

It is not so easy to appreciate that material change alone will not make this nation strong or its people happy. There is a need in the planning of our post-war procedures to go deeper than the mere providing of bread alone. We need to recognize that, unless in our planning we keep alive the essentials of true democracy, in spirit our nation can starve in the midst of material plenty. Certain basic principles are essential to the continued vigor of our democracy, and in our planning for the post-war period it is important that we recognize these principles and thus establish better the very foundation of our government.

There are many would-be Aladdins who long for a magic lamp to conjure up the objects of their wishful thinking and who envision a post-war world, limited by their conception of what that world should be. Unconfessed dictators at heart, they would impose their particular pattern of perfection by fiat act. Material progress can, and in emergency sometimes must, be made in this way, but the principle is foreign to the spirit of the cause for which we fight.

Any progress that is made without full recognition of the essential need for an informed and responsible electorate will be based on the shifting sands of political expediency without adding to the stability of a free government of the people. Freedom of action is equally essential to the spiritual growth of an individual and to the civic development of a town or city. This freedom is also essential to the vitality of our democracy. Mistakes must be eliminated, not by removing the freedom of individual or group action but rather by the slower process of educating the majority. Real governmental leadership will have been achieved when, through the advantage of careful, economic, social, and engineering analysis, factual information will

make it possible for an informed electorate to assume its proper civic responsibility.

Because of national emergencies, first economic and then military, it has been necessary to expedite construction programs through administrative procedures that have emphasized the speedy attainment of essential national objectives. The immediate success of these procedures in meeting emergency situations makes an appeal to those who are thus relieved of local responsibility.

Should emergency measures that do not require a mature civic response on the part of the majority become permanent, it is inevitable that there will be a loss of civic interest that can lead to an eventual loss of civic liberty. As citizens of a democracy, we must respond to the trust that this form of government places with us and face civic responsibility free of the immaturity of wishful thinking—or we will not be worthy of or long retain the freedom that we now enjoy.

The development of a program of post-war public works will have missed an essential objective if there is a failure between the planning and construction stages to develop a local interest in and civic responsibility for the proposed improvements.

The encouragement of local civic interest in public affairs, including public works, is so essential that the development of governmental procedures which will not only promote but will require this interest may well be a basic objective in programming post-war sanitation works. This will require an integration of the functions of local, state, and federal governments in the planning and development of public works in order to accomplish the program without a usurpation of responsibilities that should remain with local government, on one hand, and an uncoordinated effort that would fail to provide a maximum national benefit, on the other.

A second major objective in the programming of post-war sanitation works may well be the development of procedures that will encourage the planning of projects sufficiently ahead of the construction period and in such detail as to permit a thorough understanding of the objectives to be attained. The development of a proper civic interest in proposed public works requires that there be a time interval between the design and the construction stage of a project to permit an educational presentation to the public of the need for the project.

There should be a more general public appreciation and acceptance of the value of basic engineering data in the design of public works and of the time required for the development of the proper design. Back of every properly designed engineering project there must be a well defined objective—it is the vision of that objective that gives incentive to the engineer to translate it into reality. The need for public works is evident to the engineer responsible for the maintenance of a service facility long before there is a public consciousness of this need. The public tacitly pays homage to the engineering planning back of the completed structure by the ready acceptance of its usefulness. Unfortunately, the same public frequently forgets that the design must be based on a careful engineering analysis of factual data if the completed structure is to be the most effective and economical solution of a public need.

As we study tomorrow's problems, we recall the unemployment emergency of a few years back—and the popular demand for the immediate starting of public construction work. We should not forget that this emergency need for employment found us unprepared for the effective utilization of the manpower then available—and how the public works official was expected to do

the impossible—to provide worth while construction projects without the guidance of adequate planning.

Credit is due to those who faced that emergency and through whose efforts much was accomplished. That was an emergency period and our failure to be ready to undertake the responsibilities that came with it was understandable if not excusable. To have failed to learn by that experience is neither.

We are prone to envision programs of post-war public works against the background of a program that was designed to meet an emergency situation. If our future public works programs are to be most effective in stabilizing a national reemployment situation, certain controls may be necessary to insure the scheduling of construction work at such levels of activity as may be necessary to avoid either a wasteful surplus or a shortage of the necessary supplies and labor.

The post-war public works program will have failed in a proper objective if it functions only after an anticipated situation has been allowed to become an emergency.

We can face the complexity of these post-war problems and attempt to reach rational solutions—or we may become lost in the confusion of conflicting interests and forget that the freedom we enjoy can be had only through the acceptance by the majority of necessary rules of orderly procedure.

We may wait until dole-like contributions of federal funds are necessary to stimulate a sick domestic economy—or we may in government, as in public health, recognize that prevention is better than a cure, and provide the funds necessary for advance planning.

A post-war public works program will be of value in the stabilization of employment to the extent that there is at all times an adequate reserve of planned projects ready for construction, and a