

guided by accurate planning, disciplined by continuous review, the county government can perform with an immediacy and intimacy second to none.

In Maryland we try to practice *the new professionalism at the State level* in the hope that it will soon be emulated by all our county governments. In Maryland we provide State aid for our county governments in the confidence that they are most capable of assessing and responding to their citizens' needs. In Maryland we have developed additional revenue resources for our county governments in the understanding that flexibility is essential to stimulate innovation — that all counties like all individuals have different problems and aspirations. In Maryland, we have reaffirmed our national faith that the government closest to the people governs best — by enabling that government to act freely and creatively within the limits of its authority.

In Maryland the State has met its responsibility to the county and now looks to the county to meet its responsibility to its citizens.

Although the fiscal obstacles have been removed, each county still remains confronted by its obligations and challenged to capitalize upon its opportunities.

Enlightened county leadership throughout the nation faces identical problems; only the degree and intensity differ. External regulations from the State and Federal governments seem obstructive and inhibiting factors. Yet, in perspective, the ultimate problem remains an internal one — to modernize and revitalize.

An acceptance of the new professionalism, and the spirit and climate of opportunity which accompany it, is a solution. A reliance upon modern management techniques and dynamic planning is a solution. A willingness to cooperate, to coordinate and to initiate intergovernmental action is a solution. Above all, a determination to change with changing times is the precept which those of us in the service of power must keep fresh and foremost in our thinking and doing.

The new professionalism is the temper of these times. Let us use it to give new life and abundant energy to our democratic traditions.

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