

at the moment, but the Department of the Budget at that time was headed up by Walter Kirkman, one of the great public servants of the State of Maryland, who arranged for all of the details which have since been incorporated by his successors, Mr. Rennie and Mr. Slicher. After Mr. Kirkman's retirement he was succeeded by Mr. Rennie who only retired this past year.

What the governor does is to have his director of the budget go through all of the budget requests, all of the requirements, and all the laws that have been passed in order to determine what must go into this budget. This is not a perfunctory rubber stamp arrangement. The director of the budget holds these hearings. Every department head is really put on the stand.

If any of you chairmen think that being up here is exposure that sometimes is not of the lightest sort, let me tell you that what the department heads go through with the director of the budget would make our job up here feel sweet and nice, because they have really got to show a tough-minded individual that the money they are asking for is required.

Now all of these hearings at one time were just by the budget director with his assistants. Later he acquired staff analysts who are people interested in particular departments. They became experts in those areas and then as time went on and the legislature through the creation of the fiscal research bureau became interested in the creation of the budget, they began to sit in from time to time, in the creation of the budget.

We are hoping that out of the legislative article in this constitution there will come a greater concept of cooperation between the legislature and the executive branches in the creation of the budget.

Now remember it is an executive budget, but the people have the right to know and every governor has felt that up until that point where all the requests come in and the hearings take place, the public does have a right to know and the legislature has a perfect opportunity to participate.

But when all of this is determined, then it is the governor's job, because under the Maryland system this is an executive budget and it is his job. Then he does go into executive session with his advisors and he determines where he will cut, where he will enlarge, where he will expand and where he will contract, because he has a big problem: raising taxes, providing for

every particular request program that comes along. He must decide what to do.

This is why you have a governor. He is the man who must make these decisions. This is done by him, and when it is ready, the budget is then sent to the General Assembly.

To give you an idea of what it is, most of you have seen this and I hope you have not been carrying it around because it is almost in weight a deadly weapon by reason of its thickness and its weight. This is the Maryland state budget, as thick as it is, line after line of the items showing what the state is going to have to pay.

Now, it is divided, as you know, into general appropriations and into a capital budget, and we will come to that in just a moment or two. But the governor in submitting this to the General Assembly as a governor's budget, as an executive budget, then submits it within a certain number of days after the legislature convenes.

Now, here we come to our very first problem. If the governor is in office and this is his second, third or fourth year of office, there is no great problem. He has been conferring with his director of the budget; he has been conferring with his staff; it is his budget and he is aware of it.

But where a new governor is elected and comes into office, this creates a problem. The election is over in November. Sometimes it takes three or four days to find out that he is elected. Sometimes it is known almost immediately. With present computer systems, they try to tell you who it will be before the election is even over and I will not put in this permanent record some of the mistakes that have been made in that field.

But anyway, the governor then having this budget if he has been in office is aware of it and it is his budget. But what do you do with a governor as just happened with Governor Agnew, who is elected in November and takes office early in January?

We have, as you will note, as we go along in a little while, provided for a method by which the budget shall be presented. We do not consider this as being so completely frozen as not to warrant further consideration, because we are asking the Committee on Style to tie this in with the executive committee provisions, so that the two will be together.

We could not wait, of course, for their determination. We think we have tied it in