

July 10, 1969

C  
O  
P  
Y

MEMORANDUM FOR:

HONORABLE ROBERT P. MAYO  
DIRECTOR, BUREAU OF THE BUDGET

HONORABLE ROBERT E. HAMPTON  
CHAIRMAN, U. S. CIVIL SERVICE COMMISSION

SUBJECT: Evaluation of Federal Executive Boards

To bring into sharper focus the future role of the Federal Executive Boards, the Bureau of the Budget and the Civil Service Commission agreed in early February to do an indepth evaluation of the Federal Executive Boards. Data for the evaluation was obtained through a review of the files, written evaluations from FEB members and BOB/CSC staff visits with the Chairmen and other members of 8 of the 15 Federal Executive Boards and members of three of the recently established Regional Councils.

The highlights of our conclusions are as follows:

- There is a definite need for a Federal field mechanism or forum such as the Federal Executive Boards.
- FEBs are considered an excellent source of rapid communications particularly on new Presidential guidance and government-wide policies.
- Communities have benefited as a result of the FEB activities through increased understanding and use of Federal services.
- FEBs have been successful in encouraging cooperation between Federal agencies and with State and local government organizations on a variety of projects.
- Because of inherent limitations (i.e., no decision making power, uneven agency authorities) FEBs have rarely been able to contribute significantly to the solution of urban problems. The recently established Regional Councils provide an improved mechanism for dealing with urban problems since they have greater capacity for program coordination in the field. With their region-wide influence and special staff, the Regional Councils, not the FEBs, should provide leadership in the field for the Federal Government's attack on urban problems.

## Summary of Recommendations in Report

1. The FEBs, whose members are the heads of Federal field establishments, should continue to operate in the metropolitan areas in which they are located and should concentrate on encouraging cooperative action in three basic areas:

- Implementing Government-wide policies such as those dealing with equal employment opportunity and summer youth programs.
- Service to the community in Community Chest Campaigns, blood donor drives, and other continuing and emergency community needs.
- Improving the quality of the Federal Government through increased attention to efficiency of operations, service to the public, sharing of space and equipment, recognition programs and similar efforts to improve Federal management.

2. The internal organization and management of the FEBs at the local level should be improved by:

- Revising the existing committee structure generally consistent with the three broad areas of prime FEB responsibility and placing greater reliance on ad hoc committees for activities that fall outside these categories.
- Providing that the Chairman of the Regional Councils and principal CSC and GSA officials in FEB cities should serve as ex officio members of the FEB Policy Committees because of their interagency and central management responsibilities.
- Extending the present practice of selecting a promising junior or middle management employee to serve as an assistant to the FEB Chairman and that BOB provide ceiling relief to the employing agency for one such position for each FEB. The FEBs should continue to secure needed support from participating agencies (no separate staff or budget).

3. The number of FEBs should be expanded from 15 to 25 by establishing FEBs in lieu of Federal Executive Associations in the following metropolitan areas:

Albuquerque  
Baltimore  
Buffalo  
Cincinnati  
Detroit

Miami  
Newark  
New Orleans  
Pittsburgh  
Portland, Oregon

FEBs should continue to operate in Atlanta, Boston, Cleveland, Chicago, Dallas-Fort Worth, Denver, Honolulu, Kansas City, Los Angeles, Minneapolis-St. Paul, New York, Philadelphia, St. Louis, San Francisco and Seattle.

4. The Washington Secretariat for the FEBs should be located in the Bureau of the Budget instead of the Civil Service Commission because the Bureau offers a better opportunity to inter-relate the FEBs to other recently established field coordinating mechanisms: Regional Councils, Model Cities, CAMPS, etc. The Civil Service Commission should maintain a strong interest in the FEBs since good personnel management is a key factor in effective policy and program execution.

Attached is a proposed memorandum to the President transmitting this memorandum and recommending changes in the FEBs and extension to 10 additional metropolitan areas. Also attached for the President's signature is a draft memorandum to the Director of the Bureau of the Budget authorizing the establishment of 10 additional FEBs, calling for an FEB Secretariat in the Bureau of the Budget instead of the Civil Service Commission, and setting forth expectations for future FEB activities and actions.

The FEB members are eager to receive the new Administration's thinking regarding the role of the FEBs. Your support for the proposals in this report and the President's approval of the recommendations would signal the beginning of a changed and revitalized FEB operation.

We recommend your approval of the attached memorandum to the President.

U. S. CIVIL SERVICE COMMISSION

BUREAU OF THE BUDGET

/s/ Bernard Rosen  
Bernard Rosen  
Deputy Executive Director

/s/ Kenneth Kugel  
Kenneth Kugel  
Director, Operational Coordination  
and Management Systems Staff

/s/ Eugene D. Rummel  
Eugene D. Rummel  
Staff Assistant

/s/ William C. Arntz  
William C. Arntz  
Management Analyst