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Discussion with Council Guests

THE EXECUTIVE OFFICE OF THE PRESIDENT  
(EOP)

Guests: Director of the Budget Bureau Mayo and  
Deputy Director Hughes

At issue here is a review and evaluation of the organization and machinery of the Executive Office of the President, with a view to modifying the relationship between the office and the various line agencies. Our guests' views and insights on the following subjects and questions would be useful to the Council.

1. Is organization really the problem?
2. What general principles should we bear in mind in analysing the EOP?
3. THE APPROPRIATE LOCATION OF POLICY AND PROGRAM PLANNING
  - a. The EOP or the line agencies and departments.
4. RESPONSIBILITY FOR COORDINATION OF FEDERAL PROGRAMS
  - a. The EOP's responsibility in management and control of programs.
5. THE NEED FOR EVALUATION OF PROGRAMS
  - a. Within the various line agencies.
  - b. Within the Executive Office of the President.
  - c. Through a unit of the Budget Bureau, and the changes needed here to enable the Bureau to perform an evaluation function.
  - d. Whether any new, permanent unit should be formed to evaluate Federal programs.

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e. The role of Congress in program evaluation.

6. THE PRESIDENT'S AUTHORITY TO REORGANIZE AND MANAGE THE EXECUTIVE OFFICE

a. The changes needed.

b. The President's authority to manage, as well as plan, programs.

c. Whether his authority should be extended to allow the President to lift a troubled program from a line agency and take it under direct control for a period of time.

d. The circumstances under which it is preferable to have a program (e.g. anti-poverty through the OEO) managed directly within the Executive Office of the President.

7. THE PRESIDENT'S OWN ROLE

a. Whether a formal mechanism is needed to enable the President efficiently to use his limited time.

b. The type of problems to be brought before the President.

c. The need for a mechanism to channel conflicting agency views to the President.

8. THE RELATIONSHIP BETWEEN THE PERMANENT EOP (BUDGET BUREAU, ET AL) AND THE POLITICAL EOP (WHITE HOUSE STAFF)

a. The permanent staff has professional expertise, while the White House staff -- politically oriented and responsible directly to the President -- may more accurately reflect the nation's current leanings.

b. The need for the White House staff to track the various branches of the permanent staff with a view to reflecting the President's wishes.

9. THE ROLE OF THE EOP IN MILITARY AND FOREIGN AFFAIRS (THROUGH THE NATIONAL SECURITY COUNCIL)
  - a. Its planning and management role in relation to the line agencies (e.g. State and Defense).
  - b. Its special role for evaluation.
10. A CENTRAL POLICY MAKING MECHANISM FOR SCIENCE AND TECHNOLOGY
  - a. The need for one.
  - b. Its appropriate location, and relation to the operating agencies.
  - c. Its management and evaluation roles.
  - d. The Budget Bureau's view of its function in the area.

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ORGANIZED CRIME

Guest: Attorney General John Mitchell

Mr. Mitchell's views on these subjects should be useful.

1. CURRENT ORGANIZATIONAL PROBLEMS IN GOVERNMENT'S LAW  
ENFORCEMENT SYSTEM.

- a. interagency overlap in functions.
- b. lack of effective intergovernmental coordination and cooperation.
- c. conflict between the strike forces and the agencies' ongoing programs in goals and tactics for combatting organized crime.
- d. lack of overall coordination with the law enforcement and criminal justice system.

2. THE ROLE OF THE JUSTICE DEPARTMENT AS PRIMARY COORDINATOR OF  
LAW ENFORCEMENT EFFORTS IN THE U.S.

3. THE RELATIONSHIP BETWEEN THE VARIOUS ELEMENTS WHICH COMPRISE  
LAW ENFORCEMENT ACTIVITIES (e.g. investigation, judicial process, correction and prevention.)

- a. the effect increased success increased success in one element would have on the other elements. (If investigation is improved, are the court and prison systems organized properly to absorb the flow?)

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4. THE RELATIONSHIP BETWEEN THE JUSTICE DEPARTMENT, THE BUDGET BUREAU AND THE WHITE HOUSE STAFF IN PLANNING, COORDINATING AND EVALUATING LAW ENFORCEMENT PROGRAMS.

5. MERGERS AMONG LAW ENFORCEMENT AGENCIES.

- a. the need for mergers.
- b. The danger of mergers -- i.e., fear of a national police force as expressed by FBI Director and others.
- c. the need to shift certain functions from one agency to another.

6. ANTICIPATION OF LAW ENFORCEMENT PROBLEMS.

- a. comments on the current mechanism.
- b. the changes needed to insure that the Government will be able to anticipate (and head off) new law enforcement problems, such as the sharp increase of marijuana use among students.
- c. the mechanism needed to allow swift reaction when upcoming problems are foreseen.

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SOCIAL PROGRAMS

Guests: HEW Secretary Finch, HUD Secretary Romney, OEO Director Rumsfeld, Assistant to the President on Urban Affairs Moynihan.

Our guests' views on these matters among others, should be solicited for the guidance of the council. At issue here is the expected inability of the existing structure to cope with the Government's social goals, as reflected in legislation of recent years.

1. Is organization really the problem?

2. ORGANIZATIONAL PROBLEMS

- a. those faced by any one agency in carrying out its legislative assignments.
- b. conflicting goals of the various Federal agencies.
- c. overlap -- or perhaps gaps -- among the agencies regarding such things as: manpower (Labor) and vocational education(HEW); community action (OEO) and Model Cities (HUD).
- d. how the present alignment inhibits efficient administration.

3. MANAGEMENT AND PLANNING FUNCTIONS

- a. whether new programs should be planned by the operating agencies or within the Executive Office of the President.
- b. whether ongoing programs should be evaluated by the line agencies, within the President's office, by some

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independent body or within Congress.

- c. the benefits and problems of separating/combining planning and management functions.
- d. the need for evaluation of programs, and comments on the present system, or lack of one.
- e. whether agencies within the Executive Office of the President (OEO) should be restricted to planning and experimental functions, rather than be charged with the daily management of ongoing programs.

4. COORDINATION OF PROGRAMS AT THE HEADQUARTERS (WASHINGTON) LEVEL.

- a. one super-agency.
- b. a new coordinating agency within the Executive Office of the President.
- c. an office within the Budget Bureau.

5. COORDINATION PROBLEMS BETWEEN WASHINGTON AND THE STATES AND CITIES

- a. should the field structure be modified to allow greater decision-making authority?

6. THE PROBLEMS RESULTING FROM SUCCESS.

- a. whether there is sufficient collaboration among the line and planning activities to anticipate future strains due to partial success.
- b. the structural changes needed to insure that weaknesses will be anticipated long enough in advance to allow proper funding when needed, rather than locking an agency into an ongoing, obsolete program.