

determination to weigh every estimate and request in the light of sound economy and real necessity.

Immediately after my election in November, I appointed a Budget Committee consisting of Hooper S. Miles, State Treasurer, Walter N. Kirkman, former Budget Director, and at present of the State Board of Health and Joseph O'C. McCusker, Chief Deputy State Comptroller. These gentlemen have assisted me greatly in gathering the necessary budget-making data and in investigating and weighing the multitude of budget requests and estimates. They, too, have consistently maintained the attitude that economy must be the watch-word of this administration. Together we have spent many weeks analyzing the past and present expenditures of the various State departments, agencies, and institutions and every effort has been made to uncover the spots where economies can be effected without impairing needed services or where the State's funds have been used either wastefully or extravagantly and then eliminate them from the recommended budget allowances for 1940 and 1941.

In order that the taxpayers of Maryland might be required to pay only what is absolutely necessary for the proper functioning of the State government, I have decided that no salary increase can be allowed in any department or institution. Furthermore, I do not consider that I have the right to make recommendations to you for new positions, except in a few instances where urgency of the need is apparent. Examples of this need are the necessary employment of additional nurses and attendants at State institutions and hospitals for the handling of increased population, employees to staff new buildings, etc. In the consideration of the budget requests, it was concluded that a number of existing positions are unnecessary and these have been excluded from the recommended budget allowances.

In short, I have diligently endeavored to draft, for your consideration, a budget, which, while it appropriates sufficient to meet the actual governmental necessities, and avoids impairing any of the essential functions of the State, will demand of all State officers, and the heads of all Departments, Institutions and State agencies the practice of a most rigid and intelligent economy in the administration of their duties for the next two fiscal years.

The aggregate of the net reductions from the amount appropriated for 1938 and 1939 amounts to \$711,117.20 for 1940 and \$712,937.33 for 1941.

To account to you for all reductions would burden you with a mass of detail which seems unnecessary, as it can be obtained by an examination of the individual budgets. I can and do, however, truthfully state that the Budget, which I am submitting, reflects reduced costs for salaries and administrative expenses throughout the several Departments, Institutions and agencies of the State, amounting to more than \$800,000.00 gross for each of the two fiscal years involved.

After assembling all requests for appropriations, it was found that the current total sought by all of the agencies of the State for the next two years was \$48,731,114.48. After reducing, eliminating and revising downward innumerable items in the requests, the sum total which I recommended is \$42,348,145.98. This is a total reduction from requested appropriations of \$6,382,968.50.

These figures include a recommended allowance of \$5,000,000.00 to the Board of State Aid and Charities—Public Assistance Division—to support a program of providing aid to the blind, aid to dependent children, old-age