

NPR Recommendations for Potential Inclusion in the October Rescission Package
(estimates in millions of dollars)

Recommendation	FY 1994 Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	FY 1994 Change in Revenues	FY 1994-99 Change in Revenues
AGENCY FOR INTERNATIONAL DEVELOPMENT						
AID97 Consolidate or Close AID Overseas Missions AID should negotiate missions and staff services overseas and close nonessential missions. It should establish "graduation" criteria for countries receiving U.S. assistance.	0.0	0.0	0.0	0.0	0.0	0.0
DEPARTMENT OF AGRICULTURE						
USDA01 End the Wool and Mohair Subsidy (Mandatory) The subsidy is no longer needed since wool is no longer a strategic commodity.	0.0	0.0	0.0	-923.0	0.0	0.0
USDA02 Eliminate Federal Support for Honey (Mandatory) Eliminate the honey subsidy because the program does not serve the intended purpose of ensuring the availability of honeybees for crop pollination.	0.0	-7.0	0.0	-15.0	0.0	0.0
USDA03 Reorganize the Department of Agriculture to Better Accomplish its Mission, Streamline its Field Structure and Improve Service to its Customers USDA should streamline its field operations to eliminate unnecessary offices, reduce costs and better serve farmers.	-36.5	-36.5	-1673.6	-1845.5	0.0	0.0
DEPARTMENT OF COMMERCE						
DOC01 Reform the Federal Export Control System for Commercial Goods To help ensure leading U.S. industries are competitive in the global marketplace, changes should be made in the export control system. (FTE Savings)	0.0	0.0	0.0	0.0	0.0	0.0
DOC06 Improve Marine Fisheries Management To help protect fishing resources and provide new income to the government, NOAA should collaborate with Congress and fishing industry representatives to establish appropriate user fees to help offset management costs for national fishery zones. (Authorization)	0.0	0.0	0.0	0.0	0.0	375.0
DOC12 Establish a Single Civilian Operational Environmental Police Satellite Program To reduce duplication and save taxpayers a billion dollars over the next decade, various current and proposed polar satellite programs should be consolidated under NOAA. Not primarily DOC savings. Most savings are for NASA and DOD. (Authorization)	0.0	0.0	-300.0	-270.0	0.0	0.0
	0.0	0.0	-300.0	-264.0	0.0	0.0

*NPR -
Implementation
Group*

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Recommendation	FY 1994 Change in Budget Authority	Change in Outlays	FY 1994-95 Change in Budget Authority	Change in Outlays	FY 1994 Change in Revenues	FY 1994-95 Change in Revenues
DEPARTMENT OF DEFENSE						
DOD05 Create Incentives for the Department of Defense to Generate Revenues						
This recommendation proposes giving managers and commanders the ability to generate income at the installation level by allowing the Corps of Engineers to recover its costs for processing certain commercial applications and by establishing goals for solid waste reduction and recycling.	25.0	-19.0	500.0	-459.0	0.0	60.0
DOD06 Maximize the Efficiency of DOD Health Care Operations						
Use emerging technology to upgrade care at DOD health care facilities.	0.0	0.0	-350.0	-330.0	0.0	0.0
DEPARTMENT OF EDUCATION						
ED02 Reduce the Number of Programs the Department of Education Administers						
Eliminate or consolidate more than 40 existing education grant programs and free up funds for use in other educational programs.	0.0	0.0	0.0	0.0	0.0	0.0
DEPARTMENT OF ENERGY						
DOE04 Increase Electrical Power Revenues and Study Rebo (Mandatory)						
NPR proposes increasing federal income by allowing the Power Marketing Administrations to recover a larger portion of their operating costs through rate increases or by changing the financing of Bonneville Power Administration.	0.0	0.0	0.0	0.0	90.0	2407.0
DOE05 Support the Sale of the Alaska Power Administration (Mandatory)						
The federal government should divest its interests in the Alaska Power Administration. This asset sale could not be scored for Pay-as-you-go purposes.	0.0	0.0	0.0	-20.2	0.0	-52.6
ENVIRONMENTAL PROTECTION AGENCY						
EPA02 Streamline EPA's Permit Program						
Streamlining efforts include establishing a permit clearinghouse to serve as a single point of contact and putting a cross-program permit tracking system.	0.0	0.0	-22.5	-19.0	0.0	0.0
EPA11 Reorganize EPA's Office of Enforcement						
EPA should initiate a reorganization of its headquarter's enforcement organization by October 1, 1993.	0.0	0.0	-10.5	-10.3	0.0	0.0

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Recommendation	FY 1984 Change in Budget Authority	Change in Outlays	Change in Budget Authority	FY 1984-89 Change in Outlays	FY 1984 Change in Revenues	FY 1984-89 Change in Revenues
FEDERAL EMERGENCY MANAGEMENT AGENCY FEMA03 Create Results-Oriented Incentives to Reduce the Costs of a Disaster The Midwest floods, Hurricanes Hugo and Andrew and the Loma Prieta Earthquake all illustrate the enormous costs of disaster to society. These recommendations will move toward reducing that cost.	0.0	0.0	0.0	0.0	0.0	0.0
DEPARTMENT OF HEALTH AND HUMAN SERVICES HHS008 Improve Social Security Administration Disability Claims Processing to Better Serve People with Disabilities and Safeguard Trust Fund Assets (Mandatory) SSA should apply resources and management tools needed to reduce backlogs and to avoid paying benefits to individuals who are no longer disabled. Savings could not be scored for Pay-as-you-go purposes.	0.0	0.0	0.0	-4010.0	0.0	0.0
HHS009 Coordinate Collection and Dissemination of Social Security Administration Death Information to Protect Federal Program Assets SSA's clearinghouse for death information and "best practices" can be used by dozens of federal and state agencies to reduce federal program outlays.	0.0	0.0	0.0	-158.0	0.0	0.0
HHS010 Take More Aggressive Action to Collect Outstanding Debts Owed to the Social Security Trust Fund (Mandatory) SSA should be given the authority to use a full range of debt collection tools available under the Debt Collection Act of 1982 to collect debts owed by individuals who are no longer on benefit rolls. Savings could not be scored for Pay-as-you-go purposes.	0.0	0.0	0.0	-395.0	0.0	0.0
HHS016 Institute and Collect User Fees on FDA's Inspection and Approval Processes Food, drug and medical device manufacturers, processors, and suppliers should be required to pay for FDA services.	0.0	0.0	-1499.8	-1301.7	0.0	0.0
HHS014 Amend the Health Care Financing Administration's Contracting Authority to Allow for Competitive Contracting (Discretionary) (Mandatory) HCFA should be authorized to fully and openly compete Medicare claims processing contracts to reduce costs and eliminate the inefficiencies and conflicts of interest.	-5.0 0.0	-5.0 0.0	-730.0 0.0	-730.0 -255.0	0.0 0.0	0.0 0.0

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NPR Recommendations for Potential Inclusion in the October Reconciliation Package
(estimates in millions of dollars)

Recommendation	FY 1994 Change in Budget Authority	Change in Outlays	FY 1994-99 Change in Budget Authority	Change in Outlays	FY 1994 Change in Revenues	FY 1994-99 Change in Revenues
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT						
HUD02 Improve Multi-Family Asset Management and Disposition (Mandatory). HUD should use public-private partnerships to manage and sell HUD-held loans and real estate for non-subsidized housing projects. Congress should reduce restrictions on HUD sale of multi-family properties, including use of portable subsidies for tenants when the Secretary determines that to be best for tenant needs. (Authorization)	0.0	-812.0	0.0	-812.0	0.0	0.0
HUD06 Streamline HUD Field Operations HUD should streamline its Washington, regional and field office structure and consolidate and reduce its size over time. (Appropriation)	0.0	0.0	-167.0	-154.4	0.0	0.0
HUD07 Refinance Section 235 Mortgages (Mandatory) HUD should use reverse contracts to speed savings from refinancing expensive old mortgages subsidized by HUD. (Authorization)	0.0	0.0	-210.0	-45.0	0.0	0.0
HUD08 Reduce Section 8 Contract Rent Payments HUD should modify its process to reduce unjustified increases in annual payments to Section 8 projects. (Authorization)	0.0	0.0	-225.0	-225.0	0.0	0.0
HUD09 Consolidate Consolidate Section 8 Certificates and Vouchers This recommendation would consolidate two overlapping projects to eliminate duplication. /1 (original estimate)	0.0	0.0	0.0	0.0	0.0	0.0
HUD10 Reduce Operating Subsidies for Vacancies This recommendation would encourage public housing agencies to make better use of their assets by reducing subsidies paid for unoccupiable vacant units. (Authorization) (revised estimate)	0.0	0.0	0.0	0.0	0.0	0.0
DEPARTMENT OF INTERIOR						
DOI02 Redefine Federal Oversight of Coal Mine Regulation To overcome organizational problems that inhibit an effective state-federal relationship, federal oversight of coal mine regulations should be redefined.	0.0	0.0	-28.0	-28.0	0.0	0.0
DOI06 Improve Mineral Management Service Royalty Collections Better management of DOI's royalty collection program would increase revenues and improve efficiency.	0.0	0.0	0.0	0.0	0.0	28.0
DOI10 Consolidate Administrative and Programmatic Functions in DOI To manage its bureaus effectively, DOI needs to reduce duplicative services. By consolidating administrative and programmatic functions, DOI can improve customer service, promote efficiency, and reduce costs.	0.0	0.0	-17.5	-17.5	0.0	0.0
DOI13 Improve the Federal Helium Program The federal government needs to reexamine its role in the federal helium program. This program can be run more efficiently, reducing outlays by federal helium customers and increasing revenue. To obtain maximum benefit from helium operations, the government should cancel the helium debt, reduce costs, increase efficiency in helium operations, and increase sales of crude helium as market conditions permit.	-2.0	-2.0	-12.0	-12.0	5.0	35.0

NPR Recommendations for Potential Inclusions in the October Rescission Package
(estimates in millions of dollars)

Recommendation	FY 1984 Change in Budget Authority	Change in Outlays	FY 1984 Change in Budget Authority	Change in Outlays	FY 1984-89 Change in Revenues	FY 1984-89 Change in Revenues
DEPARTMENT OF JUSTICE						
DOJ04 Improves Department of Justice Debt Collection Efforts This recommendation would make improvements in the Justice debt collection effort, including giving the department the ability to retain a small percentage of debts collected and allowing Justice to credit its working capital fund with a percentage of debt collections to be used for the creation of a centralized debt tracking and information system. /1	0.0	0.0	0.0	0.0	0.0	0.0
DOJ06 Reinvent IRS Organization and Management Processes This recommendation would improve IRS management structure by developing a comprehensive 5-year vision statement and strategic plan and by restructuring the regional administrative structure. Some headquarters' positions will be eliminated while others will be transferred to the regions. FY1984 savings of about \$8M will be used for other Presidential IRS priorities such as Border Patrol. (Administrative)	0.0	n/a	n/a	n/a	n/a	n/a
DOJ12 Streamline Background Investigations Recommends several changes in how background investigations are conducted. Most significant change is that agencies be given authority to contract out their background investigations rather than go through OPM. Proposals affect all Federal agencies and savings are Government-wide. These savings are not primarily associated with DOJ bureaus. (Authorization and Administrative)	-10.0	-10.0	-60.0	-60.0	0.0	0.0
DOJ13 Adjust Civil Monetary Penalties to the Inflation Index Civil monetary penalties have not been adjusted to keep up with inflation. Under this recommendation, a "catch-up" adjustment would be made and the need for additional inflation adjustments would be automatically reassessed every four years. (Authorization)	0.0	0.0	0.0	0.0	0.0	193.0
DOJ16 Develop Lower Cost Solutions to Federal Prison Space Problems This recommendation describes approaches to solving existing prison space problems. Entails changes to minimum mandatory sentences. (Authorization)	0.0	0.0	0.0	0.0	0.0	0.0
DEPARTMENT OF LABOR						
DOL01 Enhance Reemployment Programs for Occupationally Disabled Federal Employees (Mandatory) These recommendations would help occupationally disabled federal employees return to productive careers by expanding DOL's return-to-work program. This saves money by reducing long-term benefit costs to the government.	0.0	0.3	0.0	-125.7	0.0	0.0
DOL12 Partially Fund Mine Safety and Health Enforcement Through Service Fees Change for services to put the mining industry on a comparable footing with other industries which bear the costs of their regulation. This proposal to partially fund enforcement of mine safety regulations through service fees.	-24.9	-24.9	-44.4	-44.4	0.0	0.0
DOL20 Reduce Federal Employees' Compensation Act Fraud Congress needs to amend several sections of the United States Code to enable DOL to eliminate benefits to persons who have been convicted of defrauding the program.	-3.3	-3.3	-22.6	-22.6	0.0	0.0

NPR Recommendations for Potential Inclusion in the October Reconciliation Package
(estimates in millions of dollars)

Recommendation	FY 1994 Change in Budget Authority	FY 1994-95 Change in Budget Authority	FY 1994 Change in Outlays	FY 1994-95 Change in Outlays	FY 1994 Change in Revenue	FY 1994-95 Change in Revenue
DEPARTMENT OF STATE'S INFORMATION AGENCY						
DO505 Reduce Mission Operating Costs (DOS) (USIA)	-0.6 -8.0	-6.3 -51.5	-6.3 -49.9	-6.3 -49.9	0.0 0.0	0.0 0.0
Several recommendations are made for reducing U.S. costs to operate missions overseas, including eliminating certain facilities, reducing security costs and considering altogether new forms of overseas representation.						
DO907 Reallocates the Mexico City Regional Administrative Management Center NPR recommends moving this administrative support office to the U.S. to save money and recommends examining the need for similar offices now in Paris and Bangkok.	0.0	-0.1	0.0	-0.1	0.0	0.0
DO908 Improve the Collection of Receivables The State Department should do a better job collecting debts, such as medical expenses and others, owed to the department.	-1.3	-9.8	-1.3	-9.8	0.0	0.0
DEPARTMENT OF TRANSPORTATION						
DOT17 Enhance Funding for Highway Demonstration Projects (Obligation Limitations) Rescind funding for existing highway demonstration projects. These demonstration projects should compete at the state level for the limited highway resources available and not be singled out for special treatment at the federal level. Funds include authorized and appropriated demonstration projects. Appropriated change more fully.	0.0	0.0	0.0	-3432.0	0.0	0.0
DOT18 Reduce Spending for the U.S. Merchant Marine Academy As an economy measure, federal funding for the U.S. Merchant Marine Academy should be cut by half. The Academy should be given the ability to charge tuition to cover a portion of its operations. (Authorization)	0.0	-45.5	0.0	-45.5	0.0	0.0
DOT19 Rescind Unobligated Exemptions for the FTA New Starts and Bus Program (Obligation Limitations) Rescind unobligated balances for fiscal year 1992 and prior earmarked funding under this FTA program that remain unobligated after three years (Appropriations)	0.0	0.0	-1.1	-80.2	0.0	0.0
DOT20 Reduce the Annual Essential Air Service Subsidies (Obligation Limitations) This recommendation would set new, more restrictive criteria for small airports to qualify for essential air service subsidies. (Appropriations)	0.0	0.0	0.0	-59.6	0.0	0.0
DOT21 Terminate Grant Funding for Federal Aviation Administration Higher Education Programs To reduce costs, eliminate federal grant funding of two FAA post-secondary education programs.	-13.0	-78.0	-8.0	-73.0	0.0	0.0
	-45.4	-45.4	-9.1	-42.1	0.0	0.0

NPR Recommendations for Potential Inclusion in the October Recession Package
(estimates in millions of dollars)

Recommendation	FY 1994 Change in Budget Authority	Change in Outlays	FY 1994-95 Change in Budget Authority	Change in Outlays	FY 1994 Change in Revenues	FY 1994-95 Change in Revenues
DEPARTMENT OF TREASURY/RESOLUTION TRUST CORPORATION						
TRE06 Simplify Employer Wage Reporting The administrative burden caused by our current wage-reporting requirements could be reduced while maintaining or improving the effectiveness of government operations by developing and implementing a simplified wage reporting system.	0.0 (original estimate) n/a (revised estimate)	0.0 n/a	0.0 n/a	0.0 n/a	0.0 n/a	0.0 n/a
TRE08 Establish Federal Firearms License User Fees to Cover Costs The current fee for a retail dealer's firearms license (authorized 1988) does not cover the cost of license processing and is low enough to encourage applications from individuals wishing to occasionally purchase firearms at reduced cost. Increased fees would recover the cost of operating the firearms program. (Authorization)	0.0 (original estimate) -13.0 (revised estimate)	0.0 -13.0	0.0 -146.0	0.0 -146.0	0.0 0.0	132.5 132.5
TRE-C Consolidate Financial Management Services Regional Centers Reduce number of centers from 7 to 4. Consolidation could not begin immediately. (Non-published NPR idea.) (Administrative)	0.0	0.0	-34.0	-32.0	0.0	0.0
TRE-D Remove Exemptions for Customs Passenger Processing Fee NPR classified as increased receipts. Would require legislation to claim as discretionary savings. Assume half year savings in FY1994. (Non-published NPR idea.) (Authorization)	-45.0	-45.0	-495.0	-495.0	0.0	0.0
DEPARTMENT OF VETERANS AFFAIRS						
DVAC0 Eliminate Legislative Budget Constraints to Promote Management Effectiveness VA is covered by a number of special legislative requirements, including employment "frogs" for certain programs. Reducing or eliminating some of these controls can reduce costs and improve service without sacrificing accountability.	0.0	0.0	0.0	0.0	0.0	0.0
DVA11 Phase-Out and Close Supply Depots (Mandatory) VA should convert its existing centralized depot storage and distribution program to a commercial just-in-time delivery system and close unneeded supply depots.	0.0	-45.0	0.0	-158.0	0.0	0.0
REVENUE MANAGEMENT RESOURCE MANAGEMENT						
HRM08 Clearly Define the Objective of Training as the Improvement of Individual and Organizational Performance; Make Training More Market Driven Reduce restrictions on training to allow managers to focus on organizational mission and to take advantage of the available training marketplace.	0.0	0.0	0.0	0.0	0.0	0.0
HRM14 Provide Incentives to Encourage Voluntary Separations Provide departments and agencies with the authority to offer separation pay. Decentralize the authority to approve early retirement. Authorize departments and agencies to fund job search activities and retaining of employees scheduled to be displaced. Limit annual leave accumulation by senior executives to 240 hours.	0.0	0.0	0.0	0.0	0.0	0.0

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Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
REINVENTING FEDERAL PROCUREMENT						
PROC04 Establish New Simplified Acquisition Threshold and Procedures	0.0	0.0	0.0	0.0	0.0	0.0
Enact legislation to simplify small purchases by raising the threshold for the use of simplified acquisition procedures from \$25,000 to \$100,000 and raise the various thresholds for the application of over a dozen other statutory requirements that similarly complicate the process. To ensure small business participation, establish a single electronic bulletin board capability to provide access to information on contracting opportunities.						
PROC14 Expand Electronic Commerce for Federal Acquisition	0.0	0.0	0.0	0.0	0.0	0.0
Establish a governmentwide program to use electronic commerce for federal procurements.						
Total Discretionary Changes	-205.0	-161.7	-6330.5	-6204.1	5.0	823.5
Total Revised Discretionary Changes	-218.0	-174.7	-6858.5	-6691.1	5.0	823.5
Total Mandatory Changes	0.0	-52.8	-210.0	-9478.9	90.0	2354.4
(Obligation Limitations included in Total Mandatory BA Changes)	0.0		0.0			
Total Revised Mandatory Changes	-4112.0	-939.8	-9986.0	-11138.9	60.0	3548.4
(Obligation Limitations included in Total Revised Mandatory BA Changes)	-3300.0		-9174.0			
Total Changes	-205.0	-214.5	-6540.5	-15683.0	95.0	3177.9
Total Revised Changes	-4330.0	-1114.5	-16844.5	-17830.0	65.0	4371.9

/1 This recommendation is no longer recommended for inclusion in the October Rescission Package.

DATE: December 9, 1993
TO: Bruce Reed
FROM: Mike Schmidt, Paul Weinstein
RE: DPC Comments on the Department of Labor NPR Accompanying Report

File:
NPR

Please take a look at the draft response that we have worked up based on our review of the DOL NPR Accompanying Report. Bill Galston also reviewed the report, but had no major problems with it. If you have any questions or comments, give Mike a call at X2165.

Draft

December 9, 1993

MEMORANDUM FOR THE VICE PRESIDENT

Add your names

FROM: BRUCE REED, DOMESTIC POLICY COUNCIL
SUBJECT: COMMENTS ON THE DEPARTMENT OF LABOR NPR ACCOMPANYING REPORT

As requested in Elaine Kamarck's memo of November 23, ^{we} I have reviewed the Department of Labor NPR Accompanying Report. My comments are focused on two sections of the report: DOL-10, "Refocus the Responsibility for Ensuring Workplace Safety and Health"; and DOL-19, "Transfer the Veterans' Employment and Training Service to the Employment and Training Administration."

DOL-10: "Refocus the Responsibility for Ensuring Workplace Safety and Health"

This section, which deals with reform of the Occupational Safety and Health Administration (OSHA), recommends, among other things, that OSHA issue regulations that allow employers to use private companies to audit their safety and health programs. As I understand it, this specific recommendation is adamantly opposed by organized labor and a number of majority members on the House and Senate authorizing committees. Do the benefits of this recommendation, which has such strong opposition, outweigh the political costs, given the fact that business is going to oppose us on OSHA reform regardless of what we do? From a policy perspective, this recommendation also has problems. ~~As I understand it,~~ It would allow companies to contract with a firm of their choice to do health and safety audits that have no "teeth" whatsoever. Instead, the contracted firm merely presents its recommendations to the employer, who is allowed to do what it wants with those recommendations. With employee teams and committees (which is the other recommendation in this section), the safety violations will be made public to employees by definition -- everyone will know if there is a violation. A company in this situation would have a hard time refusing to correct the violation in light of widespread knowledge of the problem and employee pressure to do so. With the private contractor option, the company can toss the report in the trash if it so chooses. As the report makes clear, the threat of OSHA intervention/inspection of firms that ignore these recommendations is remote indeed given OSHA's limited resources.

← will business oppose no matter what?

there

↑
No, Kip Paul -
I don't understand this argument. Any co. that ignored such a report could be sued big time.

Draft

December 9, 1993

MEMORANDUM FOR THE VICE PRESIDENT

Add your names

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DOL-10: "Refocus the Responsibility for Ensuring Workplace Safety and Health"

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there

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DRAFT

DOL-19: "Transfer the Veterans' Employment and Training Service to the Employment and Training Administration"

There are some serious political problems with this recommendation. The President has repeatedly gone out of his way to assure veterans of his strong support of their programs. If we really want to take on "redundant" programs in the veterans area, (although we are not recommending this) there are bigger and more significant targets to go after than the VETS. It seems to me that the political cost of implementing this proposal outweighs the potential for budgetary savings and real administrative reform.



OFFICE OF THE VICE PRESIDENT
WASHINGTON

September 17, 1993

MEMORANDUM FOR THE NPR IMPLEMENTATION WORKING GROUP

FROM: GREG SIMON

SUBJECT: MEETING AGENDA FOR SEPTEMBER 17th,

SUMMARY

The meeting today will address the NPR team's proposed schedule for NPR actions, the October spending cut package, response to OMB's letter on removing personnel floors, Congressional hearing requests, schedule for sending up major legislative pieces, relations to the Joint Committee on Congress, and Republican proposals to support the NPR reforms

DISCUSSION

Proposed Schedule for NPR Actions

- Proposed schedule for Administrative and Agency actions
- Executive Orders
 - President's Management Council
 - National Partnership Council
- Major Legislative Pieces
 - Procurement (with October Package)
 - Buy out
 - Financial Management
 - Budget Reform

October Package:

- review spending cut items
- address question of user fees
- discuss consultation process

Removing Personnel Floors

- Status report from Panetta and Paster

Congressional Hearing Requests

- Decide and schedule VP appearance on Hill
- Prepare orientation meeting for testifying officials

- Respond to current Congressional responses: House Gov Ops, House Science Committee and House Interior.

Joint Committee on Congress

- Consultations
- Joint announcements

Republican Proposals

- House Republican Commission proposal
- Consultations schedule

NPR
Implementation

General Aviation Fees

These were proposed by the Administration, passed by the House but dropped in the reconciliation conference.

5-year savings: \$213 million

State Bank fees

State banks would be assessed fees for inspection by the Federal Reserve. The Administration proposed the fees but neither the House or Senate Banking Committees approved the policy.

5-year savings: \$339 million

Clearinghouse for Veterans Administration

A proposal was adopted in the reconciliation conference requiring employers to include health insurance information to HHS. This information would be cross-checked against Medicare and Medicaid claims to avoid payment when a recipient has private health insurance. The VA Committee wanted to apply this to Veterans health programs but Ways and Means refused. There is no policy reason why this should not happen.

5-year Savings: \$300 million

\$8.057B Government-wide one year savings (early estimate; ±20% where numbers exist)
\$56.741B Government-wide multi-year savings (early estimate; ±25% where numbers exist)

comments:

Agency:		94	94-98	95	95-99	Source:
DEPARTMENT OF AGRICULTURE						
	##					
	Total (FY95): \$0.389B				Total (95-99): \$1.709B	
NPR Savings Team	Total (FY94): \$0.151B				Total (95-99): \$0.604B	
Just the metro counties!	Take Extension Service out of SMA counties	\$.100	\$.400			new
Farmers should pay	Charge user fees for Agricultural Marketing Service	\$.051	\$.204			new
OMB BDR No 93-102	Total (FY95): \$0.013B				Total (95-99): \$0.065B	
Here's one to eliminate	Eliminate the rural abandoned mine reclamation program	\$.013	\$.052	\$.013	\$.065	
Other Sources	Total (FY95): \$0.225B				Total (95-99): \$1.040B	
A tough one; been tried before	Means-test crop price support payments (hi: \$3.0)	\$.225	\$1.040			BD2
DEPARTMENT OF COMMERCE						
	##					
	Total (FY95): \$0.036B				Total (95-99): \$0.144B	
NPR Savings Team	Total (FY95): \$0.036B				Total (95-99): \$0.144B	
Exporting tricky stuff? you pay.	User-fund the Export Administration	\$.024	\$.096			new
Straight service-funding	User-fund spectrum management & COMSAT oversight in NTIA	\$.012	\$.048			new
DEPARTMENT OF DEFENSE						
	##					
	Total (FY95): \$3.996B				Total (95-99): \$32.519B	
NPR Savings Team	Total (FY95): \$0.030B				Total (95-99): \$0.120B	
Hard to do after the floods	User-fund (state/local match) more (to 1%) of the Corps of Engineers	\$.030	\$.120			new
Other Sources	Total (FY95): \$0.330B				Total (95-99): \$10.030B	
Been in the papers already	Increase inland waterways user-funding (hi: \$.35)	\$.330	\$1.320			HF93
Why do we pay? Bring troops home	Increase support of U.S. forces by host nations [over 5 years]	\$.000				\$8.710 CB/WT

Agency:
DEPARTMENT OF EDUCATION

##

	Total (FY95):	\$0.167B	Total (95-99): \$0.841B				
OMB BDR No 93-102		Total (FY95): \$0.022B	Total (95-99): \$0.141B				
OMB says they've finished w/mission	Eliminate small categorical library grants programs			\$0.022	\$0.108	\$0.033	\$0.141
Other Sources		Total (FY95): \$0.145B	Total (95-99): \$0.700B				
Much of this goes to Univ Admin \$	Eliminate campus-based aid (hi: \$.700)			\$0.140	\$0.560		CSE2
✓ Outlived its usefulness	End Consumer and Homemaking Education program			\$0.005	\$0.140		HWF

Agency:
DEPARTMENT OF ENERGY

##

	Total (FY95):	\$0.145B	Total (95-99): \$0.770B				
NPR Savings Team		Total (FY95): \$0.000B	Total (95-99): \$0.000B				
Can't cost yet; saves some real \$	Exploit the Naval Petroleum Reserve at market-related rates			?			? new
Other Sources		Total (FY95): \$0.145B	Total (95-99): \$0.770B				
Who needs it?	Halt Strategic Petroleum Reserves acquisition (hi: \$0.409)			\$0.130	\$0.520		CS
They should pay.	Fully-fund nuclear waste disposal through fees (hi: \$0.324)			\$0.015	\$0.250		CSE

Agency:
DEPARTMENT OF HEALTH AND HUMAN SERVICES

##

	Total (FY95):	\$0.000B	Total (95-99): \$0.165B				
Other Sources		Total (FY95): \$0.000B	Total (95-99): \$0.165B				
We'll find your dad, but you pay.	Charge child support services fees to non-AFDC families (\$0.055 in FY97)			\$0.000			\$0.165 CH

Agency:

DEPARTMENT OF THE INTERIOR

##

Total (FY95): \$0.573B Total (95-99): \$3.004B)

NPR Savings Team Total (FY95): \$0.402B Total (95-99): \$1.608B

Service-funding: elim mining subsidy Service-fund Minerals Management Service \$.202 \$.808 new

Service-funding: elim mining subsidy User-fund half of Information and Analysis Products \$.020 \$.080 new

Service-funding: elim mining subsidy Service-fund the Bureau of Mines \$.180 \$.720 new

OMB BDR No 93-102 Total (FY95): \$0.008B Total (95-99): \$0.044B

Service-funding: elim mining subsidy Eliminate the Bureau of Mines Mineral Institutes \$.008 \$.035 \$.009 \$.044

Other Sources Total (FY95): \$0.163B Total (95-99): \$1.352B

Hardly any projects left to do End BuRec water projects (hi: \$1.30) \$.100 \$1.100 HWF

Service-funding: elim mining subsidy Charge hardrock mining royalties (hi: \$0.500) \$.063 \$.252 CC

Agency:

DEPARTMENT OF LABOR

##

Total (FY95): \$0.161B Total (95-99): \$0.445B

NPR Savings Team Total (FY95): \$0.161B Total (95-99): \$0.445B

This would cost unions \$\$ Service-fund Office of Labor Management Standards \$.026 \$.104 new

Straight service-funding Service-fund C&E at Pension & Welfare Benefits Administration \$.053 \$.212 new

Other Sources

Better ADP and less double-paying Improve reporting of state workers comp. payments \$.082 \$.129 RB

Agency:

DEPARTMENT OF TRANSPORTATION

##

Total (FY95): \$0.344B Total (95-99): \$4.056B

NPR Savings Team Total (FY95): \$0.044B Total (95-99): \$0.176B

Straight service-funding Service-fund NHTSA's enforcement program (not safety defects) \$.009 \$.036 new

Straight service-funding Service-fund FRA's enforcement program (civil enf. & track insp) \$.035 \$.140 new

Other Sources Total (FY95): \$0.300B \$3.880B

Why should taxpayers pay? Eliminate Airport Grants-In-Aid (hi: \$1.95) \$.200 \$.800 CS

Why should taxpayers pay? Reduce AMTRAK funding (hi: \$0.450) \$.100 \$.400 CH

May have been done Permanently extend vessel tonnage fees (FY96: \$0.067) \$2.680 CC

Agency:						
DEPARTMENT OF TREASURY					##	
	Total (FY95):	\$0.027B	Total (95-99): \$0.505B			
Other Sources		Total (FY95): \$0.027B	Total (95-99): \$0.505B			
Dads pay if found, not welfare	Strengthen child support enforcement [see also user fee in HHS]			\$.027	\$.505	BD
Agency:						
DEPARTMENT OF VETERANS AFFAIRS					##	
	Total (FY95):	\$0.500B	Total (95-99): \$2.500B			
Other Sources		Total (FY95): \$0.500B	Total (95-99): \$2.500B			
Why should taxpayers pay?	End health care benefits for non-service related conditions			\$.500	\$ 2.500	CI1
Agency:						
ENVIRONMENTAL PROTECTION AGENCY					##	
	Total (FY95):	\$0.450B	Total (95-99): \$1.800B			
Other Sources		Total (FY95): \$0.450B	Total (95-99): \$1.800B			
Can't afford total cleanup	Emphasize containment in Superfund cleanups			\$.450	\$ 1.800	CS
Agency:						
MISCELLANEOUS PROPOSALS (INCLUDING TAX POLICY, ETC.)					##	
	Total (FY95):	\$0.455B	Total (95-99): \$4.915B			
OMB BDR No 93-102		Total (FY95): \$0.200B	Total (95-99): \$1.800B			
Why are they tax-exempt?	Tax Credit Unions [over 5 years]			\$.200		\$1.800 CB93
Other Sources		Total (FY95): \$0.255B	Total (95-99): \$3.115B			
Why shouldn't USPS pay?	USPS to reimburse OPM to manage health/retirement benefits [5 yrs]					\$1.000 VC
Why shouldn't state banks pay?	Assess fees for FDIC examinations of state-chartered banks			\$.255		\$1.020 CC/CS
Who is subsidizing who?	Eliminate farm credit subsidy for high-income farmers					\$.700 AB
This one is silly.	Eliminate two-week rental tax exclusion					\$.333 AB
✓ Why subsidize poison production?	Eliminate subsidies for lead, mercury, and asbestos production					\$.062 AB

Agency:

PROPOSALS INVOLVING MULTIPLE AGENCIES

##

Total (FY95):	\$0.814B	Total (95-99):	\$3.368B
		Total (FY95):	\$0.814B
		Total (95-99):	\$3.368B

Other Sources

- ✓ This is obvious: student loans, etc.
- It's about time.
- May be counted in system teams
- Why not?

Garnish wages of feds delinquent in paying federal debts	\$300		\$1.200 OMB
User-fund Freedom of Information Act requests	\$070		\$232_WT
Increase direct deposit/EFT to pay federal benefits/salaries	\$284	\$1.136	WT
Require federal agencies to use more third class mail	\$160		\$800 OMB2

Number of proposals: 43

956.7B

that's all, folks!

Struck on 17Aug:

Reduce Drug Interdiction & Counter-Drug Activities	\$.550	\$2.200			new
Increase peacetime base-support duties	\$.260	\$1.760			CB
End funding for Plutonium-238 production (ARPS)	\$.013	\$.052			SEB
Reduce "Low-Level"- Radioactive Waste programs	\$.009	\$.036			SEB
Recover past-due debt/losses in SS Trust Funds	\$.112				RB
HTF? Raise SMI Part B premiums for high-income (hi: \$2.80)	\$.600	\$2.400			CH
HTF? End payments for Medicare beneficiaries' bad debts	\$.300	\$2.050			CB
HTF? Increase safeguard for Medicare claims processing	\$1.100	\$5.720			HF92
HTF? Raise Medicare hospitalization deductible for high-income	\$.100	\$1.000			CS
HTF? Charge fee for SMI claims not billed electronically	\$.110	\$.440			BD
Convert Sec. 221(d)(3) and 236 prepayments into vouchers	\$.320	\$2.350			HF92
Substitute vouchers for new pub. housing (hi: \$1.50)	\$.021	\$.788			BD
Replace Sec. 202 construction with vouchers (hi: \$0.20)	\$.100	\$.800			HF93
Reform FHA mortgage insurance (hi: \$1.00)	\$.028	\$.112			CC
Improve FHA Title 1 debt collection (hi: \$0.35)	\$.020	\$.100			HF92
Eliminate Special Purpose grants	\$.268				CS
Extend 50% sharing by states of mineral receipts admin.	\$.040	\$.217			VC
Consolidate Bureau of Mines [research?]	\$.035	\$.140			TP
Eliminate duplicative Job Training Partnership Act authorizations	\$.015	\$.061	\$.016	\$.077	new
Eliminate Labor Management Standards audit/investigation (\$21/105) (NPR Savings team would service-fund all of this office)					new
Reform Pension Benefit Guaranty Corporation [over 5 years] Proposal calls for PBGC to increase company-sponsored contributions to the PBGC, freeze the guarantee for unfunded plans, amend bankruptcy laws to improve PBGC recoveries and adopt measures to show budgetary costs as they accrue	\$2.500			\$13.100	VC/WT
Modify Davis-Bacon Act (hi: \$0.377)	\$.190	\$2.500			CB2
Service-fund Aviation Regulation and Compliance (\$0.343; non-add)					new
Limit cargo preference to those US shippers with competitive rates	\$.600			\$3.000	BD
End separate Northeast Corridor funding (hi: \$0.210)	\$.042	\$.850			WT
*Expand use of prime vendors for the Veterans supply fund (saves 150 FTE in FY95; 1330 from FY95-99) [could be costed]					new
Improve management of health care contracts	\$.057	\$.245	\$.067	\$.312	new
Improve management of VA hospitals	\$.100	\$1.500			BD
Close or convert inefficient or under-used health facilities	\$.065	\$1.100			HWF

Lift sunset on recovering medical costs from 3rd parties	\$0.030	\$1.120			CS
Prohibit uneconomical health facility construction	\$0.024	\$0.095			CB
*Phase-out medical supply depots (costing includes DOD's)	\$0.141	\$0.477			?
CL? Convert wastewater treatment grants to loans (hi: \$0.20)	\$0.100	\$6.250			CII
Privately finance Superfund program (hi: \$0.460)	\$0.095	\$1.100			WT
Use independent auditors to monitor compliance - -	\$0.060	\$0.300			HF90
Do not extend the targeted jobs tax credits (JTTC)	\$0.016	\$0.048	\$0.016	\$0.064	new
Reduce/eliminate tax subsidies for mature energy industries				\$15.000	CTI
Eliminate expensing for extractive industries (nonfuel minerals)				\$0.300	TE
Reduce home mortgage interest deduction (Rudman)	\$1.100	\$4.400			RP
Rationalize harbor maintenance fees	\$0.010			\$0.230	CC
Improved pricing for commercial uses of public lands	\$0.346	\$1.384			CC
Increase agency use of private collection agencies	\$0.098	\$0.392			OMBI
Cut intelligence budgets				\$21.900	TP
Eliminate RRB field offices and have SSA manage benefits	\$0.008	\$0.032			WT
Eliminate funding for research projects now subsidized inappropriately	\$0.750				NW
Eliminate PL-480 Title I sales and Title III grants	\$0.500	\$3.000			CB
REA: Impose origination fee and fair interest (hi: \$3.0)	\$0.200	\$0.800			CSE2
Eliminate Conservation Reserve Program (hi: \$2.6)	\$1.600	\$6.400			HF93
Reduce new FMHA Sec. 502 lending (hi: \$5.0)	\$0.630	\$2.520			HF93
Cut breeder reactors using plutonium-fueled fission	\$0.200	\$1.200			SEC
Cut low-priority nuclear weapons production (hi: \$2.0)	\$0.600	\$3.000			IS
Reduce funding for fusion R&D	\$0.200	\$0.800			PI
Institute performance-based criteria for CIAP procurements [over 5 years]	\$0.300			\$2.000	HF92
Reduce irrigation subsidies (hi: \$0.830)	\$0.203	\$0.812			FE
Reduce by 1/3 funding for International Narcotics Control	\$0.050	\$0.200			new
Decrease US Coast Guard Reserve by 50% to 4,000	\$0.032	\$0.128			new
**Mandate conversion of check payments to electronic funds transfer	\$0.013	\$0.090	\$0.032	\$0.122	new
**Mandate electronic benefit transfer where cost effective	\$0.100	\$0.900	\$0.300	\$1.200	new
Fully load costs into the Savings Bond program	\$0.022	\$0.088			new
Reduce loans and loan guarantees (hi: \$0.39)	\$0.130	\$1.900			HF93
Replace Crop Insurance with disaster assistance (hi: \$0.89)	\$0.270	\$2.850			HWF
Extend PTO fee increase enacted by OBRA 1990	\$0.044	\$0.174			VC
Eliminate payments for independent R&D	\$1.590	\$14.700			WT
Reduce hospital services use by active-duty dependents	\$0.310	\$2.070			CB
Eliminate Impact Aid Parts A and B	\$0.630	\$2.520			PO2

Eliminate expensing of magazine circulation expenditures			\$.100	TE
End federal subsidy for cotton [over 5 years]	\$.350		\$4.220	BD2
Downsize the recruiting establishment	\$.090	\$1.250		CB
Reduce Medicare's payments for medical education	\$1.050	\$8.720		HF93
Target MBDA subsidies to exclude high-income	\$.009	\$.049		BD
Eliminate exclusion of misc. fringe employment benefits			\$25.900	TE
Eliminate forgiveness on capital gains involving inherited property			\$71.000	TE
Eliminate exclusion of rental allowances for ministers' homes			\$1.300	TE
End any net federal land acquisition	\$.343			HF93
Eliminate Weed & Seed program	\$.013	\$.052		new
Service-fund Manufactured Home Inspection & Monitoring	\$.007	\$.028		new
Raise base acreage ineligible for deficiency payments [over 5 years]	\$.370		\$3.900	CB
Adopt short, unaccompanied tours for Europe	\$.230	\$1.810		CB
Eliminate expensing of costs of raising dairy and breeding cattle			\$.600	TE

MEMORANDUM FOR THE VICE PRESIDENT

FROM: ELAINE KAMARCK

RE: IMPLEMENTATION OF THE NPR REPORT

DATE: 9/15/93

AG: Reimbursement - Making Pres's #1's
more than anything else
- more SC attention likely
- WSS poll: 37% to, HC 33%

Introduction. This memo will focus on major NPR implementation actions that you and the President can achieve between now and the end of 1993. Other, more detailed memos are being prepared which lay out implementation plans for every one of the hundreds of NPR recommendations. This memo concentrates on those things which we feel can get accomplished in the next few months and which should involve your time and attention.

1. Executive Orders. We need two executive orders passed asap even though they create new bodies -- the President's Management Council and the National Partnership Council. In the works are executive orders on ecosystem management, the creation of family friendly workplaces, franchising of internal services, alternative dispute resolution and electronic commerce. Ideally we can get all of these signed at once so that it doesn't look as if we are just creating more organizations.

Target Date for signing of next six executive orders -- September 27.

POTUS AND VPOTUS time required -- Signing ceremony.

2. Introduction of Buyout Legislation. We are under pressure to introduce this legislation from Democratic congressional members who fear being one upped by the Republicans. OMB is now adding a training portion and a section that gives them the authority to start the buyout period only when a downsizing plan has been approved.

Target date for introduction of legislation -- September 23.

VPOTUS time required to introduce it (preferably with congressional co-sponsors.)

3. Meeting of the Inspectors' General (PCIE) This will be the first post NPR meeting of this group, Phil Lader has designed it to be a chance for them to hear from outside experts like Paul Light and from NPR leaders like Stone and Osborne. It is designed to begin the culture change.

Date -- September 24.

VPOTUS attendance optional.

4. Circulation and POTUS sign off on first performance agreements. We need some time on the President's schedule for him to look at the performance agreements that have been generated so far (we are up to 6 and we may have more shortly.) He needs to make comments on them, as do the White House policy councils, before we can schedule a signing event.

Target date -- week of September 27. The President should have had time to look at these prior to the September 30 Cabinet meeting.

POTUS AND VPOTUS time required -- private meeting time only.

5. Cabinet Meeting. The meeting scheduled for September 30 should be devoted to NPR implementation. This is a very important meeting. At that time guidelines and process for achieving the downsizing goals, the reduction in internal regulations goals and the customer service goals should be explained. In addition the President and or the Vice President needs to explain that we are expecting everyone to sign performance agreements with the President and to talk about what those should and should not entail.

Date -- September 30.

POTUS AND VPOTUS time required.

6. Signing of Executive Order on Reg Review. In order to make this a major newsworthy event we should consider combining several actions on one day. The President should sign the executive order, we should release the NPR reg review accompanying report and we should augment the executive order with some other ideas Jack has.

Date -- September ²⁹ 30. (Before, after or during Cabinet meeting?)

POTUS AND VPOTUS time required.

7. October Spending Cuts Package. This is being worked out now by OMB using NPR identified cuts both published and unpublished.

Target Date -- October 4.

* → STATE, LOCAL GRANT CONSOLIDATION ?

POTUS AND VPOTUS participation in an event to introduce this.

8. Procurement Legislation. There are several pieces of procurement legislation in the works. The first is a 300 page, eight month joint effort by the Senate Government Operations Committee and the Senate Armed Services Committee. The second is the NPR draft legislation that tracks the report. The third has been drafted by the Pentagon under the direction of John Deutsch.

Sometime in the next two weeks we hope that these pieces will be integrated into one piece of government wide procurement legislation that the Administration and the Congress can support.

Target date for introduction of legislation -- October 7 (this is somewhat optimistic.)

POTUS AND VPOTUS time required -- White House event with relevant Democratic and Republican sponsors.

9. First Meeting of the President's Management Council. Two things should happen at the first meeting of the PMC. First, it is Phil Lader's feeling and I agree, that outside experts should be invited in to lead short discussions around three major topics -- downsizing, benchmarking and reengineering -- since these are the tools they will most need for their first set of tasks.

Second, this group should be charged with implementing the first three orders signed by the President. They should prepare a downsizing plan by December 1, they should establish a process in each agency to identify and eliminate unnecessary red tape and

regulations, they should establish (where appropriate) customer service standards.

Target Date -- October 8.

VPOTUS time required to attend the meeting.

10. First Meeting of the National Partnership Council. A formal laying on of hands of this group is critical to meeting our obligation for union participation in the process of civil service reform. The first meeting should be devoted to the areas of Title 5 that should be amended and how. We should include congressional representation.

Target date -- October 14.

VPOTUS time required to kick off the meeting.

11. President signs performance agreements with Cabinet Secretaries. This should be a formal, public event at which time Cabinet Secretaries get to articulate their goals. Agency reports should be released at this time to supplement the performance agreements.

Target date -- October 18.

NOTE: Customer service stbs are important benchmark we can meet

POTUS AND VPOTUS time required.

12. First Meeting of the Community Empowerment Board. This meeting should establish what departments will need in the area of waiver authority, what cities and what empowerment zones will be the first targets for bottom up grant consolidation.

Target date -- October 21

VPOTUS time required.

*Neighborhood based orgs: churches, private sector
- franchise across comm.
- go to Cleveland - Cleveland 2000
- workshops at summit at W-Home*

13. Introduction of legislation on financial management. OMB is preparing implementing legislation on three major pieces of the report -- direct salary deposits, audited financial statements, and credit and cash management.

Target Date -- October 25.

*- checklist of goals: environment,
- Pres + VP go to visit
- help some in 94, others in 95-96*

POTUS and VPOTUS time required.

14. National Conference of all the Reinvention Labs. The NPR and GSA are planning to sponsor a three day conference of all the reinvention labs we have identified around the country. It will be an occasion to tell some Clinton/Gore Administration success stories and to identify problems that stand in the way of change. Marla believes we should travel to one or more reinvention labs. This could be done in conjunction with the conference or at another time.

Dates -- October 25, 26 and 27.

VP time needed for some portion of those days.

15. Create a training program for the federal government beginning with POTUS and VPOTUS. The President, the Vice President and the Cabinet should begin the government wide training program with a program to establish awareness and understanding on their part.

Target date -- November 23.

POTUS AND VPOTUS time required.

16. Submission of downsizing reports from agency heads and Cabinet Secretaries. Some event should be designed around this submission. There should be both a public and a private part. Perhaps this becomes the date for another Cabinet meeting.

Date -- December 1 per the Executive Order.

POTUS and VPOTUS time required.

17. Introduction of Personnel Legislation to Congress. This will take some careful time and politics. Unlike procurement legislation there are no bills out there that contain goals similar to those in the NPR.

Target Date -- December 13.

POTUS and VPOTUS time required for submission.

18. Introduction of a bill giving the President Expedited Recission Authority. Given the extensive congressional politics that needs to go on around this action it is difficult to establish a target date.

Target Date -- ???

POTUS and VPOTUS time required.

SIGNIFICANT ACTIONS TO BE TAKEN BY CENTRAL CONTROL AGENCIES:

GSA -- Roger Johnson has sent out a notice to all regional offices and done a press release explaining the steps to be taken in the process of establishing a suspension of federal building. The next step will be announcement of the criteria and the projects affected.

OPM -- Jim King needs to begin the delegation of hiring authority that is within his capacity to depots and agencies. Also the sunsetting of the personnel manual should begin.

OMB -- Preparation for the '95 budget needs to include a streamlining of apportionments.

Sally Katzen and Jack Quinn have been discussing external reg review.

NPR Recommendations for Potential Inclusion in the October Rescission Package

NPR - Implementation
 14-Sep-93
 03:48 PM

Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
AGENCY FOR INTERNATIONAL DEVELOPMENT						
AID07 Consolidate or Close AID Overseas Missions AID should regionalize missions and staff services overseas and close nonessential missions. It should establish "graduation" criteria for countries receiving U.S. assistance.	0.0	0.0	0.0	0.0	0.0	0.0
DEPARTMENT OF AGRICULTURE						
USDA01 End the Wool and Mohair Subsidy (Mandatory) The subsidy is no longer needed since wool is no longer a strategic commodity.	0.0	0.0	0.0	-923.0	0.0	0.0
USDA02 Eliminate Federal Support for Honey (Mandatory) Eliminate the honey subsidy because the program does not serve the intended purpose of ensuring the availability of honeybees for crop pollination.	0.0	-7.0	0.0	-15.0	0.0	0.0
USDA03 Reorganize the Department of Agriculture to Better Accomplish Its Mission, Streamline Its Field Structure and Improve Service to Its Customers USDA should streamline its field operations to eliminate unnecessary offices, reduce costs and better serve farmers.	-36.5	-36.5	-1673.6	-1645.5	0.0	0.0
DEPARTMENT OF COMMERCE						
DOC03 Reform the Federal Export Control System for Commercial Goods To help ensure leading U.S. industries are competitive in the global marketplace, changes should be made in the export control system. (FTE Savings)	0.0	0.0	0.0	0.0	0.0	0.0
DOC06 Improve Marine Fisheries Management To help protect fishing resources and provide new income to the government, NOAA should collaborate with Congress and fishing industry representatives to establish appropriate user fees to help offset management costs for national fishery zones. (Authorization)	0.0	0.0	0.0	0.0	0.0	375.0
DOC12 Establish a Single Civilian Operational Environment Polar Satellite Program To reduce duplication and save taxpayers a billion dollars over the next decade, various current and proposed polar satellite programs should be consolidated under NOAA. Not primarily DOC savings. Most savings are for NASA and DOD. (Authorization)	0.0	0.0	-300.0	-254.0	0.0	0.0

NPR Recommendations for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-95		FY 1994		FY 1994-95	
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues	Change in Revenues	Change in Revenues
DEPARTMENT OF DEFENSE								
DOD05 Create Incentives for the Department of Defense to Generate Revenues	-25.0	-19.0	-500.0	-459.0	0.0	0.0	0.0	0.0
This recommendation proposes giving managers and commanders the ability to generate income at the installation level by allowing the Corps of Engineers to recover its costs for processing certain commercial applications and by establishing goals for solid waste reduction and recycling.								
DOD06 Maximize the Efficiency of DOD Health Care Operations	0.0	0.0	-350.0	-330.0	0.0	0.0	0.0	0.0
Use emerging technology to upgrade care at DOD health care facilities.								
DEPARTMENT OF EDUCATION								
ED02 Reduce the Number of Programs the Department of Education Administers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Eliminate or consolidate more than 40 existing education grant programs and free up funds for use in other educational programs.								
DEPARTMENT OF ENERGY								
DOE04 Increase Electrical Power Revenues and Study Rates (Mandatory)	0.0	0.0	0.0	0.0	90.0	90.0	2407.0	2407.0
NPR proposes increasing federal income by allowing the Power Marketing Administrations to recover a larger portion of their operating costs through rate increases or by changing the financing of Bonneville Power Administration.								
DOE08 Support the Sale of the Alaska Power Administration (Mandatory)	0.0	0.0	0.0	-20.2	0.0	0.0	-52.5	-52.5
The federal government should divest its interests in the Alaska Power Administration. This asset sale could not be scored for Pay-as-you-go purposes.								
ENVIRONMENTAL PROTECTION AGENCY								
EPA02 Streamline EPA's Permit Program	0.0	0.0	-22.5	-19.0	0.0	0.0	0.0	0.0
Streamlining efforts include establishing a permit clearinghouse to serve as a single point of contact and picking a cross-program permit tracking system.								
EPA11 Reorganize EPA's Office of Enforcement	0.0	0.0	-10.5	-10.3	0.0	0.0	0.0	0.0
EPA should initiate a reorganization of its headquarter's enforcement organization by October 1, 1993.								

NPR Recommendations for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
FEDERAL EMERGENCY MANAGEMENT AGENCY						
FEMA03 Create Results-Oriented Incentives to Reduce the Costs of a Disaster	0.0	0.0	0.0	0.0	0.0	0.0
The Midwest floods, Hurricanes Hugo and Andrew and the Loma Prieta Earthquake all illustrate the enormous costs of disaster to society. These recommendations will move toward reducing that cost.						
DEPARTMENT OF HEALTH AND HUMAN SERVICES						
HHS06 Improve Social Security Administration Disability Claims Processing to Better Serve People with Disabilities and Safeguard Trust Fund Assets (Mandatory)	0.0	0.0	0.0	-4010.0	0.0	0.0
SSA should apply resources and management tools needed to reduce backlogs and to avoid paying benefits to individuals who are no longer disabled. Savings could not be scored for Pay-as-you-go purposes.						
HHS08 Coordinate Collection and Dissemination of Social Security Administration Death Information to Protect Federal Program Assets	0.0	0.0	0.0	-156.0	0.0	0.0
SSA's clearinghouse for death information and "best practices" can be used by dozens of federal and state agencies to reduce federal program outlays.						
HHS09 Take More Aggressive Actions to Collect Outstanding Debts Owed to the Social Security Trust Fund (Mandatory)	0.0	0.0	0.0	-335.0	0.0	0.0
SSA should be given the authority to use a full range of debt collection tools available under the Debt Collection Act of 1982 to collect debts owed by individuals who are no longer on benefit rolls. Savings could not be scored for Pay-as-you-go purposes.						
HHS10 Institute and Collect User Fees on FDA's Inspection and Approval Processes	0.0	0.0	-1429.8	-1361.7	0.0	0.0
Food, drug and medical device manufacturers, processors, and suppliers should be required to pay for FDA services.						
HHS14 Amend the Health Care Financing Administration's Contracting Authority to Allow for Competitive Contracting (Discretionary)	-5.0	-5.0	-730.0	-730.0	0.0	0.0
Contracting (Mandatory)	0.0	0.0	0.0	-255.0	0.0	0.0
HCFA should be authorized to fully and openly compete Medicare claims processing contracts to reduce costs and eliminate the inefficiencies and conflicts of interest.						

NPR Recommendations for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-99		FY 1994 Change In Revenues	FY 1994-99 Change In Revenues
	Change In Budget Authority	Change In Outlays	Change In Budget Authority	Change In Outlays		
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT						
HUD02	Improve Multi-Family Asset Management and Disposition (Mandatory)					
	-812.0	-812.0	-812.0	-812.0	0.0	0.0
	HUD should use public-private partnerships to manage and sell HUD-held loans and real estate for non-subsidized housing projects. Congress should reduce restrictions on HUD sale of multi-family properties, including use of portable subsidies for tenants when the Secretary determines that to be best for tenant needs. (Authorization)					
HUD06	Streamline HUD Field Operations					
	0.0	0.0	-167.0	-154.4	0.0	0.0
	HUD should streamline its Washington, regional and field office structure and consolidate and reduce its size over time. (Appropriation)					
HUD07	Refinance Section 235 Mortgages (Mandatory)					
	0.0	0.0	-210.0	-45.0	0.0	0.0
	HUD should use incentive contracts to speed savings from refinancing expensive old mortgages subsidized by HUD. (Authorization)					
HUD08	Reduce Section 8 Contract Rent Payments					
	0.0	0.0	-225.0	-225.0	0.0	0.0
	HUD should modify its process to reduce unjustified increases in annual payments to Section 8 projects. (Authorization)					
HUD10	Reduce Operating Subsidies for Vacancies					
	0.0	0.0	-172.0	-147.0	0.0	0.0
	This recommendation would encourage public housing agencies to make better use of their assets by reducing subsidies paid for unjustifiably vacant units. (Authorization)					
INTELLIGENCE COMMUNITY						
INTEL06	Merge the President's Intelligence Oversight Board with the President's Foreign Intelligence Advisory Board					
	0.0	0.0	0.0	0.0	0.0	0.0
	The roles of these two oversight bodies are sufficiently similar that small savings and some efficiencies can be achieved by combining them.					
DEPARTMENT OF INTERIOR						
DOI02	Redefine Federal Oversight of Coal Mine Regulation					
	0.0	0.0	-28.0	-28.0	0.0	0.0
	To overcome organizational problems that inhibit an effective state-federal relationship, federal oversight of coal mine regulations should be redefined.					
DOI09	Improve Mineral Management Service Royalty Collections					
	0.0	0.0	0.0	0.0	0.0	28.0
	Better management of DOI's royalty collection program would increase revenues and improve efficiency.					
DOI10	Consolidate Administrative and Programmatic Functions in DOI					
	0.0	0.0	-17.5	-17.5	0.0	0.0
	To manage its bureaus effectively, DOI needs to reduce duplicative services. By consolidating administrative and programmatic functions, DOI can improve customer service, promote efficiency, and reduce costs.					

NPR Recommendations for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
DOJ13 Improve the Federal Helium Program The federal government needs to reexamine its role in the federal helium program. This program can be run more efficiently, reducing outlays by federal helium customers and increasing revenue. To obtain maximum benefit from helium operations, the government should cancel the helium debt, reduce costs, increase efficiencies in helium operations, and increase sales of crude helium as market conditions permit.	-2.0	-2.0	-12.0	-12.0	5.0	35.0
DEPARTMENT OF JUSTICE						
DOJ01 Improve the Coordination and Structure of Law Enforcement Designates AG as Director of Law Enforcement. Recommends merger of the DEA and BATF firearms and explosives programs into FBI. Savings are DOJ portion only. (Authorization)	0.0	0.0	-187.0	-168.0	0.0	0.0
DOJ02 Improve Border Management Federal border management should be significantly improved. NPR recommends a series of actions to be taken by Customs and INS to make these improvements. INS portion avoids \$10-\$15M in costs per year for FY 1995-99.	0.0	0.0	0.0	0.0	0.0	0.0
DOJ08 Reinvent INS Organization and Management Processes This recommendation would improve INS management structure by developing a comprehensive 5-year vision statement and strategic plan and by reinstating the regional administrative structure. Some headquarters' positions will be eliminated while others will be transferred to the regions. FY 1994 savings of about \$8M will be used for other Presidential INS priorities such as Border Patrol. (Administrative)	0.0	0.0	-40.0	-38.0	0.0	0.0
DOJ12 Streamline Background Investigations Recommends several changes in how background investigations are conducted. Most significant change is that agencies be given authority to contract out their background investigations rather than go through OPM. Proposals affect all Federal agencies and savings are Government-wide. These savings are not primarily associated with DOJ bureaus. (Authorization and Administrative)	-10.0	-10.0	-50.0	-50.0	0.0	0.0
DOJ13 Adjust Civil Monetary Penalties to the Inflation Index Civil monetary penalties have not been adjusted to keep up with inflation. Under this recommendation, a "catch-up" adjustment would be made and the need for additional inflation adjustments would be automatically reassessed every four years. (Authorization)	0.0	0.0	0.0	0.0	0.0	193.0
DOJ16 Develop Lower Cost Solutions to Federal Prison Space Problems This recommendation describes approaches to solving existing prison space problems. Entails changes to minimum mandatory sentences. (Authorization)	0.0	0.0	-210.0	-210.0	0.0	0.0

NPR Recommendations for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
DEPARTMENT OF LABOR						
DOL01 Enhance Reemployment Programs for Occupationally Disabled Federal Employees (Mandatory) These recommendations would help occupationally disabled federal employees return to productive careers by expanding DOL's return-to-work program. This saves money by reducing long-term benefit costs to the government.	0.0	0.3	0.0	-125.7	0.0	0.0
DOL12 Partially Fund Mine Safety and Health Enforcement Through Service Fees Charge for services to put the mining industry on a comparable footing with other industries which bear the costs of their regulation. This proposes to partially fund enforcement of mine safety regulations through service fees.	-24.9	-24.9	-44.4	-44.4	0.0	0.0
DOL20 Reduce Federal Employees' Compensation Act Fraud Congress needs to amend several sections of the United States Code to enable DOL to eliminate benefits to persons who have been convicted of defrauding the program.	-3.3	-3.3	-22.6	-22.6	0.0	0.0
DEPARTMENT OF STATE/U.S. INFORMATION AGENCY						
DOS05 Reduce Mission Operating Costs (DOS) (USIA) Several recommendations are made for reducing U.S. costs to operate missions overseas, including eliminating certain facilities, reducing security costs and considering altogether new forms of overseas representation.	-0.6 -6.0	-0.6 -5.0	-6.3 -51.5	-6.3 -49.9	0.0 0.0	0.0 0.0
DOS07 Relocates the Mexico City Regional Administrative Management Center NPR recommends moving this administrative support office to the U.S. to save money and recommends examining the need for similar offices now in Paris and Bangkok.	0.0	0.0	-0.1	-0.1	0.0	0.0
DOS08 Improve the Collection of Receivables The State Department should do a better job collecting debts, such as medical expenses and others, owed to the department.	-1.3	-1.3	-9.8	-9.8	0.0	0.0
DEPARTMENT OF TRANSPORTATION						
DOT17 Eliminate Funding for Highway Demonstration Projects (Obligation Limitations) Repeal funding for existing highway demonstration projects. These demonstration projects should compete at the state level for the limited highway resources available and not be singled out for special treatment at the federal level. Some include authorized and appropriated demonstration projects. Appropriated change more likely.	-3236.0	-67.0	-8835.0	-4310.0	0.0	0.0

NPR Recommendations for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
DOT18 Reduce Spending for the U.S. Merchant Marine Academy As an economy measure, federal funding for the U.S. Merchant Marine Academy should be cut by half. The Academy should be given the ability to charge tuition to cover a portion of its operations. (Authorization)	0.0	0.0	-45.5	-45.5	0.0	0.0
DOT19 Rescind Unobligated Earmarks for the FTA New Starts and Bus Program (Obligation Limitations) Rescind unobligated balances for fiscal year 1992 and prior earmarked funding under this FTA program that remain unobligated after three years (Appropriations)	-51.0	-1.1	-51.0	-47.0	0.0	0.0
DOT20 Reduce the Annual Essential Air Service Subsidies (Obligation Limitations) This recommendation would set new, more restrictive criteria for small airports to qualify for essential air service subsidies. (Appropriations)	-13.0	-8.0	-78.0	-73.0	0.0	0.0
DOT21 Terminate Grant Funding for Federal Aviation Administration Higher Education Programs To reduce costs, eliminate federal grant funding of two FAA post-secondary education programs.	-45.4	-9.1	-45.4	-42.1	0.0	0.0
DEPARTMENT OF TREASURY/RESOLUTION TRUST CORPORATION						
TRE02 Improve Border Management Federal border management should be significantly improved. NPR recommends a series of actions to be taken by Customs and INS to make these improvements. Issue corresponds to an identical issue in the Department of Justice. (Administrative)	0.0	0.0	-12.0	-11.8	0.0	0.0
TRE06 Establish Federal Firearms License User Fees to Cover Costs The current fee for a retail dealer's firearms license (authorized 1968) does not cover the cost of license processing and is low enough to encourage applications from individuals wishing to occasionally purchase firearms at reduced cost. Increased fees would recover the cost of operating the firearms program. (Authorization)	-13.0	-13.0	-146.0	-146.0	0.0	132.5
TRE-A Transfer Bureau of Alcohol, Tobacco and Firearms to FBI No savings in first year due to transition costs. Inclusion in October package would reduce FY95 costs. Benton is supporting proposal but ATF appropriators will probably fight. (Non-published NPR idea.) (Authorization)	0.0	0.0	-93.0	-89.0	0.0	0.0
TRE-B Reduce Customs Air Interdiction of Drugs Proposal would eliminate P-3 program that duplicated DOD efforts. Assumes half year savings in FY1994. (Non-published NPR idea.) (Appropriation)	-18.0	-15.0	-208.0	-205.0	0.0	0.0

NPR Recommendation for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
TRE-C Consolidate Financial Management Service Regional Centers Reduce number of centers from 7 to 4. Consolidation could not begin immediately. (Non-published NPR item.) (Administrative)	0.0	0.0	-34.0	-32.0	0.0	0.0
TRE-D Remove Exemptions for Customs Passenger Processing Fee NPR classified as increased receipts. Would require legislation to claim a discretionary savings. Assume half year savings in FY1994. (Non-published NPR item.) (Authorization)	-45.0	-45.0	-495.0	-495.0	0.0	0.0
DEPARTMENT OF VETERANS AFFAIRS						
DVA-03 Eliminate Legislative Budget Constraints to Promote Management Effectiveness						
VA is covered by a number of special legislative requirements, including employment "floors" for certain programs. Reducing or eliminating some of these controls can reduce costs and improve service without sacrificing accountability.	0.0	0.0	0.0	0.0	0.0	0.0
DVA-11 Phase-Out and Close Supply Deposits (Mandatory) VA should convert its existing centralized depot storage and distribution program to a commercial just-in-time delivery system and close unneeded supply depots.	0.0	-45.0	0.0	-168.0	0.0	0.0
REINVENTING HUMAN RESOURCE MANAGEMENT						
HRR-06 Clarify Define the Objective of Training as the Improvement of Individual and Organizational Performance. Make Training More Market Driven						
Remove restrictions on training to allow managers to focus on organizational mission and to take advantage of the available training marketplace.	0.0	0.0	0.0	0.0	0.0	0.0
HRR-14 Provide Incentives to Encourage Voluntary Separations Provide departments and agencies with the authority to offer separation pay. Decentralize the authority to approve early retirement. Authorize departments and agencies to fund job search activities and retraining of employees scheduled to be displaced. Limit annual leave accumulation to senior executives to 240 hours.	0.0	0.0	0.0	0.0	0.0	0.0
REINVENTING FEDERAL PROCUREMENT						
PRO-04 Establish New Simplified Acquisition Threshold and Procedures Exact legislation to simplify small purchases by raising the threshold for the use of simplified acquisition procedures from \$25,000 to \$100,000 and raise the various thresholds for the application of over a dozen other statutory requirements that simplify corporate the process. To ensure small business participation, establish a single electronic bulletin board capability to provide access to information on contracting opportunities.						
	0.0	0.0	0.0	0.0	0.0	0.0

NPR Recommendations for Potential Inclusion in the October Rescission Package

Recommendation	FY 1994		FY 1994-99		FY 1994	FY 1994-99
	Change in Budget Authority	Change in Outlays	Change in Budget Authority	Change in Outlays	Change in Revenues	Change in Revenues
PROC14 Expand Electronic Commerce for Federal Acquisition Establish a governmentwide program to use electronic commerce for federal procurements.	0.0	0.0	0.0	0.0	0.0	0.0
Total Discretionary Changes	-236.0	-189.7	-7358.5	-7164.9	5.0	823.5
Total Mandatory Changes (Obligation Limitations included in Total Mandatory BA Changes)	-4112.0 (3,300.0)	-939.8	-9986.0 (8,964.0)	-11138.9	90.0	2354.4
Total Changes	-4348.0	-1129.5	-17344.5	-18303.8	95.0	3177.9

1. HABEAS

2. BRADY

3. ASSAULT WEAPONS

4. MINIMUMS: Bipartisan agmt, but not in crime bill

5. COPS
- Blend mins into
- Drug treatment

- ① TIMING
- ② GUNS + COPS = Comm.
- ③ HABEAS

- Let Biden introduce

→ COMMUNICATIONS STRATEGY

- Comm. Policy event
- Drug Cart

→ Letter to Biden + Brooks (POPE call)

THE WHITE HOUSE
WASHINGTON

Bruce Reed

The attached meeting notice came too late to find you to attend meeting so I went. I need for you to be the DPC rep. on this group, and I'll notify Greg Simon of your designation. They will probably meet again Tues. (9/14). Here are papers given out, I'll talk some more about this on Tues. at staff meeting.

Thanks!

CHR

Gene
Rits
Brennan/got program



OFFICE OF THE VICE PRESIDENT
WASHINGTON

September 9, 1993

SEP - 9 1993

NPR -
Implementation

MEMORANDUM FOR MACK McLARTY

LEON PANETTA
PHIL LADER
BOB RUBIN
BO CUTTER
ROGER ALTMAN
HOWARD PASTER
ELAINE KAMARCK
JOHN KAMENSKY
JOHN PODESTA
✓ CAROL RASCO
LAURA TYSON

FROM: GREG SIMON

SUBJECT: NPR IMPLEMENTATION WORKING GROUP

The Vice President has asked me to assemble a working group to discuss issues associated with implementing the recommendations of the National Performance Review. **The first meeting will be Friday, September 10th at 2:00 pm in the Vice President's Ceremonial Office, OEOB Room 274.** Each of you is invited to attend or to designate a deputy who will remain primarily responsible for your participation in the group. Please notify Kristin Schneeman at x6222 if you will attend or send a designee.

At Friday's meeting the working group will address:

- OMB's review of items appropriate for action this October as well as items targeted for inclusion in the Administration's Fiscal Year 1995 budget.
- A list of Executive Orders proposed for immediate action.
- Purposes for which NPR dividends could be dedicated.

* = Probable inclusion in Oct. package.

FROM OLD TAPE TO RESULTS • CREATING A GOVERNMENT THAT WORKS BETTER & COSTS LESS

Recommendation	Fiscal Impact, 1994-99* (Millions of Dollars)	
	Change in Spending	Change in Revenues
AGENCY FOR INTERNATIONAL DEVELOPMENT		
AID01 Redefine and Focus AID's Mission and Priorities With the end of the Cold War, AID must rethink how it will operate. NPR recommends steps to plan for this new mission and proposes new authorizing legislation to define its post-Cold War mission and priorities.	cbe	cbe
AID02 Reduce Funding, Spending and Reporting Micromanagement Eliminate AID's outdated or unduly burdensome reporting requirements and reduce legislative earmarks to provide greater operating flexibility.	cbe	cbe
AID03 Overhaul the AID Personnel System Recommendations include changes in AID's personnel system to integrate its multiple systems and review benefits.	na	na
AID04 Manage AID Employees and Consultants as a Unified Work Force Lift some current personnel restrictions and give managers authority to manage staff resources more efficiently and effectively.	cbe	cbe
AID05 Establish an AID Innovation Capital Fund Create a capital investment fund to improve information and financial management systems and customer service.	na	na
AID06 Reengineer Management of AID Projects and Programs AID should use pilot programs and new approaches to emphasize flexibility, innovation, customer service and program results.	cbe	cbe
AID07 Consolidate or Close AID Overseas Missions AID should regionalize missions and staff services overseas and close nonessential missions. It should establish "graduation" criteria for countries receiving U.S. assistance.	cbe	cbe
DEPARTMENT OF AGRICULTURE		
* USDA01 End the Wool and Mohair Subsidy The subsidy is no longer needed since wool is no longer a strategic commodity.	-\$923.0	\$0.0
* USDA02 Eliminate Federal Support for Honey Eliminate the honey subsidy because the program does not serve the intended purpose of ensuring the availability of honeybees for crop pollination.	-15.0	0.0
* USDA03 Reorganize the Department of Agriculture to Better Accomplish Its Mission, Streamline Its Field Structure and Improve Service to Its Customers USDA should streamline its field operations to eliminate unnecessary offices, reduce costs and better serve farmers.	-1,673.6	0.0
USDA04 Implement a Consolidated Farm Management Plan The farm management plan proposed by Secretary Espy provides an opportunity to simplify regulations for farm management and is a good way to consolidate competing requirements into a single plan for each farm.	cbe	cbe
USDA05 Administer the Employment and Training Requirements for Food Stamp Recipients More Effectively and Efficiently Redirect funds from an ineffective training program for food stamp recipients and allow them to participate in programs with proven results.	-1,041.1**	0.0
USDA06 Encourage Better Food Package Management Practices and Facilitate Multi-State Contracts for Infant Food and Formula Cost Containment in the WIC Program The recommendation encourages increased competition among infant formula vendors and manufacturers of other items in the USDA's Special Supplemental Food Program for Women, Infants and Children (WIC). Savings accrue to program.	-500.0**	0.0

* Fiscal estimates were made for 1994 only where action could impact spending in that year. Most estimates cover 1995-99. Estimates shown are for cumulative budget authority changes. Negative numbers indicate reduced spending.

** The NPR recommends that these savings be redirected to alternative uses. Savings totals exclude these amounts.

*** Savings will be invested in the program to serve additional customers.

cbe = cannot be estimated (due to data limitations or uncertainties about implementation time lines).

na = not applicable—recommendation improves efficiency or redirects resources but does not directly reduce budget authority.

APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
USDA07 Deliver Food Stamp Benefits Via Electronic Benefits Transfer to Improve Service to Customers While Remaining Cost Effective Use electronic technology to distribute food stamp benefits, thereby improving service and reducing the need for current paper stamps.	cbe	cbe
DEPARTMENT OF COMMERCE		
DOC01 Reinvent Federal Economic and Regional Development Efforts Improve coordination of federal economic development efforts with the goals of eliminating duplication and better directing federal resources to improve business conditions.	na	na
DOC02 Provide Better Coordination to Refocus and Leverage Federal Export Promotion This recommendation is designed to improve federal services to U.S. businesses competing in the world export markets.	na	na
* DOC03 Reform the Federal Export Control System for Commercial Goods To help ensure leading U.S. industries are competitive in the global marketplace, changes should be made in the export control system.	na	na
DOC04 Strengthen the Tourism Policy Council Revitalize the Tourism Policy Council and give it greater authority to coordinate federal tourism promotion efforts.	na	na
DOC05 Create Public / Private Competition for the NOAA Fleet A pilot program is recommended to open the National Oceanic and Atmospheric Administration fleet to public and private competition to bolster the aging fleet.	cbe	cbe
* DOC06 Improve Marine Fisheries Management To help protect fishing resources and provide new income to the government, NOAA should collaborate with Congress and fishing industry representatives to establish appropriate user fees to help offset management costs for national fishery zones.	0.0	375.0
DOC07 Provide EDA Public Works Loan Guarantees for Infrastructure Assistance This recommendation would provide the Economic Development Administration with authority to use part of its funding as a reserve for loan guarantees for various public economic development projects.	na	na
DOC08 Establish a Manufacturing Technology Data Bank To help U.S. manufacturing firms increase their technical capabilities, Commerce should create a new database to provide technical information and contacts.	na	na
DOC09 Expand the Electronic Availability of Census Data To increase access to and use of census data, the Census Bureau should create a computerized census information center.	na	na
DOC10 Amend the Omnibus Trade and Competitiveness Act to Increase the Data Quality of the National Trade Data Bank This recommendation outlines improvements needed in the quality and quantity of data in this business-oriented data bank.	na	na
DOC11 Eliminate Legislative Barriers to the Exchange of Business Data Among Federal Statistical Agencies Eliminate legislative barriers to the exchange of business data among federal agencies (the Census Bureau, Bureau of Labor Statistics, and Bureau of Economic Analysis) to reduce the reporting burden on American business.	na	na
* DOC12 Establish a Single Civilian Operational Environmental Polar Satellite Program To reduce duplication and save taxpayers a billion dollars over the next decade, various current and proposed polar satellite programs should be consolidated under NOAA.	-300.0	0.0
DOC13 Use Sampling to Minimize Cost of the Decennial Census Use sampling rather than more costly methods of counting nonrespondents to next decennial census. (Savings will occur but are beyond the time frame of this analysis.)	cbe	cbe

cbe = cannot be estimated (due to data limitations or uncertainties about implementation time lines).

na = not applicable—recommendation improves efficiency or redirects resources but does not directly reduce budget authority.

FROM RED TAPE TO RESULTS • CREATING A GOVERNMENT THAT WORKS BETTER & COSTS LESS

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DOC14 Build a Business and Economic Information Node for the Information Highway To assist in the distribution of government information to private citizens, Commerce should build a business and economic information node to the "information highway."	cbe	cbe
DOC15 Increase Access to Capital for Minority Businesses Commerce and SBA should provide the President with recommendations to improve SBA and Minority Business Development Administration programs.	na	na
DEPARTMENT OF DEFENSE		
— The Bottom-Up Review This is a general summary of the Bottom-Up Review of DOD's force structure and requirements and its part in the National Performance Review effort. A total of \$79 billion in savings through 1997 are already incorporated into the President's 1994 budget. These savings are not included in the NPR analysis.	—	—
— Acquisition Reform The DOD acquisition system is large and extraordinarily complex. It needs to enable DOD to take advantage of the technological advances and efficient procurement practices of the commercial marketplace.	—	—
DOD01 Rewrite Policy Directives to Include Better Guidance and Fewer Procedures DOD should clarify policy directives and procedures to reduce administrative burden and unnecessary regulatory controls.	cbe	cbe
DOD02 Establish a Unified Budget for the Department of Defense Give commanders greater flexibility to set priorities, solve funding problems, and resolve unplanned requirements at the lowest appropriate operating level.	cbe	cbe
DOD03 Purchase Best Value Common Supplies and Services Allow managers and commanders to purchase the best value common supplies and services from public, private, or nonprofit sources.	cbe	cbe
DOD04 Outsource Non-core Department of Defense Functions By contracting out non-core functions (from towing services to certain information technology functions), DOD will be better able to focus on its core responsibilities.	cbe	cbe
DOD05 Create Incentives for the Department of Defense to Generate Revenues This recommendation proposes giving managers and commanders the ability to generate income at the installation level by allowing the Corps of Engineers to recover its costs for processing certain commercial applications and by establishing goals for solid waste reduction and recycling.	-500.0	60.0
DOD06 Establish and Promote a Productivity-Enhancing Capital Investment Fund DOD should be authorized to expand its capital investment fund manage its operations in a more business-like manner.	-110.3	0.0
DOD07 Create a Healthy and Safe Environment for Department of Defense Activities To create a safe environment, DOD must take action in the areas of clean-up of hazardous wastes, use of environmental technology, and pollution prevention.	na	na
DOD08 Establish a Defense Quality Workplace This is an internal department recommendation to encourage the use of quality management concepts at all levels of DOD.	cbe	cbe
DOD09 Maximize the Efficiency of DOD Health Care Operations Use emerging technology to upgrade care at DOD health care facilities.	350.0	0.0
DOD10 Give Department of Defense Installation Commanders More Authority and Responsibility Over Installation Management By giving DOD installation commanders more authority over installation management, DOD will be better able to manage its resources, provide services to its employees and move toward more entrepreneurial management.	cbe	cbe

cbe = cannot be estimated (due to data limitations or uncertainties about implementation time lines).

na = not applicable—recommendation improves efficiency or redirects resources but does not directly reduce budget authority.

APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DOD11 Reduce National Guard and Reserve Costs This recommendation makes two changes in the current costs for reservists: (1) to limit compensation of federal employees on reserve duty to the greater of civilian or reserve compensation or to allow the reservist to take annual leave; and (2) to limit the basic allowance for quarters only to reservists who actually bring their dependents on short-term duty assignments when quarters are not provided to dependents.	-900.0	0.0
DOD12 Streamline and Reorganize the U.S. Army Corps of Engineers NPR recommends implementing a 1992 reorganization proposal that would reduce the number of division offices from 11 to six and would allow the Corps to work with OMB and other agencies to make maximum use of Corps' engineering and technical capabilities.	-68.0	0.0
DEPARTMENT OF EDUCATION		
ED01 Redesign Chapter 1 of Elementary and Secondary Education Act Recommendations focus education funds on the neediest students and simplify requirements on schools receiving federal education aid. Existing funds are redirected.	-\$3,000.0*	\$0.0
ED02 Reduce the Number of Programs the Department of Education Administers Eliminate or consolidate more than 40 existing education grant programs and free up funds for use in other educational programs.	-515.0*	0.0
ED03 Consolidate the Eisenhower Math and Science Education Program with Chapter 2 NPR proposes combining this teacher training program, which is largely consumed with short-term training, with other ED programs to create a new program with a more coherent national focus on teacher training and professional development.	na	na
ED04 Consolidate National Security Education Act Programs The NSEA trust fund, administered by the Department of Defense, should be consolidated with the Center for International Education in ED to strengthen foreign language study and eliminate duplication of effort.	na	na
ED05 Streamline and Improve the Department of Education's Grants Process Statutory restrictions on the department's rulemaking process should be removed, flexibility added to certain procedures, and unnecessary requirements eliminated to shorten the grant award process.	cbe	cbe
ED06 Provide Incentives for the Department of Education's Debt Collection Service This recommendation would allow ED to use a portion of revenues collected from defaulted student loans to pay for collection costs, thereby providing an incentive for increased collections.	na	na
ED07 Simplify and Strengthen Institutional Eligibility and Certification for Participation in Federal Student Aid NPR recommends developing ways of measuring default indicators, creating profiles of high-risk institutions, and removing eligibility of institutions to participate in federal financial aid programs once the schools have become ineligible to receive federal student loan funds.	-175.0	0.0
ED08 Create a Single Point of Contact for Program and Grant Information ED should create an electronic system that can be used by students, parents, researchers and administrators to learn about department programs, funding opportunities, best practices and other information.	1.8	0.0
ED09 Improve Employee Development Opportunities in Department of Education ED should create a full spectrum of activities which can contribute to career development, including conducting a departmentwide assessment of training and development needs.	na	na

* The NPR recommends that these savings be redirected to alternative uses. Savings totals exclude these amounts.

cbe = cannot be estimated (due to data limitations or uncertainties about implementation time lines).

na = not applicable—recommendation improves efficiency or redirects resources but does not directly reduce budget authority.

FROM RED TAPE TO RESULTS • CREATING A GOVERNMENT THAT WORKS BETTER & COSTS LESS

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
ED10 Eliminate the Grantback Statutory Provision of the General Education Provisions Act NPR recommends repealing this provision which permits the department to return to a grantee a percentage of funds recovered from the grantee as a result of an audit.	0.0*	0.0
ED11 Build a Professional, Mission-Driven Structure for Research NPR recommends establishing a research advisory board, consolidating and targeting research and development efforts, and establishing an office to translate research findings into education reform assistance.	na	na
ED12 Develop a Strategy for Technical Assistance and Information Dissemination ED should develop a strategy for its \$290 million technical assistance efforts designed to promote the National Goals 2000 themes.	na	na
DEPARTMENT OF ENERGY		
DOE01 Improve Environmental Contract Management NPR proposes improvements in DOE environmental clean-up contracts to achieve efficiency.	cbe	cbe
DOE02 Incorporate Land Use Planning in Cleanup NPR recommends that DOE incorporate land use planning into the nuclear facilities clean-up process.	cbe	cbe
DOE03 Make Field Facility Contracts Outcome-Oriented This recommendation would modify the current DOE contract process at field facilities to make the contracts more outcome-oriented to improve efficiency and contractor performance.	-570.0	0.0
DOE04 Increase Electrical Power Revenues and Study Rates NPR proposes increasing federal income by allowing the Power Marketing Administrations to recover a larger portion of their operating costs through rate increases or by changing the financing of Bonneville Power Administration.	0.0	3,601.0
DOE05 Strengthen the Federal Energy Management Program NPR recommends a number of improvements to this program, designed to better management of federal energy use.	na	na
DOE06 Redirect Energy Laboratories to Post-Cold War Priorities This recommendation provides guidance for use of the DOE energy labs, focusing on defining new missions, consolidating or eliminating unneeded facilities, and making their services of greater benefit in the post-Cold War era.	-2,150.0	0.0
DOE07 Save Costs Through Private Power Cogeneration This would allow the private sector to cogenerate power at DOE labs as a means of saving money. DOD has similar authority at this time.	-112.0	0.0
DOE08 Support the Sale of the Alaska Power Administration The federal government should divest its interests in the Alaska Power Administration.	-20.5	-52.5
ENVIRONMENTAL PROTECTION AGENCY		
EPA01 Improve Environmental Protection Through Increased Flexibility for Local Government EPA should amend the regulations it determines are most troublesome for local governments pursuant to the Regulatory Flexibility Act of 1980. The goal is to provide alternative, flexible approaches to meeting environmental mandates.	na	na
EPA02 Streamline EPA's Permit Program Streamlining efforts include establishing a permit clearinghouse to serve as a single point of contact and piloting a cross-program permit tracking system.	-22.5	0.0

*This recommendation saves an estimated \$18.5 million in expenditures but makes no change in budget authority.

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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
EPA03 Shift EPA's Emphasis Toward Pollution Prevention and Away from Pollution Control EPA needs to emphasize pollution prevention by implementing an effective pollution prevention strategy that includes amending regulations and motivating the private sector to invest in cleaner, less polluting technologies and practices.	cbe	cbe
EPA04 Promote the Use of Economic and Market-Based Approaches to Reduce Water Pollution EPA should work with Congress to propose language amending the Clean Water Act to explicitly encourage market-based approaches to reduce water pollution. EPA should also identify wastewater discharge fees that could be included in the Clean Water Act reauthorization.	cbe	cbe
EPA05 Increase Private Sector Partnerships to Accelerate Development of Innovative Technologies NPR recommends that EPA develop an action plan with specific milestones for improving the regulatory and statutory climate for innovative technologies.	na	na
EPA06 Stop the Export of Banned Pesticides EPA should work with Congress to develop legislation to stop the exportation of banned pesticides from the U.S. by June 1994.	na	na
EPA07 Establish Measurable Goals, Performance Standards and Strategic Planning within EPA EPA should draft measurable environmental goals for the range of environmental problems the U.S. faces. The agency should also draft internal goals to provide direction for assessing and redirecting existing EPA strategies.	na	na
EPA08 Reform EPA's Contract Management Process NPR recommends reforms in EPA's contract management process by implementing performance standards and by maximizing competition in the contracting process.	cbe	cbe
EPA09 Establish a Blueprint for Environmental Justice Through EPA's Operations EPA should develop a blueprint of actions that will incorporate environmental justice consideration into all aspects of EPA operations.	na	na
EPA10 Promote Quality Science for Quality Decisions Improvements include establishing guidelines for professional development of EPA's scientific and technical staff and expanding the use of peer-review and quality assurance procedures.	na	na
EPA11 Reorganize EPA's Office of Enforcement EPA should initiate a reorganization of its headquarter's enforcement organization by October 1, 1993.	-10.5	0.0

EXECUTIVE OFFICE OF THE PRESIDENT

NOTE: White House Office and Office of the Vice President The White House Office and the Office of the Vice President are regularly "reinvented" with each change of administration. This analysis focuses on the other portions of the Executive Office of the President.	—	—
EOP01 Delegate Routine Paperwork Review to the Agencies and Redeploy OMB Resources More Effectively These recommendations outline improvements to streamline the government's paperwork review process and reduce unnecessary burdens on agencies.	cbe	cbe
EOP02 Modify the OMB Circular System OMB should reinvigorate the process for the review, updating, and consolidation of management circulars. It should also develop uniform processes for developing circulars and for obtaining input during their development.	na	na
EOP03 Strengthen the Office of U.S. Trade Representative's Coordination with State and Local Governments The Trade Representative's Office should examine the trade policy needs of state and local governments and work with them on relevant issues.	0.5	0.0

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Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
EOP04 Improve Federal Advisory Committee Management Discontinuing the "anti pass the hat" language annually inserted into appropriations acts would allow appropriate pooling of executive resources for certain multi-agency projects.	-1.4	0.0
EOP05 Reinvent OMB's Management Mission NPR recommends a series of actions by OMB to redirect resources to provide better management information for Presidential decision making.	0.1	0.0
EOP06 Improve OMB's Relationship with Other Agencies This recommendation outlines methods by which OMB can work more effectively with agencies and with states.	na	na
EOP07 Strengthen the Office of the U.S. Trade Representative's Trade Policy Coordination Process These recommendations outline ways to improve the interagency trade policy coordination process.	na	na
EOP08 Strengthen the Office of the U.S. Trade Representative's Negotiation Process The Office of the USTR should implement various techniques for upgrading the negotiating skills of its employees and the analysis of the negotiation process itself.	cbe	cbe
EOP09 Establish a Customer Service Bureau in the EOP Using available resources, EOP management should establish a small, one-stop customer service bureau within the EOP.	na	na
EOP10 Conduct Qualitative Self-Reviews of Critical Administrative Processes The Assistant to the President for Management and Administration should establish a formal program of ongoing, internal quality reviews of administrative processes in the EOP to save money and improve service.	cbe	cbe
EOP11 Improve the Presidential Transition Process Past difficulties with the Presidential transition should be corrected by amendment of the Presidential Transition Act and related actions.	cbe	cbe
EOP12 Improve Administrative Processes This recommendation outlines a series of steps to improve internal administrative processes within the EOP, including mail processing, paperwork flow, and supply management.	na	na
FEDERAL EMERGENCY MANAGEMENT AGENCY		
FEMA01 Shift Emphasis to Preparing for and Responding to the Consequences of All Disasters FEMA's early focus was on preparedness for nuclear war. The current world situation and recent natural disasters highlight the need for FEMA to continue to shift its resources to respond to all hazards.	na	na
FEMA02 Develop a More Anticipatory and Customer-Driven Response to Catastrophic Disasters These recommendations should make FEMA respond faster and more effectively to catastrophic disasters.	na	na
* FEMA03 Create Results-Oriented Incentives to Reduce the Costs of a Disaster The Midwest floods, Hurricanes Hugo and Andrew and the Loma Prieta Earthquake all illustrate the enormous costs of disaster to society. These recommendations will move toward reducing that cost.	cbe	cbe
FEMA04 Develop A Skilled Management Team Among Political Appointees and Career Staff Leadership has been the weak link in FEMA's mission as the federal government's emergency management coordinator. These recommendations strive to improve FEMA leadership to successfully implement its new, all-hazards mission.	na	na

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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DEPARTMENT OF HEALTH AND HUMAN SERVICES		
NOTE: Treatment of Health Care and Welfare Reform Issues by the NPR Two primary concerns of the Department of Health and Human Services are the delivery of health and welfare services to individuals. Since the Administration has special, ongoing efforts dealing with these areas, they are not covered by the National Performance Review.	—	—
HHS01 Promote Effective, Integrated Service Delivery for Customers by Increasing Collaborative Efforts These recommendations outline a number of steps needed to better integrate and deliver social services to communities and families.	cbe	cbe
HHS02 Reengineer the HHS Process for Issuing Regulations HHS should improve the timeliness and quality of regulations issued and should involve stakeholders in the development of regulations.	cbe	cbe
HHS03 Develop a National, Uniform Inspection System to Ensure a Safe Food Supply Responsibility for food safety should be consolidated into a single agency, and policies and inspection systems should be implemented on an objective, scientific basis.	cbe	cbe
HHS04 Reconfigure Support for Health Professions Education Existing programs should be consolidated and/or eliminated.	na	na
HHS05 Restructure the Management of Railroad Industry Benefit Programs Railroad Retirement Board functions should be integrated into existing programs administered by federal, state, and private sector service providers.	cbe	cbe
* HHS06 Improve Social Security Administration Disability Claims Processing to Better Serve People with Disabilities and Safeguard Trust Fund Assets SSA should apply resources and management tools needed to reduce backlogs and to avoid paying benefits to individuals who are no longer disabled.	-4,010.0*	0.0
HHS07 Protect Social Security, Disability and Medicare Trust Fund Assets by Removing Barriers to Funding Productive Oversight Activities HHS should aggressively pursue options to assure that adequate investments are made to avoid unnecessary payments from trust funds.	na	na
* HHS08 Coordinate Collection and Dissemination of Social Security Administration Death Information to Protect Federal Program Assets SSA's clearinghouse for death information and "best practices" can be used by dozens of federal and state agencies to reduce federal program outlays.	cbe	cbe
* HHS09 Take More Aggressive Actions to Collect Outstanding Debts Owed to the Social Security Trust Fund SSA should be given the authority to use a full range of debt collection tools available under the Debt Collection Act of 1962 to collect debts owed by individuals who are no longer on benefit rolls.	-335.0*	0.0
* HHS10 Institute and Collect User Fees on FDA's Inspection and Approval Processes Food, drug and medical device manufacturers, processors and suppliers should be required to pay for FDA services.	-1,439.8	0.0
HHS11 Redesign SSA Service Delivery and Make Better Use of Technology to Provide Improved Access and Services to Customers SSA's organizational structure needs to be updated to reflect changing customer needs and to take full advantage of emerging technologies.	na	na
HHS12 Strengthen Departmentwide Management The department should conduct a review of its organizational structure and management systems to determine an appropriate balance between centralized and decentralized functions.	na	na
HHS13 Review the Field and Regional Office Structure of the HHS and Develop a Plan for Shifting Resources to Match Workload Demands The review should emphasize customer service, results and increased accountability.	cbe	cbe

*Savings will be realized in the Social Security Trust Funds and will not affect discretionary spending levels.
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Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
* HHS14 Amend the Health Care Financing Administration's Contracting Authority to Allow for Competitive Contracting HCFA should be authorized to fully and openly compete Medicare claims processing contracts to reduce costs and eliminate inefficiencies and conflicts of interest.	-985.0	0.0
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT		
HUD01 Reinvent Public Housing HUD should create pilot programs to devolve greater authority over housing funds to sound local agencies. It should create demonstrations of mixed-income public housing with portable subsidies. HUD should also streamline public housing rules and take other steps to improve public housing management.	cbe	cbe
* HUD02 Improve Multi-Family Asset Management and Disposition HUD should use public-private partnerships to manage and sell HUD-held loans and real estate for non-subsidized housing projects. Congress should reduce restrictions on HUD sale of multi-family properties, including use of portable subsidies for tenants when the Secretary determines that to be best for tenant needs.	na	na
HUD03 Improve Single-Family Asset Management and Disposition HUD should use a combination of early assistance to borrowers having financial difficulties, contract loan servicing, contract mortgage assistance programs and public-private partnerships to streamline and improve management of HUD-assigned single-family mortgages.	na	na
HUD04 Create an Assisted-Housing/Rent Subsidy Demonstration Project HUD should be authorized to experiment in negotiated restructuring of privately owned assisted-housing projects to improve management, promote mixed-income housing and save taxpayer funds.	na	na
HUD05 Establish a New Housing Production Program HUD should stimulate housing production through FHA risk-sharing arrangements with housing finance agencies, stimulate a secondary market for multi-family properties, improve access to FHA insurance for first-time home buyers, provide special FHA programs to revitalize neighborhoods and improve FHA management.	na	na
* HUD06 Streamline HUD Field Operations HUD should streamline its Washington, regional and field office structure and consolidate and reduce its size over time.	-167.0	0.0
HUD07 Refinance Section 235 Mortgages HUD should use incentive contracts to speed savings from refinancing expensive old mortgages subsidized by HUD.	-210.0	0.0
* HUD08 Reduce Section 8 Contract Rent Payments HUD should modify its process to reduce unjustified increases in annual payments to Section 8 projects.	-225.0	0.0
* HUD09 Consolidate Section 8 Certificates and Vouchers This recommendation would consolidate two overlapping projects to eliminate duplication.	cbe	cbe
* HUD10 Reduce Operating Subsidies for Vacancies This recommendation would encourage public housing agencies to make better use of their assets by reducing subsidies paid for unjustifiably vacant units.	cbe	cbe
INTELLIGENCE COMMUNITY		
INTEL01 Enhance Intelligence Community Integration The end of the Cold War and the constrained fiscal environment in the U.S. create an imperative for the 13 components of the Intelligence Community to act more effectively and more efficiently as a team.		

*The Intelligence Community budget is classified. Savings from these recommendations cannot be shown in this report.
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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
INTEL02 Enhance Community Responsiveness to Customers A 40-year emphasis on the Soviet Union allowed the Intelligence Community to develop a repertoire which was not dependent on a close relationship with its customers. That is no longer the case today, and NPR makes recommendations for improvements in this area.	*	*
INTEL03 Reassess Information Collection to Meet New Analytical Challenges The analytical issues the Intelligence Community faces are far more diverse and complex today, requiring new focus and new techniques to meet the intelligence needs of policymakers.	*	*
INTEL04 Integrate Intelligence Community Information Management Systems The Intelligence Community lacks the connectivity and interoperability in its information systems to do its job efficiently and effectively.	*	*
INTEL05 Develop Integrated Personnel and Training Systems This recommendation focuses on organizational development and training issues within the Intelligence Community.	*	*
INTEL06 Merge the President's Intelligence Oversight Board with the President's Foreign Intelligence Advisory Board The roles of these two oversight bodies are sufficiently similar that small savings and some efficiencies can be achieved by combining them.	*	*
INTEL07 Improve Support to Ground Troops During Combat Operations Numerous studies of intelligence support during the Gulf War focused on agency or service-specific support issues. This issue outlines a reinvention lab effort which proposes an integrated approach to studying support to ground forces during combat operations.	*	*
DEPARTMENT OF THE INTERIOR		
DOI01 Establish a Hard Rock Mine Reclamation Fund to Restore the Environment To address health and safety threats and environmental damage caused by toxic metal and chemical leaching from abandoned mines, the federal government should establish a hard-rock mine reclamation fund.	cbe	cbe
DOI02 Redefine Federal Oversight of Coal Mine Regulation To overcome organizational problems that inhibit an effective state-federal relationship, federal oversight of coal mine regulations should be redefined.	-28.0	0.0
DOI03 Establish a National Spatial Data Infrastructure By supporting a cross-agency coordinating effort, the federal government can develop a coherent vision for the national spatial data infrastructure (NSDI). (Spatial, or geographic, data refers to information that can be placed on a map.) This will allow greatly improved information analysis in a wide range of areas, including the analysis of environmental information and the monitoring of endangered animals and sensitive land areas.	36.0	0.0
DOI04 Promote Entrepreneurial Management of the National Park Service** The Park Service should be allowed to raise additional revenues from appropriate sources and to use a portion of the money for investment in park infrastructure. This proposal would increase selected park entry fees and would increase fees on park concessionaires.	332.0	993.0
DOI05 Obtain a Fair Return for Federal Resources The federal government should institute reforms to guarantee a fair return for federal resources such as livestock grazing and hard-rock mining. Some of the programs regulating the commercial sale and use of natural resources on federal lands operate at a loss to the taxpayers and fail to provide incentives for good stewardship practices. The administration should also develop a new fee schedule for communications sites on DOI and Department of Agriculture lands.	132.4	549.7

*The Intelligence Community budget is classified. Savings from these recommendations cannot be shown in this report.

**NPR recommends redirecting half of increased park income to investment in park infrastructure.

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Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DOI06 Rationalize Federal Land Ownership DOI needs to reinvent the way it manages and acquires federal lands. Due to historical patterns of settlement and development of this country, adjoining federal lands often fall under the jurisdiction of several federal agencies. To the degree possible, this should be corrected based on the principle of ecosystem management.	na	na
DOI07 Improve the Land Acquisition Policies of the DOI The Secretaries of Interior and Agriculture and the Director of OMB should modify the process for determining land acquisition priorities and procedures. The new system should reflect major objectives of federal land acquisition, including outdoor recreation resources, resource protection, and resource and cultural heritage protection.	na	na
* DOI08 Improve Mineral Management Service Royalty Collections Better management of DOI's royalty collection program would increase revenues and improve efficiency.	0.0	28.0
DOI09 Establish a System of Personnel Exchanges in DOI A change in management philosophy is needed to address bureaucratic barriers at DOI. This recommendation outlines various approaches to this problem.	na	na
* DOI10 Consolidate Administrative and Programmatic Functions in DOI To manage its bureaus effectively, DOI needs to reduce duplicative services. By consolidating administrative and programmatic functions, DOI can improve customer service, promote efficiency, and reduce costs.	-17.5	0.0
DOI11 Streamline Management Support Systems in DOI To create a quality management culture, the department should streamline its management support systems, including telecommunications, procurement, financial management, and paperwork control.	cbe	cbe
DOI12 Create a New Mission for the Bureau of Reclamation The Bureau of Reclamation needs to redefine its mission toward new environmental priorities and clarify its role in water management. The original mission to develop water resources and provide for economic development of the West—is almost complete.	-184.1	0.0
* DOI13 Improve the Federal Helium Program The federal government needs to reexamine its role in the federal helium program. The program can be run more efficiently, reducing outlays by federal helium customers and increasing revenue. To obtain maximum benefit from helium operations, the government should cancel the helium debt, reduce costs, increase efficiencies in helium operations, and increase sales of crude helium as market conditions permit.	-12.0	35.0
DOI14 Enhance Environmental Management by Remediating Hazardous Material Sites The time is right to integrate skills across bureau boundaries in the remediation of DOI's hazardous materials sites. The high cost of remediation requires DOI to make maximum use of existing resources.	18.7	0.0
DEPARTMENT OF JUSTICE		
DOJ01 Improve the Coordination and Structure of Federal Law Enforcement Agencies* NPR recommends the designation of the Attorney General as the Director of Law Enforcement to coordinate federal law enforcement efforts. It also recommends changes in the alignment of federal law enforcement responsibilities.	-\$187.0	\$0.0
* DOJ02 Improve Border Management* Federal border management should be significantly improved. NPR recommends a series of actions to be taken by Customs and INS to make these improvements.	cbe	cbe
DOJ03 Redirect and Better Coordinate Resources Dedicated to Interdiction of Drugs* This recommendation outlines changes that can be made to better coordinate federal programs directed at the air interdiction of drugs.	na	na

* Issue corresponds to an identical issue in the Department of Treasury report; fiscal impact is for Justice only.

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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
* DOJ04 Improve Department of Justice Debt Collection Efforts This recommendation would make improvements in the Justice debt collection effort, including giving the department the ability to retain a small percentage of debts collected and allowing Justice to credit its working capital fund with a percentage of debt collections to be used for the creation of a centralized debt tracking and information system.	cbe	cbe
DOJ05 Improve the Bureau of Prisons Education, Job Training, and Financial Responsibilities Programs NPR makes a series of recommendations for improving prison education, training, and inmate financial responsibility policies.	0.0	13.5
DOJ06 Improve the Management of Federal Assets Targeted for Disposition* Improvements are needed in the methods by which the federal government disposes of various assets.	cbe	cbe
DOJ07 Reduce the Duplication of Drug Intelligence Systems and Improve Computer Security* NPR recommends several changes to eliminate duplication in the federal drug intelligence system.	cbe	cbe
DOJ08 Reinvent the Immigration and Naturalization Service's Organization and Management -48.0 NPR recommends a number of changes in INS organization and management processes to provide an improved management structure and a strategic vision for the agency.		0.0
DOJ09 Make the Department of Justice Operate More Effectively as the U.S. Government Law Firm Justice should undertake several improvements in the way it manages its litigation functions to improve service to its customers and better manage its case load.	na	na
DOJ10 Improve White Collar Fraud Civil Enforcement Civil fraud recovery should be established as a priority and the department should take steps to improve its white collar fraud enforcement.	14.0	111.0
DOJ11 Reduce the Duplication of Law Enforcement Training Facilities Overlap and duplication in the provision of federal law enforcement training facilities should be examined. Multi-agency training needs should be accommodated through existing facilities in lieu of the construction of new facilities by individual agencies.	cbe	cbe
DOJ12 Streamline Background Investigations for Federal Employees The current method of completing background examinations on federal employees is time-consuming and inefficient. This recommendation outlines improvements to streamline the process without sacrificing thoroughness.	-60.0	0.0
* DOJ13 Adjust Civil Monetary Penalties to the Inflation Index Civil monetary penalties have not been adjusted to keep up with inflation. Under this recommendation, a "catch-up" adjustment would be made and the need for additional inflation adjustments would be automatically reassessed every four years.	0.0	193.0
DOJ14 Improve Federal Courthouse Security This recommendation is intended to address concerns of the U.S. Marshals Service concerning security at federal courthouses.	24.0	0.0
DOJ15 Improve the Professionalism of the U.S. Marshals Service U.S. Marshals should be selected based on merit by the Director of the U.S. Marshal Service and reduce some positions.	-36.0	0.0
* DOJ16 Develop Lower Cost Solutions to Federal Prison Space Problems This recommendation describes approaches to solving existing prison space problems.	cbe	cbe
DEPARTMENT OF LABOR		
* DOL01 Enhance Reemployment Programs for Occupationally Disabled Federal Employees These recommendations would help occupationally disabled federal employees return to productive careers by expanding DOL's return-to-work program. This saves money by reducing long-term benefit costs to the government.	-\$125.7	\$0.0

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FROM RED TAPE TO RESULTS • CREATING A GOVERNMENT THAT WORKS BETTER & COSTS LESS

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DOL02 Develop a Single Comprehensive Worker Adjustment Strategy Improve services to the unemployed—and those at risk of dislocation—and make better use of resources available for assistance by developing a new worker adjustment strategy.	na	na
DOL03 Expand Negotiated Rulemaking and Improve Up-front Teamwork on Regulations DOL should provide administrative guidance more quickly and cheaply through negotiated rulemaking and a streamlined team approach to the rules development process.	cbe	cbe
DOL04 Expand the Use of Alternative Dispute Resolution by the Department of Labor The increased use of alternative dispute resolution could reduce litigation and produce significant long-term savings.	cbe	cbe
DOL05 Automate the Processing of ERISA Annual Financial Reports (Forms 5500) to Cut Costs-49.7 and Delays in Obtaining Employee Benefit Plan Data Automating the filing and processing of annual financial reports required of pension and benefit plan administrators (ERISA Forms 5500) would reduce costs and delays.		0.0
DOL06 Amend the ERISA Requirement for Summary Plan Descriptions The filing of summary plan descriptions by employee benefit plan administrators with DOL is intended to make the plans more readily available for participants and beneficiaries. Since requests for copies are received on only about one percent, the cost to maintain the system and the administrative burden on employers far outweighs the public benefit.	-0.6	0.0
DOL07 Redirect the Mine Safety and Health Administration's Role in Mine Equipment Regulation Shifting the Mine Safety and Health Administration's regulatory role from one of in-house testing to one of on-site quality assurance would provide increased economic benefits to the mining industry and would allow DOL to redirect resources.	na	na
DOL08 Create One-Stop Centers for Career Management Establishing one-stop centers for career management would create a customer-driven work force system, empowering Americans to make informed career choices and providing the means to achieve those goals.	cbe	cbe
DOL09 Create a Boundary-Spanning Work Force Development Council Because the greatest barriers to creating an integrated work force development system are the categorical nature of federal funds and structural fragmentation of various federal programs, this issue proposes to coordinate work force development efforts by convening a multi-agency Work Force Development Council and implementing "bottom-up grant consolidation" for states and localities.	na	na
DOL10 Refocus the Responsibility for Ensuring Workplace Safety and Health This recommendation proposes to shift responsibility for workplace safety and health to employers by issuing regulations requiring self-inspections and implementing a sliding scale of incentives and penalties to ensure safety standards are met.	cbe	cbe
DOL11 Open the Civilian Conservation Centers to Private and Public Competition A long-term reduction in costs is possible through expanded competition for contracts to operate Job Corps Civilian Conservation Centers.	cbe	cbe
* DOL12 Partially Fund Mine Safety and Health Enforcement Through Service Fees Charge for services to put the mining industry on a comparable footing with other industries which bear the cost of their regulation. This proposes to partially fund enforcement of mine safety regulations through service fees.	-44.4	0.0
DOL13 Integrate Enforcement Activities within the Department of Labor Introduce greater coordination and flexibility in the DOL enforcement agencies to project a consistent message to customers and integrate approaches to common issues.	cbe	cbe
DOL14 Apply Information Technology to Expedite Wage Determinations for Federal Contracts Developing an electronic data interchange/data mapping system which is integrated into the Service Contract Act process should eliminate delays both in the delivery of wage determinations and in procurement when caused by determination delays.	0.1	0.0

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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DOL15 Provide Research and Development Authority for the DOL's Mine Safety and Health Program Granting the Mine Safety and Health Administration authority to procure services and goods directly would improve the mine safety program by expediting the acquisition process for new and improved technology.	na	na
DOL16 Increase Assistance to States in Collecting Delinquent Unemployment Insurance Trust Fund Contributions This recommendation outlines ways of improving state collections of delinquent unemployment insurance contributions.	na	na
DOL17 Revise and Update the Consumer Price Index The consumer price index has important consequences for both public and private decisions. This important measure should be updated to reflect recent inflation trends.	56.0	0.0
DOL18 Improve the Delivery of Legal Services by the Office of the Solicitor in the Department of Labor The delivery of legal services by the Office of the Solicitor can be improved by using cooperative agreements, coordinated budgeting and better use of resources.	na	na
DOL19 Transfer the Veterans' Employment and Training Service to the Employment and Training Administration The DOL can improve service delivery to veterans and save money by consolidating administration of this function.	-66.0	0.0
DOL20 Reduce Federal Employees' Compensation Act Fraud Congress needs to amend several sections of the United States Code to enable DOL to eliminate benefits to persons who have been convicted of defrauding the program.	-22.6	0.0
DOL21 Change the Focus of the Unemployment Insurance Benefits Quality Control Program to Improve Performance Re-examining the present mix of systems to shift the focus of this program from error measurement to a constructive use of the results would allow DOL to improve benefit payment quality and more effectively achieve the program's goals.	na	na
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION		
NASA01 Improve NASA Contracting Practices This recommendation outlines several steps NASA can take to improve its contracting procedures, including greater use of performance standards, contracting out for data instead of hardware whenever appropriate, and using cooperative research agreements to more quickly exploit high performance computing techniques.	cbe	cbe
NASA02 Increase NASA Technology Transfer Efforts and Eliminate Barriers to Technology Development NASA should expand its technology transfer efforts and promote the development of new technologies.	na	na
NASA03 Increase NASA Coordination of Programs with the U.S. Civil Aviation Industry NASA should develop a closer relationship with the U.S. civil aviation industry to ensure industry input is received early and throughout the technology development process.	na	na
NASA04 Strengthen and Restructure NASA Management NASA program management should be aggressively overhauled. This recommendation outlines a number of steps the agency should take, both in overall management and in the management of the space station program.	-1,982.0	0.0
NASA05 Clarify the Objectives of the Mission to Planet Earth Program This recommendation suggests a number of steps needed to improve the management and performance of the Mission to Planet Earth program.	na	na

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FROM RED TAPE TO RESULTS • CREATING A GOVERNMENT THAT WORKS BETTER & COSTS LESS

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
NATIONAL SCIENCE FOUNDATION/OFFICE OF SCIENCE AND TECHNOLOGY POLICY		
NSF01 Strengthen Coordination of Science Policy NPR recommends modifying the current structure of the Federal Coordinating Council for Science, Engineering, and Technology (FCCSET) to strengthen its role in science policy.	na	na
NSF02 Use a Federal Demonstration Project to Increase Research Productivity NPR recommends using a demonstration project structured between several universities and five federal agencies as a model for a program to reduce administrative overhead on research grants.	na	na
NSF03 Continue Automation of NSF Research Support Functions NSF should push forward with efforts to implement advanced information technology in the proposal submission, review, award, and information dissemination areas.	na	na
SMALL BUSINESS ADMINISTRATION		
SBA01 Allow Judicial Review of the Regulatory Flexibility Act Allow access to the courts when federal agencies develop rules that fail to properly examine alternatives that will lessen the burden on small businesses.	cbe	cbe
SBA02 Improve Assistance to Minority Small Businesses This proposal recommends a complete review of all federal minority business assistance programs and the establishment of a Small Disadvantaged Business Set-Aside program for civilian agencies to provide increased opportunities for minority small business.	na	na
SBA03 Reinvent the U.S. Small Business Administration's Credit Programs Identify ways to improve SBA's credit programs to make SBA more responsive to those industries with the potential for creating a higher number of jobs, those involved in international trade, and those providing critical technologies. It will also enable the agency to operate more efficiently.	na	na
SBA04 Examine Federal Guidelines for Small Business Lending Requirements The federal government should examine the guidelines bank regulators set for small business lending by financial institutions to ensure that capital is available without undue barriers while maintaining the integrity of the financial institutions.	na	na
SBA05 Manage the Microloan Program to Increase Loans for Small Business Allowing SBA to guarantee loans made by banks to nonprofit intermediaries, who could, in turn, make small loans to low-income individuals, women, minorities and other small businesses unable to obtain credit through traditional lending sources would increase private sector participation and lessen administrative burdens linked to direct government lending.	na	na
SBA06 Establish User Fees for Small Business Development Center Services Authorize Small Business Development Centers to charge a nominal fee for their services to reduce federal outlays and require the direct beneficiaries of the assistance to pay a share of the cost.	0.0	102.0
SBA07 Distribute SBA Staff Based on Workload and Administrative Efficiency Reallocating staff based on administrative efficiency and objective workload measures to allow the SBA to better serve its customers by shifting resources from its central and regional offices into its district offices.	na	na
SBA08 Improve Federal Data on Small Businesses The quality of information made available to shape federal legislative and regulatory actions affecting small and large businesses will be increased if federal household and employer surveys include a "size of firm" question.	na	na

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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DEPARTMENT OF STATE/U.S. INFORMATION AGENCY		
DOS01 Expand the Authority of Chiefs of Mission Overseas This recommendation proposes a pilot program to expand the management authority of Chiefs of Mission overseas in the allocation of fiscal and staffing resources.	cbe	cbe
DOS02 Integrate the Foreign Affairs Resource Management Process NPR recommends specific reforms of the interagency foreign policy resource management process to improve coordination. The recommendation also covers specific improvements within the Department of State.	na	na
DOS03 Improve State Department Efforts to Promote U.S. Business Overseas International trade is an important responsibility of U.S. missions overseas in the post-Cold War world. This recommendation outlines several improvements that can be made in State Department efforts in this area.	cbe	cbe
DOS04 Provide Leadership in the Department's Information Management The Department of State should make significant changes in the way it manages information technology policy. Several improvements are recommended.	cbe	cbe
DOS05 Reduce Mission Operating Costs Several recommendations are made for reducing U.S. costs to operate missions overseas, including eliminating certain facilities, reducing security costs and considering altogether new forms of overseas representation.	-57.8	0.0
DOS06 Consolidate U.S. Nonmilitary International Broadcasting This recommendation supports the Administration's decision to consolidate U.S. international broadcasting under USIA and outlines ways of extending the benefits of this change.	na	na
DOS07 Relocate the Mexico City Regional Administrative Management Center NPR recommends moving this administrative support office to the U.S. to save money and recommends examining the need for similar offices now in Paris and Bangkok.	-0.1	0.0
DOS08 Improve the Collection of Receivables The State Department should do a better job collecting debts, such as medical expenses and others, owed to the department.	-9.8	0.0
DOS09 Change UN Administrative and Assessment Procedures This recommendation outlines several changes in the U.S.'s fiscal relationship with the United Nations, including recommending an oversight office for the organization and tax law changes to reduce costs to the federal government.	-36.2	0.0
DEPARTMENT OF TRANSPORTATION		
DOT01 Measure Transportation Safety NPR recommends the development of common, government-wide measures of transportation safety.	na	na
DOT02 Streamline the Enforcement Process NPR recommends pilot programs in the U.S. Coast Guard, the Federal Aviation Administration, and the Federal Highway Administration, designed to offer greater flexibility in enforcement methods.	cbe	cbe
DOT03 Use a Consensus-Building Approach to Expedite Transportation and Environmental Decisionmaking DOT should conduct two demonstration projects to apply a problem-solving approach to transportation planning, development and decisionmaking as a means of reducing costs and improving the efficiency of agency decisionmaking.	na	na
DOT04 Establish a Corporation to Provide Air Traffic Control Services NPR recommends development of a detailed action plan and statutory language for changes in air traffic control management to make it more business-like.	0.0	0.0

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FROM RED TAPE TO RESULTS * CREATING A GOVERNMENT THAT WORKS BETTER & COSTS LESS

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
DOT05 Permit States to Use Federal Aid as a Capital Reserve This recommendation would allow federal transportation grant recipients to use grant funds capital reserve to back debt financing to construct eligible transportation projects.	na	na
DOT06 Encourage Innovations in Automotive Safety NPR recommends allowing the National Highway Traffic Safety Administration to grant more exemptions from highway safety standards to develop new safety systems.	na	na
DOT07 Examine User Fees for International Over-Flights DOT should conduct a cost allocation study to determine whether foreign air carriers passing over U.S. air space are paying their fair share and whether direct user fees should be imposed.	0.0	9.0
DOT08 Increase FAA Fees for Inspection of Foreign Repair Facilities To ensure full cost recovery, increase the fees charged for certification and surveillance of foreign aircraft repair stations.	0.0	8.0
DOT09 Contract for Level I Air Traffic Control Towers NPR recommends converting 99 Level I (low-use) air control towers to contract operation and reviewing the remaining Level I towers for possible decommissioning.	-3.1	0.0
DOT10 Establish an Aeronautical Telecommunications Network to Develop a Public-Private Consortium FAA should pursue the creation of a public-private consortium under a cooperative agreement with industry to develop an Aeronautical Telecommunications Network.	na	na
DOT11 Improve Intermodal Transportation Policy Coordination and Management DOT should institute a strategic planning process to promulgate national, integrated transportation policies.	na	na
DOT12 Develop an Integrated National Transportation Research and Development Plan DOT should examine the nation's transportation-related research and development portfolio and develop an integrated national transportation plan that considers specific transportation research needs as well as intermodal transportation plans.	na	na
DOT13 Create and Evaluate Telecommuting Programs DOT should implement a telecommuting plan within the agency and should evaluate transportation-related behavior and other topics requiring research in this area.	na	na
DOT14 Improve DOT Information Technology Management The department should develop an information management strategy which will enable the sharing of data among its component agencies and reduce costs.	-224.5	0.0
DOT15 Provide Reemployment Rights for Merchant Mariners Guarantee reemployment rights to U.S. seafarers at their private sector jobs if called to serve during a war or national emergency.	na	na
DOT16 Establish an Independent Commission to Review U.S. Maritime Industry NPR recommends a detailed examination of the future of the maritime industry in the U.S. and the benefits derived by the taxpayers from maritime industry subsidies and related issues.	na	na
✱ DOT17 Eliminate Funding for Highway Demonstration Projects Rescind funding for existing highway demonstration projects. These demonstration projects should compete at the state level for the limited highway resources available and not be singled out for special treatment at the federal level.	-7,853.0	0.0
✱ DOT18 Reduce Spending for the U.S. Merchant Marine Academy As an economy measure, federal funding for the U.S. Merchant Marine Academy should be cut by half. The Academy should be given the ability to charge tuition to cover a portion of its operations.	-45.16	0.0
✱ DOT19 Rescind Unobligated Earmarks for the FTA New Starts and Bus Program Rescind unobligated balances for fiscal year 1992 and prior earmarked funding under this FTA program that remain unobligated after three years.	-131.5	0.0

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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
* DOT20 Reduce the Annual Essential Air Service Subsidies This recommendation would set new, more restrictive criteria for small airports to qualify for essential air service subsidies.	-65.0	0.0
* DOT21 Terminate Grant Funding for Federal Aviation Administration Higher Education Programs To reduce costs, eliminate federal grant funding of two FAA post-secondary education programs.	-45.4	0.0
DOT22 Assign Office of Motor Carriers (OMC) Field Staff to Improve Program Effectiveness and Reduce Costs OMC should develop a resource allocation model so that regional managers will be able to optimize geographic assignment of staff, schedule carrier reviews in an efficient manner, and eliminate unnecessary travel requirements.	cbe	cbe
DOT23 Automate Administrative Requirements for Federal Aid Highway Projects NPR recommends improvements in the flow of information on Federal Aid Highway projects that will reduce paperwork and reduce staff time in completing certain forms and other current requirements.	na	na
DEPARTMENT OF TREASURY/RESOLUTION TRUST CORPORATION		
TRE01 Improve the Coordination and Structure of Federal Law Enforcement Agencies* NPR recommends the designation of the Attorney General as the Director of Law Enforcement to coordinate federal law enforcement efforts. It also recommends changes in the alignment of federal law enforcement responsibilities.	\$-92.9	\$0.0
* TRE02 Improve Border Management* Federal border management should be significantly improved. NPR recommends a series of actions to be taken by Customs and INS to make these improvements.	cbe	cbe
TRE03 Redirect and Better Coordinate Resources Dedicated to the Interdiction of Drugs* This recommendation outlines changes that can be made to better coordinate federal programs directed at the air interdiction of drugs.	-186.6	0.0
TRE04 Foster Federal-State Cooperative Initiatives by the IRS Cooperative relationships between the IRS and state tax administrations, including joint filing of data, should improve taxpayer service as well as collection activity while reducing costs.	cbe	cbe
* TRE05 Simplify Employer Wage Reporting The administrative burden caused by our current employer wage-reporting requirements could be reduced while maintaining or improving the effectiveness of government operations by developing and implementing a simplified wage reporting system.	cbe	cbe
* TRE06 Establish Federal Firearms License User Fees to Cover Costs The current fee for a retail dealer's firearms license (authorized in 1968) does not cover the cost of license processing and is low enough to encourage applications from individuals wishing to occasionally purchase firearms at reduced cost. Increased fees would recover the cost of operating the firearms program.	0.0	132.5
TRE07 Improve the Management of Federal Assets Targeted for Disposition* Improvements are needed in the methods by which the federal government disposes of various assets.	cbe	cbe
TRE08 Reduce the Duplication of Drug Intelligence Systems and Improve Computer Security* NPR recommends several changes to eliminate duplication in the federal drug intelligence system.	na	na
TRE09 Modernize the IRS The IRS Tax System Modernization (TSM) initiative, currently in its initial stages, would ease taxpayer burdens due to manual return processing and inaccessible information, and enable IRS to provide a level of service comparable to private sector financial institutions.	cbe	cbe

* Issue corresponds to an identical issue in the Department of Justice report; fiscal impact is for Treasury only.

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FROM RED TAPE TO RESULTS • CREATING A GOVERNMENT THAT WORKS BETTER & COSTS LESS

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change in Spending	Change in Receipts
TRE10 Modernize the U.S. Customs Service NPR recommends a number of changes in Customs' organization and management processes to provide an improved management structure and strategic vision.	0.0	450.0
TRE11 Ensure the Efficient Merger of Resolution Trust Corporation into the FDIC The merger of the RTC and the FDIC should ensure the transfer of RTC expertise not currently held by the FDIC in order to provide the most efficient administration of these asset-disposition functions.	na	na
TRE12 Reduce the Duplication of Law Enforcement Training Facilities* Overlap and duplication in the provision of federal law enforcement training facilities should be examined. Multi-agency training needs should be accommodated through existing facilities in lieu of the construction of new facilities by individual agencies.	cbe	cbe
TRE13 Streamline Background Investigations for Federal Employees* The current method of completing background examinations of federal employees is time-consuming and inefficient. This recommendation outlines improvements to streamline the process without sacrificing thoroughness.	cbe	cbe
TRE14 Adjust Civil Monetary Penalties to the Inflation Index* Civil monetary penalties have not been adjusted to keep up with inflation. Under this recommendation, a "catch-up" adjustment would be made and the need for additional inflation adjustments would be automatically reassessed by the government every four years.	0.0	126.0
TRE15 Increase IRS Collections Through Better Compliance Efforts NPR supports the current efforts of the IRS under Compliance 2000 to improve voluntary compliance and other efforts to collect taxes already owed to the federal government.	cbe	cbe
TRE16 Improve Agency Compliance with Employment Tax Reporting Requirements Many federal agencies do not fully comply with federal tax reporting requirements. Responsibilities for compliance should be more fully communicated and enforced.	cbe	cbe
TRE17 Authorize Federal Tax Payment by Credit Card Legislation should be enacted to allow certain taxpayers to make tax payments with a credit card.	cbe	cbe
TRE18 Modernize the Financial Management Systems NPR recommends several changes to improve financial management with Treasury, including consolidation of some operations, the improved use of technology, and other actions.	-41.1	0.0
TRE19 Repeal Section 5010 of the Internal Revenue Code to Eliminate Tax Credits for Wine and Flavors The wine and flavors tax credit should be repealed.	0.0	500.0
TRE20 Amend or Repeal Section 5121 of the Internal Revenue Code Requiring Special Occupational Taxes on Retail Alcohol Dealers This recommendation would increase federal income from alcohol dealers.	0.0	45.0

DEPARTMENT OF VETERANS AFFAIRS

DVA01 Develop the Master Veteran Record and Modernize the Department's Information Infrastructure Creation of a master veteran record for all VA programs and the improvements in the department's information technology will improve services to veterans and their families.	na	na
DVA02 Modernize Benefits Claims Processing Modernization of the VA benefits claims processing system will improve the quality of service and save taxpayer dollars over time.	na	na

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APPENDIX A

Recommendation	Fiscal Impact, 1994-99 (Millions of Dollars)	
	Change In Spending	Change In Receipts
DVA03 Eliminate Legislative Budget Constraints to Promote Management Effectiveness VA is covered by a number of special legislative requirements, including employment "floors" for certain programs. Reducing or eliminating some of these controls can reduce costs and improve service without sacrificing accountability.	cbe	cbe
DVA04 Streamline Benefits Claims Processing VA should examine the usefulness of a New York Regional Office approach to benefits claims processing that promises to streamline the process. It should also examine regional staffing.	1.8	0.0
DVA05 Consolidate Department of Defense and Department of Veterans Affairs Compensation and Retired Pay Programs DOD and VA should create a task force to jointly examine their disability compensation adjudication and disbursement processes.	cbe	cbe
DVA06 Enhance VA Cost Recovery Capabilities Revise VA policy to use a portion of cost recovery funds to defray debt collection costs and expand recoveries to save money.	0.0	486.5
DVA07 Establish a Working Capital Fund This recommendation would allow creation of a working capital fund using existing resources in the department to be used for certain selected needs.	na	na
DVA08 Decentralize Decisionmaking Authority to Promote Management Effectiveness NPR recommends that VA headquarters and field management work together to improve agency decisionmaking, including the delegation of some decisionmaking to field activity directors.	na	na
DVA09 Establish a Comprehensive Resource Allocation Program VA should design and develop a comprehensive, departmentwide, performance and needs-based resource allocation program to replace current approaches.	na	na
DVA10 Serve Veterans and Their Families as Customers This recommendation outlines several approaches for VA to improve its focus on veterans and their families as customers.	na	na
DVA11 Phase-Out and Close Supply Depots VA should convert its existing centralized depot storage and distribution program to a commercial just-in-time delivery system and close unneeded supply depots.	-168.0	0.0
DVA12 Improve Business Practices through Electronic Commerce VA should expand its use of electronic media to reduce paperwork and save money. It should seek to make greater use of electronic funds transfer of compensation and pension benefits.	-124.1	0.0
DVA13 Eliminate "Sunset" Dates in the Omnibus Budget Reconciliation Act of 1990 To achieve cost savings, extend certain cost savings measures that are due to expire in 1996.	-704.8	490.0
DVA14 Raise the Fees for Veterans Affairs' Guaranteed Home Loans As a cost savings measure, loan fees on veterans loans should be raised above the levels set in the Omnibus Budget Reconciliation Act of 1994.	-811.4	0.0
DVA15 Restructure the Veterans Affairs' Health Care System VA should reexamine its role and delivery structure after the issuance of the report of the President's National Health Care Reform Task Force and take actions to restructure the VA health care system.	0.0	0.0
DVA16 Recover Administrative Costs of Veterans' Insurance Program from Premiums and Dividends VA should be permitted to recover certain insurance program costs from insurance trust fund surpluses.	0.0	0.0
Grand Total	\$29,448.6	\$8,256.0

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Recommendations

CREATING QUALITY LEADERSHIP AND MANAGEMENT

- QUAL01 PROVIDE IMPROVED LEADERSHIP AND MANAGEMENT OF THE EXECUTIVE BRANCH**
The President should define a vision for the management of the government in the 21st century. To act on this vision, he should direct department and agency heads to designate chief operating officers and he should establish a President's Management Council, comprised of the chief operating officers, to oversee the implementation of NPR's recommendations.
- QUAL02 IMPROVE GOVERNMENT PERFORMANCE THROUGH STRATEGIC AND QUALITY MANAGEMENT**
Encourage all department and agency heads to lead and manage in accordance with the criteria in the Presidential Award for Quality. To begin this culture change, all executive branch employees—starting with the President and Cabinet—should attend appropriate educational sessions on strategic and quality management.
- QUAL03 STRENGTHEN THE CORPS OF SENIOR LEADERS**
Develop guidance to be used to determine the qualifications needed for selected senior political appointee positions, and provide adequate orientations for individuals upon their appointment.
- QUAL04 IMPROVE LEGISLATIVE-EXECUTIVE BRANCH RELATIONSHIP**
Improve communications between the executive branch, members of Congress, and congressional staff on key issues during and after program and policy development and implementation. Develop an agreed-upon approach for dealing with management failures, crises, and chronic program difficulties.

STREAMLINING MANAGEMENT CONTROL

- SMC01 IMPLEMENT A SYSTEMS DESIGN APPROACH TO MANAGEMENT CONTROL**
Redesign the existing collection of management control mechanisms for the executive branch, using a systems design approach, in order to create a well managed and cost-effective system.
- SMC02 STREAMLINE THE INTERNAL CONTROLS PROGRAM TO MAKE IT AN EFFICIENT AND EFFECTIVE MANAGEMENT TOOL**
Rescind the current set of Internal Control Guidelines and replace them with a broader handbook on management controls.
- SMC03 CHANGE THE FOCUS OF THE INSPECTORS GENERAL**
Change the focus of Inspectors General from compliance auditing to evaluating management control systems. In addition, recast the IGs method of operation to be more collaborative and less adversarial.
- SMC04 INCREASE THE EFFECTIVENESS OF OFFICES OF GENERAL COUNSEL**
Define clearly the clients of agency General Counsel offices as agency line managers. Train staff attorneys to understand the cultural changes they will need to undertake to operate in an environment where program results are important. Develop performance measures and "feedback loops" to ensure close cooperation with line managers.
- SMC05 IMPROVE THE EFFECTIVENESS OF THE GENERAL ACCOUNTING OFFICE THROUGH INCREASED CUSTOMER FEEDBACK**
Improve GAO's documentation of best practices and the use of feedback loops on its performance.
- SMC06 REDUCE THE BURDEN OF CONGRESSIONALLY MANDATED REPORTS**
Eliminate at least 50 percent of all congressionally mandated reports. Review new reporting requirements for management impact, and include a sunset provision.
- SMC07 REDUCE INTERNAL REGULATIONS BY MORE THAN 50 PERCENT**
Direct department secretaries and agency heads to reduce by at least 50 percent the number of internal regulations, and the number of pages of regulations, within 3 years.
- SMC08 EXPAND THE USE OF WAIVERS TO ENCOURAGE INNOVATION**
Establish a process for obtaining waivers from federal regulations and identifying those regulations for which this process should apply.

TRANSFORMING ORGANIZATIONAL STRUCTURES

- ORG01 REDUCE THE COSTS AND NUMBERS OF POSITIONS ASSOCIATED WITH MANAGEMENT CONTROL STRUCTURES BY HALF**
Cut management control positions over the next 5 years. Reinvest some of the savings in benchmarking, training, and investments in new technology. In addition to separation incentives (see HRM14), provide outplacement services to affected staff.
- ORG02 USE MULTI-YEAR PERFORMANCE AGREEMENTS BETWEEN THE PRESIDENT AND AGENCY HEADS TO GUIDE DOWNSIZING STRATEGIES**
Performance agreements with agency heads (see BGT01) should be used to identify progress toward agreed upon downsizing goals—not central management agency controls such as across-the-board cuts or ceilings on employment. In exchange, agencies will be supported with increased management flexibilities.
- ORG03 ESTABLISH A LIST OF SPECIFIC FIELD OFFICES TO BE CLOSED**
Within 18 months, the President's Management Council should submit a list to Congress of civilian field offices that should be closed.

Recommendations

- ORG04 THE PRESIDENT SHOULD REQUEST AUTHORITY TO REORGANIZE AGENCIES**
Congress should restore to the President the authority to restructure the executive branch.
- ORG05 SPONSOR THREE OR MORE CROSS-DEPARTMENTAL INITIATIVES ADDRESSING COMMON ISSUES OR CUSTOMERS**
The President's Management Council should identify and sponsor three or more cross-departmental initiatives in areas such as illegal immigration, debt collection, and the problems of the homeless.
- ORG06 IDENTIFY AND CHANGE LEGISLATIVE BARRIERS TO CROSS-ORGANIZATIONAL COOPERATION**
As cross-organizational collaborations become an integral part of government operations, barriers to ready collaboration and funding should be removed.

IMPROVING CUSTOMER SERVICES

- ICS01 CREATE CUSTOMER-DRIVEN PROGRAMS IN ALL DEPARTMENTS AND AGENCIES THAT PROVIDE SERVICES DIRECTLY TO THE PUBLIC**
Establish an overall policy for quality of federal services delivered to the public and initiate customer service programs in all agencies that provide services directly to the public.
- ICS02 CUSTOMER SERVICE PERFORMANCE STANDARDS—INTERNAL REVENUE SERVICE**
As part of its participation in the NPR, the Internal Revenue Service is publishing customer service performance standards. To speed the delivery of taxpayer refunds, the Secretary of the Treasury should delegate disbursing authority to IRS in 1993 and future tax seasons.
- ICS03 CUSTOMER SERVICE PERFORMANCE STANDARDS—SOCIAL SECURITY ADMINISTRATION**
As part of its participation in the NPR, the Social Security Administration is publishing customer service performance standards. SSA will also obtain customer opinions on all the goals and objectives of their strategic plan, using that input to revise the goals and objectives as needed, set priorities, and establish interim objectives.
- ICS04 CUSTOMER SERVICE PERFORMANCE STANDARDS—POSTAL SERVICE**
As part of its participation in the NPR, the U.S. Postal Service will expand its plans to display customer service standards in Post Office retail lobbies.
- ICS05 STREAMLINE WAYS TO COLLECT CUSTOMER SATISFACTION AND OTHER INFORMATION FROM THE PUBLIC**
For voluntary information collection requests directed at customers, OMB will delegate authority to approve such requests if departments certify that they will fully comply with Paperwork Reduction Act requirements. OMB will also clarify rules on the use of focus groups and streamline renewals of previously approved survey requests.

MISSION-DRIVEN, RESULTS-ORIENTED BUDGETING

- BGT01 DEVELOP PERFORMANCE AGREEMENTS WITH SENIOR POLITICAL LEADERSHIP THAT REFLECT ORGANIZATIONAL AND POLICY GOALS**
The President should develop performance agreements with agency heads, starting with the top two dozen. Agency heads should also use performance agreements within their agency to forge an effective team committed to achieving organizational goals and objectives.
- BGT02 EFFECTIVELY IMPLEMENT THE GOVERNMENT PERFORMANCE AND RESULTS ACT OF 1993**
Accelerate planning and measurement efforts to improve performance in every federal program and agency. Designate as pilots under the act several multi-agency efforts that have related programs and functions. Develop common measures and data collection efforts for cross-cutting issues. Clarify the goals and objectives of federal programs. Incorporate performance objectives and results as key elements in budget and management reviews.
- BGT03 EMPOWER MANAGERS TO PERFORM**
Restructure appropriations accounts to reduce overitemization and to align them with programs. Ensure that direct operating costs can be identified. Reduce overly detailed restrictions and earmarks in appropriations and report language. Simplify the apportionment process. Reduce the excessive administrative subdivision of funds in financial operating plans.
- BGT04 ELIMINATE EMPLOYMENT CEILINGS AND FLOORS BY MANAGING WITHIN BUDGET**
Budget and manage on the basis of operating costs rather than full-time equivalents or employment ceilings. Request Congress to remove FTE floors.
- BGT05 PROVIDE LINE MANAGERS WITH GREATER FLEXIBILITY TO ACHIEVE RESULTS**
Identify those appropriations that should be converted to multi- or no-year status. Permit agencies to roll over 50 percent of their unobligated year-end balances in annual operating costs to the next year. Expedite reprogramming of funds within agencies.

Recommendations

- BGT06 STREAMLINE BUDGET DEVELOPMENT**
Begin the President's budget formulation process with a mission-driven Executive Budget Resolution process that will replace hierarchical budget development, delegate more decision making to agency heads, and promote a collaborative approach to crosscutting issues. In the process, eliminate multiple requirements for detailed budget justification materials. Negotiate a reduction in the detailed budget justification provided to Congress.
- BGT07 INSTITUTE BIENNIAL BUDGETS AND APPROPRIATIONS**
Submit a legislative proposal to move from an annual to a biennial budget submission by the President. Establish biennial budget resolution and biennial appropriation processes. Evaluate program effectiveness and refine performance measures in the off-year.
- BGT08 SEEK ENACTMENT OF EXPEDITED RESCISSION PROCEDURES**
Pursue negotiations with the leadership of the House and Senate to gain enactment of expedited rescission authority.
- IMPROVING FINANCIAL MANAGEMENT**
- FM01 ACCELERATE THE ISSUANCE OF FEDERAL ACCOUNTING STANDARDS**
Issue a comprehensive set of federal financial accounting standards within 18 months. If all standards are not issued under the present advisory board structure, create an independent federal financial accounting standards board.
- FM02 CLARIFY AND STRENGTHEN THE FINANCIAL MANAGEMENT ROLES OF OMB AND TREASURY**
Develop a Memorandum of Understanding to clarify the roles of OMB and Treasury in financial management. Create a governmentwide budget and financial information steering group to develop and provide guidance in implementing an integrated budget and financial information strategic plan. Shift review of Financial Management Service budget to the OMB Deputy Director for Management.
- FM03 FULLY INTEGRATE BUDGET, FINANCIAL AND PROGRAM INFORMATION**
Ensure that agency financial systems are in compliance with a revised OMB Circular A-127, "Financial Management Systems," by September 1996. Provide interagency funding for the joint development of financial systems.
- FM04 INCREASE THE USE OF TECHNOLOGY TO STREAMLINE FINANCIAL SERVICES**
Use electronic funds transfer to pay and reimburse expenses for all federal employees, to handle all interagency payments, to make payments to state and local governments, and to pay for purchases from the private sector. Similarly, all payments to individuals should be done electronically.
- FM05 USE THE CHIEF FINANCIAL OFFICERS (CFO) ACT TO IMPROVE FINANCIAL SERVICES**
Identify the set of financial management functions which should report to agency CFOs, and ensure that all financial management personnel are fully-qualified when hired. Ensure that information being collected, disseminated, and reported on is useful, objective, timely, and accurate for the benefit of program managers.
- FM06 "FRANCHISE" INTERNAL SERVICES**
The President's Management Council should encourage agencies to purchase common administrative services, such as payroll, computer support, or procurement, competitively from other federal agencies that may be more responsive or offer better prices.
- FM07 CREATE INNOVATION FUNDS**
Allow agencies to create innovation capital funds from retained savings to invest in innovations that can improve service and provide a return on investment.
- FM08 REDUCE FINANCIAL REGULATIONS AND REQUIREMENTS**
Eliminate timesheets and timecards and use technology to enter payroll data only on an exception basis. Allow use of commercial checking accounts instead of third-party accounts. Create a threshold below which it is not cost effective to resolve audit findings.
- FM09 SIMPLIFY THE FINANCIAL REPORTING PROCESS**
Grant OMB the flexibility to consolidate and simplify over a dozen related statutory reports to Congress and the President. Require agency heads to provide two reports annually, a planning report and an accountability report. Ensure that any future financial management reporting requirements can be addressed in either the planning or accountability reports.
- FM10 PROVIDE AN ANNUAL FINANCIAL REPORT TO THE PUBLIC**
Provide a simplified version of a consolidated report on the finances of the federal government for distribution to the taxpayers by June 1995. Develop a method of identifying and budgeting for the expected costs of contingent liabilities of the Federal Government.
- FM11 STRENGTHEN DEBT COLLECTION PROGRAMS**
Propose legislation to allow debt collection activities to be funded by the revenues generated from collections and to allow the agencies to keep a certain percentage of any increased collection amounts. Propose legislation to lift restrictions on the use of private collection, and expand agency litigation authority for debt collection through the designation of special assistant U.S. Attorneys.

Recommendations

- FM12 MANAGE FIXED ASSET INVESTMENTS FOR THE LONG TERM**
Establish a long-term fixed asset planning and analysis process, and incorporate it into the federal budget process. Ensure there is no bias in the budget against long-term investments.
- FM13 CHARGE AGENCIES FOR THE FULL COST OF EMPLOYEE BENEFITS**
Require all agencies to pay the full accruing cost of Civil Service Retirement and Pensions. OMB and the Office of Personnel Management should also research the possibility of charging agencies for civilian retiree health benefits.

REINVENTING HUMAN RESOURCE MANAGEMENT

- HRM01 CREATE A FLEXIBLE AND RESPONSIVE HIRING SYSTEM**
Authorize agencies to establish their own recruitment and examining programs. Abolish centralized registers and standard application forms. Allow federal departments and agencies to determine that recruitment shortages exist and directly hire candidates without ranking. Reduce the types of competitive service appointments to 3. Abolish the time-in-grade requirement.
- HRM02 REFORM THE GENERAL SCHEDULE CLASSIFICATION AND BASIC PAY SYSTEM**
Remove all grade-level classification criteria from the law. Provide agencies with flexibility to establish broadbanding systems built upon the General Schedule framework.
- HRM03 AUTHORIZE AGENCIES TO DEVELOP PROGRAMS FOR IMPROVEMENT OF INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE**
Authorize agencies to design their own performance management programs which define and measure success based on each agency's unique needs.
- HRM04 AUTHORIZE AGENCIES TO DEVELOP INCENTIVE AWARD AND BONUS SYSTEMS TO IMPROVE INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE**
Authorize agencies to develop their own incentive award and bonus systems. Encourage agencies to establish productivity gainsharing programs to support their reinvention and change efforts.
- HRM05 STRENGTHEN SYSTEMS TO SUPPORT MANAGEMENT IN DEALING WITH POOR PERFORMERS**
Develop a culture of performance which provides supervisors with the skills, knowledge, and support they need to deal with poor performers, and holds supervisors accountable for effectively managing their human resources. Reduce by half the time needed to terminate federal employees for cause.
- HRM06 CLEARLY DEFINE THE OBJECTIVE OF TRAINING AS THE IMPROVEMENT OF INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE; MAKE TRAINING MORE MARKET-DRIVEN**
Reduce restrictions on training to allow managers to focus on organizational mission and to take advantage of the available training marketplace.
- HRM07 ENHANCE PROGRAMS TO PROVIDE FAMILY-FRIENDLY WORKPLACES**
Implement family-friendly workplace practices (flex-time, flexiplace, job sharing, telecommuting) while ensuring accountability for customer service. Provide telecommunications and administrative support necessary for employees participating in flexiplace and telecommuting work arrangements. Expand the authority to establish and fund dependent care programs. Allow employees to use sick leave to care for dependents. Allow employees who leave and then re-enter federal service to be given credit for prior sick leave balances.
- HRM08 IMPROVE PROCESSES AND PROCEDURES ESTABLISHED TO PROVIDE WORKPLACE DUE PROCESS FOR EMPLOYEES**
Eliminate jurisdictional overlaps. All agencies should establish alternative dispute resolution methods and options for the informal disposition of employment disputes.
- HRM09 IMPROVE ACCOUNTABILITY FOR EQUAL OPPORTUNITY GOALS AND ACCOMPLISHMENTS**
Charge all federal agency heads with the responsibility for ensuring equal opportunity and increasing representation of qualified women, minorities, and persons with disabilities into all levels and job categories, including middle and senior management positions.
- HRM10 IMPROVE INTERAGENCY COLLABORATION AND CROSS TRAINING FOR HUMAN RESOURCE PROFESSIONALS**
Establish an Interagency Equal Employment Opportunity and Affirmative Employment Steering Group under the joint chair of the Equal Employment Opportunity Commission and the Office of Personnel Management. Require appropriate cross training for human resource management professionals.
- HRM11 STRENGTHEN THE SENIOR EXECUTIVE SERVICE SO THAT IT BECOMES A KEY ELEMENT IN THE GOVERNMENTWIDE CULTURE CHANGE EFFORT**
Create and reinforce a corporate perspective within the Senior Executive Service that supports governmentwide culture change. Promote a corporate succession planning model to use to select and develop senior staff. Enhance voluntary mobility within and between agencies for top senior executive positions in government.

Recommendations

- HRM12 **ELIMINATE EXCESSIVE RED TAPE AND AUTOMATE FUNCTIONS AND INFORMATION**
Phase out the entire 10,000 page Federal Personnel Manual (FPM) and all agency implementing directives by December 1994. Replace the FPM and agency directives with automated personnel processes, electronic decision support systems and "manuals" tailored to user needs.
- HRM13 **FORM LABOR-MANAGEMENT PARTNERSHIPS FOR SUCCESS**
Identify labor-management partnerships as a goal of the executive branch and establish the National Partnership Council.
- * HRM14 **PROVIDE INCENTIVES TO ENCOURAGE VOLUNTARY SEPARATIONS**
Provide departments and agencies with the authority to offer separation pay. Decentralize the authority to approve early retirement. Authorize departments and agencies to fund job search activities and retraining of employees scheduled to be displaced. Limit annual leave accumulation by senior executives to 240 hours.

REINVENTING FEDERAL PROCUREMENT

- PROC01 **REFRAME ACQUISITION POLICY**
Convert the 1,600 pages of the Federal Acquisition Regulation from a set of rigid rules to a set of guiding principles.
- PROC02 **BUILD AN INNOVATIVE PROCUREMENT WORKFORCE**
Establish an interagency program to improve the governmentwide procurement workforce. Provide civilian agencies with authority for improving the acquisition workforce similar to that of the Defense Department's.
- PROC03 **ENCOURAGE MORE PROCUREMENT INNOVATION**
Provide new legislative authority to test innovative procurement methods. Establish a mechanism to disseminate information governmentwide on innovative procurement ideas.
- * PROC04 **ESTABLISH NEW SIMPLIFIED ACQUISITION THRESHOLD AND PROCEDURES**
Enact legislation to simplify small purchases by raising the threshold for the use of simplified acquisition procedures from \$25,000 to \$100,000 and raise the various thresholds for the application of over a dozen other statutory requirements that similarly complicate the process. To ensure small business participation, establish a single electronic bulletin board capability to provide access to information on contracting opportunities.
- PROC05 **REFORM LABOR LAWS AND TRANSFORM THE LABOR DEPARTMENT INTO AN EFFICIENT PARTNER FOR MEETING PUBLIC POLICY GOALS**
Enact legislation to simplify acquisition labor laws such as the Davis-Bacon Act, the Copeland Act, and the Service Contract Act. Improve access to wage schedules through an on-line electronic system.
- PROC06 **AMEND PROTEST RULES**
Change the standard of review at the General Services Board of Contracts Appeals to conform to that used in the relevant courts. Allow penalties for frivolous protests. Allow contract negotiation to continue up to the point of contract award, even though a protest has been filed with the General Services Board of Contract Appeals.
- PROC07 **ENHANCE PROGRAMS FOR SMALL BUSINESS AND SMALL DISADVANTAGED BUSINESS CONCERNS**
Repeal statutory limitations on subcontracting and substitute regulatory limitations to provide greater flexibility. Authorize civilian agencies to establish small disadvantaged business set-asides.
- PROC08 **REFORM INFORMATION TECHNOLOGY PROCUREMENTS**
Increase the delegation of authority to agencies to purchase information technology. For purchases less than \$500,000 for products, and \$2.5 million for services over the life of a contract, eliminate in-depth requirements for analyses of alternatives. Pilot-test alternative ways of buying commercially available information technology items.
- PROC09 **LOWER COSTS AND REDUCE BUREAUCRACY IN SMALL PURCHASES THROUGH THE USE OF PURCHASE CARDS**
Provide managers with the ability to authorize employees to purchase small dollar value items directly using a government purchase card. Require internal government supply sources to accept this card.
- PROC10 **ENSURE CUSTOMER FOCUS IN PROCUREMENT**
Revise Procurement Management Reviews to incorporate NPR principles such as "focusing on results" for the line managers.
- PROC11 **IMPROVE PROCUREMENT ETHICS LAWS**
Create consistency across the government in the application of procurement ethics laws.
- PROC12 **ALLOW FOR EXPANDED CHOICE AND COOPERATION IN THE USE OF SUPPLY SCHEDULES**
Allow state and local governments, grantees, and certain nonprofit agencies to use federal supply sources. Similarly, allow federal agencies to enter into cooperative agreements to share state and local government supply sources.
- PROC13 **FOSTER RELIANCE ON THE COMMERCIAL MARKETPLACE**
Change laws to make it easier to buy commercial items. For example, revise the definition of commercial item. Revise governmentwide and agency regulations and procedures which preclude the use of commercial specifications.
- * PROC14 **EXPAND ELECTRONIC COMMERCE FOR FEDERAL ACQUISITION**
Establish a governmentwide program to use electronic commerce for federal procurements.

Recommendations

- PROC15 ENCOURAGE BEST VALUE PROCUREMENT**
To recognize other factors besides price, define "best value" and provide regulatory guidance to implement a program for buying on a "best value" basis. Issue guide on the use of "best practices" source selection procedures.
- PROC16 PROMOTE EXCELLENCE IN VENDOR PERFORMANCE**
Establish an interagency Excellence in Vendor Performance Forum that would develop policies and techniques to measure contractor performance for use in contract decisions. Establish an award for contractor and government acquisition excellence.
- PROC17 AUTHORIZE A TWO-PHASE COMPETITIVE SOURCE SELECTION PROCESS**
Authorize the use of a two-phase selection process for certain types of contracts so that an offeror does not incur a substantial expense in preparing a contract proposal.
- PROC18 AUTHORIZE MULTIYEAR CONTRACTS**
Authorize multiyear contracts and allow contracts for severable services to cross fiscal years.
- PROC19 CONFORM CERTAIN STATUTORY REQUIREMENTS FOR CIVILIAN AGENCIES TO THOSE OF DEFENSE AGENCIES**
Repeal requirements for commercial pricing certificates and authorize contract awards without discussions, where appropriate. Maintain the \$500,000 threshold for cost and pricing data requirements for the Defense Department and establish the same threshold for civilian agencies.
- PROC20 STREAMLINE BUYING FOR THE ENVIRONMENT**
Develop "best practice" guides on buying for the environment. Encourage multiple award schedule contractors to identify environmentally preferable products. Provide energy efficiency information in government catalogs and automated systems.

REINVENTING SUPPORT SERVICES

- SUP01 AUTHORIZE THE EXECUTIVE BRANCH TO ESTABLISH A PRINTING POLICY THAT WILL ELIMINATE THE CURRENT PRINTING MONOPOLY**
Give the executive branch authority to make its own printing policy that will eliminate the mandatory printing source. Develop a new executive branch printing policy for the 21st century.
- SUP02 ASSURE PUBLIC ACCESS TO FEDERAL INFORMATION**
Give the executive branch agencies responsibility for distributing printed federal information to depository libraries. Require agencies to inventory the federal information they hold, and make it accessible to the public.
- SUP03 IMPROVE DISTRIBUTION SYSTEMS TO REDUCE COSTLY INVENTORIES**
Permit customer choice in sources of supply. Compare depot distribution costs with commercial distribution systems. Take away the Federal Prison Industries' status as a mandatory source of federal supplies and require it to compete commercially for federal agencies' business. Increase the use of electronic commerce for ordering from depot systems.
- SUP04 STREAMLINE AND IMPROVE CONTRACTING STRATEGIES FOR THE MULTIPLE AWARD SCHEDULE PROGRAM**
Eliminate the use of mandatory supply schedules. Make the supply schedule system easier to use by reducing the administrative burden for acquisitions under \$10,000. In addition, eliminate the announcement requirements and raise the maximum order limitations for the purchase of information technology items listed in supply schedules.
- SUP05 EXPAND AGENCY AUTHORITY AND ELIMINATE CONGRESSIONAL CONTROL OVER FEDERAL VEHICLE FLEET MANAGEMENT**
Update vehicle replacement standards. Increase emergency repair limits to \$150. Eliminate the monopoly on disposing of agency-owned vehicles.
- SUP06 GIVE AGENCIES AUTHORITY AND INCENTIVE FOR PERSONAL PROPERTY MANAGEMENT AND DISPOSAL**
Provide incentives to agencies to dispose of excess personal property. Automate the process and eliminate the monopoly on personal property disposal.
- SUP07 SIMPLIFY TRAVEL AND INCREASE COMPETITION**
Increase choices for federal travelers and automate the travel process. Pilot-test a tender system for airfares.
- SUP08 GIVE CUSTOMERS CHOICES AND CREATE REAL PROPERTY ENTERPRISES THAT PROMOTE SOUND REAL PROPERTY ASSET MANAGEMENT**
Give agencies greater authority to choose their sources of real property services. Create competitive enterprises within the government to provide real property services on a fee basis, and encourage federal managers to seek the best available source. Create an ownership enterprise for the sound management of federal real property assets. Establish a governmentwide policy for real property asset management. Manage the Federal Buildings Fund in a manner comparable to the commercial sector.
- SUP09 SIMPLIFY PROCEDURES FOR ACQUIRING SMALL BLOCKS OF SPACE TO HOUSE FEDERAL AGENCIES**
Simplify the procedures for acquiring small amounts of leased space under 10,000 square feet.

Recommendations

SUP10 ESTABLISH NEW CONTRACTING PROCEDURES FOR THE CONTINUED OCCUPANCY OF LEASED OFFICE SPACE

Simplify the procedures for renewing leases.

SUP11 REDUCE POSTAGE COSTS THROUGH IMPROVED MAIL MANAGEMENT

Encourage postage savings through the implementation of mail management initiatives. Allow line managers to manage their own postal budgets.

REENGINEER THROUGH THE USE OF INFORMATION TECHNOLOGY

IT01 PROVIDE CLEAR, STRONG LEADERSHIP TO INTEGRATE INFORMATION TECHNOLOGY INTO THE BUSINESS OF GOVERNMENT

Create a Government Information Technology Services working group to develop a strategic vision for the use of government information technology and to implement NPR's information technology recommendations.

IT02 IMPLEMENT NATIONWIDE, INTEGRATED ELECTRONIC BENEFIT TRANSFER

Design an integrated implementation plan for the use of electronic benefit transfer for programs such as Food Stamps and for direct payments to individuals without bank accounts.

IT03 DEVELOP INTEGRATED ELECTRONIC ACCESS TO GOVERNMENT INFORMATION AND SERVICE

Use information technology initiatives to improve customer service by creating a one-stop "800" calling service, integrated one-stop service "kiosks," and a governmentwide electronic bulletin board system.

IT04 ESTABLISH A NATIONAL LAW ENFORCEMENT/PUBLIC SAFETY NETWORK

Establish a national law enforcement/public safety data network for use by federal, state, and local law enforcement officials.

IT05 PROVIDE INTERGOVERNMENTAL TAX FILING, REPORTING, AND PAYMENTS PROCESSING

Integrate government financial filings, reporting, and payments processing, and determine ways to eliminate the need for filing routine tax returns.

IT06 ESTABLISH AN INTERNATIONAL TRADE DATA SYSTEM

Develop and implement a U.S. Government International Trade Data System in the Treasury Department.

IT07 CREATE A NATIONAL ENVIRONMENTAL DATA INDEX

Organize the implementation of a national environmental data index in the Commerce Department.

IT08 PLAN, DEMONSTRATE, AND PROVIDE GOVERNMENTWIDE ELECTRONIC MAIL

Improve electronic mail and messaging among federal agencies.

IT09 ESTABLISH AN INFORMATION INFRASTRUCTURE

Develop a Government Information Infrastructure to use government information resources effectively and support electronic government applications. Consolidate and modernize government data processing centers.

IT10 DEVELOP SYSTEMS AND MECHANISMS TO ENSURE PRIVACY AND SECURITY

Establish a Privacy Protection Board. Establish uniform privacy protection practices and generally acceptable implementation methods for these practices. Develop a digital signature standard for sensitive, unclassified data by January 1998.

IT11 IMPROVE METHODS OF INFORMATION TECHNOLOGY ACQUISITION

(see PROC 09, PROC10, PROC15, SUP04, and FM06)

IT12 PROVIDE INCENTIVES FOR INNOVATION

Retain a portion of agency information technology savings to reinvest in information technology. Promote performance-based contracting for information technology. Establish a governmentwide venture capital fund for innovative information technology projects.

IT13 PROVIDE TRAINING AND TECHNICAL ASSISTANCE IN INFORMATION TECHNOLOGY TO FEDERAL EMPLOYEES

Establish a program to train non-technical senior executives and political appointees in information technology. Require managers of information resources to meet certification standards. Promote collegial assistance in using information technology. Include training costs as part of all information technology purchases.

RETHINKING PROGRAM DESIGN

DES01 ACTIVATE PROGRAM DESIGN AS A FORMAL DISCIPLINE

The President's Management Council should commission the development of a handbook to help federal managers understand the strengths and weaknesses of various forms of program design.

DES02 ESTABLISH PILOT PROGRAM DESIGN CAPABILITIES IN ONE OR TWO AGENCIES

Test the usefulness of the program design handbook and the value of program design as a useful discipline.

Recommendations

- DES03 ENCOURAGE THE STRENGTHENING OF PROGRAM DESIGN IN THE LEGISLATIVE BRANCH**
The President's Management Council should work with congressional support agencies to help them strengthen their program design capacities.
- DES04 COMMISSION PROGRAM DESIGN COURSES**
Develop training courses for managers and policymakers on various program design approaches.
- STRENGTHENING THE PARTNERSHIP IN INTERGOVERNMENTAL SERVICE DELIVERY**
- FSL01 IMPROVE THE DELIVERY OF FEDERAL DOMESTIC GRANT PROGRAMS**
Create flexibility and encourage innovation by designing a bottom-up solution to the problem of grant proliferation and its accompanying red tape. Also, support the pending proposal for Federal-State Flexibility Grants that has been developed by the National Governors Association and the National Conference of State Legislatures. Establish a Cabinet-level Enterprise Board to oversee NEW initiatives in community improvement.
- FSL02 REDUCE RED TAPE THROUGH REGULATORY AND MANDATE RELIEF**
Issue an Executive Order addressing the problems of unfunded federal mandates and regulatory relief and authorize Cabinet Secretaries and agency heads to obtain selective relief from regulations or mandates in programs they oversee.
- FSL03 SIMPLIFY REIMBURSEMENT PROCEDURES FOR ADMINISTRATIVE COSTS OF FEDERAL GRANT DISBURSEMENT**
Modify OMB Circular A-87, "Cost Principles for State and Local Governments," to provide a fixed fee-for-service option in lieu of costly reimbursement procedures covering actual administrative costs of grant disbursement.
- FSL04 ELIMINATE NEEDLESS PAPERWORK BY SIMPLIFYING THE COMPLIANCE CERTIFICATION PROCESS**
Simplify OMB's requirements to prepare multiple grant compliance certifications by allowing state and local governments to submit a single certification to a single point of contact in the federal government.
- FSL05 SIMPLIFY ADMINISTRATION BY MODIFYING THE COMMON GRANT RULES ON SMALL PURCHASES**
Modify OMB Circular A-102, "Grants and Cooperative Agreements to State and Local Governments", to increase the dollar threshold for small purchases by local governments from \$25,000 to \$100,000 (see also PROC04).
- FSL06 STRENGTHEN THE INTERGOVERNMENTAL PARTNERSHIP**
Reinvest the Advisory Commission on Intergovernmental Affairs (ACIR) and charge it with the responsibility for continuous improvement in federal, state and local partnership and intergovernmental service delivery. Direct the ACIR to identify opportunities to improve intergovernmental service delivery and develop a set of benchmarks.
- REINVENTING ENVIRONMENTAL MANAGEMENT**
- ENV01 IMPROVE FEDERAL DECISIONMAKING THROUGH ENVIRONMENTAL COST ACCOUNTING**
Develop demonstration projects to test the applicability of environmental cost accounting. Based on project results, develop guidelines to implement environmental cost accounting throughout the Federal Government. Issue an Executive Order to encourage the use of environmental cost accounting by federal agencies.
- ENV02 DEVELOP CROSS-AGENCY ECOSYSTEM PLANNING AND MANAGEMENT**
Issue an Executive Order to encourage sustainable economic development and ensure sustainable ecosystems through a cross-agency ecosystem management process. Begin phased-in implementation of the policy with selected ecosystem management demonstration projects. Conduct management and budget reviews of the ecosystem management projects as a part of the fiscal year 1995 budget process.
- ENV03 INCREASE ENERGY AND WATER EFFICIENCY**
Issue an Executive Order to address energy efficiency and water conservation issues at federal facilities. Propose legislation to allow the Defense Department to retain savings from water efficiency projects. Develop appropriate mechanisms to allow facilities to retain rebates received from utility companies.
- ENV04 INCREASE ENVIRONMENTALLY AND ECONOMICALLY BENEFICIAL LANDSCAPING**
Issue an Executive Order to require the use of environmentally beneficial landscaping techniques, including increased use of native species and reduced use of water and chemicals, at federal facilities and federally-funded projects, where appropriate.
- IMPROVING REGULATORY SYSTEMS**
- REG01 CREATE AN INTERAGENCY REGULATORY COORDINATING GROUP**
Create an interagency Regulatory Coordinating Group to share information and coordinate approaches to regulatory issues.
- REG02 ENCOURAGE MORE INNOVATIVE APPROACHES TO REGULATION**
Use innovative regulatory approaches and develop a Deskbook on Regulatory Design.
- REG03 ENCOURAGE CONSENSUS-BASED RULEMAKING**
Encourage agencies to use negotiated rulemaking more frequently in developing new rules.

Recommendations

- REG04 ENHANCE PUBLIC AWARENESS AND PARTICIPATION**
Use information technology and other techniques to increase opportunities for early, frequent and interactive public participation during the rulemaking process and to increase program evaluation efforts.
- REG05 STREAMLINE AGENCY RULEMAKING PROCEDURES**
Streamline internal agency rulemaking procedures, use "direct final" rulemaking for noncontroversial rules and expedite treatment of rulemaking petitions.
- REG06 ENCOURAGE ALTERNATIVE DISPUTE RESOLUTION WHEN ENFORCING REGULATIONS**
Increase the use of alternative means of dispute resolution.
- REG07 RANK RISKS AND ENGAGE IN "ANTICIPATORY" REGULATORY PLANNING**
Rank the seriousness of environmental, health or safety risks and develop anticipatory approaches to regulatory problems.
- REG08 IMPROVE REGULATORY SCIENCE**
Create science advisory boards for those regulatory agencies that depend heavily on scientific information and judgments.
- REG09 IMPROVE AGENCY AND CONGRESSIONAL RELATIONSHIPS**
Encourage agencies to establish technical drafting services for congressional committees and subcommittees.
- REG10 PROVIDE BETTER TRAINING AND INCENTIVES FOR REGULATORS**
Establish a basic training program for Presidential appointees assigned to regulatory agencies and expand existing training programs to cover career staff not currently being trained.

GENERAL SERVICES ADMINISTRATION

- GSA01 SEPARATE POLICYMAKING FROM SERVICE DELIVERY AND MAKE THE GENERAL SERVICES ADMINISTRATION (GSA) A FULLY COMPETITIVE, REVENUE-BASED ORGANIZATION**
Fund GSA service delivery from customer revenues, transfer activities not related to GSA's central mission to other agencies, and allow agencies to choose whether to purchase GSA services.

OFFICE OF PERSONNEL MANAGEMENT

- OPM01 STRENGTHEN THE OFFICE OF PERSONNEL MANAGEMENT'S (OPM) LEADERSHIP ROLE IN TRANSFORMING FEDERAL HUMAN RESOURCE MANAGEMENT SYSTEMS**
Clearly define OPM's policy, service and leadership role in addressing human resource problems and delegate operational work to the agencies.
- OPM02 REDEFINE AND RESTRUCTURE OPM'S FUNCTIONAL RESPONSIBILITIES TO FOSTER A CUSTOMER ORIENTATION**
Restructure and rightsize OPM to enhance and reflect its commitment to addressing its customers' needs.
- OPM03 CHANGE THE CULTURE OF OPM TO EMPOWER ITS STAFF AND INCREASE ITS CUSTOMER ORIENTATION**
Use interagency groups to involve OPM's external stakeholders in changing federal human resource systems. Improve OPM's policy-making process through experimental use of negotiated rulemaking ("reg-neg") and broaden the customer focus of OPM and agency personnel specialists.

EXECUTIVE ORDER

REDUCTION OF 252,000 FEDERAL POSITIONS

By the authority vested in me as President of the United States by the Constitution and the laws of the United States of America, including section 301 of title 3, United States Code, section 3301 of title 5, United States Code, and section 1111 of title 31, United States Code, and to reduce 252,000 federal positions, it is hereby ordered as follows:

Section 1. Limits on Hiring Civilian Personnel. Each Executive department and agency shall eliminate not less than 12 percent of its civilian personnel positions (measured on a full time equivalent basis) by the close of fiscal year 1999. This reduction includes the reductions directed in Executive Order No. 12839. The positions shall be vacated through attrition or early out programs established at the discretion of the department and agency heads. These reductions shall be concentrated in areas undergoing reform as a result of adoption of the recommendations of the National Performance Review.

Sec. 2. Coverage. This order applies to all executive branch departments and agencies.

Sec. 3. Target Dates. Each department and agency shall achieve a 4.7 percent reduction by the end of fiscal year 1995, 5.5 percent by the end of fiscal year 1996, 7.0 percent by the end of fiscal year 1997, 9.0 percent by the end of fiscal year 1998, and 12.0 percent by the end of fiscal year 1999. The target dates set forth in Executive Order No. 12839 for fiscal years 1993 and 1994 shall remain in effect.

Sec. 4. Implementation. The Director of the Office of Management and Budget shall issue instructions regarding the implementation of this order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

Sec. 5. Independent Agencies. All independent regulatory

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commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE,

EXECUTIVE ORDER

ELIMINATION OF ONE-HALF OF EXECUTIVE BRANCH INTERNAL REGULATIONS

By the authority vested in me as President of the United States by the Constitution and the laws of the United States of America, including section 301 of title 3, United States Code, and section 1111 of title 31, United State Code, and to cut 50 percent of the executive branch's internal regulations in order to streamline and improve customer service to the American people, it is hereby ordered as follows:

Section 1. Regulatory Reductions. Each Executive department and agency shall undertake to eliminate not less than 50 percent of its civilian internal management regulations that are not required by law within three years of the effective date of this order. An agency internal management regulation, for the purposes of this order, means an agency directive or regulation that pertains to its organization, management, or personnel matters. Reductions in agency internal management regulations shall be concentrated in areas that will result in the greatest improvement in productivity, streamlining of operations and improvement in customer service.

Sec. 2. Coverage. This order applies to all Executive branch departments and agencies.

Sec. 3. Implementation. The Director of the Office of Management and Budget shall issue instructions regarding the implementation of this order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

Sec. 4. Independent Agencies. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE,

EXECUTIVE ORDER

SETTING CUSTOMER SERVICE STANDARDS

Putting people first means ensuring that the federal government provides the highest quality service possible to the American people. Public officials must embark upon a revolution within the federal government to change the way it does business. This will require continual reform of the Executive Branch's management practices and operations to provide service to the public that matches or exceeds the best service available in the private sector.

NOW, THEREFORE, to establish and implement customer service standards to guide the operations of the Executive Branch, and by the authority vested in me as President by the Constitution and the laws of the United States, it is hereby ordered:

Section 1. Customer Service Standards. In order to carry out the principles of the National Performance Review, the Federal Government must be customer-driven. The standard of quality for services provided to the public shall be: Customer service equal to the best in business. For the purposes of this order, "customer" shall mean an individual or entity who is directly served by a department or agency. "Best in business" shall mean the highest quality of service delivered to customers by private organizations providing a comparable or analogous service.

All Executive departments and agencies (hereinafter referred to collectively as "agency" or "agencies") that provide significant services directly to the public shall provide those services in a manner that seeks to meet the customer service standard established herein and shall take the following actions:

(a) identify the customers who are, or should be, served by the agency;

(b) survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services;

(c) post service standards and measure results against them;

(d) benchmark customer service performance against the best in business;

(e) survey front-line employees on barriers to, and ideas for, matching the best in business;

(f) provide customers with choices in both the sources of service and the means of delivery;

(g) make information, services and complaint systems easily accessible; and

(h) provide means to address customer complaints.

Sec. 2. Report on Customer Service Surveys. By March 8, 1994, each agency subject to this order shall report on its customer surveys to the President. As information about customer satisfaction becomes available, each agency shall use that information in judging the performance of agency management and in making resource allocations.

Sec. 3. Customer Service Plans. By September 8, 1994, each agency subject to this order shall publish a customer service plan that can be readily understood by its customers. The plan shall include customer service standards and describe future plans for customer surveys. It also shall identify the private and public sector standards that the agency used to benchmark its performance against the best in business. In connection with the plan, each agency is encouraged to provide training resources for programs needed by employees who directly serve customers and by managers making use of customer survey information to promote the principles and objectives contained herein.

Sec 4. Independent Agencies. Independent agencies are requested to adhere to this order.

Sec 5. Judicial Review. This order is for the internal management of the Executive Branch and does not create any right

or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

THE WHITE HOUSE,