

the Commission should be appointed from the State at large, should be the Chairman of the State Roads Commission and also the Director of Highways for the State of Maryland and should be required to devote full time to the duties of the office.

The Chairman and the Director of Highways should have exclusive jurisdiction and control over the location, construction, geometrics and design of the highways that embrace the Interstate System and the main system of highways, commonly known as the Primary System. He will be able to call upon the full Commission for advice and counsel, but he will have final jurisdiction over problems affecting these highways.

It should be the duty of the full membership of the State Roads Commission to formulate policy relative to the location, type and design of the feeder or secondary roads. I envision that the members of the Commission will jointly discuss their local problems, bearing in mind that the member of the Commission from the area of the highway under discussion will acquaint the rest of the Commission with local conditions as they actually exist.

It should also be the function of the Commission, meeting as a whole, to recommend any over-all highway improvement program to the Executive and Legislative Branches of our State. The Commission, as a whole, should also make recommendations from time to time to the Governor and the Legislature concerning highway financing.

Also, the question as to what degree consulting engineers should be used should be determined by the Commission, meeting jointly. The duty of selecting the engineers, however, should be vested in the Director of Highways. The full membership of the Commission should also determine such matters as general working conditions and salary recommendations of the Commission's employees. Once the general policy is determined, however, it should be the duty of the Director to put such policy into operation.

Such a plan, in my opinion, will centralize the responsibility for the design and construction of our main highway system in the Director of Highways. At the same time, it will insure the residents of the several areas of the State that their problems relating to what might be called "local roads" will be considered. Further, with the Director of Highways responsible for carrying out the Commission's policy on the Secondary System, the residents of the several areas of the State will be assured of forceful and centralized responsibility.