

to achieve economy through the elimination of obsolete or duplicated services; to improve efficiency through reorganization of the executive branch; to develop criteria and measures upon which we can judge administrative performance and operational efficiency — now and in the future. This assessment of organization and objectives at the State level is equally significant for county governments, since both require discipline to resist complacency and a prod to progress.

The new professionalism, with all its dynamics and discipline, must be financed like everything else and it is in this area that the greatest strides must yet be made. The traditional revenue resource, the property tax, can be pushed only so far before it becomes insufficient and even self-defeating. Alternative broad based revenue resources must be made available, and here the state as well as the county has a clear obligation.

In Maryland — because I was acutely aware of this critical need — I sponsored fiscal reform legislation authorizing counties to levy a local option income tax up to 50% of the State income tax rate. This so-called piggy back principle permits counties the flexibility to develop and expand services in direct response to local needs. In addition, almost ninety percent of the new State tax increase has been redistributed to the counties to subsidize operating expenses in areas of health, education, welfare and public safety. State aid is limited to areas where the State has a measure of functional responsibility and allocated by a formula that assures minimum criteria in services and encourages maximum quality standards.

Yet dollars alone are meaningless. New dimensions in planning must accompany the new professionalism. Planning is the key not only to develop services but to guide the growth and character of the county. Regionalism and regional planning must evolve as the most efficient political means to cope with water and air pollution, traffic and mass transportation — all those problems which neither know nor respect political boundaries. Cooperation and coordination between all levels of government are essential in the interest of efficiency, economy and progress.

This in turn will free the county government to focus upon those problems which it is best and most capable of resolving through the development of community-oriented programs. Education, recreation, health and mental hygiene, employment opportunities and public safety require increased community emphasis and demand increased attention from local government. Founded upon solid financing,