

REPORT
OF THE
Comptroller of the Treasury
OF THE
State of Maryland

To the Honorable,

The General Assembly of Maryland:

Since election as Comptroller in 1919 I have had constantly in mind the requirements of the Maryland Constitution that the Comptroller "shall digest and prepare plans for the improvement and management of the revenue, and for the support of the public credit" and "to decide on the forms of keeping and stating accounts," and have devoted a great deal of time to work and thought upon the vital problem of strengthening the State Treasury Department. My original intention was to recommend to this regular session of the General Assembly a series of changes intended to centralize, modernize and strengthen the State Treasury system.

During the past year, however, the Governor of Maryland set to work to produce a program to completely reorganize and coordinate and strengthen the various departments of the State Government. This program included, as you well know, a survey of the many existing departments of the State Government by a firm of governmental experts of Chicago, and the subsequent appointment by the Governor of the Reorganization Commission of Maryland, which Commission used the report of the experts as a starting point and prepared a plan of reorganization of the State Government, which is now before the General Assembly for consideration. It was my privilege to be appointed a member of this Reorganization Commission of Maryland, and to have later been selected by the Chairman, Judge Burke, as a member of its Executive Committee, and also a member of the sub-committee on State Reorganization. As members of the sub-committee on State Reorganization, Honorable Emory L. Coblentz and I were ap-