

1 accomplishes, I think we are losing most of the value.  
2 Basically, formulating a budget is a planning process in  
3 financial terms. It is not only in terms of dollars, but  
4 it is basically planning.

5 The enactment of a budget is a policy review  
6 by the representatives of the people and is supposed to  
7 express the will of the people in the determination as to  
8 what programs ought to be accomplished and to what extent  
9 government resources are to be committed to each one.

10 The execution of a budget is management in its  
11 fullest sense. Private companies have the profit motive  
12 to help them determine whether or not they should undertake  
13 any special activity. The government doesn't have this.  
14 In terms of efficiency, effectiveness or the desirability  
15 of programs, how do we desire whether or not to put an  
16 extra policeman on the street or to pick up garbage in a  
17 different way? Mostly, these are budget decisions, but  
18 executive decisions, as reflected through the budget. I  
19 don't think the budget can ever be separated very far from  
20 the chief executive position. At election time, the  
21 Governor must answer to the people at the polls for his