

PRESIDENT'S ADVISORY COUNCIL ON EXECUTIVE ORGANIZATION

THE COUNCIL'S MISSION

The mission of the President's Advisory Council on Executive Organization is:

- (1) "...to undertake a thorough review of the organization of the executive branch of Government."
- (2) "...provide overall and specific recommendations for improving agencies."
- (3) "...deal with both immediate and long-range needs for organizational changes to make the executive branch a more effective instrument of public policy."

"The Council will consider: (1) the organization of the executive branch as a whole in light of today's changing requirements of government; (2) solutions to organizational problems which arise from among the 150-plus departments, offices, agencies, and other separate executive organizational units; and (3) the organizational relationships of the Federal Government to States and cities in carrying out the many domestic programs in which the Federal Government is involved." (President Nixon, April 5, 1969).

President's Advisory Council
on
Executive Organization

AREAS COVERED BY STAFF PAPERS

(In Order of Priority)

Area for Study

Subjects in Ash Memo (May 20, '69) Included

Social Programs

Railroad Retirement Board to HEW?
 Fate of OEO, Innovative only?
 HUD charter and management
 What interagency coordinating mechanisms
 Manageability of HEW, Control by Secretary
 Manpower programs of OEO, HEW, Labor
 Public facilities construction of HEW, OEO, HUD
 HUD and Agriculture in housing and community
 development
 Office of Education more in or out of HEW
 Super Department of domestic affairs
 State and city participation
 Regional office management
 Regroup HEW into Health and Welfare, Social
 Insurance and Education and manpower
 Department Human Resource Development (U.S.
 Chamber of Commerce)
 Relocate manpower programs from Labor to HEW
 Agriculture includes, for rural areas, many of
 social and economic development programs of
 other agencies
 Interagency coordinating relationships
 Domestic program management responsibility,
 Regional offices
 Program evaluation - Urban Institute
 Veterans Administration, College Housing to HEW

Executive Office of
the President

Presidential staff to "manage" interdepartmental
 programs
 Overlap of Office of Science and Technology,
 National Aero. & Space Council and National
 Council of Marine Resources in Executive Office
 Price Wage Stabilization Committee from CEA to
 Commerce or Executive Office of the President?
 Office of Emergency Preparedness into Commerce
 Civil Defense
 Interagency coordinating relationships

Area for Study

Subjects in Ash Memo (May 20, '69) Included

How assure supply of capable people?
Transfer to President responsibility for all
functions of the agencies and offices of EOP
Planning, programming and special studies
capability
Domestic program management responsibility,
Regional offices
Organization and Personnel (Lindsay) including
recruiting, evaluation, promotion top level
Civil Service
Public Management Commission
BoB role - Office of Program Management, Planning
Use of Planning, Programming and Budgeting Systems
extensively by BoB
Program evaluation - Urban Institute

Organized Crime

Federal racketeering field offices
National law enforcement council
Overlapping responsibilities (A. Burns)
Subversive activities control into Justice?

Regulatory Agencies

Maritime, Power, Trade, Commerce, CAB need be
independent?
Which might be under which departments?
Separate policy responsibilities from adjudicative
How achieve Presidential influence?
ICC transfer authority to Chairman
Tariff Commission transfer authority to Chairman
How assure supply of capable people?

Natural Resources

Department of Natural Resources
Overlap of water resources functions of Corps
of Engineers, Agriculture Federal Power
Commission, Interior, TVA
Overlap of land management between Interior (Parks,
BLM, and Minerals) and Agriculture (National
forests)
Integrated leadership of Regional Commissions
(also related to Social Programs)
Environmental Department on Coordination
Super Departments
Create a Department of Rural Affairs

Area for Study

Subjects in Ash Memo (May 20, '69) Included

Consumer Affairs

New Department? (Ribicoff)
Role of FTC and Commerce?
Multi-department involvement

Urban Mass Transportation

HUD and Transportation in planning

Indians

Indian Affairs (Interior) to HEW. Interior's
Indian and territorial programs are primarily
social.

Civil Rights

Equal Employment Opportunity Commission to
Justice
Social Program

Defense Department
Domestic Programs

None

Communications Policy

Fragmented policy responsibility; proposed
National Communications Policy Organization
in Commerce or Transportation
National Communications System in DoD for
Operations

Bank Regulation

Relationship FRB, FDIC, Comptroller of Currency
Greater responsiveness of FRB to President?

Federal Credit Programs

Combine SBA with Economic Development Division
of Commerce?

on
Executive Organization

AREAS FOR SUBSEQUENT STUDY

Area for Study

Subjects in Ash Memo (May 20, '69) Included

State Department *

USIA to State? and ACDA?
Economic functions vis-a-vis others
Relative role of NSC and State
Budget control by State of AID, MAP, USIA,
Peace Corps
Management of AID
Various department functions in embassies
abroad

Science and Technology**

Proposed National Oceanic and Atmospheric
Agency including Coast Guard, Bureau of
Commercial Fisheries, Environmental
Science Services Administration, National
Sea Grant Program
Role of AEC and NASA
Department of Science

International Economic
Affairs

Relationship of Commerce, State, Treasury,
U.S. Tariff Commission, Special Representative
for Trade Negotiations, NSC, CEA including
consideration of International Communications
and Transportation matters
Transfer Tariff Commission authority to Chairman

Commerce and Labor

New charter toward Department of Economic Affairs,
Centralize business and economic data and planning
Placement of Export Import Bank
Commerce role in international trade and economics
Maritime Administration into Transportation
Role of commerce in domestic economic development
Merge Labor with Commerce
Federal Medical Service, National Mediation Board,
NLRB, Farmer Labor Board consolidation?

Selective Service

Where?

Real Property Management

* Group to be appointed by President to study aspects of this area.

** Aspects are being covered in the EOP Study.

Area for Study

Subjects in Ash Memo (May 20, '69) Included

Information Systems

National Statistical Data Center
Records, Reporting Systems, management, data
processing (Donovan-Heller)

PRESIDENT'S ADVISORY COUNCIL ON EXECUTIVE ORGANIZATIONSUMMARY OF MAN-DAY REQUIREMENTS FOR FIRST PHASE

<u>Priority</u>	<u>Area of Study</u>	<u>Running Days to Produce Outputs</u>	<u>Man-Days Required*</u>	<u>Council Staff Required</u>
<u>Very High</u>	Social Programs	50	100-120	2
	Executive Office	50	80-100	2
	Executive Personnel	30	30	1
	Organized Crime	25	25-35	1
	Regulatory Agencies	45	80-120	2
<u>High</u>	National Resources	35	65-75	2
	Consumer Affairs	30	50-60	2
<u>Next</u>	Indians	10	10	1
	Urban Mass Transportation	--	5**	-
	Credit Programs	60	60	-
<u>Undetermined</u>	Civil Rights	60	60	1
	Communications Policy	25	25	1
	Bank Regulation	25	25	1
	Domestic Programs (DoD)	--	0**	-
			615-725	16

* These totals exclude emergency requests, special reports and supervision.

** Time includes work on both UMT and Domestic Programs (DoD).

PRESIDENT'S ADVISORY COUNCIL ON EXECUTIVE ORGANIZATIONSUMMARY OF OUTPUTS OF FIRST PHASESCOUNCIL AREAS OF STUDY

<u>Area of Study</u>	<u>Approach Recommended Will Produce</u>	<u>In X Days</u>
Social Programs	Detailed Plan of approach including alternative organizational models.	50
Executive Office	Preliminary memo(s) for each segment of the Executive Office describing problems and alternative solutions.	50
Executive Personnel	Memo defining limits of study and describing details of suggested study approach.	30
Organized Crime	Council memo describing organizational alternatives and if necessary outlining plan for further study.	25
Regulatory Agencies	Preliminary memo(s) describing in detail the organizational problems and alternative solutions to be studied in subsequent phases.	45
*Natural Resources	Preliminary memo describing the organizational problems and alternative solutions to be studied in subsequent phases.	35
*Consumer Affairs	Preliminary memo describing the organizational problems and alternative solutions to be studied in subsequent phases.	30
Indians	Staff memo evaluating past suggestions and recommending appropriate classification.	10
Urban Mass Transportation	Staff memo on progress of other groups studying area.	--
Credit Programs	Consultant to present preliminary results for September Council meeting.	60.
Civil Rights	Draft Presidential memo making organizational recommendations. Disposition at September or October meeting.	60

* Staff paper recommendations out of date. Statement assumes we will take the basic approach to this area of interviewing, reading past materials, etc.

PRESIDENT'S ADVISORY COUNCIL ON EXECUTIVE ORGANIZATIONBROAD COVERAGE VS LIMITED COVERAGE - THE CONSIDERATIONS

	<u>Broad Coverage of Areas</u>	<u>Cover Most Pressing Areas</u>
Cost	Will require additional budget beyond amount appropriated and promised (about \$250,000).	If limited to ^{five} four very high priority areas may be accomplished with current and promised appropriation.
Staff	Will require 13 professionals (not including 3 research assistants).	Will require 6-8 professionals (not including 2 research assistants).
Presidential Interest	All areas of high priority covered.	Does not cover two high priority areas or other areas of interest.
Press and Special Group Relations	Will cover effectively.	May cover less effectively.
Time	Presidential memos can be ready in some areas within 60 days - all areas within 8 months to year.	Presidential memos in areas covered ready in 4-12 months.
Flexibility	Permits assignment of staff to emergency projects, etc.	Will not permit reassignment of staff without slippage.
Supervisory Contribution	Since fewer papers, each gets more attention from Executive Director and Deputy.	Less attention per paper from Executive Director and Deputy.*

* Staff is divided as to which way this cuts.

PRESIDENT'S ADVISORY COUNCIL ON EXECUTIVE ORGANIZATION

SUMMARY OF COST IMPLICATIONS OF BROAD VS LIMITED COVERAGE ALTERNATIVES

	Total Estimated Cost for one Year*	Allowance for Estimating Error at 20% of Total Costs	Remaining Appropriation After Estimated Costs and Estimating Error Allowance**
Limited Coverage	512	614	386
Broad Coverage	713	856	144
Difference	201	242	

* The costs estimated include Council salaries and overhead costs only. Back-up tables are available for Council review.

** The sums listed are available for the purchase of consulting services, reimbursement for agency details, etc.