

The section that particularly interested me was chapter 8, Public Information About the Budget.

I feel strongly that we have a very serious communications problem. These are important matters, they are complicated, and every effort must be made to do what you have attempted to do here, to understand the public information aspects of it. Your report is premised on the principle that this is not simply the Government's business—it is the people's business—and that there must be a broader understanding of it all.

Specifically, I would like to discuss the fact that the Commission did not review present institutional arrangements for agency budget preparation, or of the appropriations process in Congress.

Do your investigations suggest that these might be fruitful areas for study by this Commission or some other Commission?

Mr. KENNEDY. Not by this Commission. The Commission is ended as of today. But I am sure that it is a matter requiring continuing study on the part of the Bureau of the Budget and the executive branch of the Government.

Representative RUMSFELD. That is not good enough.

Mr. KENNEDY. It should be from the standpoint of the legislative matters that come up, the Appropriations Committee should have the benefit of their projections in looking at the appropriations and from a standpoint of new legislation coming before you for the creation of such a project. It seems to me that that would be where you would take a look.

Representative RUMSFELD. Was there consideration by the Commission of the possibility of moving off a fiscal year basis and using a calendar year?

Mr. KENNEDY. No. That was not a matter on the agenda for the Commission. Some of us discussed this and thought about it, but it was not a matter that the Commission considered. Actually an annual basis you have to have, and whether it ends in December or June would be a matter which would fit in with the convenience of the Congress and the administration. We did not go into it.

Representative RUMSFELD. You indicate that the Commission feels that when the President requests an authorization for a new program, he should at the same time offer an estimate of the costs.

You discussed this with Congressman Curtis.

Is it the view of the Commission that when these estimates are made, they should be made on a yearly basis to the extent that the forecasting is possible, with the amount of money to be spent in each future year so indicated?

Mr. KENNEDY. I would say that that would be our view. They have to come up for an annual review, an annual appropriation—it should be considered then.

Representative RUMSFELD. The Commission report suggests that the appropriations process is a major point of decision in allocating resources among Government programs. I do not know if you are speaking ideally as to what you would hope it would be. It seems to me that Congress really never examines the budget as a whole. How can the Congress make any intelligent allocation among programs as long as it simply deals with an authorization bill here, an appropriations bill there, and then at the end of the year throws up its hand and says, "Surprise, here is what it all came out to." And this in effect is what we are doing.