the new Commission made a careful analysis of conditions and reached the conclusion that we could move in three possible directions in the expenditure of the remaining five years worth of money in our twelve-year program. First, it said that the some \$414 million left in the program could be supplemented by revenues produced by additional taxation, so that the entire twelve-year program could be completed on schedule. Next, it said, we can go along as we have been going, following the rigid prescriptions of the yellow book in accordance with the law as it is now written. Finally, the Commission pointed out that it is possible to remove the restrictions of the twelve-year program in such a way as to permit us to build a continuous network of heavily-traveled thoroughfares in every part of the State—Mr. Funk's so-called "backbone" program.