

1 ment, he would sit down with the department heads, figure
2 out how much they needed, and then he would take that
3 matter to the Legislature as a subject and would get an
4 appropriation from them, based on whatever he could get
5 out of them for that particular thing.

6 In 1916, a great revolution took place in
7 this State, and because it was in that year that the so-
8 called Budget Amendment was adopted as a result of a
9 reform commission's work that established one of the
10 first, if not the first truly strong executive budgets
11 in the country, and with slight modifications, but impor-
12 tant modifications, this system has continued from that
13 time.

14 In the course of the work that our Committee
15 did in this particular subject, I had occasion to have a
16 very interesting conversation with Dr. Clark Alberg,
17 who was the former Budget Director of the State of New
18 York and is now the Executive Vice-president of Syracuse
19 University, who I knew in other connections, and Dr. Alberg
20 has told me, and I just cite him as an example, that
21 the method of doing things here in Maryland budgetwise