

G. WILLIAM HOAGLAND
Staff Director of the Senate Budget Committee
Advisor to the Senate Majority Leader

Oral History Interviews
November 28, 2006 - August 30, 2007

Senate Historical Office
Washington, DC

Deed of Gift

I, G. William Hoagland, do hereby give to the Senate Historical Office the tape recordings and transcripts of my interviews between November 28, 2006 and August 30, 2007.

I authorize the Senate Historical Office to use the tapes and transcripts in such a manner as may best serve the educational and historical objectives of their oral history program. I also approve the deposit of the transcripts at the Library of Congress, the National Archives, the Senate Library, and any other institution which the Senate Historical Office may deem appropriate.

In making this gift, I voluntarily convey ownership of the tapes and transcripts to the public domain.

G. William Hoagland

[date]

Accepted on behalf of the
Senate Historical Office by:

Richard A. Baker

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“A Comment on ‘The Great Unraveling: Federal Budgeting, 1998-2006,’” *Public Administration Review* (July/August 2007)

Preface

Beyond appropriating all federal funds, Congress' "power of the purse" involves determining how those funds should be spent. Efforts to better control the federal budget, through passage of the Congressional Budget and Impoundment Control Act of 1974, created the Senate and House Budget committees. The act required Congress to set budget limits for all tax and spending decisions. At the beginning of each year, therefore, the Budget committees review the president's proposed budget and set spending and revenue goals, incorporated in a budget resolution. Spending and tax requirements must then be reconciled to the budget resolutions, in an omnibus budget reconciliation bill for approval by both houses. Given that there are usually strong differences of opinion on fiscal matters between the president and Congress, and between the two houses of Congress, this process has stimulated annual "budget battles." G. William Hoagland participated on the front lines of these battles for thirty years, via the Congressional Budget Office, the Senate Budget Committee, and the office of the Senate majority leader.

Born on October 15, 1947, Bill Hoagland grew up on a farm in Covington, Indiana, before attending the U.S. Maritime Academy, Purdue University, and the Pennsylvania State University. He earned degrees in agricultural economics. In 1972 he was a research associate at the Health Research Institute, and in 1973 he became associate director of Comprehensive Health Planning Agency in Fort Wayne, Indiana. He moved to Washington in 1974 as an economist for the Department of Agriculture's Food and Nutrition Service. In 1975 he became one of the first staff members of the nonpartisan Congressional Budget Office (CBO). In 1981, President Ronald Reagan appointed him as administrator of the Food and Nutrition Service, and he also served as special assistant to the Secretary of Agriculture. In 1982, he returned to Capitol Hill, serving first as a group leader and senior analyst and then alternately as staff director and minority staff director of the Senate Budget Committee for the next twenty years. Working with the committee's chairman, New Mexico Senator Pete Domenici, he participated in the Gramm-Rudman-Hollings budget reform legislation, the Omnibus Budget Reconciliation Act of 1990, and the 1995 Balanced Budget Agreement. In 2003, Senate majority leader Bill Frist, appointed him a policy advisor on budget and financial matters, a position he held until he retired from the Senate in 2007. The Capitol Hill newspaper *Roll Call* regularly rated him among the "Top 50 Hill Staffers," and the *National Journal* listed him among "The Washington 100 Decision Makers."

Senator Frist noted that Bill Hoagland “had a voice in every major Senate budget and appropriations measure” during his two decades with the Budget Committee, and while serving as the majority leader’s director of budget and appropriations “he played critical roles in ushering forth the Deficit Reduction Act and the Tax Increase Prevention and Reconciliation Act of 2006,” among others. His weekly economics reports, Senator Frist noted, were “as much an exercise in dry wit as a profound analysis of the economic outlook.” Senator Kent Conrad, at the time the ranking Democrat on the Budget Committee, paid tribute to Bill Hoagland as one who had “extraordinary credibility on both sides of the aisle.” The *New York Times* added that “lawmakers and staff members in both parties agree that no one else has his sense of history of budget battles over the years.”

About the Interviewer: Donald A. Ritchie is associate historian of the Senate Historical Office. A graduate of the City College of New York, he received his Ph.D. in history from the University of Maryland. His books include *James M. Landis: Dean of the Regulators* (Harvard University Press, 1980), *Press Gallery: Congress and the Washington Correspondents* (Harvard University Press, 1991), *The Oxford Guide to the United States Government* (Oxford University Press, 2001), *Reporting from Washington: The History of the Washington Press Corps* (Oxford University Press, 2005), and *Electing FDR: The New Deal Campaign of 1932* (University Press of Kansas, 2007). He served as president of the Oral History Association and of Oral History in the Mid-Atlantic Region (OHMAR), and received OHMAR's Forrest C. Pogue Award for distinguished contributions to the field of oral history.