

1 faced by the State of Maryland. I've only been down
2 here two years, now.

3 During the last thirty or forty years, we have
4 seen an unprecedented growth in governmental services at all
5 levels and I think most of us, whether we like it or not,
6 will expect this will continue. Types of organization and
7 procedures which were adequate and desirable fifty years
8 ago must be reexamined in the light of government's present
9 size and responsibilities. This is nowhere truer than in
10 the field of finance. We are now counting our State budget
11 in terms of hundreds of million dollars. Very shortly, we
12 will cross the billion dollar mark, and I think an organiza-
13 tion of this size must have the best possible financial
14 management. I think it is extremely important to look at
15 the financial provisions of the Constitution and I commend
16 this Committee for its efforts in that direction.

17 I think, perhaps, before I start, I should state
18 some of my basic assumptions about budgeting. I think of
19 budgeting as an executive function, not a financial function.
20 Of course, it does perform the financial functions of
21 providing appropriations, but if this is all that it