

Mr. KENNEDY. Well, the Congress has the President's budget when it is submitted. That is an overall plan and it is submitted to the Congress. So they have a chance—and we did not go into the way the Congress runs its business. I think we would have had a real problem if we had done that.

But we felt that by presenting a budget which would have definitions and material included that would be consistent, and would be measured in a manner that would be consistent—so that you would be able to appreciate or understand whether an item is included or not included—that the Congress could then take a look at it from the standpoint of timing and the allocation of resources, and consider the matter as a whole.

Now surely in the way you have divided your work, you have the receipts on the one side in one committee, and you have the appropriations on another side in another committee. You don't go into a complete review. There is no committee, as far as I know, that takes the President's budget and does what you are talking about as fully as it might.

Getting back to your earlier point, Mr. Rumsfeld, on page 7 of the report, near the bottom, on the question of internal, long-range projections:

At present, Federal agencies are required to prepare and submit to the Bureau of the Budget multi-year program and financial plans as part of their regular annual budget submissions. These plans cover at least four years beyond the budget year. They can obviously be of substantial value to agency officials, both in considering their long-run objectives, and in their current program management. Similarly, consideration of such plans by the President and his Executive Office staff improves the decision-making process and should be encouraged. This is true not only for new programs under consideration, but applies as well to programs established years ago which must be regularly reevaluated in terms of current conditions and the future outlook.

Now that is the ordinary procedure at the present time. Where it is not done, that is another matter.

Representative RUMSFELD. The Bureau of the Budget is not the Congress.

Mr. KENNEDY. That is right.

Representative RUMSFELD. I cannot speak for the Appropriations Committee, but I do know something about the Science and Astronautics Committee. I can say the projections we have had have had to be extracted with pliers and crowbars. And they have not been worth the effort once it was over.

I agree very much with what Mrs. Griffiths said concerning congressional procedures, and also the question of what the executive branch gives the Congress.

I understand this was not a subject of your Commission. I do think it should be stated that the power to change congressional procedures, whether it is with respect to debt or revenue or appropriations procedures—certainly the power to change what is required of the executive branch, whether it is better forecasts or cost benefit ratios—is with the Congress, and we have not done it; but we have the power to do it. The blame clearly must rest with the Congress for the shortcomings in this area.

Chairman PROXMIRE. Senator Percy?

Senator PERCY. Mr. Chairman, I would like to add a personal note to Congressman Rumsfeld's welcome to David Kennedy, a dear