

We had a chart on our wall that showed the funds available to us that ran out June 30. We all received letters of commendation for having spent all of that money, so that none of it was "wasted," which is to say, not used.

Is there the same incentive system in the executive branch of the Government—the compulsion to spend every penny?

I notice there are two things involved here. You have huge unspent appropriations of \$125 billion, so there must be continuing authority. But did you run into the same problem I ran into 23 years ago, of this huge expenditure occurring at the end of the fiscal year?

Mr. KENNEDY. I suspect, Senator, human nature has not changed in that period of years.

Senator PERCY. The minority staff has asked a question on the capital budget. You do not favor the development of a capital budget for the Federal Government. Isn't it true that a capital budget would be an important aid in evaluating expenditure policy to determine the extent to which Federal expenditures are wealth creating?

Mr. KENNEDY. There is no question but what there should be some figures on Federal capital investment from the standpoint of what the Government owns in the way of resources, and so on. But from the standpoint of the budget itself, for the annual use by the Congress, we felt the overriding matter of distortion of resource allocation—whether to go into physical or human investment—is controlling; and that while the other problems are very great, that it is better to take that as a study from time to time. That is one area where you might have a report from time to time and take a careful look at what has happened with our resources, item by item, State by State, area by area.

Senator PERCY. The last question, Mr. Kennedy. Your Commission work is now over. I respect the fact that it is desirable once in a while to really terminate work on schedule and go out of business, rather than staying in business permanently. But I sometimes wonder whether an idea that has been studied thoroughly and researched, and and a report made, ever is implemented, other than through the enthusiasm of those who have really created the product.

What do you regard as the motive force that will carry forward this work so that it is not lost? The administration could change in 1968. In fact, I know some people who are working very hard to bring that about. There is an element of pride of authorship always—we did not invent it, therefore we are not as enthusiastic about it.

What could you recommend to us to see that your work will not be lost and that some force will press forward now to try and implement it so that your objectives and goals are kept in view?

Mr. KENNEDY. About the only thing I can say on that, Senator, is that there were 16 members of this Commission, and we were all involved in it. Each one had a hand in it and actually made a contribution to our net result. I do not think you ever get out of some previous assignment from the standpoint of your personal interest. As a matter of fact, it is hard to quit a job—I have found out. But this one we are.

Now, we do have the report. We do have in writing, the supporting papers that will be forthcoming, which will be there to use as a guide and to appraise current developments with the recommendations.

Also, the congressional Members have a continuing responsibility. It would be there that I would be in hopes of continuous help. And I