

BB/

EXECUTIVE

FG 618

FG 295

18563

AUG 29 1968

Dear Mr. Chairman:

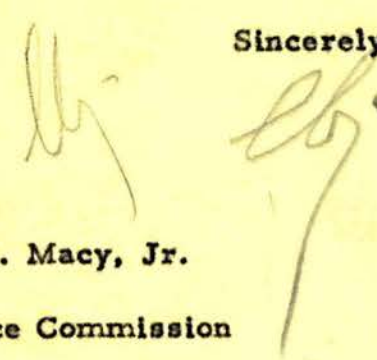
It is evident from your seventh annual report that the Federal Executive Boards have come of age and are serving as a positive force to improve the quality of American government and life. Their value for serving the public's interest is clearly demonstrated by their contributions to the solution of urban problems, increased economy and efficiency, improved service to the public, and constructive relationships with the community.

There can be, however, no let up in our efforts to come to grips with the many urgent and complex problems facing us today. We must move faster to meet the crises in our cities. We must exercise greater frugality in the use of our resources. We must seek new ways to better serve the public.

I am gratified that you continue to communicate with and encourage other organizations of Federal field officials. The concept of coordinated Federal action on national goals at the local level should be applied wherever possible. By joining together, Federal officials throughout the land can more effectively contribute to the betterment of their community and country.

The Federal Executive Boards have done much and have done it well during the seven years since they were established. The Boards deserve and will have the full support of Federal executives in Washington and in the field. In turn, we will look forward with high expectation to their continued progress.

Sincerely,



Honorable John W. Macy, Jr.  
Chairman  
U. S. Civil Service Commission

Sent - 9/3/68.

RECEIVED  
SEP 10 1968  
FBI

Handwritten: 8/2/68

U. S. Civil Service Commission  
Washington  
Honorable John W. Macy, Jr.

RECEIVED  
SEP 10 1968  
CENTRAL FILES

Sincerely,

Brothers:

In this we will look forward with high expectation to their continued  
role in the support of Federal executives in Washington and in the field.  
The whole world will be watching. The whole world will be watching  
the Federal Executive Board's role, how much and how well it will continue

continually and courageously.

The time has come especially significant to the development of their  
moral courage. By joining together, Federal officials throughout  
Federal service on national fronts at the local level should be able to  
overcome the obstacles of Federal field officials. The concept of coordinated  
I am convinced that you continue to communicate with and encourage other

before the bar.

Finally in the use of our resources. We must seek new ways to protect  
ourselves to meet the challenge in our time. We must exercise freedom  
the whole nation and combine our efforts to reach us today. We must make  
these our best resource, no let us in our efforts to come to grips with

continually.

Involved before to the bar, and courageous leadership with the  
the notion of their courage, increased economy and efficiency.  
The bar's interest is greatly demonstrated by their contributions to  
the dignity of universal government and life. Their work for national  
board will come of age and its calling is a noble force to involve  
it is evident how long we have waited before the Federal Executive

Best Wishes, Sincerely:

Aug 23 1968

18223

18223  
18223  
EXHIBIT



Segment 8/29

THE WHITE HOUSE  
WASHINGTON

Mr. Schultz

CSC

183-7391

OK

—





UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

*reid*  
August 21, 1968

*Aug 23, 1968*  
*12:30 P*

MEMORANDUM FOR THE PRESIDENT

Attached is my annual report on the activities and accomplishments of the Federal Executive Boards. I have also included a suggested response from you which could very effectively be used, along with the annual report, to promote the importance of the Boards and intensify interest in them.

I recently sent to the Bureau of the Budget a draft of an Executive Order which would give the Boards a firmer legal foundation and fully recognize the inherent benefits of interagency cooperation at the local level. The current basic document for their establishment is a Memorandum to Heads of Departments and Agencies of November 10, 1961, signed by President Kennedy. My decision to do this was reinforced the other day in a conversation with Price Daniel who reported that you had indicated to him the desirability of some formal action to assure the continuation of the Boards in the future.

*John W. Macy, Jr.*  
John W. Macy, Jr.  
Chairman

Attachments



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

August 21, 1968

The President  
The White House  
Washington, D. C. 20500

Dear Mr. President:

It is a privilege and pleasure to submit my seventh annual report of the cooperative endeavors of the 15 Federal Executive Boards.

In several respects, the past year was similar to the preceding year for the FEBs. Their number remained at 15. They continued to give top priority to the attack on critical urban problems. And, they sustained their efforts to improve service to the public, achieve management improvements and cost reduction, and enhance relationships with the community. However, the past year was distinguished by being the most productive and meaningful of the seven years the FEBs have been in existence. It was such a year because the Boards demonstrated that they are capable of taking effective action on a variety of problems which plague our urban life.

The Boards have directed their urban problem efforts to issues which you highlighted in your State of the Union Message and various Presidential Messages. With continuing strong support from agency headquarters officials, the FEBs have successfully launched programs at the local level to help eliminate the causes of unrest in our cities. Representative actions taken by the FEBs to alleviate critical urban conditions are:

- Striving to improve employment opportunities for the "hard core" unemployed, by encouraging and assisting Federal managers as employers to provide jobs for the disadvantaged, and by working with local representatives of the National Alliance of Businessmen in their efforts to make the JOBS program succeed.
- Supporting, in collaboration with local officials, the Youth Opportunity Campaign in order to help give needy young people throughout the nation useful jobs and training as well as recreational and cultural opportunities.



- Increasing equal employment opportunity in the trades occupations by strengthening enforcement of contractor compliance with affirmative action requirements under Executive Order 11246, and by initiating training and recruiting programs to increase the number of minority persons in the apprenticeable trades.
- Working for equal opportunity in housing by publicly supporting local open housing efforts, participating in community fair-housing conferences, and taking action to ensure that Federal employees can acquire housing of their choice.
- Stimulating interest in coordinated law enforcement and crime prevention efforts at the grass roots level through bringing together Federal, State, and local officials, often for the first time.
- Providing neighborhood services and consumer protection information to ghetto residents.
- Working closely with city officials and community leaders to help initiate the Model Cities program.

The FEBs have carried out these activities in concert with State and local jurisdictions and community organizations. As a result, community and government leaders at the local level have increasingly realized that Federal officials are willing and able to be active partners in community efforts to improve urban life. They know that local Federal executives, as represented by an FEB, can make valuable contributions to urban improvement efforts by providing advice and information, supplying manpower on joint efforts, and improving Federal interagency coordination. As this pattern of cooperation grows, we can look forward to even more effective intergovernmental action, particularly at the local community level.

The Boards' intensive work to help alleviate our urban ills has not caused them to diminish their pursuit of other goals you have established:

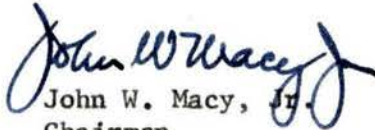
- Cost reduction and management improvement remain high priority concerns of the Boards. Your recent message to FEB Chairmen asking them to spearhead positive action to improve efficiency and economy will receive their full and prompt attention.
- Improved Service to the Public has made significant strides with the support of the FEBs. During the past year they played a key role in launching five new Federal Information Centers in Boston, Chicago, Denver, Ft. Worth, and San Francisco, and other Boards are laying the groundwork for Federal Information Centers in their cities.

- Cooperative interagency activities such as the Savings Bonds Campaign, combined fund campaigns, veterans assistance efforts, Civil Servant of the Year programs, civil defense programs, and emergency transportation planning, have been conducted by the Boards in an effort to make the Federal government a more responsive and responsible employer.

I have also continued to communicate with and encourage the 84 organizations of Federal executives in other cities. These Associations are established and devoted to improving interagency and intergovernmental cooperation. Their level of achievement has risen during the past year, and I am optimistic that this will continue.

In the course of the past year, the Boards have proven themselves to be a respected force in the community, a catalyst for interagency and intergovernmental actions, and a constant source of innovation and initiative. Yet any sense of achievement is tempered by the realization that today's level of effort is inadequate to our urgent needs. The FEBs will, therefore, seek to accelerate their progress towards improving the quality of American life.

Respectfully yours,

  
John W. Macy, Jr.  
Chairman



D R A F T

Honorable John W. Macy, Jr.  
Chairman  
U. S. Civil Service Commission

Dear Mr. Chairman:

It is evident from your seventh annual report that the Federal Executive Boards have come of age and are serving as a positive force to improve the quality of American government and life. Their value for serving the public's interest is clearly demonstrated by their contributions to the solution of urban problems, increased economy and efficiency, improved service to the public, and constructive relationships with the community.

There can be, however, no let up in our efforts to come to grips with the many urgent and complex problems facing us today. We must move faster to meet the crises in our cities. We must exercise greater frugality in the use of our resources. We must seek new ways to better serve the public.

I am gratified that you continue to communicate with and encourage other organizations of Federal field officials. The concept of coordinated Federal action on national goals at the local level should be applied wherever possible. By joining together, Federal officials throughout the land can more effectively contribute to the betterment of their community and country.

The Federal Executive Boards have done much and have done it well during the seven years since they were established. The Boards deserve and will have the full support of Federal executives in Washington and in the field. In turn, we will look forward with high expectation to their continued progress.

Sincerely,

# EXECUTIVE

Information Memo  
August 9, 1968  
BW/

WE	HS 3
FG 165	LG
FG 600/Task Force/M*	FG 618
HU 2-2	FG 600/Task Force/C*
FG 11-15	LE
FG 600/Task Force/C*	FG 634
FA 6	CA
FG 266	CO 1-3
HU 2-1	FO 3-2
LA 2	PR 14
HU 2	FG 11-8-1/McPherson, Harry
MC	

Box No. 1475

Material sent to Central Files July 31, 1968 in loose leaf binders, and booklets from Mr. Harry McPherson's Office contains the following:

Report prepared by Sec. Gardner, HEW, on Themes underlying President Johnson's Domestic Program

Report on xTask Force on \*Manpower for 1968

Proceedings and Summary of Findings and Recommendations of the NC DH - OEO National Housing Conference for Local CAP Officials

Report on - xTask Force on \*Cities

Book of fact sheets on the National Council on the Arts, and activities supported by the Council in the States

Background notebook No. 1 - Housing and Employment

Report of the Working Groups on Recruitment, Training, and Utilization of the Disadvantaged

Booklet entitled "Our People and Their Cities"

Federal Executive Board \*Oakland xTask Force - Progress Report No. II

Booklet - 1965 Year of Legislative Achievements, HEW

Booklet - Racial Isolation in the Public Schools, U. S. Commission on Civil Rights 1967

Booklet - A New Look at Airline Economics

Report - A conference of Asian Scholars sponsored by Public Affairs Institute of xFreedom House

Report - American Voluntary Associations and International Cooperation

Petition from a group of people assembled in Los Angeles, California re: a Conference - xNational Committee against Discrimination in Housing



EXECUTIVE

FI 1-2, ①

FG 618

FG 11-1

FG 295

July 26, 1968

MEMORANDUM FOR

THE DIRECTOR  
BUREAU OF THE BUDGET

Herewith for the files of the Bureau is a copy of the President's memorandum to the Chairmen of the Federal Executive Boards. This memorandum was sent to the 15 Chairmen whose names and addresses you submitted with your recent memorandum.

The text of this memorandum was released to the press in Austin, Texas, on July 23rd.

William J. Hopkins  
Executive Assistant  
to the President

*O.S. copy has been sent to Chairman May*

Attachment

WJH:rah

*Green copies used for FG #s*

RECEIVED  
JUL 26 1968  
CENTRAL FILES

May 20, 1968

*gah/  
nem*

*File*

TO: Helen Colle/Mary Rawlins

FROM: James R. Jones

For your information.

*Noted  
by Jc + MR*

Date: May 18, 1968

TO: MARTY

FROM: JRJ

g.

Will you call John Macy and tell him this just will not be possible. Then send the file to Helen Colle/Mary Rawlins for their information.

May 20, 1968

9:45 a.m.

Informed Chairman John Macy that the President's schedule would not allow him meeting with the Federal Executive Board Chairmen.

*MEU*



**RECEIVED**  
**MAY 28 1968**  
**CENTRAL FILES**

May 17, 1968

Q

E

MR. PRESIDENT:

Will you meet with the 15 Federal Executive Board  
Chairmen when they are in Washington on Monday,  
June 17, or Tuesday, June 18?

Yes \_\_\_\_\_ No ✓

JimJ



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

EXECUTIVE

7G 618

PR 8-2

7G 295

MAY 17 1963

MEMORANDUM FOR THE PRESIDENT

The Chairmen of the 15 Federal Executive Boards will be here on June 17 and 18.

I believe this could serve as an excellent occasion for you to meet with them to emphasize the importance of coordinated Federal action for resolving the problems of the cities. In the past, you have described the Boards as counterparts to the Cabinet in the major metropolitan areas. As such, the Boards are your instrument in their areas for helping provide a Federal-wide approach to the resolution of social and economic problems in these metropolitan areas.

For the past two years, FEBs have initiated significant efforts to help meet the urban crisis. Some examples of their activities include: mobilizing Federal support for the Youth Opportunity Campaign; developing a coordinated approach to equal opportunity compliance in Federally financed construction; working for fair housing in their communities; promoting consumer protection programs; attacking transportation problems of ghetto residents; and encouraging a community-wide concern for crime control and prevention. Many of these efforts are undertaken in collaboration with State and local government officials, community organizations, and minority group leaders. The most recent assignment I have called on the Boards to assume is to work closely with local officials of the National Alliance of Businessmen to help make the JOBS program succeed.

In addition to the high priority urban affairs activities, the Boards are continuing to work on cost reduction, management improvement, community relations, and improved service to the public. They have been a key factor in the establishment of five new, one-stop Federal Information Centers in Boston, Chicago, Denver, Ft. Worth and San Francisco.

Last year, on June 20, you met briefly with the FEB Chairmen, and they benefited immeasurably from this indication of Presidential support. If you could discuss your views with them this year, it would further increase their effectiveness as a force for improving the quality of American government.



I would be glad to work with anyone you designate to prepare a statement and make arrangements for a meeting. We can arrange for the group to be at the White House at any time on June 17 or 18.

*John W. Macy, Jr.*  
John W. Macy, Jr.  
Chairman

RECEIVED

MAY 28 1968

FILES

157  
FIVE (2)  
Jul/1968/5755 (Cleveland)  
FG 295  
MAI  
February 26, 1968 FG 618

MEMORANDUM FOR MR. JOHN MACY

If the President's tentative schedule remains as is, along with the necessary additions as the end of March draws nearer, it would be impossible for him to speak in Cleveland.

Thanks for telling us of this opportunity in the event it should have been useful or if the schedule would have allowed.

Please tell the organizers to make alternate arrangements as you suggest in your memorandum.

Best personal regards,

W. Marvin Watson

*Central*  
FILE TO ~~HELEN COLLE~~, fyi

*Noted by Healy*

RECEIVED  
FEB 28 1968  
GENERAL FILES



gab  
February 16, 1968

FOR THE PRESIDENT'S NIGHT READING

FROM Joe Califano

Attachment



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

EXECUTIVE (2)

76 618

76 295

SP 2-4/1968

February 15, 1968

MEMORANDUM FOR THE PRESIDENT

To secure more effective interagency action on your urban program Sam Hughes and I met with the Chairmen of the Critical Urban Problems Committees of the Federal Executive Boards for a full day session on February 1. These officials had previously participated in the Youth Opportunity Conference conducted by the Vice President.

I called upon these field officials to concentrate in 1968 on inter-agency and intergovernmental action on the problem areas highlighted in your State of the Union Message:

- Training and employing the "hard-core" unemployed.
- Rebuilding our cities.
- Ensuring equal opportunity for minority groups.
- Promoting fair housing and open occupancy.
- Collaborating with State and local officials to prevent and control crime.
- Disseminating consumer protection information, especially to the disadvantaged.

On the problem of crime control, I specifically directed, in cooperation with the Department of Justice, a two-step program in each of the 15 Boards:

- Sponsor a Crime Control Conference which will bring together Federal, State and local officials to determine the extent and nature of the crime problem in their community; to ascertain what plans have already been formulated by Federal, State and local authorities to control crime; and to explore means by which the Board can cooperate with State and local officials in implementing action programs to prevent and control crime.

RECEIVED  
FEB 19 1968  
CENTRAL FILES



- Develop a program on the physical dangers and legal consequences resulting from the use of narcotics and dangerous drugs. The purpose of the program will be to encourage community-wide interest in the problem of drug abuse, with particular emphasis on conducting an educational campaign directed to the youth of the community.

As well as taking these actions these Boards, and the Federal Executive Associations in 80 other cities, will continue their efforts to effect management improvements in cost reduction, to improve service to the public and to develop beneficial community relations.

I will keep you informed of progress in these areas in my regular reports.

  
John W. Macy, Jr.

**EXECUTIVE**

Information Memo:  
November 1, 1967  
EF/dg

FG 11	FG 749	HE
FG 11-9	<u>FG 618</u>	FG 600/Task Force/I*
ST	FG 233	LA 2
FG 165	WE 9	LG
FI 4	FG 604	LG/New Haven
FA	LE	FG 1
	PR 10	LG/San Francisco

Box No. 1094 sent to Central Files, above date by Fred Bohen (Mr. Gaither's Office) contains following folders re: President's Task Force on Government Organization, dated 1966-67. Following folder re: The President's Task Force on Government Organization:

1. Executive Office Organization, January and March, 1967
2. The Executive Office of the President as a Management Tool, February, 1967
3. Office of Science and Technology, March 1964 and January 1965.
4. Executive Personnel Problems, July 1967
5. Charles E. Gilbert & David G. Smith Federalism papers. Emerging Patterns of Federalism in HEW (no date)
6. Washington Post/D.C. Reprint, January 1967

Folder re: Tracking Funds for various agencies:

7. Federal Aid to States and Local Governments, January 1966
8. Federal Executive Bd., (FEB) 1964-65 Annual Report (N.Y. F.E.B.)
9. Federal Regions-Agency fielded Organization, February 1967 - September 1967
10. Federal Reserve Administration Relations, June 1967
11. James W. Fesler's Material (Yale Univ.) Dept. and Inter-Dept. Field Admin. (Prepared for the Task Force, March 1967)
12. Finance-Intergovernmental, 1960 and 1948
13. Gordon-Reorganization HEW Legislation, 1966
14. Government Organization and Papers, 1965-66
15. Grant-In-Aid Programs, October 1966 to January 1967
16. Great Society Organizational Problems, July 1966 to June 1967
17. Great Society: Congressional Committee Structure, November 1966
18. Philip M. Hauser-Journal of the American Academy of Arts and Sciences, 1965
19. Heller-Peckman - Advisory Commission on Intergovernmental Relations, 12/64
20. House & Senate Committees Assignments - 90th Congress, January 1967
21. Health Care and Activities, September 1966
22. Hoover Commission Report, March 1949
23. Report from Task Force on Intergovernmental Fiscal Cooperation, November 11, 1964
24. Todd La Porte (Univ. of Calif.) Report re. Science, Technology and public affairs, 1965
25. Sar A. Levitan & Garth L. Mangum, Report re. Making Sense on Manpower Policy, Dec. 1966
26. Metro Government. Home Rule & Government in San Francisco Bay Area, February 1967
27. Sen. Muskie's Hearing Material on Intergovernmental Relations, June 1966 to Jan. 1967
28. News Articles; Post/D.C., August 1966 to January 1967
29. New Haven Community Action Program (Conn.) Community School Program, December 1965 to May 1966
30. Richard E. Newstadt: Writing re: The Presidency at Mid Century, no date
31. Organization Chart, July 1966
32. Proposed: Dept of Natural Resources, Sept. 1964, Oct. 1965 and Mar. 1967
33. Reorganization Act of 1949, Copies 6/20/67
34. Ribicoff Speech re. Urban Action Centers Reorganization, etc. January 1967
35. Ribicoff - Comprehensive Program for Cities, July 1967
36. San Francisco Demonstration Center. City Demonstration Program, Sept. 1966 to Mar. 1967
37. Wallace S. Sayre (Columbia Univ.) Remarks re. Task Force, March 1967 to April 1967
38. Vincent Scully (Yale Univ.) Urban Development in New Haven, March 1967
39. State and Local Government, November 1966 to January 1967
40. Mitchell Sviridoff, Member of Task Force on Government Organization, June 1966 to February 1967

JMT/

EXECUTIVE

FG 618

ATTENDEES AT WHITE HOUSE

12:00 - NOON

Federal Executive Board Officials

JUNE 20

(F)

1967-1968 Chairmen

Wilbur A. Sanders (Atlanta)  
Regional Administrator  
General Services Administration  
William F. Connors (Boston)  
Manager, Regional Office  
Veterans Administration  
Arnold J. Rauen (Chicago)  
State Director  
U. S. Savings Bonds Division  
Abe Silverstein (Cleveland)  
Director, Lewis Research Center,  
N.A.S.A.  
Elmer P. Davis (Dallas-Ft. Worth)  
Regional Director  
National Labor Relations Board  
William T. Van Orman (Denver)  
Regional Director  
Health, Education & Welfare  
Evan S. Lloyd (Honolulu)  
District Director  
Internal Revenue Service  
Edward C. Marsh (Kansas City)  
Director, Central Region  
Federal Aviation Administration

Robert W. Kamm (Los Angeles)  
Director, Western Operations Office  
National Aeronautics & Space Admin.  
Joseph A. Cushman (Minneapolis-St. Paul)  
District Director, Immigration &  
Naturalization Service  
Oscar Bakke (New York)  
Director, Eastern Region  
Federal Aviation Administration  
Warren P. Phelan (Philadelphia)  
Regional Administrator  
Housing & Urban Development  
Albert H. Sonntag (St. Louis)  
Regional Director  
Civil Service Commission  
Thomas E. Hannon (San Francisco)  
Regional Administrator  
General Services Administration  
Sidney Laurens (Seattle)  
District Manager  
Social Security Administration

\*\*\*\*\*

1966-1967 Chairmen

William J. Bookholt (Atlanta)  
Regional Commissioner  
Internal Revenue Service  
Wendell D. Macdonald (Boston)  
Regional Director  
Bureau of Labor Statistics  
\* Arnold J. Rauen\* (Chicago)  
State Director  
U. S. Savings Bonds Division  
John W. Lehman (Cleveland)  
Regional Director  
Bureau of Labor Statistics  
John J. Slaughter (Dallas-Ft. Worth)  
Area Director  
Consumer & Marketing Service  
Dorothy L. Starbuck (Denver)  
Manager, Regional Office  
Veterans Administration  
Phillip M. Swatek (Honolulu)  
Director, Pacific Region  
Federal Aviation Administration  
\* Edward C. Marsh\* (Kansas City)  
Director, Central Region  
Federal Aviation Administration

\* Robert W. Kamm\* (Los Angeles)  
Director, Western Operations Office  
National Aeronautics & Space Admin.  
Marjorie Maki (Minneapolis-St. Paul)  
District Director  
Bureau of Customs  
\* Oscar Bakke\* (New York)  
Director, Eastern Region  
Federal Aviation Administration  
\* Warren P. Phelan\* (Philadelphia)  
Regional Administrator  
Housing & Urban Development  
\* Albert H. Sonntag\* (St. Louis)  
Regional Director  
Civil Service Commission  
Raymond J. Lloyd (San Francisco)  
Attorney in Charge  
Federal Trade Commission  
Eugene R. Thissen (Seattle)  
Regional Administrator  
General Services Administration

\*Reelected 1967-1968

\*\*\*\*\*

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JUN 21 1967  
CENTRAL FILES

Washington Officials

John W. Macy, Jr.

Chairman

U. S. Civil Service Commission

Bernard Rosen

Deputy Executive Director

U. S. Civil Service Commission

Charles L. Schultze

Director

Bureau of the Budget

William D. Carey

Assistant Director

Bureau of the Budget





CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

EXECUTIVE

FG 618

FG 295

(1)

June 16, 1967  
Friday - 10:15 a.m.

MEMORANDUM FOR THE PRESIDENT

Subject: Your meeting with the Federal Executive Board  
Chairmen on June 20

I am very pleased that you will be able to meet with the incoming and outgoing Chairmen of the Federal Executive Boards on June 20.

These men and women exercise responsibility for leadership in the 15 cities where there are major concentrations of Federal activities.

You will recall that you first met with one of these groups in July 1963 to emphasize the importance of the equal employment opportunity program in the Federal service.

I am attaching at Tab A the names, agency titles, and home cities of the Chairmen you will be meeting.

A Presidential statement pointing out the importance of these Boards as a means for improved government action is attached at Tab B for your consideration as a possible release at the time of this meeting and as a possible outline of comments you might wish to make to this group.

This group will benefit tremendously from meeting with you and in gaining a direct understanding of your insistence on improved program coordination, better service to the public, and more efficient management in the field service. I would suggest that you indicate to them that you view their Federal Executive Board responsibility as that of a field commander in the execution of essential programs and that you look upon the Federal Executive Boards as counterparts to the Cabinet in the major metropolitan areas. These Boards constitute a means for providing a government-wide approach to the resolution of social and economic problems in these metropolitan areas.

For the past 20 months these Boards have been directed to give primary attention to critical urban problems and planning and coordinating of Federal activities designed to solve those problems.

RECEIVED

JUN 28 1967

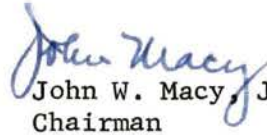
CENTRAL FILE

*Copy to Mr. Tolson*

A committee, composed of the agency heads concerned with urban problems, has been in action in each of the 15 cities. You may wish to emphasize the urgency of interagency collaboration in achieving improvement in the cities.

You may wish to express your strong belief that Federal programs can be better managed with lesser expenditures and fewer employees. This objective of yours can be met more effectively by the agencies through a joint program sponsored by each Board.

My office at the Civil Service Commission has served as the Washington base for these Boards since their creation in November 1961 with the active collaboration of the Bureau of the Budget.

  
John W. Macy, Jr.  
Chairman

attachments



UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

APR 28 1967

MEMORANDUM FOR THE PRESIDENT

Chairmen of the fifteen Federal Executive Boards will be meeting here on June 19 and 20.

The Federal Executive Boards, whose membership consists of the top Federal executives in 15 major metropolitan areas, are currently concentrating on the achievement of greater intergovernmental and interagency cooperation in solving critical urban problems. We hope that through discussion and meetings with top Washington officials, the Board Chairmen will return to their cities with new insights and approaches to these very difficult problems.

The FEB effort would receive a tremendous boost if you met with the Board Chairmen for a few minutes. We can arrange for the FEB Chairmen to be at the White House at any time on June 19 or 20.

*John W. Macy, Jr.*  
John W. Macy, Jr.  
Chairman

*Copy to Mrs. Thirto*

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C.

June 12, 1967

HONORABLE JOSEPH A. CALIFANO, JR.

Joe:

I look forward to your being with us on  
the 20th.

From: John W. Macy, Jr.  
Chairman

---

THE WHITE HOUSE  
WASHINGTON

April 27, 1967

③  
EXECUTIVE

F24618

183/6101 F24295

WE

PR11

MEMORANDUM FOR HONORABLE JOSEPH A. CALIFANO, JR.

SUBJECT: Briefing of Federal Executive Boards

On June 19 and 20, I will have the Chairmen of the Federal Executive Boards in Washington for a discussion of next year's program and for renewed inspiration on the President's program. At that time, I would hope that you would be able to give these FEB leaders a briefing on the Administration's domestic programs yourself. Your exposition of the total program could be recorded at that time and made available for Board meetings in the 15 cities following the return of the Chairmen. Please let me know the time during these two days which would be convenient for you.

I would also like to use your good offices to arrange for these Chairmen to at least meet the President at the time of this conference.

*John*  
John W. Macy, Jr.

✓ I will speak to  
this group

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AUG 19 1968  
CENTRAL FILES



RECEIVED  
JOE CALIFANO, JR.

1967 APR 27 PM 4 30

PRELIMINARY PROGRAM  
FEB CHAIRMEN'S CONFERENCE

June 19-20, 1967

(All meetings in CSC Conference Room 5H09)  
1900 E Street, N. W.

June 19

8:15 - 8:30	Conference Schedule and Arrangements	Bernard Rosen Deputy Executive Director U. S. Civil Service Commission
8:30 - 9:30	Federal Executive Boards -- Progress and Problems	John W. Macy, Jr. Chairman U. S. Civil Service Commission
9:30 - 10:15	Improving the Quality of American Government -- Next Steps	Charles L. Schultze Director Bureau of the Budget
10:15 - 10:30	Break	
10:30 - 11:30	Building a Federal-State-Local Partnership	Governor Farris Bryant Director Office of Emergency Planning
		Neal Peterson Office of the Vice President
11:30 - 12:15	Rural Poverty and Outreach	Orville Freeman Secretary of Agriculture
12:15 - 1:15	Lunch - CSC Executive Dining Room	
1:15 - 6:00* (Break 3:30 - 3:45)	Critical Urban Problems and Prospects  - The Partnership in Action - the Oakland Experiment  - Surveying Federal Services in Ghettoes	William D. Carey Assistant Director Bureau of the Budget  Key Washington Officials from relevant agencies will also participate in this session.
*2:15 - 3:00	The Model Cities Program	Robert C. Wood Under Secretary Department of Housing and Urban Development

- Establishing Dialogue with Ghetto Leaders, Organizations, and Residents
- Encouraging Employment of Good Risk Offenders in Private Sector
- Studying Transportation Problems of Minorities
- Appraising Major Federal-Urban Partnership Projects
- Establishing and Supporting Recreation Programs for Slum Youth
- Discussing Results of Hearings by U. S. Commission on Civil Rights
- Arranging for Law Enforcement Conferences and Police-Community Relations Workshops

June 20

8:15 - 9:45	Improved Service to the Public Including Federal Information Centers and Book Stores	Panel:  John W. Macy, Jr.  William Bookholt Chairman, Atlanta FEB  Edward Marsh Chairman, Kansas City FEB  Arnold Rauen Chairman, Chicago FEB
9:45 - 10:00	Break	
10:00 - 11:00	The Administration's Domestic Programs	Joseph A. Califano, Jr. Special Assistant to the President
11:00 - 12:00	The Concentrated Employment Program	Stanley Rutenberg Assistant Secretary of Labor for Manpower and Manpower Administrator

12:30 Special Meeting

1:30 - 2:30 Lunch - CSC Executive Dining Room

2:30 Work Session on FEB Organization and Operations John W. Macy, Jr.  
Charles L. Schultze

- The Chairmanship
- Washington Support
- Member Participation
- FEB Intern Program
- Funding
- Management Improvement
- Foreign Policy Briefings

6:00 Adjournment

— JMT/

EXECUTIVE

WE 9

FG 618

FG 295

(2)

April 25, 1967

FOR John Macy  
FROM Joe Califano

I think it will take too much time for Levinson or Gaither to make a tour of the Federal Executive Boards.

Is there any time when the Boards are in Washington?

RECEIVED  
JUN 28 1967  
CENTRAL FILES



EXECUTIVE

THE WHITE HOUSE  
WASHINGTON

February 8, 1967  
Wednesday - 5:45 p.m.

MISSION

MR. PRESIDENT:

Attached is a message from Chairman  
Macy to the Chairmen of the Federal  
Executive Boards and Heads of Federal  
Executive Associations urging cooperation  
with local voluntary associations which  
may be of interest to you.

HEADS OF FEDERAL

Robert E. Kintner

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FEB and FEA will  
and effective inter-

Chairman

THE MERIT SYSTEM—A GOOD INVESTMENT IN GOOD GOVERNMENT

10-6-66

I strongly commend your Federal Executive Board for conducting a Cost Reduction Seminar.

At a time when we are asking great sacrifices of our soldiers in Vietnam, and restraint by individuals and businesses at home, our Government must watch every dollar and eliminate every nonessential expense.

I expect each Government employee to spend the public dollar with the same care and concern he would exercise if it came from his own pay-check.

I am counting on your Federal Executive Board for support and help in the war on waste.



LBJ:BUDGET:WS:gbk

cc: Juanita Roberts/Whiteny Shoemaker/Bob Fleming/  
MarybHooper/Central Files/sent  
10-4-66  
mjb

Due as soon as possible

Date of event: October 5, 1966



F6618  
F6295UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D.C. 20415

September 28, 1966

MEMORANDUM FOR THE PRESIDENT

In my recent report on activities of the Federal Executive Boards I advised you of steps we are taking to help sharpen their effectiveness in acting to alleviate the social and economic problems in their areas.

On September 19 the Chairmen of the Boards' Steering Committee on Critical Urban Problems met in conference here with a Washington level committee comprised of representatives from nine agencies most concerned with urban matters.

Our principal purpose in this conference was to develop plans for action by the Board committees. From presentations by Bob Wood, Roger Wilkins, Stan Rittenberg, Lisle Carter and others, and from discussion by all the participants, a basic action plan emerged as reflected in the attached conference summary.

We were encouraged by the willingness and desire of the Committee Chairmen to provide strong leadership to the efforts of the Boards in this critical area. I know the Chairmen will receive the full support of their agencies in this undertaking.

I will keep you advised of further activities and progress.

John W. Macy, Jr.  
Chairman

Enclosure

RECEIVED  
OCT 5 1966  
CENTRAL FILESNothing else sent to  
Central Files as of 10/25/66

*mo*

EXECUTIVE

FG618  
FG295

September 15, 1966

Dear Mr. Chairman:

This is in acknowledgment of your letter of September ninth to the President, regarding your fifth annual report on activities and accomplishments of the 12 Federal Executive Boards.

Sincerely,

Paul M. Popple  
Assistant to the President

Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission  
Washington, D. C. 20415

arf - 2

RECEIVED  
SEP 16 1966  
CENTRAL FILES

MEMO FOR RECORD:

Mr. Levinson advises that this is not to be put out or announced and that they only want a routine acknowledgement of receipt.

awh 9/14/66



9/13  
Larry  
See me  
John Jr

UNITED STATES CIVIL SERVICE COMMISSION

From the Office of the Chairman

September 10, 1966

Honorable Joseph A. Califano, Jr.

For transmittal to the President.

gwm  
John W. Macy, Jr.

RECEIVED  
JOE CALIFANO, JR.

1966 SEP 10 PM 12 25

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D R A F T

Dear Mr. Chairman:

I have read with considerable interest your fifth annual report on the operations of the Federal Executive Boards. I am encouraged by the achievements and progress reported.

I want the Boards to step up their efforts to work with other levels of government in combatting the problems of our cities. I also expect Washington officials to give their full support and assistance to these efforts. Solving the problems and fulfilling the dreams of the American people will require the concerted and cooperative action of people and institutions at all levels.

The Boards must strive for greater economy and productivity and improved service to the public. The future demands a greater commitment to the continuing search for new ideas to reduce our costs and improve our services.

I am also encouraged by the growing activities of Federal Executive Associations and similar organizations of Federal officials in other cities. They, as well as the Federal Executive Boards, continue to have my support in our effort to achieve national goals.

2.

In your communications with the Federal Executive Boards and Associations, please convey my personal interest in their activities and my best wishes for continued progress.

Sincerely,

Honorable John W. Macy, Jr.  
Chairman, U. S. Civil Service Commission  
Washington, D. C. 20415



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

SEP 9 1966

*Rekid 9/15/66  
ay*  
The President  
The White House  
Washington, D. C. 20500

Dear Mr. President:

This is my fifth annual report on activities and accomplishments of the 12 Federal Executive Boards.

Following the Watts crisis last summer, and in support of your Great Society goals, the Federal Executive Boards joined the attack on social and economic problems in their areas. Their efforts have been directed primarily to building closer working relationships with State and local officials and with private community action organizations. For example,

- The Mayors of New York, Chicago, Philadelphia, and Denver have established liaison with the Boards; they or their representatives meet frequently with the Boards.
- Numerous conferences and seminars have been held to educate Board members and State and local officials on anti-poverty programs; directories of Federal programs available for application in the community have been developed.
- Seminars, surveys, meetings with minority group officials, and other efforts to communicate job opportunities to all segments of the population have helped assure a fuller realization of equal opportunity for Federal employment.

These activities have brought us to the point where Federal field officials acting on urban problems do so with a much better understanding of the full range of Federal and local efforts in this vital area.

The next step is to secure more coordinated initiative and problem solving action at the local level. To this end we have recently established at the Washington level a coordinating committee of representatives from the nine agencies most concerned with urban matters. We hope through this device to provide better guidance to the Boards in the planning and pursuit of coordinated action programs. We have asked each Board to establish a similar steering committee on critical urban problems for its locality, and have



scheduled a Washington conference for the chairmen of these committees on September 19 to work on plans for action. This new support and direction should improve the effectiveness of the Boards as a coordinating mechanism available at this time at the local level.

During the year the Boards have also continued to respond to other goals you have established:


- They intensified the War on Waste, reducing costs through interagency sharing of equipment, space, personnel, and ideas for management improvement.
- They played an important role in the effort to improve service to the public by helping establish the first one-stop Federal Information Center in Atlanta; and by encouraging agencies to extend hours, to provide Saturday services, and to seek additional ways to improve service to the public.
- They improved employee participation in Savings Bonds Campaigns through publicity meetings and the coordination of Federal drives.

We have continued to furnish Board members selective issuances of high interest to you and the agencies. We also: arranged for Board members to hear, by telephone, your address on equal employment opportunity; provided a recording and film of the Vice President's address opening the Youth Opportunity Campaign; arranged for State and Defense Department representatives to brief the Boards on Vietnam; supported Mission SAFETY-70 with promotional material; arranged for Social Security Administration officials to brief the Boards on Medicare; and met in conference with the Board Chairmen.

I have also continued to communicate with 67 organizations of Federal executives in other cities. They have been urged to strengthen their programs and many have done so. Your recent establishment of Federal Executive Boards in Cleveland, Honolulu, and Minneapolis-St. Paul recognized the high level of achievement of the Associations in those cities.

I am optimistic that further progress towards effective local programs will be made by the Federal Executive Boards and Associations during this Fiscal Year.

Respectfully yours,

  
John W. Macy, Jr.  
Chairman



UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D.C. 20415

IN REPLY PLEASE REFER TO

YOUR REFERENCE

SEP 9 1966

The President  
The White House  
Washington, D. C. 20500

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THE MERIT SYSTEM—A GOOD INVESTMENT IN GOOD GOVERNMENT



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Respectfully yours,

John W. Macy, Jr.  
Chairman

Name	Date
Hopkins	10/3/66
McHopkins	8-8-68

THE WHITE HOUSE  
WASHINGTON

July 11, 1966

EXECUTIVE

RA 2

FH 240

FH 11-1

FH 295

FH 618

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17907

17908

MEMORANDUM FOR THE ADMINISTRATOR OF GENERAL SERVICES  
CHAIRMAN OF THE CIVIL SERVICE COMMISSION  
DIRECTOR OF THE BUREAU OF THE BUDGET

I congratulate you on the opening today in Atlanta of the nation's first Federal Information Center to be operated by the General Services Administration.

I have already expressed by telegram to the Federal agencies in Atlanta my appreciation for their cooperation through the Federal Executive Board in establishing the Center, and to Bill Sanders, General Services Administration Regional Administrator in Atlanta. He will have a major responsibility to see that the Center operates as a major public service for the people of Atlanta.

The opening of the Atlanta Federal Information Center is particularly pleasing to me because of my strong personal interest in providing the best possible service to the American public. The Center will help the citizens who need a service provided by the Federal Government but do not know which agency or which office provides that service. As Government becomes more complex and as we provide more service through our inter-relationships with State and local governments, we need to reach out affirmatively to help our citizens get the service to which they are entitled.

It is important that we bring the citizen and the Government closer together. This Center will provide an important new channel of communication for this purpose.

The goal of the best possible service to our citizens must be foremost in our consideration. It is the sole basis for establishing this new Center in Atlanta. Despite the size and the vast programs we undertake, we must never lose sight of the importance of the personal relationship with our citizens. We must always be personally interested in their problems, and we must reflect consideration and helpfulness in all our dealings with the public. This requires an ever continuing search by all Federal employees to find new and innovative ways of doing this.

RECEIVED  
JUL 12 1966  
CENTRAL FILES

Dispatched - 7/11/66.

also - cc sent Budget.



UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D.C. 20415

EXECUTIVE  
FG 618  
FG 100  
FG 295  
IN REPLY PLEASE REFER TO  
F05

(2)

YOUR REFERENCE

MAY 25 1966

MEMORANDUM FOR:

The Honorable Robert E. Kintner  
Special Assistant to the President

*The Magazine  
Rec as to follow-up -  
check Fred R. Hays R  
15 5/26/66*

At last Tuesday's meeting the President asked for more advance preparation on the part of Members of the Cabinet in connection with appearances outside of Washington. As one feature of this plan, I would recommend a 30-minute visit to Federal Executive Boards in cities included on the itinerary.

By way of background information, these Boards were established by Presidential directive in twelve principal centers of Federal population across the country and are composed of the Heads of the major Federal installations in these areas. The purpose of such an official association of Federal leaders is to generate better understanding of Government operations, improve management and efficiency and provide more effective coordination in the implementation of the Administration's programs. I serve as the Washington point of contact for the Boards.

A brief visit by a Cabinet officer would give added status to the program, and demonstrate the President's support and interest in strong inter-agency coordination in the field.

Please call me if there is additional background that you desire. I am attaching for your information the roster of FEB Chairmen and a copy of the brochure "An Instrument for Progress" which describes the activities of the Federal Executive Boards in more detail.

*John*  
John W. Macy, Jr.  
Chairman

Enclosures

THE MERIT SYSTEM—A GOOD INVESTMENT IN GOOD GOVERNMENT



RECEIVED  
JUN 10 1968  
CENTRAL FILES

EXECUTIVE

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20535

April 4, 1966

FG618

MEMORANDUM FOR THE PRESIDENT

On October 18, 1965, I asked the twelve Federal Executive Boards to concentrate their efforts on identifying critical urban problems and ways to attack them.

There are now a number of significant items I can report to you reflecting the responsiveness of the Federal Executive Boards to this important and difficult assignment. The attached summary highlights activities and projects undertaken by the Boards.

I plan to give a copy of the summary progress report to Bob Weaver, who will be addressing the Conference of FEB Chairmen to be held here in mid April. In a working session following the address, we plan to discuss the Boards' progress and possibilities for further action in attacking critical urban problems.

From the Desk of  
MARVIN WATSON

Juanita - you asked  
if this should stay  
on his desk.

It seems the time  
has run out on it.

Marvin Watson

*John W. Macy, Jr.*  
John W. Macy, Jr.  
Chairman

MP/ma

EXECUTIVE  
NIEH-3-3/FG 618  
FG 11-1  
PR 19

EXECUTIVE OFFICE OF THE PRESIDENT  
BUREAU OF THE BUDGET  
WASHINGTON, D.C. 20503

Submitted  
March 10  
Jm  
not

OFFICE OF  
THE DIRECTOR

March 9, 1966

MEMORANDUM FOR THE PRESIDENT

Subject: Dallas-Fort Worth Business-Government  
Seminar

On Thursday, March 10, the Chambers of Commerce<sup>\*</sup> of <sup>Texas</sup> both Dallas and Fort Worth are sponsoring (with the Federal Executive Board for Dallas-Fort Worth) a one-day "Seminar on the ABC's of Business-Federal Relations at the Local Level."

The seminar is expected to be attended by several hundred people from both business and the Federal agencies. It will be held in the Dallas Apparel Mart, 2300 Stemmons Freeway, starting at 9 a.m.

The objective of the all-day meeting is to bring Government and the business communities of Dallas and Fort Worth into a closer understanding. Business can learn what the Government is doing. Government can get ideas on improving program effectiveness and efficiency.

In case you wish to send a message of greetings to this Seminar, a draft of telegram is attached.

*Charles L. Schultze*  
Charles L. Schultze  
Director

Attachment



*Rec'd from V  
Wed - Aug 25  
11am*

THE SECRETARY OF THE TREASURY  
WASHINGTON

*(7)*  
AUG 23 1965

*(4)*  
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EXECUTIVE  
FG 272  
FG 618  
FG 110  
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FII-2

MEMORANDUM FOR THE PRESIDENT

The attached copy of a letter I received from Howard W. Habermeyer, Chairman of the Railroad Retirement Board, illustrates a type of cooperation between Federal departments and agencies which ought to be developed more widely and which should result in substantial cost reduction and increased efficiency. This might be a good area for the Federal Executive Boards to develop. I have passed along to John Macy a suggestion to that effect, and I am sending a copy of this memorandum to Charlie Schultze.

*Henry H. Fowler*  
Henry H. Fowler

Attachment

COMBAT MILES  
265 5 1962  
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EXECUTIVE (3)

FG 618

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WE 9

August 16, 1965

Dear Mr. Chairman:

I have reviewed your annual report on the operations of Federal Executive Boards. Concerted action on the part of Federal executives, as evidenced by the achievements set forth in your report, is a necessary element in our effort toward attaining national goals. I am, of course, pleased that continuing progress is being made.

However, much more remains to be done. The elimination of prejudices, the removal of all barriers to equal opportunity, the development of the full potential of all citizens, especially our young people, are tasks that will remain with us for some time. There can be no letup in our campaign against waste and inefficiency in the conduct of the people's business.

I commend your initiative in communicating with other organizations of Federal field officials. Every Federal field official should personally involve himself in pursuit of our common goals, vigorously and imaginatively. Federal Executive Boards, and other organizations of Federal officials must continue to cooperate in supporting the Government's efforts in the field and in seeking improved ways to solve existing and new problems. The challenges are great as are the needs, but the personal satisfaction to those who play a role in meeting these challenges will be correspondingly high.

RECEIVED  
AUG 16 1965  
CENTRAL FILES



- 2 -

The work of Federal Executive Boards is my work too, and they will have my continued personal interest and support. The Boards deserve and will have the full cooperation of Federal executives in Washington and in the field. I look forward with you to another year of progress and accomplishment.

Sincerely,



Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission  
Washington, D. C.

<sup>4</sup>  
LBJ/LCW/leb





U.S. CIVIL SERVICE COMMISSION  
OFFICE OF THE CHAIRMAN  
WASHINGTON, D.C. 20415

August 9, 1965

┌  
Honorable Lee C. White  
Special Counsel to the President  
The White House

L  
  
Dear Lee:

I am referring to you my annual report to the President on the activities of the Federal Executive Boards along with the draft of a Presidential response which can be used in stimulating continuing activity on the part of the Boards and other Federal Executive and Federal Business Associations outside of FEB cities.

I would propose to distribute to every Board member, the heads of Federal Business and Federal Executive Associations, as well as responsible headquarters personnel, copies of my report and the President's reply. I would hope that this could be done at a relatively early date.

Sincerely yours,

A handwritten signature in blue ink, which appears to read "John", is positioned above the typed name.

John W. Macy, Jr.  
Chairman

Enclosures

*In final for  
Pres signature*

Dear Mr. Chairman:

I have ~~carefully~~ reviewed your annual report on the operations of Federal Executive Boards. Concerted action on the part of Federal executives, as evidenced by the achievements set forth in your report, ~~is~~ *are* a necessary element in our ~~total unified~~ effort toward attainment *ing* of national goals. I am pleased that continuing progress is being made. *of course*

However, much more remains to be done. The elimination of prejudices, the removal of all barriers to equal opportunity, the development of the full potential of all citizens, especially our young people, are tasks that will remain with us for some time. There can be no letup in our campaign against waste and inefficiency in the conduct of the people's business. *should*

*comment your*  
I am pleased to note that ~~you have taken the initiative in communicating with other organizations of Federal field officials. I am looking forward to greater progress in this direction, because every Federal field official must personally involve himself with vigor and imagination in pursuit of our common goals, Federal Executive Boards, and other organizations of Federal officials must continue to cooperate in supporting the Government's efforts in the field and in seeking new improved ways to cope with new programs. The challenges are great because the needs are great, but the personal satisfaction to those who are a part of overcoming these challenges will be even greater.~~ *as are*

*solve existing and new problems*  
The work of Federal Executive Boards is my work too, and they will have my continued personal interest and support. ~~I know they will have the full cooperation of Federal executives in Washington and in the field. I look forward with you to another year of progress and accomplishment.~~ *correspondingly high. play a role in meeting*

Sincerely,

*The Boards deserve  
and*

Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission



UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

August 9, 1965

The President  
The White House  
Washington, D.C. 20501

Dear Mr. President:

It is my privilege and pleasure to submit this annual report on operations and accomplishments of the Federal Executive Boards.

The Presidential directive establishing the Federal Executive Boards charged them with increasing the effectiveness and economy of Federal operations in the field through interagency coordination. The Boards presently function in 12 key metropolitan areas having a heavy concentration of Federal activity: Atlanta, Boston, Chicago, Dallas, Denver, Kansas City, Missouri, Los Angeles, New York, Philadelphia, Seattle, San Francisco, and St. Louis. Board members are the top field civilian and military executives as designated by the Heads of departments and agencies.

Furthering the programs of the Great Society and the War on Waste have been the twin objectives of FEB activities and projects this past fiscal year. The sense of urgency surrounding these programs has been directly communicated to the field executives by numerous but selective mailings of Presidential and headquarters issuances, by assemblage of Members to view and hear the State of the Union message and the Vice President's speech launching the Federal Youth Opportunity Campaign, and firsthand briefings in Washington and in the field by key Administration spokesmen. The responsiveness of the Federal Executive Boards is reflected in their projects and activities.

Equal Opportunity

Boards hold this as a high priority, on-going effort. They continue to review past activities and explore better ways to eradicate prejudice and to extend equality of opportunity in Federal employment through surveys, workshops, seminars, and informal discussions with Minority Group leaders. Emphasis has been placed on preventing school dropouts by motivating young people to continue their education.

To this end meetings have been held with school officials and student advisors to explain Federal job opportunities and job requirements in order that they may provide better counsel. Positive recruiting efforts at high schools and



colleges are made not only to attract job applicants but also to demonstrate an affirmative Federal program.

The Boards are also involved in the broader community aspects of equal opportunity. They have participated in community-sponsored job fairs and career day activities. Lists of available housing held by the Veterans Administration and the Federal Housing Administration have been widely publicized. After passage of the Civil Rights Act of 1964 the Boards co-sponsored seminars to promote understanding and support of the government's effort to carry out the full intent of the law.

### Economic Opportunity

The War on Poverty has added a new dimension to the activities of the Federal Executive Boards. With multi-agency and intergovernmental involvement, Boards are acutely aware of the need for coordination and cooperation. The Office of Economic Opportunity is now represented in the FEB structure and will play a leading role in coordinating activities at the local level.

Due to the newness of the program, Board activities have been generally educational in nature. Intra-Board orientation meetings and intensive seminars and conferences with participation by Federal, state, and local government officials, educators and community service organizations have been held. Key Washington officials have appeared as program participants. These activities have served to promote understanding of one another's responsibilities and problems and areas of cooperation.

More tangible, and perhaps more dramatic, have been the results of the Youth Opportunity Campaign. The Vice President launched the Youth Opportunity Campaign in the Federal service by addressing over 100 Federal officials in Washington and, via teleconference, over 600 Federal executives assembled in the FEB cities. Immediately following the speech the Boards organized recruiting and publicity programs. Within a few days young people started entering on agency rolls and in a matter of a few weeks Federal Executive Boards reported member agencies as meeting or exceeding their goals. Because of the direct FEB channel of communication from Washington to the field, the Federal agencies were able to exert leadership in their communities by furnishing excellent early publicity to the Campaign via radio, television, and newspaper coverage.

### War on Waste

As boards have gained in experience and with the growing community of interest, interagency efforts for management improvement and cost reduction have been intensified.

To better equip Federal managers and employees to respond to changing mission and technology, a wide variety of interagency management and employee development courses have been conducted. Recognized educators and leaders of government and industry and program specialists led the conferences on such topics as management improvement, manpower utilization and productivity, and Automatic



Data Processing. Employee self-development continues to be encouraged and promoted. In cooperation with colleges and universities, off-campus study programs for Federal employees have been established.

In this pursuit of economy and efficiency the Boards have arranged for inter-agency sharing of equipment, facilities, space and personnel. Computer sharing alone accounted for savings of \$600,000 in one Board city. In another city, maximum utilization of storage space through local interagency cooperation resulted in a savings of \$440,000. Board-sponsored campaigns for reduction and disposition of records are producing significant savings in usable file cabinets, and reclaimed office space. As interagency coordination produces tangible savings, Board members become more aware of the enormous possibilities for further cost reduction through common endeavor.

Many other worthwhile activities have been undertaken that are not as susceptible to dollar and cents measurement. Each Board has conducted programs on the Status of Women. Boards have cooperated with state and local officials in furthering employment of the handicapped - with emphasis this year on the mentally retarded. There are cooperative efforts in affected areas to place Department of Defense employees facing job loss because of base closure. In one area 1500 persons have been placed in other Federal agencies.

#### Intergovernmental and Community Relations

Because the Great Society encompasses the whole community, Federal Executive Boards have consciously worked at integrating the Federal family into the community. Cooperative efforts with state and local governments have resulted in joint efforts to cope with urgent urban problems such as highway safety, traffic congestion, mass transit, and urban renewal. The Boston, Chicago, Los Angeles, New York, and Philadelphia Boards are working closely with Governor Collins and his Task Force on Urban Summer Problems.

Boards have made extensive use of speakers bureaus, radio and television programs, public information seminars, and conferences to insure timely and accurate public understanding of Government programs and projects. In one community, 96 Federal, state and local government agencies from two states joined forces in sponsoring a major exposition of governmental activity with exhibits, booths and demonstrations.

Programs directed at involving employees in youth activities such as the scouting movement have enjoyed success. Contributions of Federal employees to the community are highlighted in Employee-of-the-Year programs and in the favorable publicity given to successful charitable and savings bond campaigns.

To improve the quality of service to the public, Boards have distributed a variety of Federal agency directories explaining agency mission and points of contact for further information. A pilot project is under way whereby visitors to a Federal Office Building are given personal service at a Central Information Booth.



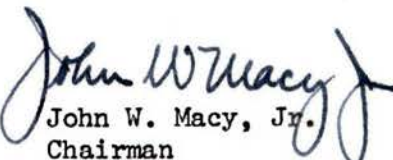
Among the highlights of this past year was the second National Conference of Federal Executive Board Chairmen held in May. Board Chairmen and Washington Officials exchanged ideas on operations and programs, made suggestions for improvement and received firsthand briefings on Presidential programs by key Administration spokesmen. As an outgrowth of this Conference, and in order to relate our domestic activities to our broader national goals, briefings by State Department experts on our foreign policy with emphasis on Vietnam and Latin America were held for members in each Board city. Other foreign policy conferences are in the offing for this coming year.

This brief outline of FEB operations and activities indicates the scope of the Board program. The achievements at the community level take on even more significance as predictors of what our field executives can accomplish in the days ahead through cooperative effort.

In addition to the 12 Federal Executive Boards, organizations of Federal officials exist in 58 other regional centers. A number of these organizations have made substantial contributions toward the implementation of national programs at the local level. In light of our experience with Federal Executive Boards, and recognizing the potential of these other organizations, I recently established a channel of communication with them. Their responses to me reflect a sincere interest and desire to increase their efforts in areas of high Presidential interest.

In the year ahead, I look forward to an accelerated effort to eliminate waste, promote economy and respond to your call for the good life for all citizens.

Respectfully yours,

  
John W. Macy, Jr.  
Chairman

EXECUTIVE (2)

FG 618

FG100/mc

FG 295

May 13, 1965

MEMORANDUM FOR JOHN MACY

For release after the Cabinet Meeting, I have made the changes indicated on the attached on your War on Waste memorandum. The primary objective of the change is to make this memorandum compatible with the form of other releases we will be issuing from the Cabinet. Considering the interim nature of this report from you, I doubt that it is necessary to add a Presidential letter at this time. We can always follow up with that anytime.

On the proposed statement regarding the Federal Executive Boards, I labored long into the night but could not satisfy myself that this Cabinet forum would be a proper use for such a statement. I am afraid it would be buried as an inconsequential detail in all stories about the Cabinet. Perhaps it would be better to revert to the original plan and issue the exchange of correspondence. That is my recommendation.

Horace Busby  
Special Assistant to the President

filed 3/8/66

May 13, 1965

CABINET REPORT FOR THE PRESIDENT

FROM : John Macy, Chairman, Civil Service Commission

SUBJECT : Improving Communications and Contacts with the Public

I have moved ahead with the assignment you gave me at the recent Cabinet meeting to wage war on gobbledygook and to improve the standards of the Government's communications and contacts with the American people.

Meetings have been held with top level representatives of 23 Departments and Agencies to advance this campaign. I reported to them on the results of our recently completed survey of Agency practices and policies on communication with the public. This survey showed that while much is already being done, much more needs to be done if we are to meet the standards you have set for courteous and helpful service to every citizen. As you directed, I have emphasized your wish that every employee of the Federal Government from the Cabinet officer down to the newest clerk be constantly aware of the need to write simply, clearly and responsibly in letters to the public and to deal with the public at all times courteously, helpfully and considerately.

The Agency representatives shared my personal conviction that we need to do more in this regard. Out of our meetings, the following suggestions were offered for further consideration and action.

1. That one top level person in each Agency be assigned the job of improving that Agency's communications with the public.
2. That in large metropolitan areas information centers be established where citizens may find out which Agency can provide the service or assistance needed.
3. That "one-stop" service be developed for people doing business with the Government where all their needs can be met and all necessary information provided most efficiently and satisfactorily.
4. That a system be developed for interchange of ideas among Agencies on improving communications with the public.
5. That an award be established for Federal employees for excellence in improving communications and contacts.
6. That it be the practice to select for public contact positions and for positions involving correspondence only those persons who have demonstrated ability for such work.
7. That additional training opportunities be provided in written and oral communication and that employees be encouraged to take this instruction.

I will evaluate these suggestions along with a number of others which have been offered. From these, we will proceed to develop a Government-wide program for your early review. I am encouraged by the responses received in the initial stages of this important project.

John Macy



EXECUTIVE

FG 618

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Dear Mr. Chairman:

I appreciate your report on the recent Conference of Federal Executive Board Chairmen and Washington officials. From your comments I judge the Conference to be two days well spent in exploring ways to cut costs and in paving the way for the effective implementation of new programs.

I am gratified that the briefings by key Administration officials gave the participants deeper insights into the dimensions of the programs enacted by Congress in the fight against poverty, against discrimination, and against inadequate education. The opportunity for interagency cooperation and coordination was never greater -- or more necessary.

There can be no letup in our War on Waste. The Federal executive must set the pace for the employees and supervisors in his organization. Not only must each manager search out new ways to improve operations, but managers must coordinate their efforts to eliminate duplication and provide greater efficiency.

These are matters of national urgency and of the highest priority. From past experience, and the

RECEIVED  
MAY 21 1965  
CENTRAL FILES

note of high resolve on which the meeting ended,  
I look to the Federal Executive Boards for their  
full support in facilitating the implementation of  
new programs and for significant contributions  
for greater economy.

Sincerely,



Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission  
Washington, D.C.

LBJ:LCW:kn



Rec'd  
5/10/65  
11:30 a.m.

THE WHITE HOUSE  
WASHINGTON

May 7, 1965

To: Mrs. Roberts

From: Lee White

Mr. Hopkins indicated that the original of the letter to the President from John Macy (carbon attached) had been sent to your office.



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

May 5, 1965

MEMORANDUM FOR HONORABLE LEE C. WHITE

I believe our Federal Executive Board Conference which closed yesterday evening is of sufficient interest and significance for consideration by the President as an agenda item for the next meeting of the Cabinet.

I am attaching a copy of a brief report I sent to the President on our conference and sufficient copies of our recent FEB brochure for distribution to members of the Cabinet. A copy of a draft response from the President to me is also attached.

A draft copy of a White House press statement is also enclosed. We can supply extra copies of the brochure for the press if this seems desirable.

  
John W. Macy, Jr.  
Chairman

Enclosures



UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D.C. 20415

IN REPLY PLEASE REFER TO

May 5, 1965

YOUR REFERENCE

The President  
The White House  
Washington, D.C. 20501

Dear Mr. President:

It is my pleasure to report on the second national conference of Federal Executive Board Chairmen held in Washington this past Monday and Tuesday, May 3 and 4.

The twelve Chairmen met with top Washington officials from the 31 departments and agencies which have Federal Executive Board representation in the field. The conference objectives were to brief them on programs of special Presidential interest, to review and evaluate progress, and to explore ways and means of improving cooperation and coordination.

The sense of urgency you have about the Government serving all the people and the dimensions of new governmental programs were communicated by key officials of the Administration. Sargent Shriver gave an overview of the Economic Opportunity Act and W. Willard Wirtz presented the Labor Department's role for implementing the Economic Opportunity Act. Ramsey Clark covered Civil Rights and Francis Keppel briefed the group on the Elementary and Secondary Education Act of 1965.

Kermit Gordon made a hard hitting presentation on management improvement and cost reduction. A joint GSA-BOB team presentation focused on decreasing costs through combined services for Federal agencies. Against this background, the conferees shared experiences and ideas on cooperative action that left no doubt about their commitment to the War on Waste.

The participation of key Administration officials in the conference was tangible evidence of headquarters interest and support. The meeting ended on a note of high resolve and rededication to the task of cost reduction and effective implementation of the new programs of the Great Society.

Respectfully yours,

John W. Macy, Jr.  
Chairman

THE MERIT SYSTEM—A GOOD INVESTMENT IN GOOD GOVERNMENT

Dear Mr. Chairman:

I appreciate your report on the recent Conference of Federal Executive Board Chairmen and Washington officials. From your comments I judge the Conference to be two days well spent in exploring ways to cut costs and in paving the way for the effective implementation of new programs.

I am gratified that the briefings by key Administration officials gave the participants deeper insights into the dimensions of the programs enacted by Congress in the fight against poverty, against discrimination, and against inadequate education. The opportunity for interagency cooperation and coordination was never greater -- or more necessary.

There can be no letup in our War on Waste. The Federal executive must set the pace for the employees and supervisors in his organization. Not only must each manager search out new ways to improve operations, but managers must coordinate their efforts to eliminate duplication and provide greater efficiency.

These are matters of national urgency and of the highest priority. From past experience, and the note of high resolve on which the meeting ended, I look to the Federal Executive Boards for their full support in facilitating the implementation of new programs and for significant contributions for greater economy.

Sincerely,

Lyndon B. Johnson



Proposed White House Release

The President today instructed members of his Cabinet to make full use of the 12 Federal Executive Boards whose Chairmen met in Washington May 3 and 4.

Officials of the 31 Federal departments and agencies who have Federal Executive Board representation in centers of concentrated Federal activity met with the FEB Chairmen at the Civil Service Commission Monday and Tuesday. John W. Macy, Jr., Chairman of the Civil Service Commission, led the conference.

The discussion focused on the responsibilities of Federal Executive Boards in implementing national programs and in pursuing the War on Waste.

Sargent Shriver, Director of the Office of Economic Opportunity, described the goals and purposes of the Economic Opportunity Act. Secretary of Labor W. Willard Wirtz outlined the Labor Department's role in implementing the Economic Opportunity Act. Ramsey Clark, Deputy Attorney General, covered Civil Rights, and Francis Keppel, Commissioner of Education, discussed the Elementary and Secondary Education Act of 1965.

Budget Bureau Director Kermit Gordon made a presentation on ways to improve management and reduce costs.

President Johnson told his Cabinet:

"I am fully aware of the potential for progress that exists in our Federal Executive Boards. The Chairmen who came here this week represent the leadership of the Federal Government in their areas.

"I want you to provide the follow-through that is needed. I want you to keep in close touch with your field managers. I want you to harness the full energy that our Federal Executive Boards can bring to bear on improving services, reducing costs, and accomplishing the objectives of the Great Society."

Federal Executive Boards were established by Presidential directive in 1961 to increase efficiency and economy in Federal operations. Boards are comprised of the heads of Federal field installations in 12 major metropolitan areas. The Chairman of the Civil Service Commission and the Director of the Bureau of the Budget share the responsibility for directing Board activities and maintaining liaison between field Boards and agency headquarters in Washington.

Board Chairmen who attended the conference in Washington this week were:

ATLANTA -- Arvin O. Basnight, Director, Southern Region, Federal Aviation Agency, Atlanta, Ga.

BOSTON -- Leonard F. Cronin, Director, Boston Region, U.S. Civil Service Commission, Boston, Mass.

CHICAGO -- John B. Naser, Manager, Veterans Administration Regional Office, Chicago, Ill.

DALLAS-FORT WORTH -- B. Frank White, Regional Commissioner, Internal Revenue Service, Dallas, Tex.

DENVER -- V. Lee Phillips, District Director, Internal Revenue Service, Denver, Colo.

KANSAS CITY -- James W. Doarn, Regional Director, Department of Health, Education, and Welfare, Kansas City, Mo.

LOS ANGELES -- Col. Burleigh B. Drummond, Los Angeles Procurement District, USA, Los Angeles, Calif.

NEW YORK -- Rear Adm. Redfield Mason, USN, Commandant, 3d Naval District, New York, N.Y.

PHILADELPHIA -- S.W. Melidosian, Manager, Veterans Administration Center, Philadelphia, Pa.

ST. LOUIS -- Philip S. Pollock, Director, Veterans Administration Regional Office, St. Louis, Mo.

SAN FRANCISCO -- Joseph Cullen, District Director, Internal Revenue Service, San Francisco, Calif.

SEATTLE -- John B. Kirsch, Director, Veterans Administration Regional Office, Seattle, Wash.



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

April 21, 1965

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MEMORANDUM FOR THE PRESIDENT

Federal executives across the country have reported impressive local gains in the War on Waste -- \$257 million worth of savings.

To coincide with the release of the excellent report prepared by the Bureau of the Budget on the War on Waste, Kermit Gordon and I asked the Chairmen of the Federal Executive Boards to hold press conferences in 12 key cities across the country to publicize the significant achievements in cost reduction. Copies of your statement on cost reduction to the Cabinet and the Bureau of the Budget War on Waste Report were furnished the news media. The Chairmen, representing the Federal agencies in their communities, supplemented your Statement and the War on Waste Report by citing local examples of increased efficiency and savings to the taxpayer.

Cost consciousness at all levels of government was effectively reflected in feature stories carried in 25 major newspapers, which have a combined circulation of over 13 1/4 million. The stories highlighted the fact that cost reduction is everyone's business and that every effort is important -- from \$150 annual savings achieved by reducing the size of a page by 1/8 of an inch to closing military installations, with savings in the tens of millions of dollars. The cost reduction story was also extensively covered on radio and television.

The news coverage given to the War on Waste reflects a hometown pride in a job well done. The Chairmen of the Federal Executive Boards deserve much credit for getting the War on Waste story to the people. Lee White, Bill Carey of the Bureau of the Budget, and I will be meeting here with these gentlemen on May 3 and 4 to discuss field implementation of Administration programs.

I believe you will find the newspaper clippings interesting reading.

4/20 For the President F.Y.I.

John W. Macy, Jr.  
Chairman

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CENTRAL FILE

Enclosure



April 2, 1965

EXECUTIVE

IV/1965/FG 216

FG 618

Dear John:

The President is going to have to pass up the chance to meet with the Federal Executive Board Chairman this year, my friend.

We're surely grateful to you for reminding us about it -- and hope you'll let us know when it rolls around again.

Sincerely,

Jack

Jack Valenti  
Special Assistant to the President

Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission  
Washington, D. C.

JV:PB:elb



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JAN 21 1965

Dear Mr. Chairman:

*James W. DOARN*

Following my first address to the Congress a year ago, I wrote to Chairman Macy of the Civil Service Commission about the role of the Federal Executive Boards in meeting the challenges of 1964. I should like to use my recent State of the Union message to the Congress as the occasion for another such letter.

We are on the threshold of attaining the American dream -- the good life for all citizens. The muscle and imagination of the men and women in the Federal work force is needed to make this dream a reality. Each employee must see frugality and economy of operation as his personal responsibility. Each employee must hold civil rights, the war against poverty, and development of our youth as a personal commitment.

I am calling on each member of the Federal Executive Board to personally carry this message to the activity entrusted to his care. The Federal executives must show the way in our united campaign against waste and inefficiency. Federal executives must coordinate their efforts to avoid duplication and achieve unity of purpose in implementing the programs called for by the Great Society.

Chairman Macy has informed me both orally and in writing of the accomplishments of the Federal Executive Boards. Of these, I am pleased. The demands of the future are

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EXECUTIVE

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September 3, 1964

Dear Mr. Chairman:

The accomplishment of all Federal programs is dependent upon the management effectiveness of our field executives. From your report on the work of the Federal Executive Boards it is apparent that this effectiveness is being advanced through this cooperative activity on the part of Government managers. I am pleased to read about the encouraging degree of progress which has been achieved during the past year.

We can and must do more -- much more -- with the facilities and resources we have. We must exploit every opportunity for savings, for eliminating duplication, for doing our work more efficiently. This is an obligation which rests on each of us -- especially on the Federal Executive Boards and their members.

During the coming year I will look to the Boards to give all possible support to our major substantive programs such as civil rights, the war on poverty, and youth assistance and training. At the same time, I hope the Boards will step up their efforts to promote greater economy and productivity in all Federal operations.

In your communications with the Federal Executive Boards, please express my personal interest in their work, my reliance upon their cooperative strength in field operation, and my best wishes for their continued success.

Sincerely,

LYNDON B. JOHNSON

Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission

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CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C.

AUG 24 1961

The President  
The White House  
Washington, D. C. 20501

Dear Mr. President:

It is my privilege to report to you on the operation of the Federal Executive Boards organized pursuant to President Kennedy's directive of November 10, 1961.

Federal Executive Boards are functioning in twelve major metropolitan areas having a high concentration of Federal field activity: Atlanta, Boston, Chicago, Dallas-Fort Worth, Denver, Kansas City, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, and Seattle. Membership consists of the heads of local Federal offices and establishments, as designated by departmental and agency headquarters. The Boards are interagency working groups which do not require separate staff or budget resources.

During the past fiscal year, the Boards have carried out scores of projects and activities designed to improve the coordination of Federal programs at the field level, contribute to more effective program implementation, and achieve economies in the use of facilities and resources. They have been particularly active in those programs which have received special Presidential emphasis.

Equal rights

In the area of equal opportunity, the Federal Executive Boards have conducted a major educational effort within the Federal community to promote positive and continuing programs to attract and utilize minority employees. This has been the subject of numerous Board meetings, discussions, surveys and workshops, as well as intensive seminars designed to give Federal managers a deeper understanding of the cumulative effect of generations of deprivation and the actions necessary to reverse that process.

In addition, they have met with minority group organizations and leaders, and visited Negro schools and colleges to encourage minority applicants, improve curriculum offerings, and promote better placement programs. Board members have also used their influence in discussions with

housing officials, union groups, community agencies and government contractor personnel, seeking to advance the principle of equal rights. With the passage of the recent Civil Rights legislation, the Boards have been asked to take all possible steps to promote interagency understanding, coordination, and mutual support of the Government's efforts to carry out the new law.

#### Efficiency and economy

Another major Federal Executive Board preoccupation has been the search for greater economy in the operation of the Government. All Boards have undertaken to promote the interagency sharing of equipment, facilities, space and personnel. This has included automatic data processing equipment and computers, printing and photographic facilities, law libraries, conference room space, hearing rooms, employee health units, and specialized personnel.

These sharing arrangements sponsored by the Federal Executive Boards are still in an early stage of development; however, the potential for future savings appears to be substantial. One Board reported a value of \$200,000 in shared computer services during the past year. Another Board has estimated a savings of \$544,500 to be realized through agreements on the use of common services and facilities in a new Federal Office Building currently under design and construction. Other savings through sharing arrangements have ranged from a few hundred to a few thousand dollars, but the Boards have stressed the importance of searching out all opportunities for economies, no matter how small.

The Boards have also actively promoted interagency training programs designed to increase the productivity of employees, and sponsored management conferences and seminars stressing manpower utilization, productivity measurement and management improvement. They have conducted special studies of common problem areas and arranged for demonstration and exchange of ideas and techniques for improvement.

#### Community relations

Boards engage in a wide variety of community service activities. They coordinate charitable fund drives in Federal agencies and promote the annual Savings Bond drive. The Federal Executive Boards are gradually strengthening their liaison relationship with state and local governments, as well as business and community organizations. They have been active in the field of traffic safety and have carried on extensive projects in the civil defense area.

Most Boards have held seminars jointly attended by news media representatives and Federal managers in an effort to improve the agencies' information services. Several have successfully arranged for radio program series on a "Know Your Government" theme. They maintain Federal Speakers Bureaus to respond to frequent requests from schools and civic organizations. After-hours educational opportunity for Federal employees has become a matter of Federal Executive Board interest. Youth programs are also receiving increasing support from the Boards.



Responsiveness to national programs

While by no means a complete listing, the activities described may serve to illustrate the range of Federal Executive Board programs during the past year, encompassing all areas in which Federal agencies have common interests, common problems, or common responsibilities. The ability of the Boards to translate these common concerns into a working community of interest, to initiate projects on a joint basis, and to create a management outlook responsive to the broadest national purposes has been consistently demonstrated.

This is a substantial contribution to the governmental process. In a span of slightly over two years the FEB concept has proven its value, backed by Presidential interest, the support of the Budget Bureau and headquarters offices, and the energy and ability of the FEB Chairmen and officers.

Much remains to be done. The tasks of achieving equal rights, efficiency and economy in Government, better program coordination, and greater management effectiveness do not have a simple point of completion. New national programs are upon us to challenge our ingenuity and initiative.

I feel certain that the Federal Executive Boards, building on their present experience and success, will continue in growing measure to fulfill their vital role in the promotion and coordination of interagency activities at the field level.

Respectfully yours,

  
John W. Macy, Jr.  
Chairman



CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

August 24, 1964

Honorable Lee C. White  
Special Associate Counsel  
to the President  
The White House

Dear Lee:

As I indicated in an earlier memorandum, I am referring to you my annual report to the President on the activities of the Federal Executive Boards along with the draft of a Presidential response which can be used in stimulating continuing activity on the part of the Boards. I would propose to distribute to every Board member as well as responsible headquarters personnel copies of my report and the President's response. I would hope that this could be done at a relatively early date.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "John", is written over the typed name.

John W. Macy, Jr.  
Chairman

Enclosures

OC - for  
President's  
signature

D R A F T

Honorable John W. Macy, Jr.  
Chairman  
U. S. Civil Service Commission

Dear Mr. Chairman:

The accomplishment of all Federal programs is dependent upon the management effectiveness of our field executives. From your report on the work of the Federal Executive Boards it is apparent that this effectiveness is being advanced through this cooperative activity on the part of Government managers. I am pleased to read about the encouraging degree of progress which has been achieved during the past year.

~~The Federal Executive Boards can continue to make a substantial contribution. Across our nation there is much unfinished business for us to accomplish. Every Federal agency, every Federal official, every Federal employee has a vitally important job to do. From my own 33 years of personal experience I know our Federal employees stand high in ability, industry, and dedication. We need these talents. We need to use them in the most productive way possible.~~

~~This concern for utilization must also extend to our facilities and resources.~~ *the*  
*can and must*  
We ~~will need to~~ do more -- much more -- with ~~what~~ we have.  
We must exploit every opportunity for savings, for eliminating duplication, for doing our work more efficiently. This is an

obligation which rests on each ~~one~~ of us, <sup>especially</sup> ~~It rests particularly and~~  
~~uniquely on~~ the Federal Executive Boards and their members.

~~In each of our major cities we have numerous Federal offices and~~  
~~programs. The Boards have successfully brought these together in~~  
~~common purpose to improve the execution of the Federal mission in~~  
~~the field. This is an important function. During the coming year~~  
I will look to the Boards to give all possible support to our major  
substantive programs such as civil rights, the war on poverty, and  
youth assistance and training. At the same time, I hope the Boards  
will step up their efforts to promote greater economy and productivity  
in all Federal operations.

In your communications with the Federal Executive Boards, please  
express my personal interest in their work, my reliance upon their  
cooperative strength in field operation, and my best wishes for their  
continued success.

Sincerely,





UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

August 24, 1964

Honorable Lee C. White  
Associate Special Counsel to the President  
The White House

Dear Lee:


Many thanks for taking the time to meet with the headquarters officials on the FEB program. Your contribution was the expected affirmative one. You gave the departmental and agency representatives the kind of Presidential reference they need in providing the desired support for their designees on the individual Boards.

I am attaching for your review and files the report on the conference which I have distributed to those attending and the Boards themselves.

*Later today*  
(In the next few days) I will be sending to you the annual report to the President on the Board program with a suggested Presidential response giving added push to this entire effort.

With appreciation and best regards,

Sincerely yours,

  
John W. Macy, Jr.  
Chairman

Enclosure



U.S. CIVIL SERVICE COMMISSION

OFFICE OF THE CHAIRMAN

WASHINGTON, D.C. 20415

August 19, 1964

MEMORANDUM FOR:

Headquarters Officials having FEB Responsibility

SUBJECT: Report of Conference on Federal Executive Boards  
August 17, 1964

Attached is the report of our headquarters conference this week on the Federal Executive Boards, including the substance of the remarks of our guest speakers, and other business transacted during the meeting.

It was suggested by one of the participants that my report include a summary of the conference highlights to facilitate additional agency discussion and communication on the main points which were brought out. I will attempt to do that here.

In my opening presentation, reporting on the achievements of the FEB program during the past year, I stressed the extent and depth of the FEB involvement in executive programs of government-wide applicability. As a communications system, the Board program has developed a unique capability for wide dissemination of top-level policy and management information throughout the service. The Boards have become a focal point in the field for promoting efficiency and economy in government management through specific coordinating projects and heavy emphasis on cost reduction and management improvement. I reported that the Boards had been very active in those substantive program areas which are broadly applicable to all agencies, and had made a significant positive impact in the field of Equal Employment Opportunity. Also in the past year, FEBs have markedly increased their ability to represent the Federal family in general relationships with the community and local government. Their sponsorship of informational radio programs, public information seminars, and intergovernmental relations projects is indicative of this improved capacity.

By any standard, the activities of the Boards in the past year have been highly successful and will be continued. The Boards will be giving support to the two new major national programs--Civil Rights and Economic Opportunity. I plan to devote our next meeting to consideration and development of the FEB role in the Anti-Poverty Program.

Representing the White House, Lee White spoke of the President's direct and immediate concern with the effort to reduce costs. There will be no relaxation in the economy drive. Field managers as well as headquarters officials are expected to extend every effort to seek out ways to achieve additional savings. The President is also extremely concerned with the problem of getting his

broad policy decisions down to all levels of the government service. He wants effective communication down the line, and he wants an effective response to his policy leadership.

Harold Seidman, representing the Budget Bureau, pointed out that the demand for new programs and additional government services can be effectively met and financed only through reduction in the cost of operating existing Federal programs. Substantial savings have already been achieved, but much more can be accomplished if all agencies establish definite cost reduction goals based on advance planning. The FEBs are called upon to support this effort in every way possible. The Bureau circular on establishment of ADP sharing exchanges and a soon-to-be-issued circular on the utilization of common services cover two areas where the Boards will have an opportunity to intensify their present support.

Governor LeRoy Collins, Director of the new Community Relations Service created by the Civil Rights Act, stated his organization would be calling on the FEBs to help in the effort to secure voluntary compliance with civil rights laws. He hopes to be able to visit some of the Boards on itinerary. The Service may want to draw help from other Federal agencies, and it will want to call on the Boards for information, cooperation, and advice. Above all, it will be important for Federal agencies to reflect in their own work the equal rights goals established as national policy.

Our luncheon speaker, Deputy Attorney General Nicholas Katzenbach, made a number of significant points relevant to the FEB sphere of interest. He pointed out that passage of the Civil Rights Act created both an obligation and an opportunity for all agencies to contribute to the ultimate objectives of the Act. Many of the objections to the Act appear to be based on misunderstanding as to its provisions. We should read the Act carefully so that we can explain it before civic groups and throughout the community in order to correct the popular misconceptions. We can help Governor Collins in achieving voluntary compliance through use of our good offices and community contacts. In this type of program, FEB support, communication, and example can make a major contribution.

With a busy year ahead for the Federal Executive Boards, our discussion period centered on the need to continue to lend the full weight of headquarters support to your Board members. I hope that you find it possible to use selective topics of special interest to you as a basis for a message from the Head of your Agency or Department to demonstrate continued top support to the FEB program. I would certainly be interested in receiving a copy of any communication to Washington and field offices along these lines. I expect a most productive year of activity.

Thank you for your participation in the conference. It was an excellent meeting. I think all FEB members will be interested in the proceedings, and I have taken the liberty of sending each member an informational copy.

  
John W. Macy, Jr.  
Chairman

Attachment

MEETING OF  
HEADQUARTERS REPRESENTATIVES  
FEDERAL EXECUTIVE BOARDS

✱

WASHINGTON, D. C.

AUGUST 17, 1964

CONFERENCE REPORT

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REMARKS OF  
HONORABLE, JOHN W. MACY, JR.  
CHAIRMAN, CIVIL SERVICE COMMISSION

FEB PROGRAM REVIEW

New year of FEB operation

Our meeting at this time is significant because we're starting a new year of Board operation. We have a new slate of Chairmen and Officers in most Boards. There are new Committee assignments. And we also have many new members because of personnel rotations. Therefore, emphasis and support from headquarters at this time is particularly appropriate to get off to a good start.

Our headquarters responsibility

As we review the FEB program, it is also important to keep in mind our own responsibility, here at the headquarters level, for an effective FEB operation. The Presidential directive establishing the FEBs, while assigning certain responsibilities to me and to the Budget Director, was directed primarily to the Heads of Departments and Agencies. Board members are personally designated by their agency headquarters to carry out the FEB functions indicated by the President.

As with any other agency mission, headquarters officials are responsible for giving leadership, direction and support to their field organization, and for reviewing results of this program. So we are meeting here not as spectators on the FEB scene, but as personal participants in an activity for which we all share a direct responsibility.

A year of progress

The past year has been very eventful for the Boards. There has been real progress and real impact. Every Board has broadened the scope of its operations and taken on a growing number of projects. Critiques submitted by the Boards with their annual reports indicate that

- the great majority of members believe the Boards have been very successful
- the Boards have stimulated a unity of purpose and cohesiveness among Federal executives, not previously attainable
- they have made possible an immediate, broad-scale response to programs of special Presidential emphasis
- the Boards have significantly broadened the management outlook of its members

I asked the Boards to be critical in their evaluations, and they did make some suggestions, point up some problem areas, and indicate that there is much more they hope to accomplish. But from every Board, the overall critique was entirely favorable and enthusiastic, both as to the FEB concept and the type of activities in which they have engaged. I'd like to review briefly these main areas of activity.

## Communications

Among other things, the FEB is a communications system. This includes:

- Direct mailing of policy documents originating in the White House, Budget Bureau, and other agency headquarters
- Exchange of information between Boards
- The dissemination of information originating within the Board or its individual members
- Through its meetings and other project activity, a forum for discussion and resolution of matters of interagency interest
- A means for building a closer acquaintanceship and working relationship between members

The clear consensus of opinion from the Boards is that the Board system has made a dramatic impact in the area of communications.

## Administration and management

A prime objective of the FEB program is to strengthen the management of our field activities. Boards have greatly extended their efforts in this area during the past year, both by adopting projects which were successful in other Boards, and by initiating additional programs locally. These activities include:

- ADP sharing, and advisory service
- Sharing arrangements for specialized equipment, facilities, space, resources, and personnel
- A large number of conferences, seminars, meetings, workshops, and demonstrations emphasizing cost reduction, management improvement, productivity measurement, automation, manpower utilization, and similar topics.
- Special studies or projects looking to improvements in procurement, disbursement, payroll, supply, financial responsibility data, forms management, etc.
- Common services in new Federal office buildings
- Programs for exchange of management ideas with industry
- Temporary employment pools
- Placement of employees hit by RIF
- Agreement to hire clerical personnel at a lower starting grade
- Sponsorship of interagency training programs and, in particular,

intensive executive programs for the members themselves. Four Boards have held Federal Executive Seminars for their members. We have not received the plans of one Board. The remaining 7 Boards have scheduled similar seminars for this fall.

These activities have contributed to identifiable savings of hundreds of thousands of dollars. More important, they have helped to dramatize and strengthen the emphasis on efficiency and economy in our government operations.

#### Substantive programs

In substantive program areas, the Boards have also expanded and extended their impact in the past year.

Equal Employment Opportunity has probably been the area of most FEB activity. The Boards have:

- Held numerous conferences, meetings and special programs designed to promote a more positive program within Federal agencies. I think it would be appropriate to mention here the recent award of the Army Commendation Medal to Col. Burleigh Drummond in recognition of his outstanding work in organizing the Equal Employment Opportunity Conference of the Los Angeles FEB last year.
- Done extensive work with minority schools and colleges on recruitment, curriculum, and college placement programs.
- Worked with PCEEO in setting up area conferences.
- Worked with contractor officials and unions.

Other substantive areas:

Equal Opportunity in Housing -- promotional and educational activity. Publicized availability of FHA and VA repossessed homes.

Civil Defense -- promotional efforts. Surveys of transportation and communications. Medical self-help training.

Active in promoting and coordinating traffic safety.

Published material on economic statistics in the local metropolitan area.

Promoted employment of women, handicapped, retarded.

Set up coordinating committees such as Law Enforcement, Public Services, Urban Development.

Special projects such as coordination of information on work being done in Water Resources research in Denver, and Land Use Implications of Federal Activities and Programs in Philadelphia.

Work on these substantive interagency programs has provided valuable experience for further activities along this line. We'll go into some of these a little later.

#### Local Government and the Community

Here again, the Boards have carried on a wide range of useful and important

activities, including:

- Intergovernmental relations conferences.
- Liaison with Governors, Mayors, and local government officials, and intergovernmental organizations. For example, Philadelphia has worked with local government on problems of tax delinquencies of Federal employees.
- Liaison with community organizations.
- Public Information Seminars and active public information programs.
- Publication of Federal Agency Directories.
- Putting on radio broadcast series on a "Know Your Government" theme.
- Negotiating for educational TV series; still in preliminary stages.
- Sponsoring Federal Speakers Bureaus.
- Coordinating charitable fund drives in Federal agencies.
- Arranged after-hours educational opportunities for Federal employees.
- Sponsoring employee-of-the-year awards.
- Promoting and sponsoring youth activities, and scholarship programs.

#### New programs

The activities which I have described briefly cover programs which have already been accomplished by the Boards, or represent current on-going programs. Most of these will be continued, and most will be intensified and improved in the current year.

The two major new programs coming up are, of course, the Civil Rights program and the Anti-Poverty program. Both will have an important impact on the work of the Boards.

We will be hearing more about the Civil Rights program from Governor Collins and Nicholas Katzenbach later in the morning. Since the Economic Opportunity legislation has just come into being, and does involve a number of agencies, we will plan to take this up in greater detail at a later meeting.

These programs will intensify the Presidential emphasis on related areas such as --

Support of community youth projects and youth activities in the fields of rehabilitation, education, drop-outs, delinquency, responsible citizenship, and employment.

Promoting the utilization of the handicapped and the retarded.

In the management area, we also have a new development with the Budget Bureau assignment of responsibility to GSA for establishing Computer Sharing Exchanges in major cities. This is a logical development based on the progress made thus



far. The FEBs will continue to have an important role in making this program a success.

#### Problem areas and suggestions

We have encouraged the Boards, as well as this headquarters group, to come in with any problems or suggestions on FEB work. Most of these appear to be continuing questions which we need to keep open for periodic evaluation.

For instance, the question of establishing additional Boards or sub-Boards is often raised. Cleveland, Detroit, and St. Paul have been mentioned recently in this connection.

The problem of attendance at FEB meetings is mentioned frequently. While a definite minority, some members rarely if ever put in an appearance -- preferring to send an alternate or going unrepresented. There are other members, also a minority, who come to meetings but remain essentially passive in FEB programs. I think we at the headquarters level have a definite responsibility here, and I hope to come back to this during the open forum session.

We continue to receive suggestions on the pattern of membership designation. For instance, one Board has suggested 22 additional installations for membership. Other Boards note with regret the omission of very large and significant Federal activities because of the single representation concept in some agencies. How do we keep the Board small and at the same time representative? The organization and coordination of an agency's multiple field activities is a factor here, and each agency needs to review its FEB designations within that framework.

Board Chairmen also report that they do not always receive prompt notification on new members, which is necessary so that they may establish early personal contact with the new man. In this connection, my office maintains a complete mailing list for all members, so if you will notify us promptly of membership changes, we will send a copy of your note immediately to the appropriate FEB Chairman. Normally we do not need to be notified of routine rotations because our mailing lists are maintained by title rather than name. However, we will be happy to forward information on all membership changes.

We also receive a number of suggestions on providing the Chairmen with a small permanent staff. Although this would certainly make the job of Board Chairmen a lot easier, I think we must continue to recommend against this, on general economy terms and because there is a Presidential prohibition against requiring additional personnel for FEBs.

A related problem is the uncertainty of some members about their authority to assign personnel to work on joint FEB projects or to use funds in cooperative interagency activities. I think you should give each member a clear understanding of his authority to use funds or assign personnel for cooperative projects, within the framework of your normal control system.

I plan to try to arrange a luncheon meeting with the Secretaries or Administrators, as well as the headquarters liaison officials, of those departments and agencies representing our current FEB Chairmen. Since the FEB Chairmen carry a very heavy responsibility, I think it would be useful to review and highlight the program in a personal meeting of this kind.

And finally, a suggestion frequently made by Board people is that headquarters offices and headquarters visitors should be more liberal with specific suggestions as to desirable areas of FEB activity, or programs in which they would particularly want their members to be active. I think we have also neglected to do enough in the way of arranging for brief FEB visits by Cabinet secretaries and agency heads on field itineraries. Their schedules will be extremely crowded, of course. However, even a few minutes with the FEB would be extremely important and beneficial, and I hope you will make every effort to work in such appearances.

Having given the whole program a quick once-over, I think at this point we'll give my colleagues up here at the head of the table a chance to be heard, and then we'll open up for discussion.

REMARKS OF  
HONORABLE LEE C. WHITE  
ASSOCIATE SPECIAL COUNSEL TO THE PRESIDENT

The President continues to be concerned about getting a dollars worth of value for every dollar spent. Those who feel that his intense interest in maximum efficiency and economy will lessen will be disappointed. This is a part of his nature. He personally feels very strongly about frugality -- more than any President in recent times.

Beyond his personal beliefs, however, is a hard reality which brings economy to the forefront as a continuing area of governmental interest. There are a great many worthwhile things that need doing in this country. The decisions as to priorities are tough decisions. The more efficiency we achieve in the programs we take on the more we can do other things that also need doing.

The President through the budget has a means of achieving economy and forcing decisions as to priorities -- the choosing of the best alternatives in the departments and agencies. We have no reason to think that next year's budget will be any larger than this year's. The choices, therefore, will get harder. Field offices can and should participate along with their central offices in these decisions -- in deciding what really must go.

Another area of Presidential concern is the problem of getting information on national policy decisions down through the government. Every President has faced this problem. One of the reasons for the FEB Program was to improve substantive communications especially along policy lines. We need to strive constantly to make effective use of the Boards in communicating a sense of what is going on at Washington policy levels to field operating echelons.

Some misunderstanding has developed about the White House memorandum of June 12 on Federal participation at segregated meetings. The policy was not new. The statement was issued as a result of requests for guidelines from several departments and agencies. We had no thought that the policy should be applied to the private lives of officials. It pertains only to official duties.

From the Presidential standpoint, then, the Federal Executive Boards can perform a significant service in the areas of communication and joint action on policies of top national concern, and in the government-wide drive for operating frugality and cost reduction.



REMARKS OF  
MR. HAROLD SEIDMAN  
ASSISTANT DIRECTOR FOR MANAGEMENT AND ORGANIZATION  
BUREAU OF THE BUDGET

It's not the easiest task to substitute for such a star performer as Bill Carey, who could not be here today. But I welcome the opportunity to talk with you about the President's economy program.

The economy program is not just a phase which will pass away. The emphasis on thrift and frugality will increase--not decrease. Two major objectives underlie the President's interest. One is frugality for frugality's sake. As a matter of conviction, the President believes the taxpayer is entitled to economical government. Second, there is a demand for new or expanded programs. Savings can provide the resources needed for new and urgently needed services without constantly increasing total Federal expenditures.

The economy program has produced significant results. As of the end of the fiscal year, expenditures were \$1 billion below original 1964 estimate. Our deficit was \$3.6 billion below original budget estimate. Federal civilian employment was 102,000 below the original budget estimate, 22,000 below the actual number of employees a year ago, and 16,000 below the actual number two years ago. These results were not achieved without hard work by all of the agencies concerned. Painful decisions were required.

The President's July 22 statement to the Cabinet emphasizes that "We cannot afford to ease up". It is his determination to run the Government more efficiently than any preceding administration. "If the Federal Government is to make its contribution to the Great Society, it must first convince the American people that it is managed as efficiently as any private business".

Even though significant results have been achieved, there is little evidence of a planned, cohesive cost reduction program with targets and leadership from the top--except in Defense, NASA, and a few other agencies. Results have been most impressive when goals have been set in advance. While definitely improving, the cost reduction efforts of the agencies, as evidenced by the A-64 reports, still fall short of an all-out purposeful economy program. We need to have:

- Establishment of clear-cut self-imposed goals or commitments.
- Better definition of improvements
- Better reporting of achievements so that progress toward goals can be measured and agencies can judge whether accomplishments are meaningful and satisfactory
- Means to assure that savings are not dissipated in unnecessary or low priority activity.

We would hope that in the future we can accomplish results through positive management improvement programs reflected in the development of budget estimates, rather than from cost reduction efforts which are forced by budgetary restraints imposed from the outside.



The FEBs can make a significant contribution to the President's economy program. Full potential in this area has not yet been realized. If the FEBs are to be fully effective, several steps must be taken:

- Headquarters must take an active interest in and provide more than lip-service support to the FEBs.
- We must recognize that Washington is not the repository of all wisdom. Management improvement suggestions from the FEBs should be actively encouraged. Any suggestions should receive immediate attention and analysis, and the FEB should be informed of the action taken--positive or negative.
- Agencies should utilize the FEBs as a means for obtaining field reactions to new methods and procedures which will have a major impact at the field level.
- Headquarters must encourage field efforts to produce savings by cutting across normal jurisdictional lines. We hope the FEBs can facilitate cross-servicing arrangements and the development of central services, where it can be demonstrated that these will produce greater economy and efficiency.

Budget Bureau Circular A-27 deals with computer sharing, where the FEBs have already made a contribution. The most recent inventory discloses there are many unused hours of equipment time. Not all of these can be used by others. But whenever equipment can be shared, it is much more economical to do so than to acquire additional equipment or to install greater capacity. We ask each agency "to establish policies and procedures to encourage and facilitate maximum participation in computer sharing by their departmental and field establishments". You can be sure that the Bureau is going to be asking pointed questions about your needs for new or augmented ADP capacity.

The Bureau plans shortly to issue a circular on establishment of central supporting service facilities in headquarters and field office locations. Centralization is not automatically more efficient. But where it can be demonstrated that centralization of such supporting services or activities as health units, printing and duplicating shops, training devices and facilities, etc., can produce economies in personnel and space, we should take full advantage of them. Opportunities to effect economies through planned consolidations of services occur particularly during the design stage of Federal buildings. The circular will provide for GSA studies of locations where centralized supporting services may be feasible. Reports analyzing possible advantages and cost savings will be sent to the Budget Bureau and head of each agency affected.

Economies can be achieved through streamlined field organization. A number of agencies have studied their field organization in response to President Kennedy's directive of November 10, 1961. In October 1963 the Bureau asked 11 agencies to summarize what they had done. Significant achievements in abolishing or consolidating field offices were reported by a number of agencies. We need to explore and identify additional opportunities for field consolidations and improvements.

We should review existing regional and district boundaries to determine whether adjustments would make possible increased economy and efficiency. Standardization of boundaries is not considered feasible because of diversity of program needs. But new programs cutting across agency lines, such as the War on Poverty, will place a premium on securing uniform field structures for closely related programs.

REMARKS OF  
HONORABLE LEROY COLLINS  
DIRECTOR OF THE COMMUNITY RELATIONS SERVICE

The Community Relations Service has three primary responsibilities under the Civil Rights Act of 1964.

Title X establishes a conciliation service to work with communities for settlement of difficulties involving discrimination. This responsibility is broader than has been commonly assumed. The Service may offer its assistance on any matter in the civil rights area originating under the Constitution or any laws of the United States, and is not limited to matters arising under the Act itself.

The Act provides, in Title II on public accommodations, that a court may refer a matter to the Community Relations Service for 60 days when there is a reasonable possibility of obtaining voluntary compliance (extendable by another 60 days). The purpose is not only to provide assistance but also to allow a cooling off period which should be helpful in achieving an atmosphere of calm and normalcy within a community.

An overall responsibility is the promotion of a favorable compliance climate in this country. It is incumbent upon us to provide for the identification of the people with national objectives in civil rights and our efforts will be fundamentally in this direction.

We are in the early implementation stages. Secretary Hodges, former Governor Ellington of Tennessee, and I made visits to 26 State capitals in every section of the country meeting with Governors and State officials. We wanted to find out what the States are doing to settle disputes and how they might wish to make use of the Community Relations Service. Our conversations were most gratifying because so many States are now making real progress in these efforts. There is a lot of local machinery -- Human Relations and Civil Rights Commissions, etc. -- which can be of enormous service. These groups fit in perfectly with our goal of developing maximum local competence to deal with problems.

The President has established a National Citizens Committee. This is a group of 400 prominent citizens drawn from every part of the country who are interested in advancing this cause. They provide a pool of manpower to aid us as the need arises.

The Service will have a small staff of about 50 people working full time. Our budget of about \$1,100,000 will allow us some latitude for bringing in specially qualified people for short term assignments.

We are most pleased with the response we have received from the public. About 200 letters come every day from people who want to be helpful in a variety of ways.

One of the tasks is the avoidance of duplication. When we undertake an effort in a community, we will need a large amount of information. Much of this is already available in various agencies. We have assigned one man -- Mr. Kermit Bailer -- to the governmental liaison role. We may be calling upon you both within the agencies and through the Federal Executive Boards to assist in specific ways in promoting a favorable compliance climate or to furnish important information and advice. This is not just our program, but a total national effort, and we will need all of the understanding and support you can provide.

REMARKS OF  
HONORABLE NICHOLAS deB. KATZENBACH  
DEPUTY ATTORNEY GENERAL

The passage of the Civil Rights Act will increase the activities of all agencies in the total civil rights effort. There is now both an obligation and an opportunity to contribute to the ultimate objective of the Act which is to bring about a solution to the racial problem. Obviously that objective cannot be achieved solely by law.

There are several ways in which the Federal Executive Board members can contribute. One, certainly, is in the effective implementation of the responsibilities specifically spelled out for individual agencies under the Act. Even more important, though, may be the help you can give in those areas in which neither your agency, nor in fact any one agency, has stated responsibility. What is done in areas outside the scope of the formal responsibilities of the Act may ultimately be of more importance than the specific provisions of the law itself.

An important task now is to explain the Act in the communities with the objective of developing a willingness to comply without the necessity for enforcement through the application of Federal power.

Correcting misconceptions about what the law does is of tremendous importance. It is a more modest piece of legislation than many people believe. There have been some problems in getting the purposes of some of the provisions across to the public.

In Title I on voting rights, for example, the provision for designation of panels of three judges in patterns of discrimination suits has been widely misinterpreted as an effort to give the government undue control of the courts. Its major purpose is to speed up action. Similarly, the Title I literacy test provision has been widely thought of as establishing the completion of the sixth grade as a Federal literacy standard for voting in Federal elections. In fact, the provision relates to completion of the sixth grade as a "rebuttable presumption" in a proceeding in which literacy is a relevant fact.

Another area about which there has been insufficient public understanding is the reasoning behind the provision in Title IV granting the Attorney General authority to initiate suits pertaining to desegregation of public education. Obviously most of these suits are against public bodies. They are defended by the use of tax monies in State and local jurisdictions. The suits are almost always defended through long litigation even though the local jurisdiction's case may be weak. Individuals alleging denial of rights are obviously disadvantaged unless the Attorney General has the right to engage in legal proceedings on their behalf.

To the extent that Federal Executive Boards can -- as a focal point of governmental coordination in a community -- clear up these misunderstandings, and others, a real contribution can be made to achieving the Act's objectives.

Another way in which the Boards may be of help is through the reservoir of knowledge they possess about their local communities. The efforts of the Community Relations Service established by Title X must be based upon a depth of understanding as to the setting of problems -- e.g. who does what in the community, the nature of the power structure, economic and sociological data, etc. Federal Executive Boards have a great deal of this information or their members know where to get it quickly. The Community Relations Service in persuasive efforts, for example, in the area of public accommodations (Title II of the Act) must first gain acceptance in the local community. The ready availability of the knowledge you possess can help achieve this.

The Federal agencies are most directly involved in the Title VI provisions relating to nondiscrimination in Federally assisted programs. The Act provides that assistance can be withheld or withdrawn; but the challenge lies in achieving the objectives without having to resort to the ultimate utilization of the fund withholding provision. The coordination machinery of Federal Executive Boards should assist in efforts to work solution to mutual problems in the Federal assistance area, in the exchange of information among agencies, and in many other ways.

Finally, the Federal establishment can contribute by setting a good example. In Title VII pertaining to Equal Employment Opportunity we must especially continue to make progress in reaching the Act's objectives in our own organizations. Perhaps your most important role here is to see that the mores of the local community, if adverse to the Act's objectives, do not infect personnel operations of the Federal agencies. The Federal Executive Boards can continue to provide a useful service in fostering a Federal climate which makes the Federal Government truly a model employer.

In summary, the whole emphasis of the implementation of the Civil Rights Act of 1964 is the bringing to bear of reason in achieving a civil rights solution. If the Federal Executive Boards can interpret this successfully in the communities in which they are a part, they will have been a major factor in the success of the overall effort.



## OPEN FORUM SESSION

The session was opened with a discussion of actions taken by the Treasury Department in organizing their FEB effort at both the headquarters and field level. The establishment of FEB's was welcomed by Treasury since it strengthened the Department's efforts to achieve greater internal as well as interagency coordination in the field.

- Treasury has multiple representation on the Boards, with as many as ten members on some. One member on each Board has been designated the personal representative of the Administrative Assistant Secretary, with special responsibility for coordination and headquarters reporting. This responsibility is rotated among Treasury agencies.
- At headquarters, a liaison group has been established at the Bureau level. Through this system, each Bureau receives reports on FEB activity, and each Bureau chief has written at least once or more to its field members stressing the FEB and the policy on interagency coordination. Bureaus are also required to cover FEB subjects at regional management conferences of all kinds. The Department, in addition, reviews attendance records, makes extensive use of correspondence from the Secretarial level, and has issued FEB appointment certificates.
- The Secretary of the Treasury has issued a directive requiring maximum cooperation and liaison with other Federal agencies in FEB cities as well as cities without a Board. Mr. Macy asked for a copy of this directive to be included in the minutes of the conference.

There was discussion of whether the Boards were trying to do too many things and work in too many directions. It was suggested that the Boards might be furnished a more specific guide to recommended activities, perhaps through the medium of a quarterly digest or newsletter. Mr. Macy observed that much of the earlier tendency to over-organize and work in too many areas had since corrected itself. Our present approach is to outline the general areas to be given special emphasis, leaving it to the Boards to make local determinations as to specific projects. Mr. Macy agreed to include in the conference minutes a brief one-page digest of each annual report to assist in reviewing the present extent and variety of activity in each Board.

Another problem raised was the difficulty some agencies have in suggesting specific projects for their members. While the headquarters can provide general encouragement, there is nothing in their specialized mission which could be suggested for interagency treatment. However, it was pointed out that even where substantive programs cannot be suggested, all agencies have a common interest in management improvement,

the economy program, and Presidential directives which apply broadly to all agencies. Agencies may well want their members to take a particularly active part in some aspects of these more universal programs.

The GSA representative advised that instructions were being drafted on the establishment of computer sharing exchanges as envisioned in Budget Bureau Circular A-27. The FEB's will be asked to comment on the drafts before issuance in final form.

Chairman Macy reviewed some of the steps which could be taken at the headquarters level to provide a vigorous back-up for the FEB's:

- Be sure to write to all new members, so that they will be fully aware of their FEB responsibility and the personal interest given this program.
- Follow up periodically in writing with all members. You should arrange to receive reports on the members' participation and contributions.
- Make clear to the members their authority to use funds and people in interagency activities.
- Suggest areas of activity you would like your members to work on, as well as subjects for possible full Board consideration.
- Include FEB work on the agenda of regional conferences.

Annual Report Summary  
Atlanta FEB

Coordinated fund raising and bond drives  
Highway Safety Committee -- Promoted, supported and coordinated President's traffic safety program, as a continuing activity.  
Arranged cooperative Federal-State program for referral and rehabilitation of draft rejects.  
Developed Uniform Weather Plan to govern procedures during bad weather.  
Initiated cooperative program between IRS and SSA to improve reporting of employment and self-employment taxes. Through ignorance or evasion, many low income workers fail to qualify for social security benefits in their old age.  
Liaison with Mayor of Atlanta, particularly on civil rights. Also had meeting with Governor.  
Participated in High School Career Day. Started work with Atlanta Department of Education for TV series in the fall on career planning. Speeches at colleges and conferences of educators. Also high schools.  
Established closer working relationship with Safety Council and published periodic accident statistical reports.  
Made manpower utilization survey and published digest of more significant experiences in agencies.  
Held Public Information Seminar and published list of agency points of contact for information. Preparing revision of "Know Your Government" brochure.  
Participated in Armed Forces Week and Navy Day. Arranged "Know Your Government" radio series.  
Updated special resources inventory and working to revise ADP directory. Data Processing Subcommittee available for consultation on applications.  
Making study of employee health units.  
Held live-in Equal Opportunity Seminar.  
Cooperated in CSC Community Survey.  
Made plans for medical self-help training.  
Board members agreed to recruit clerks at GS-2 rather than GS-3. One agency reports savings of \$60,000.  
Sponsored presentations on civil defense, cost reduction, common services.  
Publicized VA and FHA housing. Liaison with Urban League.

Critique

Self-evaluation of Board concept and program is favorable.

Individual suggestions:

In spite of metropolitan basis, members should try to have objectives reach down to all field establishments under their jurisdiction.  
Must continue to try to elicit better performance from FEB members. Suggest initiative at national headquarters to bring about greater coordination thru FEB.  
Suggest funds for secretariat and other expenses.  
Suggest better criteria for designation of members.  
Suggest Mr. Macy obtain advance views of FEB in matters that are the subject of national planning which have local impact.  
Problem of coordination among the several offices of the same agency.

Annual Report Summary  
Boston FEB

Met to view and hear Presidential addresses.

Promoted consolidation of facilities and services in new FOB. Estimated savings \$544,500.

Established Manpower Utilization Council to exchange information and do management studies. Completed study on Essentiality of Positions.

Equal Opportunity - helped resolve alleged discrimination in leased property and public housing. Met with Longshoremen's Union to obtain partial solution to discrimination. Supported CSC community review. Helped President's Committee in Conference on Equal Opportunity in Housing.

Promoted employment of retarded by letter and FEB meeting.

Held 2 intergovernmental relations conferences.

Published Directory of Federal Agencies to facilitate inquiries and requests for speakers. Held Public Information Seminars. Planning TV series.

Set up Traffic Safety Committee to promote President's program. Did study and made recommendations.

Coordinated fund raising and promoted Bond sales.

Established liaison with Civil Defense boards, intergovernmental organizations, Scouts, Chamber of Commerce, etc.

Critique

Self-evaluation of FEB concept and operation completely favorable.

Recommend 22 additional installations for membership.

Suggest Washington issue periodic report on legislation of interagency significance.



Annual Report Summary  
Chicago FEB

Equal Employment - Assisted PCEEO in holding Chicago Conference. Promoted CSC community review. Distributed information to local governments and media on EO 11063 on Housing. Continued effort to achieve EEO in construction industry, working with agencies, local government, unions, apprentice committees, civil rights groups. Assisted in PCEEO conferences for contractors.

Sponsored employee-of-the-year awards.

Completed ADP survey. Further program under development.

Prepared "Destination Chicago" handbook for newcomers.

Published service and equipment sharing directory.

Have current project on simplification of procurement forms.

Studying traffic safety.

Studying feasibility of exchanging credit information.

Promoting common services in new Federal Center. Savings to be reported.

Conducted 3-day Executive Seminar.

Held meeting on intergovernmental relations.

Studying establishment of Federal Information Center.

Published Federal Agency Directory.

Coordinated fund raising activities.

Members' secretaries have voluntarily set up an informal after-hours secretarial adjunct.

#### Critique

Self-evaluation of FEB program is quite favorable.

#### Problems

Still strong parochial interest on part of some managers.

Also problem of diversity of management interests - some members have very complex, others very small programs. Problem of finding common ground.

Annual Report Summary  
Dallas-Ft. Worth FEB

Cooperated with SMU in developing Seminar for the Public Executive.  
With Southwest Placement Association, held 2-day placement conference for representatives of all Negro colleges from 4 states. Reported in Journal of College Placement.  
With Federal Training Council, held University-Federal Agency Conference to discuss further education of Federal employees and closer relations, visiting lecturer program.  
Assisted in outplacing employees involved in base closings.  
Promoting hiring mentally retarded. Working with Federal and state agencies.  
Completed management projects and studies -- air-conditioning of Government autos, ADP survey, common services in new Federal Office building, equipment exchange directory, new telephone directory format, exchange of information on financial responsibility and contractor performance.  
Developing speakers bureau and public information seminar. Issued Federal agency directory.  
Coordinated fund drives and bond drives.  
Have project on cross-agency consideration of employee suggestions.  
Have program for exchange of management ideas between government and industry.  
Held "Workshop on Comparative Construction Contract Practices" - favorably reported in Texas Contractors magazine.  
Sponsored joint meeting on Civil Defense.  
Employee of the year and local charities carried out through FBAs.

Critique

Self-evaluation of Board program is favorable.

Suggestion - more guidance and example from Washington level. Would like "specific expectations from our individual agencies."

Problem - being local rather than regional limits effectiveness in intergovernmental affairs.

Annual Report Summary  
Denver FEB

Held ADP symposium.  
Sponsored honor awards program.  
Conducted Public Information Seminar.  
Did study and prepared comprehensive inventory of information on "Federal Water Research Activities and Facilities." Plans to use this to promote coordination and sharing.  
Sponsored presentation and panel on EEO.  
Initiated "Self-Management Analysis Review Team Project" to permit managers to request independent management analysis team composed of experts from other agencies to do selected surveys. This project just getting underway.  
Made study of employee health unit.  
Established Speakers Bureau.  
Surveyed and published information exchange on negotiated agreements in employee-management relations area.  
Had speakers on a variety of subjects and had active program of FEB press releases.

Critique

The Board's evaluation of the program was favorable.

Problems, suggestions, recommendations:

Wants clarification of respective role of GSA and FEB in ADP coordination.  
Needs help in getting headquarters speakers - suggests central point at headquarters to obtain advance itineraries of top-level officials.  
Suggests further selectivity and coordination of communications at headquarters level.  
Suggests FEB coordination of interagency training programs, particularly executive seminars.  
Suggests Budget Bureau organize annual grant-in-aid conference for local Federal officials and counterpart state officers.  
Notes that headquarters support varies widely -- suggests further attention at top level and personal support of agency heads.  
Suggests agencies pay Chamber of Commerce dues for FEB members.

Annual Report Summary  
Kansas City FEB

Coordinated fund raising and bond drive.  
Worked with GSA on common services in new FOB.  
Had presentations on FEDSTRIP (requisitioning), ZIP codes, etc.  
Held Employee of the Year award program.  
Committee meetings held on public information needs preliminary to setting up PI seminar.  
Met with Negro leaders, supported CSC community survey, and working on plans for positive FEB action program.  
Made study of site for Executive Seminar Center.  
Supported National Security Seminar.  
Set up blood bank program.  
Helped place personnel affected by RIF.  
Supported safety training program.  
Presentation on cost reduction program.

Critique

While the Board's critique of the FEB concept was largely favorable (except for one policy member), there was recognition that in the first year of organization the primary accomplishment is better communication and acquaintance. However, the stage seems to be set for a variety of action programs this year.

Individual comments: One policy member stated that the FEB would continue to be ineffective without specific direction from the CSC, that the program distracted from members' prime agency responsibilities and is redundant and conflicting, and that members are too diversified to have much in common.



Annual Report Summary  
Los Angeles FEB

Conducted 2-day live-in conference on EEO - (for which the former Vice Chairman - now Chairman - received the Army Commendation Medal).  
Held second EEO conference for deputies, personnel officers, employment policy officers. Assisted PCEEEO in conducting Regional Conference.  
Held 2-day live-in conference on resources utilization - "A Dollar's Value for a Dollar Spent." Follow-up actions include initiation of projects on ADP sharing, presentation at regular FEB meeting, catalog on paperwork economies, and equipment and skills directory.  
Held meeting on Employee-Management Cooperation.  
Developing pre-retirement orientation program.  
Held emergency readiness briefing and working to establish an Emergency Operation Center.  
Developing plan for Federal Employment Information Center. Board participated in Career Guidance Center of L.A. School System, and Public Service Careers Conference conducted by Joint College Federal Service Council.  
Assisted in RIF placements.  
Coordinated fund drives and bond drive.  
Arranged news conferences for Washington speakers on cost reduction.

Critique

Submitted extremely favorable critique of Board concept and program.

Problems- not fully effective in stimulating active participation of all members. Also not sufficient use of industrial and academic management resources. Need more progress in "enhancing Federal image".

Individual comments on lack of time and manpower, avoid by-passing channels, disparity in representation (many large installations are not represented).

Annual Report Summary  
New York FEB

EEO - promotion, survey, discussion at meeting, support of community review.  
Women - publicity on women's program, plan to publish brochure of outstanding biographies.  
Survey of health facilities for sharing, distributed health education materials.  
Publicize VA and FHA housing.  
Published statistical guide to NYC and guide to statistical sources.  
Working with scouts, JOIN, NYC Youth Board, and draft rejects (8000 referrals).  
Coordinated fund drives and bond drives.  
Civil Defense support - prepared bulletin on fall-out shelter program, sponsored medical self-help training, working on brochure on emergency communications.  
Held Public Information Seminar, issued press releases, publicized Armed Forces Day.  
Issued ADP and EAM sharing directories. One example of computer sharing - \$52,000.  
Published directory of reproduction and duplicating equipment.  
Conducted Management Improvement Seminar. Planning information and exchange program on cost reduction ideas and work management techniques.  
Cooperative activities in procurement - held seminars on "Service Type Contracts" and "New Items to be Centrally Procured." Discussions held on EEO contract compliance.  
Completed project on interagency financial transaction, with report to Washington.  
Attempted to secure State approval of Federal accounting experience toward CPA.  
Referred to headquarters level.  
Initiated projects on sharing of conference and hearing room space and law library facilities.  
Briefed Lt. Governor on FEB activities.

Critique

The Board's critique is enthusiastic and optimistic. No problems or suggestions reported.

Annual Report Summary  
Philadelphia FEB

EEO - invited Negro leaders to FEB meeting. Held 2 EEO seminars, with follow-up supervisory workshops within the agencies. Surveyed fair employment practices program in agencies. Helped in PC/EEO conference.

Held all-day seminar on manpower utilization and productivity.

Published management exchange to circulate ideas and stimulate improvements.

Coordinated ADP sharing - value of shared service - \$200,000. Also held 6 seminar sessions on computer application.

Management projects included - study of per diem allowances, study of centralization of payroll maintenance, published inventory of specialized skills, set up roster of former employees available for part-time work, published directory of printing and duplicating equipment, published list of hotels offering government discount, made survey of under-utilized employees, helped in RIF placement.

Supported interagency training programs (\$45,000 savings). Published roster of resource speakers for agency training programs.

Initiated project on "Land Use Implications of Federal Activities and Programs in the Philadelphia Area."

Held Intergovernmental Relations Conference. Working with city tax department on tax delinquencies of Federal employees.

Held Public Affairs Seminar. Published Speakers Bureau Directory. Arranged for 20 radio broadcasts by agencies - also weekly newspaper column.

Arranged flu shot program. Made survey of employee health facilities. Publicized hiring of retardates. Co-sponsored seminar on the handicapped.

Coordinated fund raising and bond drives.

Circulated lists of VA and FHA housing.

Sponsored paperwork management program.

Making survey on Traffic Safety program.

Worked with Scouts. Supported career counseling programs.

Had very active committee program and extensive communications.

Critique

It is unlikely that volume of activity can be increased, although should become more effective as a result of experience.

Achievement will be limited to the degree of time available to members.

Slippage in attendance - increasing tendency to send alternates.

Need study at the national level on interrelation of agencies in management improvement and utilization of resources. This could be furnished Boards for guidance.

FEB Chairman must commit much time and energy to FEB work. Suggest CSC hold annual briefing for heads of agencies having FEB Chairmen so they may better understand the scope and importance of the assignment.

Annual Report Summary  
St. Louis FEB

Held Public Information Seminar. Published directory of agency information officers.

Chamber of Commerce liaison - 11 members joined, and Chamber is setting up Federal Agency Committee. Liaison with Municipal League.

Preliminary negotiations for newspaper and TV series.

Organizing a speakers bureau. Doing feasibility study of a "Know Your Government Exposition" at Kiel Auditorium, in cooperation with state and local governments.

Following survey of Federal employee interest in further educational opportunity, initiated program for Federal employees to obtain high school equivalency certificates, and negotiated with local colleges for establishment of off-campus study centers at agencies. Gave wide publicity to program and hundreds of employees are participating.

Coordinated fund raising and bond drives.

Management projects - planning cost reduction questionnaire. Making arrangements for presentations by business managers and educators on management problems. Study on information directory, joint information office, joint purchasing, and ADP directory. Published equipment and facilities directory. Supported active IRAC program.

Liaison activities in Civil Defense and safety.

Have active contact program with minority groups and organizations. Working on survey of agency programs and personnel placement system.

Recognized "Report to the Nation" scout.

Held 5-day live-in Executive Seminar for members.

Works closely with FPC and FBA.

### Critique

Favorable evaluation of FEB concept.

### Suggestions:

Appointment of executive staff and small administrative staff.

Suggest headquarters representatives bring their field members in to Washington.

Would encourage more active participation.

Suggestion for FEB Newsletter.

Need better participation from some members. Suggests Washington offices can stimulate.



Annual Report Summary  
San Francisco FEB

Completed mass transportation survey for Bay area.  
Participated in survey of intergovernmental relations.  
Coordinated fund raising and promoted bond drive.  
Gave strong support to Interagency Records Administration Conferences.  
Sponsored medical self-help training program.  
Carried out management improvement information exchange program.  
Held Equal Opportunity in Housing clinic.  
Co-sponsored Scholarship Award program for children of Federal employees.  
Held Equal Employment Opportunity clinic.  
Held 5-day live-in Executive Seminar for members.  
Had Mayor and Police Chief as speakers.  
Initiated close coordination with local Federal technical councils and groups.

Critique

Self-evaluation of FEB concept and program is very favorable.

Problems - some members do not give full support, need further headquarters encouragement. But this may also be due in part to the fact that some projects and activities are not applicable to all agencies equally.

Suggestions - Washington speakers should come with specific suggestions and proposals, not just general messages.

FEB Chairman not always promptly notified of appointment of new members; suggest copies of letters go to Chairman immediately.

Suggest John Macy visit each Board once a year.

Annual Report Summary  
Seattle FEB

EEO - 4 special programs presented to representatives of minority groups.  
Current study by Personnel and Administrative Officers Group on elimination of non-essential and low-yield activities in personnel management.  
Established roster of part-time and temporary employees.  
Made study and distributed paper on the appeals system.  
Developing a training program in position management.  
Made study and sent to Washington a proposal on interchange of information between agencies.  
Worked on questions of forms procurement supply and space management.  
Met with State Rehabilitation Service and agency coordinators on retarded program.  
Made study on joint employee health clinic.  
Sponsored medical self-help training.  
For program coordination, established and operates Public Services Group, Investigative and Law Enforcement Group, and Urban Development Groups (with additional representation from State agencies).  
Had meeting with Governor and state officials, also Association of Washington Cities.  
Worked with Scout Explorer program. Made survey of agency youth programs.  
Published Federal Directory. Arranged wide publicity for employee award program. (Previously held P.I. seminar). Plan series of 13 TV programs.  
Coordinated fund drive. Sponsored Blood Bank. Supported Savings Bonds.

Critique

Very favorable self-evaluation of program.

Problem - Apathy of some of the members, non-attendance, lack of interest-- indicates lack of effective guidance from their headquarters. Some agencies have been very good.

Suggestions- should have a paid executive secretary to provide help and continuity.

Also, on EEO, suggests further action on unions, employment information and central board, and procedure for handling discrimination complaints.

# AGENCY DISTRIBUTION OF FEB MEMBERS

	AT	BN	CH	DA	DE	KC	LA	NY	PH	SL	SF	SE	TOTAL
AEC	0	0	1	0	0	0	0	1	0	0	1	0	3
AF	1	1	1	2	2	1	6	2	1	1	1	1	20
AGRI	1	1	1	1	1	1	1	1	1	1	1	1	12
ARMY	4	4	5	3	2	4	3	6	4	8	6	2	51
COMMERCE	1	1	2	2	1	1	0	1	1	1	1	1	13
CSC	1	1	1	1	1	1	1	1	1	1	1	1	12
CVL DFNS	1	1	1	1	1	0	0	0	0	0	1	1	7
DSA	1	0	1	2	0	1	1	2	2	1	2	1	14
FAA	1	1	1	1	1	1	1	1	1	1	1	1	12
FCC	1	1	1	1	1	1	1	1	1	1	1	1	12
FDIC	1	1	1	1	0	1	0	1	0	1	1	0	8
FED MARI COM	0	0	0	0	0	0	0	1	0	0	1	0	2
FED MD & CN SRV	1	0	1	0	0	0	0	1	1	1	1	0	6
FPC	1	0	1	1	0	0	0	1	0	0	1	0	5
FTC	1	1	1	0	0	1	1	1	0	0	1	1	8
GPO	0	0	1	0	1	0	0	0	0	0	0 <sup>b</sup>	1	3
GSA	1	1	1	0	1	1 <sup>a</sup>	b	1 <sup>c</sup>	c	a	1 <sup>b</sup>	1	8
HEW	2	1	1	1	1	1	1	1	1	1	1	1	13
HHFA	1	1	1	3	1	1	2	1	1	1	1	2	16
ICC	1	1	1	1	1	1	0	1	1	0	1	0	9
INTERIOR	2	2	0	0	5	0	2	1	1	2	3	2	20
JUSTICE	4	3	3	4	4	4	4	3	3	3	3	3	41
LABOR	2	2	2	2	2	2	1	2	2	1	2	2	22
NASA	0	1	0	0	0	0	1	0	0	0	1	0	3
NAVY	1	1	1	1	1	1	1	1	1	1	1	1	12
NLRB	1	1	1	1	1	1	1	1	1	1	1	1	12
OEP	1	1 <sup>d</sup>	1	1	1	0	0	d	0	0	1	1	7
PO	2	2	2	4	2	1	2	2	2	2	2	2	25
RRB	1	1	1	1	1	1	1	1	1	1	1	1	12
SBA	1	1	1	1	1	1	1	1	1	1	1	1	12
SEC	1	1	1	1	1	0	1	1	0	0	1	1	9
SSS	2	1	1	1	1	1	1	1	0	0	1	1	11
TREASURY	6	8	9	6	8	6	5	9	9	6	10	10	92
VA	2	7	7	2	2	2	8	8	6	3	4	4	55
	—	—	—	—	—	—	—	—	—	—	—	—	—
TOTAL 567	47	49	54	46	45	37	47	56	43	40	57	46	567

- a) SERVES KC & SL
- b) SERVES LA & SF
- c) SERVES NY & PH
- d) SERVES BN & NY



THE SECRETARY OF THE TREASURY  
WASHINGTON

Administrative Circular No. 6

Supplement No. 1

APR 21 1964

To Heads of Bureaus

Treasury Department

Subject: Coordination and cooperation with other agencies

The Treasury has profited for many years from its policy of encouraging close working relationships among its bureaus. Similarly, the Department has from time to time coordinated certain of its activities with those of other government agencies with mutual benefit.

The purpose of this memorandum is to re-emphasize the need for such collaborative efforts in the interests of reducing overall costs and increasing overall unity and effectiveness of government services.

It is especially necessary to coordinate government activities outside of Washington where 90 percent of the Federal employees work. With the application of ingenuity and effort it is often possible to overcome the artificial barriers of organizational lines and to work out cooperative arrangements for joint use and financing of space, equipment, and often personnel. Experience and specialized knowledge also can be shared with less tangible but nonetheless real benefits. If there are ways in which cooperative effort is prevented either by legislation or regulations, will you please report them to the Administrative Assistant Secretary.

As you know, Federal Executive Boards have been established in twelve cities for the coordination of Federal activities. In these localities, the Treasury should take an active and leading role in promoting cooperative efforts. In cities without such Boards, I want the Treasury to take the lead also in establishing contacts with other government agencies and in seeking out areas for collaboration.

Please have your field and other officials report actions to carry out this policy of coordination and cooperation within the Department and with other agencies. Such actions may be reported to the Administrative Assistant Secretary in the quarterly management improvement report.

  
Douglas Dillon



EXECUTIVE (3)

FG 618

SP/FG 135

FG 135

FG 295

FEB

July 30, 1964

Honorable Nicholas deB. Katzenbach  
Deputy Attorney General  
Washington, D. C.

Dear Nick:

I am grateful to you for your willingness to speak to the departmental representatives for the Federal Executive Boards at luncheon on August 17. I am attaching a few of the basic documents describing the work of the Federal Executive Boards. As you will note, these are groups of top Federal officials in twelve major centers across the country. Their purpose is to provide more effective program accomplishment through a higher degree of community action on the part of local Federal officials.

Since establishment of the Boards in November 1961, equal employment opportunity and civil rights have been major areas of cooperative attention. Lee White and I have been convinced that the Boards can be a useful instrument of intercommunication and coordination among the Federal agencies in the implementation of the Civil Rights Act.

The officials with whom you will be meeting are the department and agency representatives concerned with promoting the successful operation of the Boards through Washington supervision. I have assembled this group for semi-annual evaluations of the Board program. Your talk will follow a morning of such evaluation.

Sincerely yours,

John W. Macy, Jr.  
Chairman

enclosures

cc Honorable Lee C. White  
cc Mr. N. J. Oganovic

Nothing else sent to  
Central Files as of 10/30/64

July 15, 1964

MEMORANDUM FOR

Mr. Nicholas Katzenbach  
Deputy Attorney General

Burke is going to be out of town on August 17. If your schedule permits, I am sure they would be delighted to have you as their luncheon guest. Obviously, I can't describe this as the world's most important group, but they are key Federal field officials, and I know they would be deeply appreciative of the opportunity to hear you speak.

Lee C. White  
Associate Special Counsel  
to the President

Encl.    Macy memo to LCW, 7/6/64 re:  
             luncheon speaker on 8/17

Department of Justice  
Washington

9 July 1964

MEMORANDUM FOR THE HONORABLE LEE C. WHITE



From Burke Marshall

With regard to the attached, I do not expect to be here on August 17. I could make a massive effort to change that, but your note doesn't suggest I should. Nick might do it, and would be better anyway.

Attachment

THE WHITE HOUSE  
WASHINGTON

July 8, 1964

MEMORANDUM FOR

Mr. Burke Marshall  
Assistant Attorney General  
Department of Justice


If you could do this, I am sure it would  
be helpful -- I can't honestly say that  
it is the most crucial thing in the world.



Lee C. White  
Associate Special Counsel  
to the President

Encl.

*Pls. write to Lee White:  
With regard to the attached,  
I do not expect to be here  
on August 17. I could make a  
massive effort to change that, but  
you vote doesn't suggest I  
should. Dick might do it, and  
would be better anyway.*





U.S. CIVIL SERVICE COMMISSION  
OFFICE OF THE CHAIRMAN  
WASHINGTON, D.C. 20415

July 6, 1964

MEMORANDUM FOR HONORABLE LEE C. WHITE

I am going ahead with our plans for a meeting of FEB headquarters officials on August 17. The notices are being mailed out this week.

As a matter of current major importance, I believe we should try to have a key figure involved in the implementation of the Civil Rights Bill as our luncheon speaker. I think Burke Marshall of the Justice Department would be an excellent choice.

Since the period following enactment of this legislation promises to be hectic, it would undoubtedly be more effective if Burke Marshall's invitation came from the White House. Could I prevail upon you to handle the invitation for us? Once you have him committed, I'd be happy to follow up with a note filling him in on the FEB program and the details of our conference arrangements.

John W. Macy, Jr.  
Chairman

XEROX FROM QUICK COPY



VETERANS ADMINISTRATION  
CENTER  
WISSAHICKON AVE. AND MANHEIM ST.  
P.O. BOX 8079  
PHILADELPHIA, PA. 19101

EXECUTIVE

FG418

JUL 28 1964

YOUR FILE REFERENCE:

IN REPLY REFER TO: 3210/00

Mr. Lee C. White  
Associate Special Counsel  
to the President  
The White House  
Washington, D. C.

Dear Mr. White:

Thank you for your kind letter of July 13, 1964. Please convey to the President the appreciation of all of us in the field for his interest in our problems.

It shall be my purpose to utilize the Federal Executive Board to implement, to the fullest extent, the new Government programs in the fields of civil rights and anti-poverty. Last Wednesday, July 22, 1964, our speaker from the Department of Justice dealt with the Civil Rights Bill. We shall develop our program in August around the Anti-Poverty Bill. We are planning our programs with the expectation that they will serve to clarify for us how the Federal Executive Board can best serve the community in these areas.

I look forward to an exciting year full of activity and accomplishment as Chairman of the Philadelphia Executive Board.

Very truly yours,

  
S. W. MELIDOSIAN  
Manager



Show veteran's full name and VA file number on all correspondence. If VA number is unknown, show service number.

JUL 28 1964

3210/00

Mr. Lee C. White  
Associate Special Counsel  
to the President  
The White House  
Washington, D. C.

Dear Mr. White:

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I look forward to an exciting year full of activity and accomplishment as Chairman of the Philadelphia Executive Board.

Very truly yours,

S. W. MELIDOSIAN  
Manager





U. S. TREASURY DEPARTMENT  
INTERNAL REVENUE SERVICE

DISTRICT DIRECTOR  
DENVER, COLORADO 80202

July 24, 1964

IN REPLY REFER TO

Dear Mr. White:


Thank you for your letter of congratulations on my election as Chairman of the Denver Federal Executive Board.

We have excellent men in our Denver area, and it is my hope that we can meet the high expectations of your office. We have made progress toward accomplishing the major objectives set for the Board.

I hope that I may be able to call upon you from time to time for suggestions which I know would be most helpful.

Warm regards.

Sincerely,

  
V. Lee Phillips  
District Director

Mr. Lee C. White  
Associate Special Counsel  
to the President  
The White House  
Washington, D. C.





*Dallas-Fort Worth Federal Executive Board*  
Office of the Chairman  
Room 506, 1114 Commerce Street  
Dallas 2, Texas

B. FRANK WHITE Chairman

W. W. COLLINS Vice - Chairman

ELECTRA MALONE Secretary

July 17, 1964

Dear Mr. White:

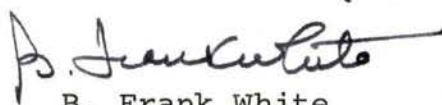
Just a note to thank you for your most thoughtful letter of July 13.

Wish you could have been at our Board meeting today. In committees, we met from 9:30 until noon and then heard reports from committee chairmen in a luncheon forum.

You would have been pleased to see the high degree of participation, the depth of thinking, and the real evidence of commitment to the President's objectives.

I suspect we have caught on fire, and your nice letter adds fuel.

Sincerely,



B. Frank White  
Chairman

Mr. Lee C. White  
Associate Special Counsel  
to the President  
The White House  
Washington, D. C.

RECEIVED  
JUL 21 1964  
FBI - DALLAS

# NEW YORK FEDERAL EXECUTIVE BOARD



## CHAIRMAN

Howard D. Taylor  
Regional Commissioner  
I.R.S., New York

## VICE-CHAIRMAN

RADM Redfield Mason  
Commandant  
Third Naval District,  
New York

## EXECUTIVE SECRETARY

Warren J. Woolsey  
USCSC, New York

## COMMITTEE CHAIRMEN:

Personnel Programs  
and Management

L. H. Baer  
Regional Director  
USCSC, New York

Management Improvement  
Oscar Bakke  
Regional Director

F.A.A., Jamaica  
Public Affairs  
and Information

Herbert Bienstock  
Regional Director  
R.L.S., New York

SUBCOMMITTEE HEADS:

Col. Paul V. Akst  
L. H. Baer

Herbert Bienstock  
Peter A. Esperdy

Col. John W. Graham  
Wesley M. Johnson

Sean P. Keating  
Ivan C. McLeod

Gen. A. J. Montgomery  
Joseph B. O'Connor

Arthur C. Rutzen  
Albert G. Seidman

Llewelyn R. Young

"... to advance programs of interagency and intergovernmental concern and to achieve greater efficiency and economy in government operations." — President Lyndon B. Johnson

90 Church Street  
New York, N.Y. 10007

July 16, 1964

Dear Mr. White:

Thank you for your congratulatory letter of July 13. I am deeply honored and keenly aware of the responsibilities incident to being elected to the Chairmanship of the New York Federal Executive Board.

While I am only doing my duty as I see it, it was wonderful of you to take the time to write me a personal letter.

You may rest assured that you will have the active support of the local Federal community in putting our new national programs into effective operation.

Sincerely,

*Howard D. Taylor*

Howard D. Taylor  
Chairman

Mr. Lee C. White  
Associate Special Counsel  
to the President  
The White House  
Washington, D.C.



July 13, 1964

Dear Mr. Taylor:

The President has asked me to congratulate you on your election as Chairman of the New York Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

There will be new challenges where the Boards can make a real contribution--the war on poverty, civil rights, youth programs. The ability of the Federal Executive Boards to marshal the active support of the Federal community can help immeasurably in the task of putting such new national programs into operation.

Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. Howard D. Taylor  
Chairman, New York FEB  
Internal Revenue Service  
90 Church Street  
New York, New York

RECEIVED  
AUG 2 1964  
INTERNAL SECURITY

*Green Copies used for Name File*



July 13, 1964

Dear Mr. White:

The President has asked me to congratulate you on your election as Chairman of the Dallas-Fort Worth Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

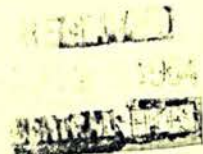
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Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

x  
Mr. B. Frank White  
Chairman, Dallas-Fort Worth FEB  
Internal Revenue Service  
1114 Commerce Street  
Dallas, Texas





July 13, 1964

Dear Mr. Phillips:

The President has asked me to congratulate you on your election as Chairman of the Denver Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

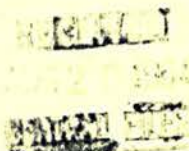
There will be new challenges where the Boards can make a real contribution--the war on poverty, civil rights, youth programs. The ability of the Federal Executive Boards to marshal the active support of the Federal community can help immeasurably in the task of putting such new national programs into operation.

Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

x  
Mr. V. Lee Phillips  
Chairman, Denver FEB  
Internal Revenue Service  
New Customhouse  
Denver, Colorado



July 13, 1964

Dear Mr. Melidosian:

The President has asked me to congratulate you on your election as Chairman of the Philadelphia Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

There will be new challenges where the Boards can make a real contribution--the war on poverty, civil rights, youth programs. The ability of the Federal Executive Boards to marshal the active support of the Federal community can help immeasurably in the task of putting such new national programs into operation.

Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. S. W. Melidosian<sup>x</sup>  
Chairman, Philadelphia FEB  
Veterans Administration  
5000 Wissahickon Avenue  
Philadelphia, Pennsylvania

RECEIVED  
AUG 20 1964  
OFFICE FILES



July 13, 1964

Dear Mr. Basnight:

The President has asked me to congratulate you on your election as Chairman of the Atlanta Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

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Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. Arvin O.<sup>X</sup> Basnight  
Chairman, Atlanta FEB  
Federal Aviation Agency  
Post Office Box 20636  
Atlanta, Georgia

RECEIVED  
AUG 20 1964  
CENTRAL FILE

July 13, 1964

Dear Mr. All:

The President has asked me to congratulate you on your election as Chairman of the Boston Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

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Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. Harold R. <sup>X</sup>All  
Chairman, Boston FEB  
Internal Revenue Service  
55 Tremont Street  
Boston, Massachusetts

RECEIVED  
AUG 20 1964  
BOSTON FILES



July 13, 1964

Dear Mr. Naser:

The President has asked me to congratulate you on your election as Chairman of the Chicago Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

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Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. John B. <sup>X</sup>Naser  
Chairman, Chicago FEB  
Veterans Administration  
2030 West Taylor Street  
Chicago, Illinois

RECEIVED  
AUG 20 1964  
CENTRAL FILES

July 13, 1964

Dear Mr. Doarn:

The President has asked me to congratulate you on your election as Chairman of the Kansas City Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

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Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

X  
Mr. James W. Doarn  
Chairman, Kansas City FEB  
Department of Health, Education,  
and Welfare  
560 Westport Road  
Kansas City, Missouri





July 13, 1964

Dear Colonel Drummond:

The President has asked me to congratulate you on your election as Chairman of the Los Angeles Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

There will be new challenges where the Boards can make a real contribution--the war on poverty, civil rights, youth programs. The ability of the Federal Executive Boards to marshal the active support of the Federal community can help immeasurably in the task of putting such new national programs into operation.

Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Colonel Burleigh B. <sup>X</sup>Drummond  
Chairman, Los Angeles FEB  
Los Angeles Procurement Distributor, USA  
55 South Grand Avenue  
Pasadena, California



July 13, 1964

Dear Mr. Pollock:

The President has asked me to congratulate you on your election as Chairman of the St. Louis Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

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Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. Philip S.<sup>X</sup> Pollock  
Chairman, St. Louis FEB  
Veterans Administration  
1520 Market Street  
St. Louis, Missouri





July 13, 1964

Dear Mr. Cullen:

The President has asked me to congratulate you on your election as Chairman of the San Francisco Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

There will be new challenges where the Boards can make a real contribution--the war on poverty, civil rights, youth programs. The ability of the Federal Executive Boards to marshal the active support of the Federal community can help immeasurably in the task of putting such new national programs into operation.

Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. Joseph<sup>X</sup> Cullen  
Chairman, San Francisco FEB  
Internal Revenue Service  
100 McAllister Street  
San Francisco, California

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AUG 20 1964  
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July 13, 1964

Dear Mr. Kirsch:

The President has asked me to congratulate you on your election as Chairman of the Seattle Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

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Please accept our best wishes for the continued success of the Board under your chairmanship.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. John B. <sup>X</sup>Kirsch  
Chairman, Seattle FEB  
Veterans Administration  
Sixth and Lenora Building  
Seattle, Washington

FILED  
AUG 20 1964  
CENTRAL FILES



EXECUTIVE

FG 618

FG 295

PR 11

July 13, 1964

*This ltr  
sent to all  
FEB Chairmen*

Dear Mr. Basnight:

The President has asked me to congratulate you on your election as Chairman of the Atlanta Federal Executive Board.

The work of the Federal Executive Boards has been a matter of personal interest to the President since the Boards were first established early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important.

There will be new challenges where the Boards can make a real contribution--the war on poverty, civil rights, youth programs. The ability of the Federal Executive Boards to marshal the active support of the Federal community can help immeasurably in the task of putting such new national programs into operation.

Please accept our best wishes for the continued success of the Board under your chairmanship.

Harold R. ~~X~~ALL (Boston)  
John B. ~~X~~NASER (Chicago)  
B. Frank ~~X~~WHITE (Dallas-Fort Worth)  
V. Lee ~~X~~PHILLIPS (Denver)  
James W. ~~X~~DOARN (Kansas City)  
Burleigh B. ~~X~~DRUMMOND (Los Angeles)  
Howard D. ~~X~~TAYLOR (New York)

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

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Mr. Arvin O. ~~X~~Basnight  
Chairman, Atlanta FEB  
Federal Aviation Agency  
Post Office Box 20636  
Atlanta, Georgia

S. W. ~~X~~MELIDOSIAN (Philadelphia)  
Philip S. ~~X~~POLLOCK (St. Louis)  
Joseph ~~X~~CULLEN (San Francisco)  
John B. ~~X~~KIRSCH (Seattle)



U.S. CIVIL SERVICE COMMISSION

OFFICE OF THE CHAIRMAN

WASHINGTON, D.C. 20415


June 30, 1964

MEMORANDUM FOR HONORABLE LEE C. WHITE

Federal Executive Board elections of officers for the fiscal year starting July 1 have now been held. A list of the new Chairmen and Vice Chairmen is attached for your information.

Last year we brought the new Chairmen in for a meeting in July to help them get off to a fast start. Our plan this year is to defer any similar meeting until after the November elections.

While I have written to each of the new FEB Chairmen, it may be that congratulatory notes from the President would be particularly appropriate at this time. I am enclosing a draft letter which you may want to consider for this purpose, or revise as you see fit. The complete addresses of the new Chairmen are attached to the draft.

  
John W. Macy, Jr.  
Chairman

Enclosures

 *but  
no big rush*



THE WHITE HOUSE

WASHINGTON

Dear

*The President has asked me*  
~~I want~~ to congratulate you on your election as Chairman of the  
Federal Executive Board.

*The President*  
The work of the Federal Executive Boards has been a matter of personal interest to ~~me~~ since the Boards were first established by ~~President Kennedy~~ early in 1962. Their activities in advancing equal employment opportunity, in reducing costs through the sharing of facilities and resources, in striving for greater efficiency and the improvement of Federal management, and in promoting interagency and intergovernmental cooperation are significant and important. ~~I hope you can continue and intensify the efforts of your Board in these areas.~~

There will be new challenges where the Boards can make a real contribution--the war on poverty, civil rights, youth programs. The ability of the Federal Executive Boards to marshal the active support of the Federal community can help immeasurably in the task of putting such new national programs into operation.

*Please accept our*  
~~You have my~~ best wishes for the continued success of the Board under your chairmanship.

Sincerely,

*LCW*  
~~s/ Lyndon B. Johnson~~

FEDERAL EXECUTIVE BOARDS  
List of Chairmen and Vice Chairmen  
July 1964

<u>BOARD</u>	<u>CHAIRMAN</u>	<u>VICE CHAIRMAN</u>
ATLANTA	Mr. Arvin O. Basnight Director, Southern Region Federal Aviation Agency	Mr. James K. Vessey Regional Forester U. S. Forest Service
BOSTON	Mr. Harold R. All Regional Commissioner Internal Revenue Service	Brig. Gen. Peter C. Hyzer Division Engineer USA Engineer Division New England
CHICAGO	Mr. John B. Naser Manager, Veterans Admin. Regional Office	Mr. Donald Swanson Regional Director Post Office Department
DALLAS-FORT WORTH	Mr. B. Frank White Regional Commissioner Internal Revenue Service	Mr. W. W. Collins Regional Administrator Housing & Home Finance Agency
DENVER	Mr. V. Lee Phillips District Director Internal Revenue Service	Brig. Gen. Thomas P. Corwin Commander, Air Force Accounting and Finance Center
KANSAS CITY	Mr. James W. Doarn Regional Director Department of Health, Education, and Welfare	Mr. Theodore H. Anderson Director, Management Field Office ASCS, Department of Agriculture
LOS ANGELES	Col. Burleigh B. Drummond Los Angeles Procurement District, USA	Mr. Joseph H. Tippetts Director, Western Region Federal Aviation Agency
NEW YORK	Mr. Howard D. Taylor Regional Commissioner Internal Revenue Service	Rear Adm. Redfield Mason USN Commandant, 3rd Naval District
PHILADELPHIA	Mr. S. W. Melidosian Manager, Veterans Admin. Insurance Center	Maj. Gen. Oliver C. Harvey Commander, Defense Clothing and Textile Supply Center
ST. LOUIS	Mr. Philip S. Pollock Director, Veterans Admin. Regional Office	Mr. Albert H. Sonntag Director, St. Louis Region U. S. Civil Service Commission
SAN FRANCISCO	Mr. Joseph Cullen District Director Internal Revenue Service	Mr. Raymond J. Lloyd Attorney in Charge Federal Trade Commission
SEATTLE	Mr. John B. Kirsch Director, Veterans Admin. Regional Office	Rear Adm. Richard D. Schmidtman Commandant, 13th Coast Guard District

*ju*  
**EXECUTIVE**

**FG 618**

(Yellow Copy)

July 7, 1964

Dear Ray:

Thanks for sending a copy of your Annual Report. I haven't had a chance to read it thoroughly, but it seems to be a most comprehensive job.

Sincerely,

Lee C. White  
Associate Special Counsel  
to the President

Mr. Raymond R. <sup>X</sup>Holmquist  
Federal Executive Board  
79 New Montgomery Street  
San Francisco, California

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GENERAL FILES



## Federal Executive Board

79 New Montgomery Street  
San Francisco, California 94106

### OFFICERS

#### *Chairman*

Raymond R. Holmquist  
Regional Director  
Post Office Department

#### *Vice-Chairman*

Rear Admiral Allen Winbeck  
Commander  
12th U. S. Coast Guard Dist.

#### *Secretary-Treasurer*

Albert G. Bergesen  
Director, Personnel Division  
Post Office Department

### EXECUTIVE COMMITTEE

Asa T. Briley  
Director, San Francisco Region  
U. S. Civil Service Commission

Harold Hawkins  
Regional Commissioner  
Internal Revenue Service

Fay W. Hunter  
Regional Director  
Department of Health, Education  
and Welfare

Thomas E. Hannon  
Regional Administrator  
General Services Administration

Dr. John J. Prusmack  
Director, Veterans Administration  
Hospital, Palo Alto

JUL 2 1964

Mr. Lee C. White  
Assistant Special Counsel to the President  
The White House  
Washington, D. C. 20501

Dear Lee:

I am sending you a copy of our Annual Report of the San Francisco Federal Executive Board. It has been a real privilege and pleasure to serve as Chairman of the Board during fiscal year 1964. We feel that we have made good progress but, of course, there is still lots to be done. I shall continue on as a member of the Executive Committee for one more year.

Mr. Joseph M. Cullen, District Director of Internal Revenue, is our new Chairman, and we look forward to many new accomplishments.

Sincerely,



Raymond R. Holmquist

Enclosure



[illegible]



# *Annual Report*

OF THE  
*SAN FRANCISCO*

# *Federal Executive Board*

*JUNE 1964*





## Federal Executive Board

79 New Montgomery Street  
San Francisco, California 94106

### OFFICERS

#### *Chairman*

Raymond R. Holmquist  
Regional Director  
Post Office Department

#### *Vice-Chairman*

Rear Admiral Allen Winbeck  
Commander  
12th U. S. Coast Guard Dist.

#### *Secretary-Treasurer*

Albert G. Bergesen  
Director, Personnel Division  
Post Office Department

### EXECUTIVE COMMITTEE

Asa T. Briley  
Director, San Francisco Region  
U. S. Civil Service Commission

Harold Hawkins  
Regional Commissioner  
Internal Revenue Service

Fay W. Hunter  
Regional Director  
Department of Health, Education  
and Welfare

Thomas E. Hannon  
Regional Administrator  
General Services Administration

Dr. John J. Prusmack  
Director, Veterans Administration  
Hospital, Palo Alto

June 30, 1964

Mr. John W. Macy, Jr.  
Chairman  
U. S. Civil Service Commission  
Washington, D. C. 20415

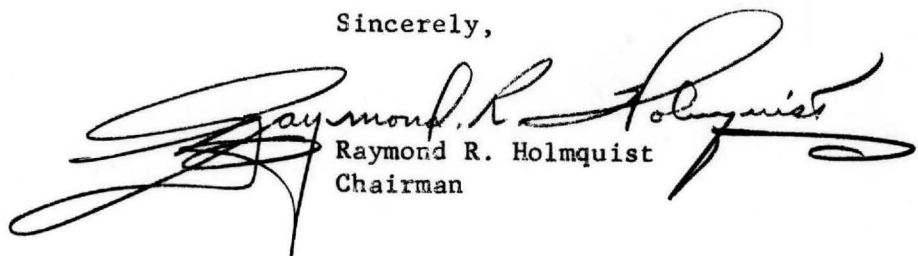
Dear John:

It is a pleasure to submit this annual report of the San Francisco Federal Executive Board's activities and accomplishments for fiscal year 1964. This report is dedicated to the memory of our beloved President, John Fitzgerald Kennedy, who established the Federal Executive Board.

This has been a very meaningful year for me as Chairman. It has been interesting in terms of the challenge of responsibility and rewarding through the sense of accomplishment and the friendships that have been made.

I hold this experience as one of the high points of my Federal Government career.

Sincerely,



Raymond R. Holmquist  
Chairman



This Annual Report of the Activities of the San Francisco Federal Executive Board is dedicated to the memory of our beloved President, John Fitzgerald Kennedy, May 29, 1917 — November 22, 1963.



*" . . . . As an integral part of present steps to increase the effectiveness and economy of Federal agencies, I want coordination of government activities outside of Washington significantly strengthened. As a first step in bringing Federal officials outside of Washington closer together, I have directed the Chairman of the Civil Service Commission to arrange for the establishment of a Board of Federal Executives in each of the Commission's administrative regions. Where associations of Federal regional officials exist in other regional centers they will be continued. Each Executive department and agency is directed to arrange for personal participation by the heads of its field offices and installations in the work of these Federal Executive Boards. These activities are not to require additional personnel but provide means for closer coordination of Federal activities at the regional level."*

/s/ John F. Kennedy





*" . . . . In our highly decentralized Government operations, the heads of Federal installations and offices in the field have a clear responsibility for serving the broad management interests of the Federal community. I believe the Federal Executive Boards perform a natural and vital role in achieving these mutual purposes. I am personally interested in the contributions which the Boards can make, and ask their full cooperation in the great tasks before us."*

/s/ Lyndon B. Johnson

ANNUAL REPORT

SAN FRANCISCO FEDERAL EXECUTIVE BOARD

June 30, 1964

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# I OFFICERS

## CHAIRMAN



Raymond R. Holmquist  
Regional Director, Post Office Department  
San Francisco Region

## VICE CHAIRMAN



Rear Admiral Allen Winbeck  
Commander, 12th U. S. Coast Guard District

## SECRETARY-TREASURER



Albert G. Bergesen  
Director, Personnel Division  
Post Office Dept., San Francisco Region

## EXECUTIVE COMMITTEE



Harold Hawkins  
Regional Commissioner  
Internal Revenue Service



Fay W. Hunter  
Regional Director  
Dept. of Health, Education & Welfare



Asa T. Briley  
Director, San Francisco Region  
U. S. Civil Service Commission



Thomas E. Hannon  
Regional Administrator  
General Services Administration, Region 9



Dr. John J. Prusmack  
Director, Veterans Admin. Hospital  
Palo Alto, California



## CHAIRMEN

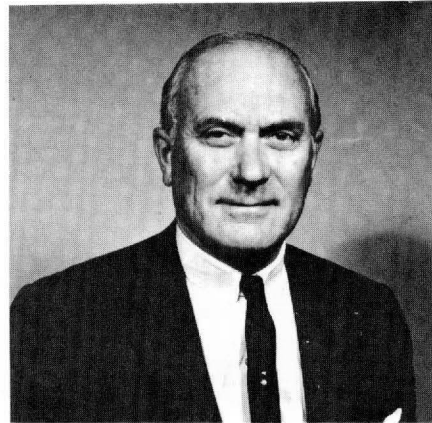
### STANDING COMMITTEES

#### PROJECTS



Brig. Gen. Arthur H. Frye, Jr.  
Division Engineer  
U. S. Army

#### PROGRAM AND PUBLIC INFORMATION



Edward L. Turkington  
Regional Director, Reg. XII  
Small Business Administration

#### MANAGEMENT IMPROVEMENT



Joseph M. Cullen  
District Director  
Internal Revenue Service

#### STATE-LOCAL RELATIONS



John G. Melville  
Regional Administrator  
Housing & Home Finance Agency



M. Boyd Austin, Reg. Eng.  
Federal Power Commission



Colonel John W. Barber  
Reg. Field Ofcr., Reg. VI  
Selective Service System



T. F. Dowling  
Area Coordinator  
Federal Aviation Agency



George K. Brokaw  
Collector of Customs



Lt. Gen. Frederic J. Brown  
C. G., Hdqrs, Sixth U. S. Army  
Presidio San Francisco



John R. Carr, O-in-C  
Bureau of the Mint  
U. S. Assay Office



Col. Robert W. Clirehugh  
C. O., Presidio of San Francisco



Charles A. Connaughton  
Regional Forester  
U. S. Forest Service



Brig. Gen. Raymond C. Conroy  
C. G., U. S. Army Terminal  
Command, Pacific



J. Glenn Corbitt, Mgr.  
Veterans Administration  
Regional Office



Dr. Thomas P. Crane  
Hospital Director, Veterans  
Admin. Hospital, San Francisco



Dr. Smith J. DeFrance, Dir.  
NASA Ames Research Center



John F. Fixa  
Postmaster  
San Francisco, California



L. C. Fleming  
Pacific Coast Director  
Maritime Administration



C. W. Fullilove  
District Director  
Immigration & Naturalization Service



Dr. James S. Glotfelty  
Hospital Director, Veterans  
Admin. Hospital, Martinez



Tom H. Hanson  
Special Agent in Charge  
U. S. Secret Service



Edward Heslep  
U. S. Marshal



Roy O. Hoffman, Reg. Dir.  
National Labor Relations Board



Edward A. Hummel, Reg. Dir.  
National Park Service



Col. Joseph E. Johnston  
C. O., San Francisco  
Procurement District



Col. Charles H. Lamback, USAF  
Reg. Cdr., Western Traffic Reg.  
Defense Traffic Mgmt. Service



A. E. Larsen  
Reg. Compt. of Currency  
Fourteenth Natl. Bk. Reg.



Raymond J. Lloyd  
Atty. in Chg., S. F. Office  
Federal Trade Commission



W. J. Macklin, Reg. Dir.  
Railroad Retirement Board



R. B. Maurer  
Area Director, Area VI  
Mineral Resource Office



Col. Bryant Y. Anderson  
Cdr., Hamilton A. F. B.





Lt. Col. Robert H. Allan  
Dist. Engr. Corps of Engrs.  
U. S. Army



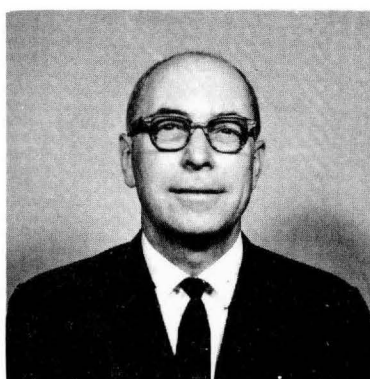
Arthur E. Pennekamp  
Regional Administrator  
Securities & Exch. Com.



Cecil F. Poole  
U. S. Attorney



Avery W. Rogers, Mgmt. Ofcr.  
Geological Survey  
Pacific Coast Area



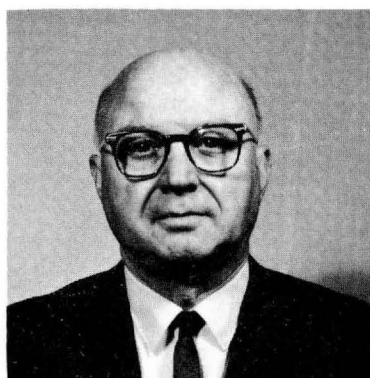
Charles A. Roumasset  
Dep. Reg. Dir. Bureau of  
Labor Statistics, Dept. of Labor



Harvey P. Schneiber  
Dist. Mgr. Federal  
Maritime Commission



E. C. Shute, Mgr.  
S. F. Operations Office  
U. S. Atomic Energy Commission



Francis V. Sloan  
Engineer in Charge  
Fed. Communications Com.



Maj. Gen. Carl H. Aulick  
Regional Director  
Office of Civil Defense, Region 7



Col. Rollin H. Smith, USA  
Cdr., Oakland Region  
Defense Sub. Supply Center



Walter W. Smith  
Supervising Examiner  
Federal Dep. Insurance Corp.



Harold R. Stone  
Regional Director  
U. S. Savings Bonds Divn.



P. J. Brannigan  
Reg. Mgr., Reg. VII  
Interstate Commerce Com.



Arthur C. Viat, Reg. Dir.  
Federal Mediation &  
Conciliation Service



Col. George H. White  
District Supervisor  
Bureau of Narcotics



Robert W. Winsor  
Acting Regional Dir.  
Office of Emergency Planning



RADM E. E. Yeomans, USN  
Comdt., 12th Naval Dist.

## II

### SAN FRANCISCO FEDERAL EXECUTIVE BOARD

#### ANNUAL REPORT - FISCAL YEAR 1964

#### CRITIQUE OF THE F. E. B. PROGRAM

A general evaluation of the effectiveness and impact of the Federal Executive Board covering the principal Board objectives as:

##### SUPPORT OF PRESIDENTIAL PROGRAMS

The Federal Executive Board has had a marked impact on gaining support of Presidential programs. The impact is noticeable because communications from the Washington level directly to the Board through correspondence and by speakers having appeared before the Board have caused the members to realize the sincerity behind the program. Of particular notice is the impact on fair employment opportunity and most recently the economy in Government of President Johnson. The information furnished us directly from Washington regarding the permanence of the economy program and the emphasis placed thereon by the President, have caused each of us to realize that we must devote our most concentrated attention to effecting economy.

Other programs of the President have been and are being given firm support by Federal agencies represented on the Board, due to the coordinated introduction of these programs at their outset, and the concerted effort by all members and their agencies, to respond with a common will and purpose.

Looking backward, it is now difficult to understand how local Federal agencies communicated with each other on national and local programs prior to the inception of the Board. Certainly, great strides have been made in the needed integration of executive management of the fifty-six or more agencies now represented.

The subjects of Equal Employment Opportunity, Equal Opportunity in Housing, Improving Productivity and the President's Budget have all been subjects for Board consideration or action during the past year. The general subject of Equal Opportunity was expertly developed with members who attended our F. E. B. Seminar in May. This is a subject that will demand continued attention of the Board during the next program year.

With reduced budgets the general pattern for most agencies in Fiscal Year 1965 it would seem appropriate that special attention be given to the subjects of Improved Productivity and the Effective Utilization of Resources.

##### BETTER COMMUNICATIONS ON NATIONAL AND LOCAL PROGRAMS

This program area was strengthened materially during the past year. Timely printed materials relating to Presidential policy and programs were released by Mr. Macy's office with such dispatch that San Francisco F. E. B. members were kept as well informed as many Washington executives. This is an excellent communication service which should be continued.

One of the finest local program releases was the Mass Transportation Survey report which was completed under the direction of Col. Robert W. Clirehugh. This report not only contained vital transportation information but also Federal agency employment statistics and local population

statistics for the Bay Area that should prove to be a valuable source of reference for many executives.

With problems related to Equal Opportunity in Housing and Fair Employment Practices dominating the San Francisco Area, we found it most appropriate to spotlight the Federal stake in the housing program through the FHA panel discussion at our April 23rd meeting. It was also timely to have Dr. Thomas Burbridge, President of the San Francisco NAACP chapter take an active part in the F.E.B. Seminar. As the racial problems are far from solved in our community, we believe it appropriate to continue and expand this phase of the F.E.B. program during the next fiscal year.

#### STRENGTHENING FEDERAL COMMUNITY OF INTEREST

One of the high spots in this area of our activity was the appearance of San Francisco's Mayor John F. Shelley and Police Chief Thomas J. Cahill as F.E.B. luncheon speakers. This was a progressive step forward in developing mutual understanding with our top community leadership. The Federal Housing panel discussion at our April 23rd meeting and the Post Office Zip Code meeting in August also strengthened this area of understanding.

Another program which has strengthened the Federal community of interest is the Medical Self Help Program which we sponsored. The program is in various stages of being presented to Federal employees in the Bay Area and we also believe that the Federal community of interest has brought about a greater understanding of the duties and responsibilities of the various elements of the Executive branch of Federal government, through the closer association of executive members of these agencies. One example of particular interest in the San Francisco Bay Region is the better relationship fostered between members of the Department of Defense, and other members of the Executive branch.

#### BROADENING THE MANAGEMENT OUTLOOK OF F.E.B. MEMBERS

We cannot overemphasize the value received by the membership from the Board's activities in this area of responsibility. The most important of these was our recently conducted five-day live-in conference held at the Hotel Claremont, Berkeley, California. As a result of this program, members became more aware of their responsibilities as managers. Through becoming personally acquainted with all of the members attending, being exposed in serious discussion of mutual problems and learning how some have overcome these problems, members gained a greater insight into the problems facing each of them as field managers and in many instances learned how to overcome their own problems. The seminar enabled many of us to get outside of our own limited sphere of federal responsibility. It exposed us to the much larger federal government sphere of responsibility and related these various areas of responsibility to local governments and to the public in general. It is our opinion that this single program has been the most effective activity in carrying out the objectives of all Federal Executive Boards.

Speakers at our meetings, both local and from Washington, D.C., called our attention to such things as the housing, employment and segregation problems of our minority groups, civil defense and many others. The speakers from Washington also gave us a broader understanding of national programs and an opportunity for us to give them a better feel for the impact of such programs locally.

#### ACHIEVING COORDINATION IN SUBSTANTIVE PROGRAM AREAS

The decision of the San Francisco Federal Executive Board to abandon the committee concept and utilize the services of existing Federal Government technical societies in the Bay Area proved to be a most effective operating technique which achieved greater program coordination. One of the finest examples of achieving coordination was the cooperation of our fifty-six agencies



in providing statistical data for our "Mass Transportation Report". However, generally speaking we believe that individual agencies must establish their own coordination in technical program areas where two or more agencies have a mutual interest.

#### PROMOTING CONCRETE ECONOMIES AND MANAGEMENT IMPROVEMENTS

Although the Federal Executive Board is making every effort to promote economical government operation and improvements, it is sometimes difficult to show actual dollars saved as a result of a particular program. However, we wish to cite some examples which point up the fact that the F.E.B. has been effective in this area of responsibility:

A report from C. W. Fullilove, Director, Immigration and Naturalization Service.

An example of the economies effected through Federal Executive Board participation by our agency relates to the computer sharing program. Annually during January aliens are required to furnish address report cards and prior to 1963 these cards were alphabetized and counted. In 1963 we contracted for ADP service and although it was successful the cost was rather high. As a result of the computer sharing project (see our report of accomplishments), this year we were able to have the work accomplished by the Department of Agriculture during idle time on their computer at a saving of approximately \$4000 - \$5000. Although no similar project had been undertaken in the Los Angeles area our Regional Office, on the basis of the success in San Francisco, made a survey and ascertained that the Navy could process these cards for our Los Angeles office. A similar saving was effected in that area.

Asa T. Briley, Director, 12th U. S. Civil Service Region.

I think there is still much we can do in the area of economy through joint action. We have in the past explored the availability of data processing equipment, but I suspect there are many other common services which could be performed at a substantial saving to the Government as a whole. As an example of the possibilities, on our move to the new Federal Building we gave up our printing plant and have turned over this work to a central GSA operation in the building. We have also turned over our mailing to them and are in the process of putting our payroll on GSA equipment. All of this is done by GSA on a reimbursable basis, but with the greater volume possible in such centralized operation, I suspect the total cost to the Government will be materially reduced. There are very likely a great many other areas where a common service could be used and the identification of such areas might prove a worthwhile activity during the coming year. I suspect the effort to identify areas of common operation would generate a number of worthwhile projects.

#### AREAS IN WHICH THE BOARD HAS BEEN MOST EFFECTIVE

A better utilization of executive time has been experienced through the new program approach of coordinating accepted projects through established Federal technical societies, councils or committees. This technique brings into immediate focus the talents and understandings of a group of specialists on familiar subject matter areas.

The Board made good progress in getting acquainted with the leadership of the city government of San Francisco and with some Federal programs that involve city planning such as Federal Housing. This has opened the door to expanded areas of understanding with other Bay Area cities and leads the way to the development of similar understandings with our State officials and agencies. It has also been effective in promoting good, initial public relations between its members; in stimulating response to appeals for executive action on Presidential programs, and on creating a sense of community of interest in Federal executive matters, which did not exist before.

We believe the Board has served most effectively to break down barriers (imagined or real) between agencies. The Board has caused us to share problems in common and devise common solutions. We feel that we have only made a beginning in these areas and that in the future the Board will become more effective.

#### AREAS OF LEAST SUCCESS OR PROBLEM AREAS

If the Federal Executive Boards are to meet the objectives outlined for them - it will require time, effort and the full cooperation of all the members. We have found that some members are not giving their full support to the Board programs, thus placing a burden on other members. Some means of encouragement to participate from the national level would assist in solving this situation.

Some of the Boards programs, projects or activities are not applicable on an agency-wide basis. This lack of total involvement of all agencies may be a factor in the lack of full Board participation. We are giving this matter our attention and believe that with the adoption of proper review and scheduling procedures we can eliminate this problem.

#### SUGGESTIONS OR RECOMMENDATIONS

We believe that speakers from Washington, D. C. should be encouraged at the national level to bring to each F.E.B. group not just general messages from their headquarters - but come prepared to make specific suggestions and proposals which we on the local levels can debate and can implement in our own agencies in furtherance of national programs.

We have also found that in some cases new members have been appointed by agency heads at the national level and the Chairman of the F.E.B. is not aware of the change until several weeks after the new member's selection. Occasionally this has caused embarrassment due to the new member's reluctance to announce his selection and he thereby misses a meeting or other activity. We recommend that copies of the letters announcing changes in membership be furnished the appropriate F.E.B. chairman as soon as they are issued.

In view of Chairman John W. Macy, Jr's contribution to and concern for the Federal Executive Board program, we believe it would be appropriate for him to visit each Board once a year. We are sure the members would benefit from hearing and meeting Mr. Macy and his visit would lend prestige to the local Board's activities.

### III

#### ACTIVITY HIGHLIGHTS AND ACCOMPLISHMENTS

<u>Date</u>	<u>Event or Speaker</u>
7-30-63	Executive Committee and Federal Associations Meeting
8-1-63	Executive Committee Meeting
8-8-63	Walter R. Rees Director, Local Services Division San Francisco Region, Post Office Department "The Zip Code Program in the Postal Service"
11-7-63	Executive & Standing Committee Meeting
11-14-63	Thomas J. Cahill Chief of Police San Francisco, California "Community Relations Program of San Francisco"
11-8-63	Eugene P. Foley, Administrator Small Business Administration Washington, D.C. "Is Small Business on the Way Out?"
11-27-63	President Lyndon B. Johnson's Address to Joint Session of Congress as Televised, and Followed by Discussion.
1-6-64	Executive Committee Meeting
1-8-64	State of Union Address by President Lyndon B. Johnson As Televised and Followed by Discussion.
2-10-64	Executive Committee Meeting Aboard the U.S. Coast Guard Cutter "TANEY".
2-13-64	Honorable John F. Shelley Mayor, San Francisco, California "Coordination Between Municipal & Federal Government"
	D.L. Dilbeck, Dictation Systems International Business Machines Corp. "A Method of Cost Reduction"
2-27-64	Honorable John A. Gronouski Postmaster General of the United States "Luncheon Address"
3-3-64	Donald B. Rock Project Team Leader Bureau of the Budget Discussion of the Management & Use of Automatic Data Processing Resources in the Federal Government

<u>Date</u>	<u>Event or Speaker</u>	
3-24-64	Elmer Rustad National Sales Director U.S. Savings Bonds "Economic Impact of Savings Bonds"	Ewan Clague Commissioner, Labor Statistics Washington, D.C. "New Federal Pay Program"
4-9-64	IRAC - Manpower Utilization Conference	
4-23-64	J.G. Melville Regional Administrator Housing & Home Finance Agency "Equal Opportunity in Housing" (PANEL)	Maj. Gen. Carl H. Aulick Director, Region 7 OSA, Office of Civil Defense "Civil Defense - A Part of Our National Defense Posture"
5-3 thru 8-64	Federal Executive Board Seminar - 5-day live-in Conference, Claremont Hotel, Berkeley, California	
5-14-64	Ross D. Davis Executive Administrator, Small Business Administration, Washington, D.C. "Budget Cuts & the Bureaucrat"	
5-14-64	Joint Federal Executive Board and Federal Personnel Council Scholarship Awards	
6-10-64	Equal Opportunity in the Federal Service Panel	
	Frank Pease Chief, Personnel Branch District I. R. S., San Francisco	Percy G. Steele, Jr. Executive Director Bay Area Urban League, Inc.
	Albert G. Bergesen Director, Personnel Division P. O. D., S. F. Region	Asa T. Briley Director, San Francisco Region U.S. Civil Service Commission
6-10-64	Election & Installation of Officers Fiscal Year 1965 Presentations	

Following are summary comments concerning the Board and committee activities:

#### MASS TRANSPORTATION OF FEDERAL CIVIL SERVICE PERSONNEL

This study, sponsored by the Federal Executive Board and prepared by the InterAgency Transportation Management Committee, developed substantive facts relative to emergency transportation requirements of Federal Civil Service employees in the San Francisco-Oakland Bay Area and evaluated the need for personal transportation in time of local or national emergency, to preserve and continue the orderly performance of essential federal government operations during such a period. Copies of the study were furnished each F.E.B. member.

#### NEW YORK WORLD'S FAIR EXHIBIT

Contributed photographs and materials to assist in the development of the Civil Service Commission's exhibit which is located in the Federal Pavilion and emphasizes the importance to the nation of the work done by men and women in the Federal Civil Service.



## STUDY OF INTERGOVERNMENTAL RELATIONS BETWEEN THE U.S. AND THE STATES AND MUNICIPALITIES

Participated in a survey covering a wide range of problems involving Federal - State - Local relations designed to obtain the best judgment of informed people on what might be done to improve intergovernmental relations.

## SAVINGS BOND CAMPAIGN

In recognition of the importance of this program to the government and the obligation which Federal Agencies share as employers, our F.E.B. actively supported and assisted the 1964 Savings Bond Drive. A special field meeting was conducted which was most effective in achieving broad understanding of the program objectives. Mr. Elmer Rustad, National Sales Director, U.S. Savings Bonds served as keynote speaker for the program which featured presentation of "Minute Man" Flags to three organizations for their accomplishments. We are confident that the F.E.B. through these activities made a significant impact on the success of the 1964 Savings Bond drives.

## IRAC CONFERENCE

In October 1963, the InterAgency Records Administration was reorganized under the joint sponsorship of the Federal Executive Board and National Archives and Records Service of the General Services Administration. Recently the President and the Bureau of the Budget emphasized, as Government-wide policy, the need to increase employee productivity throughout the Federal Government. The Federal Executive Board's emphasis on manpower utilization prompted this program dedicated to an all out effort to achieve maximum use of manpower resources. The program featured panelists, speakers and workshop sessions which proved interesting and informative.

## MEDICAL SELF-HELP PROGRAM

Designed to provide individual training and information that will help prepare federal employees for survival in time of disaster when the services of a physician are not available. Such situations can include every-day accidents, natural disasters or national emergencies. There are 56 federal agencies, employing thousands, in the San Francisco Bay Area. No other training of this nature is available to a majority of these employees. To emphasize the importance and impact of this program we are including an activity report from one of the participating agencies:

C. W. Fullilove  
District Director, Immigration & Naturalization Service

As recommended by the Federal Executive Board, the Immigration and Naturalization Service at San Francisco offered the Medical Self Help Program to all its employees.

Eighty-one of our employees (40%) attended some of the classes, with an average of five classes attended. Sixty-one completed the course and were awarded Certificates of Completion.

As an index of the benefits gained, the average grade in the test given at the beginning of the course was 62-1/3 while the average grade in the same test given at the end of the course was 78-1/3. We feel that our employees who took the course gained materially in their knowledge as to steps to be taken medically in case of a national or local emergency.

## UNITED BAY AREA CRUSADE

The Board played a predominant role in supporting this important community endeavor. Although Board members individually had been doing their duty as public servants where they

work and as private citizens where they live, they were now dedicated as a group to achieve the following objectives for this year's drive:

To increase the percentage of employees contributing to at least 75% of their total members.

To raise the level of individual gifts closer to the suggested "Fair Share" of 12 hours pay.

We are sure that the F.E.B. leadership and direction in this campaign was responsible for the success of the Federal Employees gift performance.

#### MANAGEMENT IMPROVEMENT NEWS

A program dedicated to the interchange of ideas, plans and accomplishments in the area of management improvement to all F.E.B. members. Usually, management improvements have significance and applicability peculiar to an agency or a unit within an agency. However, this committee believed that particularly effective management improvements made known to other agencies could generate improvements in similar functional or operational areas. Based on this premise this committee searched out, documented, reviewed, selected and disseminated improvement items to all members.

#### EQUAL OPPORTUNITY IN HOUSING CLINIC

This program served as a guide to the Federal Government's policy and activity to achieve Equal Opportunity in housing. It reviewed the background which gave impetus to the development of a policy to achieve the American ideal in the field of housing. Through use of speeches, panelists and group discussions, F.E.B. members gained insight to one of the minority group problems and the Federal Government activities dedicated to solving this problem.

#### ANNUAL SCHOLARSHIP AWARDS

A program which provided an award of \$350 each to three high school seniors who are sons or daughters of present employees or retired or deceased employees of any northern California Federal Agency. Selection of the winners was made by a panel on the basis of scholastic achievement and a thesis on "The impact of the Federal Government in my area". Members of the Scholarship Selection Committee included Mr. Templeton Peck, Chief Editorial Writer, San Francisco Chronicle; Dr. C. Easton Rothwell, President, Mills College; and Mr. Paul L. Engbretson, Deputy Director, U.S. Civil Service Commission, San Francisco Region. At a special luncheon meeting each of the judges read the citations and presented the awards to the winners. The parents of the students and their high school principal or counsellor also participated in this affair. We anticipate continued growth of this idea which has piqued the interest of all F.E.B. members and hundreds of Federal Government employees in Northern California.

#### EQUAL OPPORTUNITY IN THE FEDERAL SERVICE

A very provocative clinic designed to enlighten F.E.B. members about a minority group's concept of and their aims and goals with reference to Equal Opportunity in the Federal Service. Program participants included Mr. Frank Pease, Chief, Personnel Branch, District I.R.S. Office; Mr. Percy H. Steele, Jr., Executive Director, Bay Area Urban League, Inc.; Albert G. Bergesen, Director, Personnel Division, P.O.D., San Francisco Region; Mr. Asa T. Briley, Director, San Francisco Region, U.S. Civil Service Commission. This enlightening program was very timely and it delineated F.E.B. members' responsibilities as government executives to meet the challenge of minority group problems.

## FEDERAL EXECUTIVE BOARD SEMINAR

A 5-day live-in conference held at the Claremont Hotel, Berkeley, California designed to furnish Board members with added knowledge about the general basis of federal policies, programs, and contemporary techniques for the administration of national programs at regional and local levels. A very able staff of consultants from national levels of government, from industry, universities and from local government agencies, acted as speakers for this top management conference. Following is a typical day in the seminar schedule:

<u>TIME</u>	<u>SUBJECT OR ACTIVITY</u>	<u>SPEAKER</u>
a.m.		
8:30 - 9:30	<u>"American Constitutional Development &amp; the Federal Executive."</u>	Dr. Albert Lepawsky, University of California (Introduced by Mr. Hawkins)
9:30 - 10:00	Break, Refreshments	
10:00 - 11:30	Breakout Discussion Groups	
11:30 - 12:00	Individual Groups A, B, C, Feedback, Questions, Reports Summary & Close	Dr. Albert Lepawsky
p.m.		
12:00 - 1:15	Luncheon	
1:15 - 2:30	<u>"Legislative Process of Policy Formulation and Direction at National Levels,"</u>	Dr. Joseph P. Harris, University of California (Introduced by Mr. Holmquist)
2:30 - 3:00	Break, Refreshments	
3:00 - 4:30	Breakout Discussion Groups	
4:30 - 5:00	Individual Groups A, B, C Feedback, Questions, Reports Summary & Close	
5:30 - 6:30	No-Host Social Hour	
7:30 - 8:30	<u>"Productive Personnel Through Effective Federal Management."</u>	Mr. Warren Irons, Executive Director U.S. Civil Service Commission, Washington, D.C. (Introduced by Mr. Briley)

Program objectives were:

To broaden the field executive's knowledge about the basic changes which have been taking place in the American form of government since the founding of the Republic.

To examine the processes of policy formulation and direction at Presidential, central Executive Branch and Congressional levels, and in turn, relate these processes to the requirements and responses of field installations.

To provide a platform for the critical analysis of administrative situations as they relate to Agency missions, nationally and regionally, and for the present and projected work of the Federal Executive Boards.

To furnish members with up-to-date information on advances in the personnel field and the management sciences which may have utility in the effective and efficient conduct of agency business in the field.

All the participants felt that the program fulfilled the objectives and that it was the high point of the entire year of Federal Executive Board activities. All look forward to a repeat of this type of program during F. Y. 1965.



#### IV

#### ISSUANCES

Dates and titles of issuances to all F.E.B. members used to notify them of meetings, proposals and projects, committee activities, and distribution of minutes and pamphlets or brochures:

<u>Date</u>	<u>Subject</u>
7-25-63	News Release - First Nationwide Conference of F.E.B. Chairmen
7-25-63	Equal Employment Opportunities - A Report of an EEO Workshop to the Federal Executive Board and the Federal Personnel Council
7-26-63	Notice of Executive Committee Meeting
7-26-63	Notice of Federal Executive Board Meeting
8-1-63	Minutes of Executive Committee Meeting
8-2-63	United Bay Area Crusade
8-8-63	Minutes of F.E.B. Meeting
10-1-63	News Release - President Kennedy's Statement to His Cabinet
10-30-63	Notice of Executive Committee Meeting
10-31-63	Notice of Federal Executive Board Meeting
11-6-63	Management Improvement Items
11-7-63	Minutes of Executive & Standing Committee Meeting
11-8-63	Results of Review Covering Acceptable Level of Competence & Quality Increase Features of Salary Reform Act
11-8-63	Small Business Administration Luncheon Announcement
11-14-63	Minutes of Federal Executive Board Meeting
11-26-63	Special Federal Executive Board Meeting Notice
11-27-63	Civil Service Commission New York World's Fair Exhibit
11-27-63	Manpower Utilization - Joseph M. Cullen, District Director, I.R.S., San Francisco.
11-27-63	Minutes of Federal Executive Board Meeting
11-29-63	Request for F.E.B. Project Recommendations
12-11-63	Copy of a Speech Made on the Occasion of the 79th Birthday of the Civil Service Act by President Lyndon B. Johnson When He was Vice President
12-13-63	Informational Article - Structure and Purpose of the Federal Executive Board

Date	Subject
12-20-63	Special Meeting Announcement - President Lyndon B. Johnson's State of Union Address
12-20-63	Intergovernmental Relations - Survey of Federal-State-Local Grant-in-aid or other Assistance Programs
12-20-63	Remarks of President Lyndon B. Johnson - Meeting with Heads of Independent Regulatory Agencies in the Cabinet Room
12-31-63	Executive Committee Meeting Notice
12-31-63	Report on Mass Transportation of Federal Civil Service Personnel in the Major San Francisco-Oakland Area in Time of Emergency - Interagency Transportation Management Committee
1-8-64	Minutes of Federal Executive Board Meeting
1-13-64	News Release - Presidential Endorsement and Function of Local F.E.B.
1-29-64	Request for Local Support of Federal Executive Board
2-4-64	Executive Committee Meeting Notice
2-4-64	Announcement of 5-day "Live-in" Seminar for F.E.B. members
2-6-64	Guide to Federal Programs and Resources Related to Urban Development. Handbook of Federal Aids to Communities
2-10-64	Minutes of Executive Committee Meeting
2-12-64	Executive Board Meeting Notice
2-12-64	Luncheon Announcement - Honoring John A. Gronouski, Postmaster General of the U.S.A.
2-13-64	Brochure - Manpower Utilization
2-13-64	Minutes of Executive Board Meeting
2-24-64	Special Executive Committee Meeting Notice - Government-wide Study of ADP
3-3-64	Minutes of Meeting with Bureau of Budget Project Team Members
3-4-64	Special Luncheon Announcement
3-13-64	Report - Employment of Minority Group Members in the Federal Government
3-25-64	Executive Development Seminar Announcement
4-9-64	Special Program Announcement
4-9-64	Nominating Committee & Offices to be Filled
4-9-64	Conference Announcement - IRAC - Manpower Utilization

Date	Subject
4-13-64	Special Program Announcement
4-16-64	Executive Orders Prescribing Emergency Preparedness Responsibilities of the Federal Government
4-23-64	Advance Program - Federal Executive Live-In Seminar
4-23-64	Booklet - Equal Opportunity in Housing - Federal Executive Board and Housing & Home Finance Agency
5-1-64	Notice of Executive Committee Meeting
5-4-64	Special Program Announcement
5-8-64	Request for Comments for Annual Report
5-11-64	Minutes of Executive Committee Meeting
5-11-64	Slate of Officers - F. Y. 1965, Election Announcement
5-14-64	Minutes of Federal Executive Board Meeting
5-15-64	Request for Pictures
5-22-64	Announcement of Final Meeting F. Y. 1964
5-28-64	Office of Civil Defense Recommendations Regarding Emergency Transportation
5-28-64	John F. Kennedy Library Announcement
6-12-64	Minutes of Federal Executive Board Meeting
6-19-64	Revised Membership List
6-26-64	Letters of appreciation to Officers, Executive and Standing Committees
6-30-64	Annual Report

V. MEMBERSHIP

SAN FRANCISCO FEDERAL EXECUTIVE BOARD

June 30, 1964

Members

Lt. Col. Robert H. Allan, CE  
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Regional Field Officer, Reg. VI

Marvin W. Van Cleave  
District Director

Paul L. Engbretson  
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556-0582

Leo J. O'Reilly  
Assistant Collector



### Members

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Col. John E. Robb  
Chief of Staff

Harry C. Potter  
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Walter S. Stumpf  
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## Members

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Colonel S. T. B. Johnson  
Deputy Division Engineer

E. A. McFadden  
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Harold Dahlen  
Asst. Hospital Director

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Mr. Raymond R. Holmquist  
Regional Director  
Post Office Department  
79 New Montgomery Street  
San Francisco, California 94106  
556-4640

Mr. Edward A. Hummel  
Regional Director  
National Park Service  
180 New Montgomery Street  
San Francisco, California 94105  
556-4196

Mr. Fay W. Hunter  
Regional Director  
Department of Health, Education, and Welfare  
Federal Office Building  
50 Fulton Street  
San Francisco, California 94102  
556-6746

### Alternate Members

Ralph G. Deede  
Asst. Regional Administrator

Donald C. Stringfield  
Asst. Special Agent in Charge

Mr. H. C. Gant  
Asst. Reg. Commissioner (Admin)

John L. Babcock  
Chief Deputy U.S. Marshal

Paul A. Cassady  
Asst. to Regional Director

Albert G. Bergesen  
Director, Personnel Division

James V. Lloyd  
Special Asst. to Reg. Director  
556-1559

Mr. Carl D. Monroe  
Asst. Regional Director

## Members

Colonel Joseph E. Johnston  
Commanding Officer  
San Francisco Procurement District  
1515 Clay Street  
Oakland, California 94612  
TE 4-4121, Ext 511

Rear Admiral Christopher C. Knapp  
Commander, 12th U.S. Coast Guard Dist.  
630 Sansome Street  
San Francisco, California 94126  
556-3860 or 556-3861

Col. Charles H. Lamback, USAF  
Regional Commander, Western Traffic Region  
Defense Traffic Management Service  
Oakland Army Terminal  
Oakland, California 94614  
TW 3-4100 X-7127

Mr. A. E. Larsen  
Regional Comptroller of the Currency  
Fourteenth National Bank Region  
Room 401 - 256 Montgomery Street  
San Francisco, California 94104  
SUtter 1-4438

Mr. Lowell C. Like  
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Palo Alto, California 94304  
326-5600 X-402

Mr. Raymond J. Lloyd  
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Federal Trade Commission  
450 Golden Gate Avenue, Box 36005  
San Francisco, California 94102  
556-1270

Mr. W. J. Macklin  
Regional Director, Region 7  
Railroad Retirement Board  
450 Golden Gate Avenue, Box 36043  
San Francisco, California 94102  
556-2582

Mr. R. B. Maurer  
Area Director, Area VI  
Mineral Resource Office  
450 Golden Gate Avenue, Box 36012  
San Francisco, California 94102  
556-0641

## Alternate Members

Lt. Col. Robert J. Fromme  
Executive Officer  
San Francisco Procurement Dist.

Captain Richard Baxter  
Chief of Staff

James J. Broz  
Executive Officer

Mr. Thomas P. Lair  
Dep. Reg. Comptroller of the Currency

William F. Lee  
Asst. Director  
326-5600 X-404

Mr. Hilburn P. Covington  
Asst. Attorney in Charge

Edmund H. Reneau  
Regional Unemployment Insurance Officer

Donald R. Irving  
Physical Science Administrator



### Members

Mr. John G. Melville  
Regional Administrator, Reg. VI  
Housing & Home Finance Agency  
450 Golden Gate Avenue, Box 36003  
San Francisco, California 94102  
556-4754

Mr. Arthur E. Pennekamp  
Regional Administrator  
Securities & Exchange Commission  
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San Francisco, California 94103  
(after 7-28-64 - 450 Golden Gate)  
556-5264

Mr. Cecil F. Poole  
U.S. Attorney  
Main Post Office Building  
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San Francisco, California 94101  
556-2309

Mr. Avery W. Rogers  
Management Officer  
Geological Survey, Pacific Coast Area  
345 Middlefield Road  
Menlo Park, California 94025  
DA 5-6761

Mr. Charles A. Rounasset  
Deputy Regional Director  
Bureau of Labor Statistics  
Department of Labor  
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San Francisco, California 94102  
556-3179

Mr. Harvey P. Schneiber  
District Manager  
Federal Maritime Commission  
450 Golden Gate Avenue, Box 36067  
San Francisco, California 94102  
556-5272

Mr. E. C. Shute  
Manager, San Francisco Operations Office  
U.S. Atomic Energy Commission  
2111 Bancroft Way  
Berkeley, California 94704  
TH 1-5620

### Alternate Members

Robert B. Pitts  
Asst. to Reg. Administrator

W. Stevens Tucker  
Asst. Regional Administrator

Charles Elmer Collett  
Asst. U.S. Attorney  
556-6430

DeWitt M. Kelley  
Personnel Officer

Glenn E. Brockway  
Regional Administrator  
Bureau of Emp. Security  
556-4742

John D. Speer, Jr.  
District Auditor  
556-5274

Charles F. Schank  
Deputy Manager

Members

Mr. Francis V. Sloan  
Engineer in Charge  
Federal Communications Commission  
323A Custom House  
555 Battery Street  
San Francisco, California 94111  
YU 6-4141

Colonel Rollin H. Smith, USA  
Commander, Oakland Region  
Defense Subsistence Supply Center  
2155 Webster Street  
Alameda, California 94505  
523-4252 X-201

Mr. Walter W. Smith  
Supervising Examiner  
Federal Deposit Insurance Corp.  
582 Market Street, Suite 1700  
San Francisco, California 94104  
EX 2-2786

Mr. Harold R. Stone  
Regional Director  
U.S. Savings Bonds Division  
Treasury Department  
450 Golden Gate Avenue, Box 36002  
San Francisco, California 94102  
556-3700

Rear Admiral John McN. Taylor, USN  
Commandant, Twelfth Naval District  
Federal Office Building  
San Francisco, California 94102  
MA 1-3828, X-224

Mr. Edward L. Turkington  
Regional Director, Region XII  
Small Business Administration  
450 Golden Gate Avenue, Box 36044  
San Francisco, California 94102  
556-5033

Mr. Arthur C. Viat  
Regional Director  
Federal Mediation & Conciliation Serv.  
450 Golden Gate Avenue, Box 36007  
San Francisco, California 94102  
556-4670

Alternate Members

Ney R. Landry  
Asst. Engineer in Charge

Lt. Col. W. P. Kenna, USAF  
Deputy Commander

Edward K. Jordan  
Asst. Supervising Examiner

Newton B. McCarthy  
State Director

Captain Stanley E. Ruehlow, USN  
Chief of Staff  
(eff. 7-25-64)

Joseph P. Wasserburger  
Chief, Investment Divn.  
556-6343

V. Wayne Kenaston  
Assistant

#### Members

Colonel Ralph M. Wanderer, Jr.  
Commander  
Hamilton Air Force Base  
California 94935  
883-7711 X-23222 or 23111  
(eff. August 1, 1964)

Colonel George H. White  
District Supervisor  
Bureau of Narcotics  
450 Golden Gate Avenue, Box 36035  
San Francisco, California 94102  
556-6771

Mr. Robert W. Winsor  
Acting Regional Director  
Office of Emergency Planning  
Regional Office 7  
Santa Rosa, California 95403  
Ask for tie-line to Santa Rosa  
then ask for Liberty 2-1680

#### Alternate Members

Mr. Frank McGill  
Civilian Personnel Officer  
X-5127

Mr. George J. O'Connor  
Acting District Supervisor  
will act as member of FEB in  
member's absence.  
Robert Nickoloff  
Enforcement Assistant, Alternate.

Ralph D. Burns  
Natural Disaster Coordinator

VI - OFFICERS & EXECUTIVE COMMITTEE

F. Y. 1965

CHAIRMAN

Joseph M. Cullen  
District Director  
Internal Revenue Service

VICE CHAIRMAN

Raymond J. Lloyd  
Attorney in Charge, S.F. Office  
Federal Trade Commission

SECRETARY-TREASURER

Frank D. Pease, Jr.  
Chief, Personnel Branch  
District Office, I.R.S.  
(1 year term)

EXECUTIVE COMMITTEE

Fay W. Hunter  
Regional Director  
Dept. of Health, Education and Welfare  
(1 year to serve)

Thomas E. Hannon  
Regional Administrator  
General Services Administrator, Region 9  
(2 years to serve)

Brig. Gen. Raymond C. Conroy  
Commanding General  
Hdqs U.S. Army Terminal Command,  
Pacific  
(3 years to serve)

Asa T. Briley  
Director, S.F. Region  
U.S. Civil Service Commission  
(1 year term)

Raymond R. Holmquist  
Regional Director  
Post Office Department  
San Francisco Region  
(1 year term)



FOR THIS WE STRIVE IN '65

" ..... There is no inconsistency in being prudent and frugal, in being alert and strong, and in being sensitive and sympathetic to the unfilled needs of the people."

/s/ Lyndon B. Johnson



EXECUTIVE

PE

76618

①

EXECUTIVE BOARD

of Greater St. Louis, Missouri

June 30, 1964

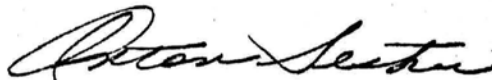
Mr. Lee C. White  
Associate Special Counsel  
to the President  
The White House  
Washington, D.C.

Dear Mr. White:

Reference is made to your memorandum of June 12, 1964  
relative to Federal participation at segregated meetings  
transmitted to us by Chairman Macy of the U.S. Civil Ser-  
vice Commission.

The St. Louis Federal Executive Board has not participated  
in segregated meetings.

Sincerely yours,



ANTON SESTRIC  
Chairman  
Federal Executive Board  
of Greater St. Louis

*filed  
name*

EXECUTIVE OFFICE OF THE PRESIDENT  
BUREAU OF THE BUDGET  
WASHINGTON, D.C. 20503

EXECUTIVE

X FI-2 ②

FG 11-1

FG 618

FG

MAY 21 1964

MEMORANDUM FOR THE PRESIDENT

I can report that we are finding a very good response from top Federal officials in the regional offices to your call for cost reduction.


My Executive Assistant Director, Bill Carey, within the past three weeks has met with 700 key people in New York, Philadelphia, Denver, Los Angeles, and San Francisco to emphasize your policies on holding down employment, reducing costs, and raising productivity. The reaction has been excellent.

Several of the Federal Executive Boards in the regions have already held intensive working conferences of one to two days' duration on ways and means for increasing economy and efficiency. They are stressing these points:

- Better work measurement standards
- Pooling of expensive equipment
- Tighter supervision
- Trade-off of cost reduction ideas with industry
- Sharing scarce skills among agencies, and
- Controlling paperwork

From all indications, the top people in the field know what you expect of them and are working hard on producing results.

Moreover, they are letting the public know that the Federal Government is practicing cost reduction at the local level. I am attaching copies of the Los Angeles press coverage, which was supplemented by TV and radio.

  
Kermit Gordon  
Director

Attachment

ep/ x

May 28, 1964

EXECUTIVE

MEB-3/FG618

FG-618

Mr. A. J. Taylor  
% Mr. Walter E. Elder  
Regional Director  
U. S. Civil Service Commission  
Building 41, Denver Federal Center  
Denver, Colorado

I want to take this opportunity to extend to you and the Denver Federal Executive Board my congratulations for the fine work you are performing in coordinating the programs and policies of the Administration at the regional level. It is upon this type of interagency cooperation that the success of these programs depends. My best wishes to you in your continued efforts.

Lyndon B. Johnson

LBJ:HT:bjw

RECEIVED  
MAY 28 1964  
U.S. CIVIL SERVICE COMMISSION



EXECUTIVE

FG 618

FG 295

January 13, 1964

Dear Mr. Chairman: *JOHN W. MACY, JR. (C.S.C.)*

On October 21, 1963, just a month before his tragic death, President Kennedy wrote you of his high interest in the accomplishments of the Federal Executive Boards which he had asked you to establish in major centers of Federal employment throughout the country. It was his expectation that through these Boards the top Government managers in the field could more effectively coordinate and supplement their individual efforts to advance programs of interagency and intergovernmental concern and to achieve greater efficiency and economy in Government operations.

I ask the Federal Executive Boards to continue to fulfill this important role. In my first address to the Congress after assuming the responsibilities of the Presidency, I pledged that Government expenditures would be administered with the utmost thrift and frugality. In keeping with this pledge, I have called on the heads of executive departments and agencies, in my memorandum of November 30, to make each agency a model of good management and economical administration. The full support of the Federal Executive Boards, and, indeed, the talents and dedication of all Federal officers and employees everywhere, are essential to accomplishing this goal.

I had the pleasure of meeting with the Chairmen of the twelve Federal Executive Boards in July of last year in connection with our efforts to achieve full equality of employment opportunity for all Americans. I commend the Boards for their contribution to these efforts. I know I may count on them to continue to help the Federal Government set an outstanding example in the employment and utilization of minority group citizens within our merit system framework.

*RELEASED TO PRESS 1/13/64 (ATTACHED)*

RECEIVED  
JAN 15  
CENTRAL FILES

I would like you to continue to serve as the central point of contact for the Federal Executive Boards, to communicate with them on matters of Government-wide management interest, to coordinate Board activities, as may be necessary, with the Director of the Bureau of the Budget and other departments and agencies, and to keep me informed of Board accomplishments.

In our highly decentralized Government operations, the heads of Federal installations and offices in the field have a clear responsibility for serving the broad management interests of the Federal community. I believe the Federal Executive Boards perform a natural and vital role in achieving these mutual purposes. I am personally interested in the contributions which the Boards can make, and ask their full cooperation in the great tasks before us.

Sincerely,

s/ Lyndon B. Johnson

Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission

LBJ/LW/ky






CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D. C. 20415

December 3, 1963

Memorandum for Honorable Lee C. White  
Assistant Special Counsel to the President

Per our telephone conversation, I am enclosing the draft of a Presidential letter endorsing the continuing development of the Federal Executive Board concept under the terms originally set forth by President Kennedy. I believe a statement of this nature would be highly desirable at this time when President Johnson is emphasizing the importance of management improvement and economy. Please let me know if you believe any changes in this document are desirable to meet the intended purpose. I would be happy to join with you in discussing this with the President if you believe that would be beneficial.

  
John W. Macy, Jr.  
Chairman

Enclosure

THE WHITE HOUSE

WASHINGTON

Dear Mr. Chairman:

On October 21, 1963, just a month before his tragic death, President Kennedy wrote you of his high interest in the accomplishments of the Federal Executive Boards which he had asked you to establish in major centers of Federal employment throughout the country. It was his expectation that through these Boards the top Government managers in the field could more effectively coordinate and supplement their individual efforts to advance programs of interagency and intergovernmental concern and to achieve greater efficiency and economy in Government operations.

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*are essential to  
accomplishing  
this goal.*

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Sincerely yours,

Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission

JANUARY 13, 1964

Office of the White House Press Secretary

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THE WHITE HOUSE

TEXT OF LETTER FROM PRESIDENT JOHNSON  
TO JOHN W. MACY, JR., CHAIRMAN, CIVIL  
SERVICE COMMISSION

Dear Mr. Chairman:

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Sincerely,  
s/ Lyndon B. Johnson

Honorable John W. Macy, Jr.  
Chairman  
Civil Service Commission

###

RECEIVED  
JAN 15 1964  
CENTRAL FILES

UNITED STATES CIVIL SERVICE COMMISSION  
OFFICE OF THE CHAIRMAN  
WASHINGTON 25, D. C.

December 22, 1961

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

SUBJECT: FEDERAL EXECUTIVE BOARDS

I. BACKGROUND

The scope and variety of programs administered by the executive departments and agencies have brought concentrations of federal activity in principal cities throughout the United States. In major field centers, the number of federal offices and installations independently reporting to other headquarters ranges up to one hundred or more.

The separate field activities have developed interagency relationships in varying degrees. In some cities cooperative arrangements have been informal and limited; in others field agency heads have organized federal business associations or federal agency councils to provide a more formal medium for interagency cooperation. Many of these associations have been effective for the interchange of information and joint sponsorship of mutually beneficial activities. The lack of official endorsement and encouragement of their cooperative work, however, has prevented them from achieving their potential for cooperation in the many matters on which the work of the several departments and agencies have common characteristics.

During recent months the Special Assistant to the President for Interdepartmental Coordination, the Executive Assistant Director of the Bureau of the Budget, and the Chairman of the Civil Service Commission conducted a series of White House regional management conferences with field agency heads at principal locations. Their purpose was to emphasize Presidential management policies of current importance and to ascertain the extent of attention and implementation that these and other management programs were receiving among executive branch activities in the field service. They found a significant need for better communication between Washington and the field, and a wide range of management matters on which improvement could be achieved through interagency cooperation at the local level. Regional managers expressed keen interest in strengthening inter-agency relationships.

These impressions of the regional conferences were discussed with the Executive Officers Group and were presented to the President and the Cabinet. On November 10, 1961 the President issued instructions to the heads of departments and agencies directing a significant strengthening of the coordination of government activities in the field service. A copy of the President's memorandum is attached. It calls for improvement simultaneously on two

fronts: one, the development within each department of improved arrangements for the management and direction of its field offices and, two, the establishment of boards of federal executives in designated cities to facilitate closer working relationships and communications among federal agencies in the field.

This memorandum describes the arrangements for establishing and continuing relationships with federal executive boards, which were assigned as the joint responsibility of the Chairman of the Civil Service Commission and the Director of the Bureau of the Budget. The Commission is responsible for establishing the boards in its regional headquarters cities.

## II. ORGANIZATION AND FUNCTIONS

Authority and Status - Federal Executive Boards are established by direction of the President in order to strengthen management of executive branch activities in selected centers of field operations. Action to organize the boards will be initiated by the CSC regional directors, who will report on their continuing activities and progress.

Location - A federal executive board will be set up in CSC headquarters cities across the country, located in Boston, New York, Philadelphia, Atlanta, Chicago, Dallas, St. Louis, Denver, Seattle, and San Francisco. There are of course other important centers of federal activity, but it is impractical at the outset to undertake a complete program at more than ten locations.

Membership - The President has directed the executive departments and agencies to arrange for personal participation in the work of federal executive boards by the heads of their field activities. The field agency heads located in the cities named and their immediate vicinities will constitute the official membership of the boards. It is not intended that, in general, field activities headquartered in other cities will participate, since the federal executive boards will concern themselves principally with local considerations.

Small military or civilian units in the local area which do not have significant management or coordinating functions may be restricted from membership, in the discretion of the heads of their departments or agencies. Where both a regional or area office and a sizeable operating installation of the same department or agency are located in the CSC headquarters city, as for example a regional office and a post office of the Post Office Department, the heads of both activities should participate as members of the board. On the other hand, it is not intended that the heads of subordinate segments of a single regional office or installation will be board members; membership is limited to the principal head of the activity. Where two or more major installations of a department or agency are located in the same city, each installation head may properly participate as a board member.



Based upon these guidelines, the heads of departments and agencies are requested to designate which of their field agency heads in the named cities and their immediate vicinities will be members of the federal executive boards and to notify the Chairman of the Commission of their designations by January 17, 1962.

Board members will each designate an alternate who will participate in board meetings and activities when the principal is not on duty in the city. The alternate will normally be the chief deputy of the field agency head. Board members will also designate other members of their staff, as needed from time to time, to participate in activities undertaken by the board. Such assignments will not constitute membership on the federal executive board. No additional personnel may be employed for board work.

Organization - The chairman of the federal executive board should be elected by the board members, and provision should be made for the election or for appointment by the chairman of other necessary officers from among the membership. No set pattern of organization is prescribed since it is expected that functions will vary somewhat depending upon local needs. Sufficient formality of structure should be provided in order to maintain stability and insure effective work.

Authorized Activities - The federal executive boards are expected to initiate consideration of common management and program problems and to develop cooperative arrangements that will promote the general objectives of the government and of the several departments and agencies in the local area. Their mutual efforts will be conducted within the range of authority and discretion which they hold by delegation from superiors in their respective agencies and within the resources available to them.

Four general categories of activity are appropriate: (1) provision of a forum for the interchange of information about programs and management methods and problems between Washington and the field and among field elements in the area; (2) coordinated approaches to the development and operation of programs which have common characteristics; (3) liaison relationships with state and local officials which will contribute to better mutual understanding and support of the roles and purposes of their respective governmental jurisdictions and which will aid in solving problems that may arise in providing services to the public; and (4) referral of problems that cannot be solved locally to the national level for attention.

The potential for activities that can be self-initiated is extremely broad.

In the management area, subject to department and agency policies, it includes arrangements for such matters as --

- stimulation of wider understanding and initiative in special programs of current importance such as effective manpower

utilization, equal employment opportunity, sound employee organization relationships, and improvement of management processes;

- sharing technical knowledge and resources through reimbursable detail or loan of experts or equipment from one agency to another to get new programs underway, to resolve special problems, or to meet peak workloads in finance, internal audit, personnel management, ADP application, and so forth;
- pooling resources to provide common services such as employee first-aid and preventive health programs and inter-agency use of ADP installations;
- joint planning of manpower needs, especially for high quality technical, professional and scientific personnel, and top management support and involvement in recruiting, interagency placement, and personnel adjustment and retraining programs;
- cooperation in improving the management knowledge and skills of federal agency staffs through interchange of information and joint educational and training activities;
- encouragement of employee initiative and higher performance through special recognition and other incentive programs, and additional guidance to supervisors in the handling of employees who do not meet required performance standards; and
- developing a wider community of interest and knowledge among federal managers and employees through sponsorship of program meetings with large representation from all federal activities.

In the area of public affairs, the federal executive boards should provide top level leadership and coordination and should reinforce the special programs of individual agencies. Illustrations are --

- on-the-job charitable solicitations by recognized health and welfare agencies under the federal fund-raising program, and Treasury savings bond campaigns among federal employees;
- community programs for youth employment, rehabilitation of the physically handicapped, and employment of the older worker;
- citizen educational programs in national defense such as Armed Forces Day celebrations; and
- liaison with communications media and with civic, business, and professional groups to facilitate their relationships with the government.

In substantive program operations, better coordination will derive from the personal association of agency heads on the board and from briefings by regional and national executives on their respective roles in interrelated programs affecting the financial health of the economy, the development and conservation of natural resources, the renewal of urban areas, and the redevelopment of depressed areas.

The boards should establish liaison arrangements with key state and local officials in the city as a basis for exchange of information and technical assistance and for cooperative efforts consonant with federal, state and local authority.

In addition to self-initiated activities, from time to time the Chairman of the Civil Service Commission and the Director of the Bureau of the Budget will advise the boards on specific programs to which their cooperative activity should be directed.

### III. EFFECT ON OTHER INTERAGENCY ORGANIZATIONS

If a federal business association or council exists in any of the ten cities designated, the federal executive board will determine whether the federal business association or council will continue as an unofficial organization or be reorganized under the sponsorship of the federal executive board.

Federal business associations or councils will be continued at other locations and are urged to orient their activities towards those described for federal executive boards. While they cannot be provided the same central program leadership, briefings by national executives, and Washington clearinghouse arrangements which are involved in the federal executive board program, they will be furnished general guidance insofar as is feasible.

In the ten designated cities, no official associations of agency heads other than the federal executive boards are authorized. Local coordinating committees of the federal fund-raising program should be disbanded and their responsibilities assumed by the boards.

Interagency associations of technical and staff specialists such as the federal safety councils of the Department of Labor, the interagency records administration conferences of the General Services Administration, and the federal personnel councils are not directly affected by the establishment of the federal executive boards; however, in the discretion of the boards they may wish to establish liaison arrangements with such groups. The heads of departments and agencies which sponsor interagency specialist groups of this kind are requested to review the practicability of integrating such management activities in the federal executive boards, as functional committees or otherwise, and to advise the Chairman of the Commission of their views.

#### IV. NATIONAL LEADERSHIP AND REPORTING

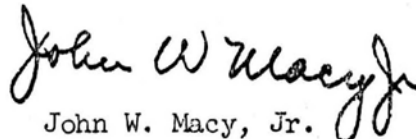
In order to focus their work on matters of direct cooperative value in the local areas the boards' activities must be undertaken primarily through the initiative of the field agency heads. National guidance will be provided from time to time by the White House, the Bureau of the Budget and the Commission so as to channel direct to the boards appropriate emphasis on Presidential policies of general application.

Communication will ordinarily be from the Chairman, Civil Service Commission, to the chairmen of federal executive boards. Any department or agency may communicate with the boards through the Commission. Written communication will be supplemented periodically by personal briefing and consultation with the boards by national executives through arrangements similar to the recent White House Regional Management Conferences.

The chairmen of federal executive boards will forward direct to the Chairman, Civil Service Commission, reports on any significant management problems that cannot be resolved locally, with the board's recommendation for action at the national level. The Commission will forward copies of such reports to the Bureau of the Budget and will refer them for necessary attention to the departments and agencies that are responsible.

To the extent desired by the departments and agencies, the members of federal executive boards will keep their headquarters informed through regular reporting channels of the activities and problems being worked on by the boards.

An annual summary report of board activities and accomplishments will be submitted by board chairmen to the Chairman, Civil Service Commission, at the close of the fiscal year. The first report is due July 10, 1962.

  
John W. Macy, Jr.  
Chairman

Attachment



THE WHITE HOUSE  
WASHINGTON

November 10, 1961

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

As an integral part of present steps to increase the effectiveness and economy of Federal agencies, I want coordination of government activities outside of Washington significantly strengthened. That is to include improvement of the management and direction of Federal offices throughout the country by the chief departmental officials in Washington, and provision for an inter-agency working group for closer coordination across department and agency lines in important centers of Federal activity outside of the National Capital area.

More than ninety percent of all Federal employees work outside of the Washington area. Decisions affecting the expenditure of tens of billions of dollars are made in the field. Federal programs have their impact on State and local governments largely through the actions of regional and local representatives of our departments and agencies. Most important, Federal officials outside of Washington provide the principal day-to-day contact of the Government with the citizens of this country and generally constitute the actual point of contact of Federal programs with the economy and other phases of our national life.

In the international assistance programs, previously separate U.S. efforts are being brought together in order to provide a common focus on the needs and problems of individual countries. Here at home we must similarly bring more closely together the many activities of the Federal Government in individual states and communities throughout the nation.

Although each Executive agency and its field organization have a special mission, there are many matters on which the work of the departments converge. Among them are management and budgetary procedures, personnel policies, recruitment efforts, office space uses, procurement activities, public information duties, and similar matters. There are opportunities to pool experience and resources, and to accomplish savings. In substantive programs, there are also opportunities for a more closely coordinated approach in many activities, as on economic problems, natural resources development, protection of equal rights, and urban development efforts.

As a first step in bringing Federal officials outside of Washington closer together, I have directed the Chairman of the Civil Service Commission to arrange for the establishment of a Board of Federal Executives in each of the Commission's administrative regions. Where associations of Federal regional officials exist in other regional centers they will be continued. Each Executive department and agency is directed to arrange for personal participation by the heads of its field offices and installations in the work of these Federal Executive Boards. These activities are not to require additional personnel but provide means for closer coordination of Federal activities at the regional level.

The cooperative activities of Federal Executive Boards must be undertaken primarily through the initiative of the heads of our field activities. The Chairman of the Civil Service Commission and the Director of the Bureau of the Budget will furnish the Boards from time to time with guides on official goals and objectives in the management field and will arrange for periodic briefings by national executives of the government. Each of the Boards will consider management matters and interdepartmental cooperation and establish liaison with State and local government officials in their regions. A clearinghouse will be provided in the office of the Chairman of the Civil Service Commission on problems and recommendations submitted by the regional Boards.

Following a reasonable period for evaluation of these initial steps, recommendations are to be prepared by the Chairman of the Civil Service Commission and the Director of the Bureau of the Budget for continuing improvement of the management and coordination of Federal activities.

Within each department, I want the chief officers of each agency, particularly the chief operating officials for administrative matters, to make a critical appraisal of pending field management procedures with the principal regional officers of that agency. The Director of the Bureau of the Budget shall provide guidance to department and agency heads on their internal appraisals of field management. Over all, new emphasis shall be placed on management skills in support of improved economy, efficiency, and the substantive effectiveness of the Executive Branch of the Government.

A handwritten signature in dark ink, appearing to read "Christman", is written in a cursive style. The signature is located in the lower right quadrant of the page, below the main body of text.