

**The original documents are located in Box 35, folder “Transition Reports (1977) - Commerce Department: Management by Objectives and Presidential Management Initiatives (2)” of the John Marsh Files at the Gerald R. Ford Presidential Library.**

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## FISCAL 1977 PATENT AND TRADEMARK OBJECTIVES

General. P&TO proposed three 1977 objectives, all following up on fiscal 1976 objectives.

- o Improve Quality of Patent Examination.
- o Reduce Pendency of Patents and Trademarks.
- o Measure and Improve Productivity.

Although the reported total cost for these three objectives is less than 1% of the P&TO resources, the actions carried out under these management-type objectives have a direct impact on the entire patent and trademark operation.

Improve Quality of Patent Examination. The original fiscal 1976 objective was to attempt to establish quantitative quality indicators and improvement needs and to develop goals and plans for meeting those needs. P&TO has revised their objective based on the Patent Quality Study, completed in June of 1976. According to P&TO, their study states that "there are no quantitative indicators which could reliably measure improvements in patent quality." Consequently, P&TO will turn to "subjective quality improvement efforts." This will be done by attempting to improve selected activities believed to contribute directly or indirectly to the quality of patent examination.

Reduce Pendency of Patents and Trademarks. This is a follow-up objective designed to track a long-time goal of the Office to reduce to 18 months the time period between receipt of a patent application and either issuance or abandonment by mid-fiscal year 1978. (This period is known as "patent pendency"). It also deals with the trademarks pendency goal, which is to reduce the time period between receipt of a trademark application and the first action by the examiner to three months. P&TO reports that the latter objective has been accomplished as planned. The 18 month patent pendency goal previously set for fiscal year 1978 has been withdrawn due to reported uncertainties in the examining personnel situation. These uncertainties stem from OMB cuts of 82 positions and \$1,000,000 for fiscal 1977. The pendency situation is further complicated by a recent understanding between P&TO and the

examiner's union, in effect allowing P&TO employees on the average, an extra half hour every day to do the same day's work.

Measure and Improve Productivity. This is a follow-up objective designed to compute continuing measures of productivity and carry out productivity analyses and staffing projections and to carry out activities to improve productivity. In fiscal 1977, P&TO will emphasize plans for development and implementation of activities to improve productivity.

September 1976

## FY 77 PRODUCTIVITY

### Objective

To improve PTO productivity through increased application of ADP processing techniques and improved procedures.

### Justification

The competing demands of the objectives to attain an 18 month average patent pendency while simultaneously maintaining and improving the quality of patent examination have put heavy demands upon PTO personnel resources. We are expanding our internal efforts to improve productivity to help provide the resources to achieve all major quality and pendency goals.

### Approaches

Increased emphasis will be placed upon management review of existing examiner support activities and the development of management and automated data processing tools to achieve greater productivity and program efficiencies. Intensive management review will deal with three areas believed to have particular potential for improvement.

1. Save twenty-five man years of effort in the Customer Services areas through the use of more efficient copying equipment, improved processing procedures, and the application of productivity measurement techniques.

2. Design an automated system for updating and retrieving status information on pending trademark applications and registrations. When fully implemented this will result in savings of as much as 10 man years.

3. Develop a 5 year plan for all ADP requirements of the Office.

Resources

An estimated 15 man years will be expended in FY 1977 in achieving the milestones listed below.

Responsible Office

Office of Assistant Commissioner for Administration and  
Office of Assistant Commissioner for Trademarks.

Milestones

Date

- |   |       |
|---|-------|
| 1. <u>Reduction of Staff in Public Service Area</u><br>Implement efficiencies which allow for a reduction of the Customer Services staff.                                       | 9/77  |
| 2. <u>Design of Trademark Update and Retrieval System</u><br>Design system for updating and remote retrieval of status information on trademark applications and registrations. | 7/77  |
| Complete implementation of trademark status retrieval system, resulting in savings of 10 man years.   | 12/77 |

Date

3. Development of ADP Applications Plan

Develop a 5 year plan of automated data processing requirements in the Patent and Trademark Office.

3/77

PATENT AND TRADEMARK PENDENCY (M)

**Objective**

In accordance with the long term plan to reduce patent pendency to 18.0 months, achieve 19.5 month patent pendency by end of Transition Quarter and achieve and maintain 19.0 month patent pendency in FY 77; verify maintenance of patent and trademark pendency milestone goals.

Change in Status

NO CHANGE

Milestones	Trans. Qtr.			1st Qtr. 77			2nd Qtr. 77			3rd Qtr. 77			4th Qtr. 77		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	<b>Area A- Trademark First Action</b> (1) Achieve 3 months pendency to first action in trademark cases. (ACHIEVED 6/76)  (2) Verify that 3 months pendency to first action is being maintained.			0		0									
<b>Area B- Overall Patent Pendency</b> (3) Achieve 20.0 month overall patent pendency. (Receipt of application to issue or abandonment) (ACHIEVED 6/76)  (4) Achieve 19.5 month overall patent pendency. (Receipt of application to issue or abandonment)			0												
<b>Area C- Patents-Allowance to Issue Pendency</b> (5) Initiate production of Notice of Allowance from an existing data base at time of allowance in order to reduce pendency after allowance by 5-10 days. (SEE VARIANCE STATEMENT)				0											

10/77





Revised Objective Statement

The objective statement on the attached MDO chart PATENT AND TRADEMARK PENDENCY is essentially unchanged since the April 13, 1976 Secretary's meeting. It has been updated to emphasize Transition Quarter and FY 77 milestone activity. No date by which the PTO expects to achieve the 18.0 month pendency goal is specified, due to uncertainties in projected examining corps productive capability which will be dependent upon the availability of position relief and reprogramming authority and upon our ability to recruit and train new examiners.

Milestone Progress/VariationsFY 76 Milestone C (5)

As this milestone is now stated, automated preparation of the Notice of Allowance is to begin in 10/76, and a 5-10 day reduction in patent pendency is to occur. This is incorrect. Only the initial phase of the total program for automating Notice of Allowance preparation is to be completed in 10/76. The total program will be completed in 10/77. When the program is fully implemented a reduction of 10-12 days will be realized.

FY 76 Milestone C (6)

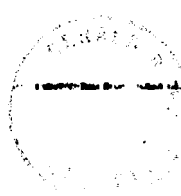
Any timesaving generated by achievement of this milestone will be included in the 10-12 day patent pendency reduction identified in the FY 76 milestone C (5) milestone variance statement above.

Estimated Resources Required to Achieve FY 77 Milestones

To plan and implement FY 77 milestones--10 manyears @ \$25,000 per manyear = \$250,000

MDO Responsibility

Office of Assistant Commissioner For Patents  
Office of Assistant Commissioner For Trademarks  
Office of Assistant Commissioner For Administration



## FY 77 PATENT PENDENCY

### Objective

To maintain patent application pendency at 19 months through the end of FY 1977 despite increased emphasis on quality.

### Justification

A long standing goal of the Patent and Trademark Office is to achieve an 18 month average pendency for patent applications. This is based on a reasonable balancing of resources and our mandate to promote technological advancement.

### Approaches

During the transitional quarter, patent examining performance goals are being adjusted to provide an opportunity for patent examiners to use more time on applications involving complex subject matter. While this is expected to improve the overall quality of examination, it will tend to reduce the number of applications processed. Also, the size of the examining staff will be at a lower level than in recent years. To help avoid a consequent increase in pendency, the following actions are being taken:

1. Transfer the function of producing copies of patents cited as references in Office Actions from the Customer Services area in the Department of Commerce to each examining group.

This action will serve to reduce turn-around time of correspondence between the applicant and the Office and will allow the examiners to act on amended cases more rapidly. As much as 20 days reduction in the time when first actions are sent out can be expected, with some lesser effect on overall pendency:

2. Implement a system which will automatically produce the Notice of Allowance based on the allowance action taken by the examiner. When fully implemented our estimates indicate a resulting 10 - 12 day reduction in pendency.

Resources

Resource estimates to plan and implement these improvements are estimated at 10 man years.

Responsible Office

Office of the Assistant Commissioner for Patents.

Milestones

Date

1. Transfer of Reference Copy Function

Reduce the time required to obtain copies of U. S. patent references cited by the patent examiner by transferring the function to the examining groups.

1/77

2. System Design to Produce Notice of Allowance Based on Examiner's Allowance

Implement system for automatically producing Notice of Allowance based on examiner's allowance.

10/77

PATENT AND TRADEMARK PENDENCY PLAN

<p><b>Objective</b> In accordance with the long term plan to reduce patent pendency to 18.0 months, achieve 19.5 month patent pendency by end of Transition Quarter and achieve and maintain 19.0 month patent pendency in FY 77; verify maintenance of patent and trademark pendency milestone goals.</p>	<p><b>Change in Status</b>  NO CHANGE</p>
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Milestones	Trans. Qtr.			1st Qtr. 77			2nd Qtr. 77			3rd Qtr. 77			4th Qtr. 77		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<p><b>Area A- Trademark First Action</b> (1) Achieve 3 months pendency to first action in trademark cases. (ACHIEVED 6/76)  (2) Verify that 3 months pendency to first action is being maintained.</p>			0												
<p><b>Area B- Overall Patent Pendency</b> (3) Achieve 20.0 month overall patent pendency. (Receipt of application to issue or abandonment) (ACHIEVED 6/76)  (4) Achieve 19.5 month overall patent pendency. (Receipt of application to issue or abandonment)</p>			0												
<p><b>Area C- Patents-Allowance to Issue Pendency</b> (5) Initiate production of Notice of Allowance from an existing data base at time of allowance in order to reduce pendency after allowance by 5-10 days. (SEE VARIANCE STATEMENT)</p>				0											

-10/77



Revised Objective Statement

The objective statement on the attached MBO chart PATENT AND TRADEMARK PENCY is essentially unchanged since the April 13, 1976 Secretary's meeting. It has been updated to emphasize Transition Quarter and FY 77 milestone activity. No date by which the PTO expects to achieve the 18.0 month pendency goal is specified, due to uncertainties in projected examining corps productive capability which will be dependent upon the availability of position relief and reprogramming authority and upon our ability to recruit and train new examiners.

Milestone Progress/VariationsFY 76 Milestone C (5)

As this milestone is now stated, automated preparation of the Notice of Allowance is to begin in 10/76, and a 5-10 day reduction in patent pendency is to occur. This is incorrect. Only the initial phase of the total program for automating Notice of Allowance preparation is to be completed in 10/76. The total program will be completed in 10/77. When the program is fully implemented a reduction of 10-12 days will be realized.

FY 76 Milestone C (6)

Any time-saving generated by achievement of this milestone will be included in the 10-12 day patent pendency reduction identified in the FY 76 milestone C (5) milestone variance statement above.

Estimated Resources Required to Achieve FY 77 Milestones

To plan and implement FY 77 milestones--10 manyears @ \$25,000 per manyear = \$250,000

MBO Responsibility

Office of Assistant Commissioner For Patents  
Office of Assistant Commissioner For Trademarks  
Office of Assistant Commissioner For Administration

## FY 77 QUALITY

### Objective

To evaluate and improve the quality of patent examination.

### Justification

Important business decisions, both by patentees and by other members of the public, turn on the validity or weakness of issued patents. Greater certainty in this regard is needed. Concern has been expressed by patent applicants, attorneys, examiners, the Congress and the Judiciary regarding the quality of patent examination. Much of the concern is associated with the pressure for output which has accompanied the drive to achieve the 18 month pendency goal. A recently completed internal review has concluded that there is a need for improvement.

### Approaches

1. Attempt to evaluate the impact which adjustments to individual examiner production goals have on quality. The goals are being adjusted to reflect subject matter complexity, and will result in extra time being available to examiners in the more complex arts to examine patent applications.

2. Expand the sample of allowed applications which are re-examined within the Quality Review Program to establish a measure of quality applicable at the art unit level.



3. Establish a more complete file of technical material which is available to the examiner during his examination. This will be done by reclassifying search file segments which have the greatest activity; achieving currency of filing foreign references (within three months after receipt in the Office); implementing a monitoring system to determine the quality of foreign patent classifications; instituting improved organization and controls for maintaining existing search files; and conducting an analysis to determine a course of action for further improvements in search file integrity.

4. Evaluate existing mechanized in-house search systems to determine whether they are effective substitutes for manual searching and identify the circumstances and areas where similar systems will be most useful.

5. Identify proposals contained in pending legislation which will result in improved quality of examination and can be implemented through changes in the Rules of Practice.

#### Resources

Preliminary estimates indicate that 5 - 10 additional man years would be required to implement these approaches. If funds can be found, the analysis of future search file improvements might be handled on a contract basis.

#### Responsible Office

Office of the Assistant Commissioner for Patents.

Milestones

Date

1. Evaluation of Goal Adjustments

Complete interim assessment of the effect that the production goal change<sup>?</sup> has on examination quality and formulate preliminary recommendations for adjustment in goals, procedures, or other factors having an impact upon quality. 9/77

Complete this phase of quality evaluation, and formulate final report and recommendations. 1/78

2. Expansion of Quality Review Program

Extend the Quality Review Program sample size to permit evaluation of examination quality on an art unit basis. 9/77

3. Patent Examination Search File Reclassification and Integrity

Institute changes in organization and procedures to maintain existing search file integrity in Examining Groups. 10/76

Complete evaluation of the quality of foreign patent classification and recommend further course of action. 4/77

Complete reclassification of 200,000 original references, together with associated cross-references and foreign patents. 9/77

Achieve "currency" for filing foreign references for for major countries. 9/77

Achieve "currency" for filing references for all countries. 12/77



4. Evaluation of Mechanized Search Systems

Expand test of Computer Controlled Microform Search System (CCMS) to additional areas.

7/77

Complete evaluation of 8 of the 12 existing mechanized search systems to determine their effectiveness and if their use should be expanded.

9/77

5. Quality Related Rule Changes

Identify proposals in pending patent legislation which can be implemented under existing rule making authority, and publish proposed rule changes in the Federal Register.

10/76

Hold public hearing on proposed rule changes, and receive written comments.

12/76

Evaluate public comments on proposed rule changes, refine and adopt rules.

4/77





IMPROVE QUALITY OF PATENT EXAMINATION

Milestones	Trans. Qtr			1st. Qtr 77			2nd Qtr 77			3rd Qtr 77			4th Qtr 77		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<p><b>Area F- Search File Integrity</b>                      (11) Conduct pilot study to determine extent of file integrity problem and level and design of over-all effort required to correct problem.</p> <p>End FY 76 Milestones</p> <p>Begin FY 77 Milestones</p>			●												
<p><b>Area G- Evaluation of Examiner Production Goal Adjustment</b>                      (12) (a) Complete interim assessment of effect of examiner production goal change upon examination quality. Develop preliminary recommendations for adjustments in quality related factors.</p> <p>(b) Final report and recommendations on goal adjustment evaluation (See 12 (a) above).</p>															0
<p><b>Area H- Quality Review Program Expansion</b>                      (13) Increase Quality Review sampling from 4% to 5% in order to add increased validity to evaluation quality at art unit level.</p>															0
<p><b>Area I- Patent Examination Search File Reclassification and Integrity</b>                      (14) (a) Institute organizational/procedural changes as required to maintain existing search file integrity in examining groups.</p> <p>(b) Complete evaluation of the quality of foreign patent classification and recommend further course of action.</p>															0

Milestones	Trans. Qtr			1st. Qtr 77			2nd Qtr 77			3rd Qtr 77			4th Qtr 77		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
(c) Complete reclassification of 200,000 original references together with associated cross-references and foreign patents.															
(1) Reclassification 50% complete															
(2) Reclassification completed															0
(d) Achieve "currency" for filing foreign references for 6 Patent Cooperation Treaty minimum documentation countries.															0
(e) Achieve currency for filing foreign references for 17 additional foreign countries.															
<b>Area J- Quality Related Rule Changes</b>															
15 (a) Identify desirable proposals in pending patent legislation (See FY 77 milestone C (7)) which can be implemented under existing rule making authority and publish such proposals as rule changes in the Federal Register.															0
(b) Hold public hearings on proposed rule changes and receive written comments.															0
(c) Evaluate public comments on proposed rule changes, refine and adopt rules.															0

12/77

## IMPROVE QUALITY OF PATENT EXAMINATION MBO

Revised Objective Statement

FY 76 milestone activities relating to this objective were, for the most part, focused upon identification of those patent examination areas where improvements were needed, determination of what type of program activity was required in order to achieve the desired improvements, and design of necessary implementation plans. The FY 77 milestones direct effort into the implementation and evaluation of these improvement activities. The objective statement shown on the attached MBO chart IMPROVE QUALITY OF PATENT EXAMINATION reflects this change in objective emphasis.

Milestone Progress/VariationsFY 76 Milestone A (1)

The Patent Quality Study, the goal of this milestone, was completed on schedule. Study findings support the contention that there is a need for improvement in the quality of patent examination. The study also states however that there is no unbiased means of measuring, in an absolute sense, the quality of patent examination, and that there are no quantitative indicators which could reliably measure improvements in patent quality. Since both a base level of quality and quantitative measures of changes in examination quality are pre-requisites to establishment of quantitative goals and objectives in the area of examination quality, study findings preclude establishment of such a measurement program.

FY 76 Milestone A (2)

Achievement of this milestone was dependent upon milestone A (1) above for identification of quantitative indicators which would measure changes in the quality of patent examination. Since no indicators are forthcoming, this milestone is withdrawn.

FY 76 Milestone A (3)

In the absence of a direct quantitative measure of the quality of examination, quality goals are being set in terms of an increase or improvement in an activity which is known or is believed to contribute directly or indirectly to the quality of examination. Alternative approaches to quality improvement are being compared on the basis of cost and estimated relative impact on examination quality. Some programs are already being implemented.

FY 76 Milestone A (4)

Since the originally described quantified, time-phased examination quality goals were not developed, the multi-year plan outline called for in the milestone statement will be based upon the subjectively based quality improvement efforts described in the milestone A (3) variance statement above.

FY 76 Milestone C (7)

Although a Patent Revision bill passed the Senate in February, 1976, no action in the House on this bill is anticipated this session. OMB has not given approval to Commerce to forward to the Congress proposed changes aimed at improving the bill.

Estimated Personnel Resources Required to Achieve FY 77 Milestones

To plan and implement FY 77 milestones--5 to 10 manyears @\$25,000 ea. = \$125,000 to \$250,000

MBO Responsibility

Office of Assistant Commissioner For Patents





FISCAL 1977 OBJECTIVES FOR OTHER  
SCIENCE AND TECHNOLOGY ORGANIZATIONS

General. The immediate Office of the Assistant Secretary for Science and Technology proposed three objectives for fiscal 1977, the first two of which are follow-ons to 1976 objectives. NTIS and O/Tel proposed one objective each. Both are follow-ons to 1976 objectives.

Office of the Assistant Secretary:

- o Voluntary Laboratory Accreditation
- o Energy Requirements for Pollution Control.
- o Environmental Impact Procedures for Industry.

NTIS:

- o Government patent program

O/Tel:

- o Accelerate the use of direct communications satellites

Voluntary Laboratory Accreditation (AS-S&T). This objective tracks the development and initiation of a voluntary program for accreditation of the professional technical competence of private and public testing laboratories that serve regulatory and nonregulatory product compliance and certification needs. The first Laboratory Accreditation Program (LAP) for a specific product is expected to be operational by October 1977, paying accreditation fees and charges established by the Secretary. The program as a whole is expected to be self-supporting by 1985. Delays, however are being experienced in getting industry responses.

Energy Requirements for Pollution Control (AS-S&T). This objective tracks contractual studies of selected industries to identify their respective relationship between energy consumption and pollution control. These studies were originated under former Secretary Dent in partial response to the complaints of businessmen that pollution controls were having a serious cost impact. The studies are designed to examine, quantitatively, the technologically feasible trade-offs between environmental protection, energy conservation, and economic welfare leading to policy development as needed. The Assistant Secretary's Office of Environmental Affairs consults with appropriate regulatory agencies and industry on the studies. This effort is expected to last for two and one-half years, and the first study is expected to be completed by January 1978. The study program schedule and

industry coverage were planned to be consistent with the President's regulatory reform program.

Environmental Impact Procedures for Industry. A/S-S&T)  
The National Environmental Policy Act of 1969 requires all federal agencies to analyze the environmental effects of proposed actions, in addition to the agencies' traditional economic and technical analyses. The process by which agencies carry out the NEPA activities is known as the Environmental Impact Statement (EIS). This objective tracks the development of a contractual study designed to determine the impact EISs have on decisions made by the private sector, and recommend changes which would result in increasing the utility of EISs as a decisionmaking tool. The recommendations would be forwarded to the Council on Environmental Quality, Executive Office of the President, which has overall NEPA responsibility.

Government Patent Program Objective (NTIS). This objective tracks progress in NTIS' government patent program which is designed to improve the private sector utilization of government-owned patents. The program began in fiscal 1973 and is expected to become self supporting through royalties by 1983. It is anticipated that the program will be 30% self-supporting by the end of fiscal 1977.

Accelerate the Use of Direct Communications Satellites (O/TEL).  
This objective tracks work to accelerate the use of direct communications satellites to meet public needs. In fiscal 1977 such work will be directed to the study of regulatory technical, and economic barriers to the use of small, low cost earth stations by public service institutions. In addition, the need for a demonstration of high-powered direct satellite communication systems with associated small earth stations will be determined. This objective represents approximately 2% of O/Tel's total resources.

National Voluntary Laboratory Accreditation Program (NVLAP)

1. Revised MBO:

This MBO submission revises and updates the submission of April 1976. Substantial interest in the NVLAP has manifested itself since April; however, additional delays in achievement of early milestones are indicated.

2. Resources for FY 1977:

\$236,000, 4 man-years.

3. Responsible Office:

Overall responsibility will be exercised by the Office of Product Standards (OPS), directed by Deputy Assistant Secretary Howard I. Forman. Technical support will be provided by NBS' Institute for Applied Technology (Dr. James R. Wright, Acting Director).

4. Explanation of Milestone Changes:

The April MBO submission reported an expected delay of two months for Milestones (2) through (5) inclusive, because potential LAP requestors did not become aware of the full extent of the backup data required to support their requests until the final NVLAP procedures were published on February 25, 1976.

An additional delay of eight months in achieving Milestones (2) and (3) and seven months for Milestones (4) and (5) is expected due to difficulty encountered by industry in developing required request information.

NATIONAL VOLUNTARY LABORATORY ACCREDITATION PROGRAM

**Objective**

To provide a national voluntary system to examine upon request the professional and technical competence of public and private testing laboratories that serve product and certification needs, and to accredit qualified laboratories.

Update for FY'77

**Milestones submitted April 1976\***

(1) Publication in Federal Register of final NVLAP Procedures.

(2) Establish NVLAP priority schedule for initiation of LAP's requested.

(3) Publish in Federal Register preliminary finding of need for first LAP.

(4) Conduct public hearings (if requested), complete analysis of comments, publish Federal Register notice of final finding of need for first LAP.

(5) Establish criteria committee for first LAP.

**Additional Milestones**

(6) Publish in Federal Register proposed criteria and fees for first LAP.

(7) Conduct public hearings (if requested), analyze comments, publish Federal Register notices of final criteria and fees for first LAP.

(8) First LAP operational, applications and fees received from laboratories. Examination of labs initiated.

(9) Publish in Federal Register preliminary finding of need for second LAP. Milestones occur as above.

(10) Dependent upon 1978 initiative funding, publish in Federal Register preliminary finding of need for third LAP. Milestones occur as above.

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
(1) Publication in Federal Register of final NVLAP Procedures.	0																			
(2) Establish NVLAP priority schedule for initiation of LAP's requested.			0----->		0															
(3) Publish in Federal Register preliminary finding of need for first LAP.				0----->		0														
(4) Conduct public hearings (if requested), complete analysis of comments, publish Federal Register notice of final finding of need for first LAP.							0----->		0											
(5) Establish criteria committee for first LAP.								0----->		0										
(6) Publish in Federal Register proposed criteria and fees for first LAP.																				0
(7) Conduct public hearings (if requested), analyze comments, publish Federal Register notices of final criteria and fees for first LAP.																				
(8) First LAP operational, applications and fees received from laboratories. Examination of labs initiated.																				
(9) Publish in Federal Register preliminary finding of need for second LAP. Milestones occur as above.																				
(10) Dependent upon 1978 initiative funding, publish in Federal Register preliminary finding of need for third LAP. Milestones occur as above.																				

Nov. 77

Dec '77

Jan. '78

Apr '78

\*Dotted lines refer to delays presented in April MBO.

Industry Studies of Energy Requirements for Pollution Control  
(continued from FY '76)

OBJECTIVE

The objective of these studies is to identify ways to protect environmental quality through more efficient use of energy and economic resources. A two phase study approach over the next two and one-half years is being used to address each industry. The objectives of a Phase I study are to develop and quantify the extent of energy use associated with existing pollution control regulations and identify energy related research needs. The objectives of a Phase II study are to examine, quantitatively, the technologically feasible tradeoffs between environmental protection, energy conservation, and economic welfare.

PROGRESS

- o Phase I of the Iron and Steel study has been completed on schedule. Secretary Richardson was briefed on the study results on August 19, 1976. The study was favorably received by Department of Interior and the Energy Research and Development Administration.
- o Phase I of the Aluminum Study has been completed and forwarded to the Regulatory Policy Committee.

VARIANCES

- o Phase I of the Pulp and Paper study contract has been extended to enable the contractor to incorporate and achieve maximum utilization of the most recent and pertinent energy data, including the recent energy survey conducted by the National Council for Air and Stream Improvement for the Pulp and Paper Industry.
- o Phase I of the Fossil Fuel Electric Power study has been extended at the request of the Environmental Protection Agency to address additional environmental regulatory scenarios.

Industry Studies of Energy Requirements for Pollution Control

Industries to be Studied	Estimated Contract Start	Interdepartmental Review of Draft Report	Estimated Contract End	Secretarial Briefing Paper	Report Publication	Interdepartmental Dissemination and Comment on Final Report for use in Preparation of Issues Paper	Issues and Recommendations Paper
<b>Iron and Steel</b>							
Phase 1 *	Completed	Completed	Completed	Completed	Completed	Completed	Completed
Phase 2	Sept. '76	April '77	June '77	July '77	Aug. '77	Sept. '77	Jan. '78
<b>Pulp and Paper</b>							
Phase 1 **	April '76	Nov. '76	Jan. '77	Feb. '77	March '77	April '77	
Phase 2	Oct. '77	May '78	July '78	Aug. '78	Sept. '78	Oct. '78	Jan. '79
<b>Aluminum</b>							
Phase 1 *	In-house	Completed	Sept. '76	Oct. '76	Nov. '76	Dec. '76	
Phase 2	Dec. '76	July '77	Sept. '77	Oct. '77	Nov. '77	Dec. '77	March '78
<b>Oil Fuel</b>							
<b>Electric Power</b>							
Phase 1 **	June '75	Nov. '76	Dec. '76	Jan. '77	Feb. '77	March '77	
Phase 2	Oct. '77	Aug. '78	Oct. '78	Nov. '78	Dec. '78	Jan. '79	April '79
<b>Petroleum Refining</b>							
Phase 1	Nov. '76	May '77	July '77	July '77	Aug. '77	Sept. '77	
Phase 2	Aug. '78	April '79	June '79	July '79	Aug. '79	Sept. '79	Dec. '79

\* See Progress Statement

\*\* See Variance Statement

# Improvement of Environmental Impact Procedures for Industry Projects

## 1. Proposed Objectives

The fundamental objectives of the study are to examine (1) the impact that environmental impact statements (EIS) prepared under Section 102(2)(C) of the National Environmental Policy Act (NEPA) have on decisions made by the private sector, (2) the type, quantity, and quality of environmental information available to business, and local and state agencies as decisions are made to take action on projects initiated by industry, and (3) new procedures and/or institutional arrangements which would facilitate early participation of local citizenry and private decisionmakers in the EIS process, increase the utility of EISs as a decision-making tool, and provide a design for subsequent testing of the techniques, methods, and institutional arrangements developed by the contractor.

## 2. Justification

Five years of experience with the NEPA process have revealed major shortcomings which require careful diagnosis and correction. It has become clear that EISs are not sufficiently useful to decisionmakers and are frequently considered more of a procedural requirement than a substantive input to the decisionmaking process. Moreover, the information sought for inclusion is that which is thought to be needed in making a specific Federal decision. However, most projects involve a series of decisions made by private individuals, business firms, and local and state agencies long before the project comes up for Federal decision. During this time, the project usually gains considerable momentum and possibly more effective and desirable alternative options are foregone without the benefit of the information and public participation involved in the Federal EIS process. The project is designed to increase the effectiveness and usefulness of the EIS process by providing the requisite information on the human environment (including social, economics, cultural, and other aspects in addition to natural environmental aspects) earlier in the decisionmaking process.

## 3: Approach

The evaluation of the impact of EISs on private and governmental decisionmaking will involve an analysis of representative case studies. The development of prescriptive procedures, suggested



improved institutional arrangements, and a test design for later implementation will be based upon the experiences indicated by the case studies in combination with a conceptual framework developed by the contractor.

4. Resources (2 New Contracts)

FY 1977 -- \$100,000

5. Responsible Office -- Office of Environmental Affairs,  
Dr. Sidney R. Galler

6. Milestones

Improvement of EIS procedures for  
Industry Projects:

Estimated Contract Start -- October 1976

Interdepartmental Review of Draft Report -- February 1977

Estimated Contract End -- April 1977

Secretarial Briefing Paper -- May 1977

Report Publication -- June 1977

Interdepartmental Dissemination and Comment on  
Final Report for use in Preparation of Issues Paper -- July 1977

Issues and Recommendations Paper -- October 1977

## GOVERNMENT PATENT PROGRAM

### 1. Revised MBO:

This MBO submission revises and updates the submission of April 1976, largely as a result of suggestions during the April conference with the Secretary. While substantial effort has been expended since April, unavoidable delays in achievement of early milestones have been experienced.

### 2. Resources for FY 1977:

\$412,000, 8 man-years.

### 3. Responsible Office:

Overall responsibility will be exercised by the National Technical Information, directed by William T. Knox, Director.

### 4. Explanation of Milestone Changes:

- (2) Approval by Civil Service Commission was delayed. Now awaiting approval by Commerce Incentive Awards Board.
- (4) Initial draft regulations covered only foreign licensing. Foreign and domestic regulations now being consolidated into a single issuance.
- (5) Delays in editing copy.
- (9) Delays in receiving evaluations from other agency inventors and attorneys.

(10) Delayed due to delays in completing experimental screening and disapproval of funding for operational screening in FY 1977.

5. New Milestones:

(6) Number of royalty bearing licenses in force.

(7) Amounts of cumulative royalty income.

(8) Percentage of program self-sustaining.  
This percentage is computed by the following formula:

$$\frac{\text{Annual Income} \times 100}{\text{Annual Expenses} - \text{cost of Secretariat for Committee on Government Patent Policy}}$$



	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
9) Complete Experimental Screening of 250 Sample Inventions by Alternative Evaluation Techniques							○	→		○								
10) Implement Operational Screening Procedures											○	→						○

## PROMOTE EFFECTIVE APPLICATION OF TELECOMMUNICATIONS TECHNOLOGY

### Objective

Accelerate the use of direct communications satellites to meet national needs--by lowering barriers to growth of new kinds of satellite networks that use thousands of small earth stations instead of dozens of big ones.

### Status

The first milestone involves contact with major users and suppliers. A reiteration of industry and government contact and dialogue is programmed for completion in December 1976.

The second milestone is the completion of a review of current satellite research and applications, as well as an identification of the technical, regulatory, and economic barriers to the accelerated use of direct communications satellites. A full-fledged review was begun in July 1976, to be completed in September of this year.

The third milestone is to advise the Assistant Secretary for Science and Technology whether need for a cooperative demonstration program is being satisfied by the current efforts. An evaluation of current efforts was begun in July 1976. The decision point will be December of this year.

A fourth (new) milestone has been added: to complete a review of public service sector agency needs and technical requirements for direct communication satellites.

### Resources

OT has committed a base program of approximately \$250,000 towards this objective in the Transition Quarter and FY 77. Three and one-half person-years of effort are planned for this period. FY 78 milestones, as well as those for the more distant future, are dependent upon the decision in Milestone No. 3 and upon realization of resources planned for those years. A \$50,000 increment has been recommended to OMB for this program for FY 78, to fund our preparation of strong U.S. positions on satellite communications for use at the 1979 General Radio Administrative Radio Conference of the I.T.U., which will revise the entire set of International Radio Regulations.

### Responsible Office

OT's Institute for Telecommunication Sciences in Boulder, Colorado (Douglass D. Crombie, Director) is the responsible office.

PROMOTE EFFECTIVE APPLICATION OF TELECOMMUNICATIONS TECHNOLOGY

Objective  
 Accelerate the use of direct communications satellites to meet national needs -- by lowering barriers to growth of new kinds of satellite networks that use thousands of small earth stations instead of dozens of big ones.

Change in Status

MILESTONES	FY 76 COMPLETIONS	FY 76 TQ			FY 1977									FUTURE YEARS 78-80				
		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		Jul	Aug	Sep	
1. Identify and establish contact with major users and suppliers. a. Initial contacts made.  b. First reiteration completed.	Jan. 1976																	
2. Complete a review of current research & applications; identify technical, regulatory, & economic barriers. a. Preliminary review made.  b. Full-fledged review begun.	Apr. 1976			o														
3. Advise Assistant Secretary if need for a cooperative demo program is being satisfied by the current efforts. a. Evaluation of current efforts begun.  b. Decision point reached by AS/S&T																		
4. Complete a review of Public Service Sector Agency needs and technical requirements. a. Need identification completed.  b. Technical requirements established.  c. Assessment of 1977 Broadcasting Satellite WARC Impact.  d. Requirements completed for 1979 General WARC.																		

FY 78  
 FY 78-79

6  
 W





FISCAL 1977 NATIONAL OCEANIC AND  
ATMOSPHERIC ADMINISTRATION  
OBJECTIVES

General. NOAA proposed five fiscal 1977 objectives. The first two are follow-ons to 1976 objectives, the remaining three are new.

- o Extended jurisdiction
- o National fisheries plan
- o Implementation of 1976 coastal zone legislation,
- o NOAA weather radio, and
- o Automation of Field Operation and Services (AFOS)

These objectives cover about 35 percent of NOAA's total program. This will run close to 50 percent if a \$177 million coastal zone supplemental is enacted. A supplemental of approximately this amount is a distinct possibility later in fiscal 1977.

Extended Jurisdiction. This objective, together with its 1976 predecessor, covers design, development and initial operations of NOAA's program to implement the new 200 mile fishing law, the Fishery Conservation and Management Act of 1976. It includes the crucial period from October 1976 through March 1977 during which preliminary fisheries management plans are to be developed, foreign negotiations completed and enforcement started.\* It also includes roughly the first year of the program after March, during which time the regional councils should become operational and develop their first final, comprehensive management plans for approval by the Secretary.

National Fisheries Plan. This objective implements the general Departmental plan for the development of U.S. marine fisheries through 1985, approved last August. It consists largely of program development plans in five key areas, capped by a final overall plan in the spring. Best estimate is that additional cost through 1985 will total \$67 million, on an annual basis

\*This portion of the objective has been extensively revised since the NOAA write up following this summary was prepared. This is primarily to reflect the serious lags in foreign negotiations, which were outlined at NOAA's September Conference.

and in current dollars.

Implementation of 1976 Coastal Zone Legislation. The 1976 Amendments extended the scope of the existing CZM program and established an energy development impact assistance program for coastal areas. Its key features are:

- o The planning period for states was extended from 3 to 4 years; new planning requirements were added for beach, shoreline erosion, and energy impact planning; and a "contingent" approval process was interjected between the planning and administration grants. Federal consistency requirements were expanded to include exploration, development, and production plans for Outer Continental Shelf energy activities.
- o Two new kinds of impact assistance were added:
  - \$400 million (\$50 million annually for 8 years) is authorized for OCS formula grants to be used for retirement of guaranteed bonds, planning and building of public facilities, and prevention or amelioration of unavoidable environmental losses.
  - \$800 million is authorized for a ten-year revolving Coastal Energy Impact Fund (CEIP) for loans and loan guarantees for public facilities needed because of new or expanded coastal energy activities.

CZM has 270 days from the passage of the Act (July 26, 1976) to publish regulations on the CEIP. They are planning, however, to have final regulations out ahead of the deadline.

A Policy Review Committee has been supplying Departmental overview. The issues which CZM has asked the Department to address are:

- o Lateral Seaward Boundaries: How shall we establish them? What shall we do if states disagree on their boundaries? How shall we establish allotments (based on the boundaries) if the boundaries are not agreed to?

- o Interest Rates on Loans: Shall we set an interest rate based on the government market cost of money or one based on the need of the local government for funding assistance?
- o Public Facilities Planning and Construction: What requirements and controls shall be established over local government proposals?
- o Objectives: To what extent is CZM a funding distribution mechanism and to what extent does it have substantive responsibility for the content and quality of state plans?

NOAA Weather Radio. This objective extends NOAA's present high band FM radio broadcast facilities to approximately an additional 200 sites, with round the clock service available to 90 percent of the population. This expansion program was undertaken in fiscal 1976 and will be completed by the end of 1978, with 100 facilities to be added this year and 100 next year. The facilities require compatible receivers, but these are relatively low-cost and are being included on an increasing number of otherwise standard sets.

NOAA's schedule of 100 sites this year and 100 next is premised on an approach to procuring construction services that has been questioned by Congressional and other interested parties. This could possibly delay their schedule.

AFOS. This objective represents a major automation of weather forecasting and communication functions, to be completed in 1981. When operational, the system should save \$6.6 million in annual operating costs through a 50 percent increase in professional productivity. It should also reduce dissemination time from the current 5 minutes to around 1 to 2 minutes.

September 1976

EXTENDED JURISDICTION IMPLEMENTATION

1. Proposed Objective. To fully implement by FY 1980 extended fisheries jurisdiction requirements mandated by the Fisheries Management and Conservation Act of 1976 (P.L. 94-265). By the end of FY 1977 provide for the implementation of conservation and management programs based on regional council participation in the establishment of management plans and regulations; carry out necessary research, including stock assessment, and economics and statistical inputs; provide administration, including establishment and support to the regional councils, issuance of permits and establishment of fees for foreign fishing; and provide for enforcement of the provisions of the Act and any regulation promulgated to carry out fishery management plans. In FY 1978 expand necessary resource assessment into additional areas, including recreational fisheries. In addition, provide for full implementation of the regional data management system, and for planned staffing of enforcement activities. In FY 1979 complete vessel support and resource assessment requirements. In FY 1980 provide for ship support services to all vessels constructed.

2. Justification. The objective represents the implementation of one of the most important pieces of legislation which has been enacted concerning the conservation and management of U.S. marine fisheries resources. The Secretary of Commerce, along with the Secretaries of State and Transportation, have been given specific responsibilities which

essential that there be close coordination between the various organizational elements involved in carrying out the Act. The Secretary must be kept abreast of the progress being made on a continuing basis.

### 3. Approach.

#### a. Establish regional councils.

- Governors' nominations (completed).
- Candidate clearance (completed).
- Council charters (completed).
- Secretary of Commerce approves charters for each council (completed).
- Secretary of Commerce appoints members to regional council (completed).

#### b. Prepare council operating procedures and guidelines.

- Draft manual for council operations (first draft of uniform procedures and guidelines completed).
- The review by Assistant Secretary of Administration (completed).
- NOAA publishes National Fisheries Management manual.

#### c. Initiate council operations.

- National orientation meeting (September 13-17-completed).
- Regional councils hold first official meetings (Interim regional staff liaison support for each council appointed).

#### d. Negotiate foreign access.

- State Department and Department of Commerce complete negotiation of GIFAs (20 GIFAs will be required).
- Secretary of State submits GIFAs to President for transmission to Congress.

- Need to develop contingency planning (Interdepartmental coordination group dealing with problem).
- e. Establish permit and fee system (Interim permit and fee office established)
  - Develop and approve application and permit forms (CG. & DOS comments received and forms accepted).
  - Fee schedule (Initial draft fee schedule/options completed).
  - NOAA publishes foreign permit application procedures and fee schedules (Processing procedures being prepared in cooperation with State Department).
  - Secretary of Commerce advises appropriate entities of approved foreign permit applications.
  - Foreign permit fees collected and permits issued by Secretary of State.
- f. Preliminary management plans.
  - Management plan preparation by councils and implementation by March 1, 1977, not possible.
  - NOAA completes working draft preliminary management plans for fisheries expected to involve foreign fishermen (NOAA policy defined; standard form prepared combining plan and NEPA requirements; 19 fisheries management units identified and lead responsibility assigned to research centers).

g. Operational requirements for enforcement.

— Secretaries of Commerce and Transportation agree to joint enforcement plan.

— U.S. Coast Guard begins enforcement of Act in cooperation with NOAA

h. Expand scientific capability to meet new management needs.

— Fishery data system

— Research problem areas based on national standards

— Committee formed to review research program.

4. Resources (Dollars in Thousands)

	<u>Man Years</u>	<u>Dollars</u>
FY 1977 Appropriated	246	\$ 22,000
FY 1978 Net Change	+ 23	- 1,505
Cumulative	269*	20,495*
FY 1979 Net Change	+101	+ 21,920
Cumulative	370	42,415
FY 1980 Net Change	+ 29	- 6,600
Cumulative	399	\$ 35,815

\*Includes FY1978 budget increases to OMB-'78 cuts made by DOC were added in 1979 estimate

5. Responsible Office. National Marine Fisheries Service,

Robert W. Schoning, Director

September 1976

NOAA completes preliminary management plans for fisheries expected to involve foreign fishermen.

\*\*September 1976

Publish Foreign Permit Application Procedures and Fee Schedules.

\*September 1976

Secretaries of Commerce and Transportation agree to joint enforcement plan.

\*November 1976

First official meetings of Regional Councils.

1/ \*December 1976

Initiate analysis of data in the Western Pacific region in support of management plans to be developed by the Western Pacific Council.

\*January 1977

Publish National Fisheries Management Manual (guidelines for preparation of fishery management plans)

\*\*\*January 1977

Regional Councils submit first annual reports.

1/\*\*\*January 1977

Initiate surveys and analyses in the Northwest Atlantic region in support of management plans to be developed by the New England Council.

\*\*\*February 1977

Secretary transmits first annual report to the Congress and the President.

\*\*February 1977

Secretary approves and promulgates interim regulations.

\*February 1977

Secretary of Commerce advises the appropriate entities of approved Foreign Permit Applications.

\*\*February 1977

Foreign permit fees collected and permits issued by the Secretary of Commerce through the Secretary of State.

\*February 1977

Regional Councils fully operational.

**\*Currently approved Secretarial milestones**

\*\*\*Completion depends upon enactment of legislation to amend management plan development and processing procedures. Milestone for amended legislation not included because of inability to predict its passage.



\*March 1977

U. S. Coast Guard begins enforcement of Act in cooperation with NOAA.

\*\*\*September 1977

First regional data management center becomes fully operational.

\*\*\*September 1977

NOAA completes establishment of economic analysis groups in all four regional centers.

1/\*\*\*January 1978

Initiate expanded surveys in Gulf of Mexico in support of management plans to be developed by the Gulf Council.

\*\*\*April 1978

Initiate increased surveys in the Mid-Atlantic and Southeast areas in support of management plans to be developed by the Mid-Atlantic and South Atlantic Councils.

1/\*\*\*May 1978

Initiate increased surveys in the Pacific region in support of management plans to be developed by the Pacific and North Pacific Councils.

1/ Based on existing biological data, planned surveys and subsequent analyses of data, it is expected that the Councils will:

- 1) determine identification of specific fisheries to be managed;
- 2) gather additional information and develop management plan alternatives;
- 3) select the preferred option(s) and complete the management plan(s); and
- 4) submit an approved plan to the Secretary of Commerce.

It is premature at this time to ascribe the above phases as milestones, inasmuch progress is dependent on actions of Councils which have not yet addressed these issues.

EXTENDED FISHERIES JURISDICTION

Objective

Change in Status

Develop a management structure for March 1977 implementation of extended fisheries jurisdiction.

Milestones	Jan		Feb		Mar		Apr		May		Jun		Jul		Aug		Sep		Oct		Nov	
<u>Calendar 1976</u>																						
1) Secretary of Commerce approves charters for each Regional Council																						
2) State Department and NOAA complete negotiation of Governing International Fisheries Agreements (GIFAs)																						
3) Secretary of State submits GIFAs to President for transmission to Congress																						
4) Secretary of Commerce appoints members to the Regional Councils																						
5) NOAA Publishes foreign permit application procedures and fee schedules																						
6) Secretaries of Commerce and Transportation agree to joint enforcement plan																						
7) NOAA completes preliminary management plans for fisheries expected to involve foreign fishermen																						

○ Review to date 1977 →

○ Review to date 1977 →

○ 20

○ 20



## EXTENDED FISHERIES JURISDICTION

### Activity in July - September

#### Progress

- o Milestone 1: Regional Council charters approved in July, 1976.
- o Milestone 4: Regional Council members appointed by Secretary of Commerce August 11, 1976.
- o Milestone 7: Preliminary management plans prepared for 19 fisheries expected involve foreign fishermen.

#### Variance

- o Milestone 2: Negotiation of GIFA's is expected to continue for several months. GIFA's will be required with approximately 20 nations and as yet only one agreement (Poland) has been signed. Preliminary discussions are being held with most nations involved but final negotiations will not be concluded until early in 1977, according to existing State Department schedules. Contingency plans are being developed by NOAA. If GIFA negotiations are not concluded with a given nation, fishermen from that nation may not be issued permits to fish in the U.S. extended fisheries zone. Without a permit, no foreign vessel may fish within 200 mile exclusive U.S. fishing zone after March 1, 1977.
- o Milestone 3: Delay in completion of Milestone 2 will cause a corresponding delay in the submission of GIFA's to the President for transmission to Congress.
- o Milestone 5: Final draft of fee schedule and permit application procedures being reviewed by the Interagency Committee for Extended Jurisdiction. Publication of permit application procedures and fee schedule now planned for October 1976.

- o Milestone 6: Coast Guard/NMFS interagency enforcement review is complete. The field visits conducted by the study team required more time than was originally scheduled for this phase of the study. A draft joint CG/NMFS short term enforcement plan will be completed in September. Concurrence by the Secretaries of Commerce and Transportation will be obtained in October.

PROPOSED FY77 MBO

IMPLEMENTATION OF 1976 COASTAL ZONE LEGISLATION

1. Proposed Objectives - Implement the Coastal Zone Management Act of 1976, signed by the President on July 26, 1976.
2. Justification - The Act expands significantly the responsibilities and authority established in the 1972 Coastal Zone Management Act. Considerable funds are to be involved in the next decade in the achievement of the basic purposes of the legislation and its amendments. While authorities will devolve to NOAA for much of the administration of the Secretary's responsibilities, certain functions will properly remain with the Secretary. Each of the milestones for the proposed objective involve significant elements of Secretarial interest.
3. Approach - Achievement of the objective will be by means of a task force at work in OCZM whose charge involves regulation drafting, modifying the Coastal Zone organization structure and resources, resolving legal issues, and various communications tasks. Incremental reviews and approvals leading to the achievement of the objective are OCZM and NOAA milestones. Conferences and reviews are planned with a DOC level policy review group.
4. Resources - For the implementation of the new legislation, approximately 57 new positions have been approved by the Department. The legislation authorizes \$1.6 billion in the next 10 years in support of the various programs of the Act. In the FY 77 Supplemental request the Department has approved \$49.2 million for Coastal Management Programs and \$141 million for coastal energy impact programs.
5. Responsible Office - The responsible office is NOAA's Office of Coastal Zone Management, directed by Robert W. Knecht, Assistant Administrator for Coastal Zone Management.

## 6. Milestones

1. Readiness to receive state applications for new "contingent" program approval. (January 1977)
2. Final Federal Register publication of remaining new coastal zone program regulations. (February 1977)
3. Final Federal Register publication of Coastal Energy Impact Program (CEIP) regulations. (February 1977)
4. Establishment of CEIP revolving fund mechanism. (March 1977)
5. Readiness to receive state applications for key new provisions of the basic coastal zone program. (March 1977)
6. Submission to Congress of initial shellfish resource assessment report. (April 1977)
7. Notification of final state allotments pursuant to section 308(d) of CEIP. (April 1977)
8. Notification of final state allotments pursuant to section 308(b) of the CEIP. (April 1977)
9. Readiness to receive applications pursuant to the provisions of section 308(d) of the CEIP. (May 1977)
10. Readiness to receive applications pursuant to the provisions of section 308(b) of the CEIP. (May 1977)

Note in 6.2.- Except 315(2) Beach Access Acquisition Grant Program.

### Glossary of Section Titles

- 305. Planning grants
- 305 1/2 "Contingent" program approval grants
- 306. Program administration grants
- 307. Federal consistency provisions
- 308. Coastal Energy Impact Program (CEIP)
  - 308b. CEIP Formula grants
  - 308c. CEIP planning grants
  - 308(d) (1&2) CEIP fund: loans and guarantees
  - 308(d) (3) CEIP fund: refinancing
- 309. Interstate grants
- 310. Research and Technical Assistance
- 315. Estuarine Sanctuaries and Beach Access

## FY 77 MBO for NOAA Weather Radio

1. Objective

The overall objective of the NOAA Weather Radio (NWR) program is to make direct broadcasts of weather information available to 90 percent of the U.S. population. This involves the establishment of over 200 more NWR stations by the end of 1978.

As of October 1, 1976, NOAA was operating 111 stations. The FY77 objective is to increase the number of operating stations by 100 and to complete much of the preliminary site work for an additional 100 stations.

2. Justification of the Objectives

The Weather Service's number one complaint from the public concerns the limited availability of the latest weather information. NOAA Weather Radio helps to solve this problem and, for this reason, has generated a very heavy volume of Congressional mail. It provides continuous, around-the-clock broadcasts of the latest weather information directly from National Weather Service offices. Taped weather messages are repeated every four to six minutes and are routinely revised every two to three hours, or more frequently if needed.

The broadcasts are tailored to weather-information needs of people within the receiving area. For example, stations along the sea coasts and Great Lakes provide specialized weather information for boaters, fishermen, and others engaged in marine activities, as well as general weather information.

During severe weather, National Weather Service forecasters can interrupt the routine weather broadcasts and substitute special warning messages. The forecasters can also activate specially designed warning receivers. Such receivers either sound an alarm indicating that an emergency exists, alerting the listener to turn the receiver up to an audible volume; or, when operated in a muted mode, are automatically turned on so that the warning message is heard. "Warning alarm" receivers are especially valuable for schools, hospitals, public-safety agencies, and news media offices.

Under a January, 1975, White House policy statement, NOAA Weather Radio was designated the sole Government-operated radio system to provide direct warnings into private homes for both natural disasters and nuclear attack. This capability is to supplement warnings by sirens and by commercial radio and TV.

NOAA Weather Radio broadcasts are usually made on one of three high-band FM frequencies -- 162.40, 162.475, or 162.55 megahertz (MHz). The 162.475 MHz frequency is used only in special cases where required to avoid channel interference. These frequencies are not found on



the average home radio now in use. However, a number of radio manufacturers offer special weather radios to operate on these frequencies, with and without the emergency warning alarm. Also, there are now many radios on the market which offer standard AM/FM frequencies plus the so-called "weather band" as an added feature.

### 3. Resources

An expanded NWR program was authorized in the FY76 appropriation which provided for a \$3.5 million increase in base. The 10-year cost of the program is approximately \$38 million, not to include the cost of manpower to make the broadcasts. Approximately 250 man-years of effort will also be required annually for the broadcasting of the necessary material when the network is completed. These man-years of effort will be derived from savings provided by the AFOS program and by reprogramming of staff currently involved in the NWR program.

All engineering and maintenance activities associated with the establishment of new stations for the mainland will be handled by two national contractors, with one exception. A few state governments are helping us to establish and operate their networks. An expanded Alaska network will be handled by a combination of in-house and contractual effort. The Hawaii network of four stations is complete except for eventual replacement of old equipment.

### 4. MLC Responsibility

National Weather Service  
Silver Spring, Maryland  
Dr. Richard Hallgren, Deputy Director

### 5. Milestones

- |  |                 |
|--|-----------------|
| a. Contractor begins installing new NWR stations   | March, 1977     |
| b. Contractor completes the engineering survey and selection of approximately 200 broadcasts sites | September, 1977 |
| c. Contractor completes installation of 80 stations as follows:                                    |                 |
| 13 stations. . . . .   | March, 1977     |
| 45 stations. . . . .   | July, 1977      |
| 80 stations. . . . .   | September, 1977 |

The 80 new stations are in addition to approximately 20 stations which will become operational in the next three months thru cooperation with states.

AUTOMATION OF FIELD OPERATIONS AND SERVICES (AFOS)

1. OBJECTIVE

The National Weather Service (NWS) program for the Automation of Field Operations and Services (AFOS) is a multiyear effort to introduce modern technology throughout the service by 1981. The program objectives are to increase the productivity and effectiveness of NWS personnel and to increase the timeliness and quality of warning and forecast services.

The objectives for FY 1977 are to initiate the systems production line and to equip the AFOS Experimental Facility with field production systems.

2. JUSTIFICATION OF THE OBJECTIVE

The requirement for weather and river services has grown significantly over the years. Since the field services are largely based on manual procedures and low technology data communications and handling procedures, the cost of providing services threatens to rise inordinately. The introduction of AFOS provides the opportunity to reduce the operational costs and the cost of incremental improvements of our basic and special services by:

- o Automating the routine duties of professional personnel
- o Providing automated assistance to the professional aspects of the forecaster's job, and
- o Communicating data to the forecaster and services to the media over high-speed processor-controlled circuits.

It is confidently estimated that the forecaster's professional productivity will be increased by 50% (from 50 to 75%) and that the time from recognition of hazardous conditions to the dissemination of warnings will be reduced from a current five (to as high as 15 minutes) to no more than a minute or two.

We expect to realize three kinds of economies with the full implementation of AFOS. Through the redesign of communications and the reduction of associated positions, we will save \$6.6M per year in real operating costs. The increased productivity of our people and the deletion of planned positions will equate to \$6.6M per year in costs avoided for improved services. Although real, we have not estimated the potential costs avoided by providing better basic processing capabilities from which to spin incremental improvements to services.

The FY 1977 activities are associated with assuring the performance of the production line systems and installing the AFOS Experimental Facility which will form the basis for continuing tests and for the development of operational procedures.

3. RESOURCES NECESSARY TO ACHIEVE THE OBJECTIVE

Some \$3M (excluding capital equipment) was expended in FY 1975 and FY 1976 to prepare for the FY 1977 milestones. Capital expenditures for AFOS equipment and installation are estimated to be \$45.4M. When fully implemented, normal operating costs are estimated to be \$6.9M per year.

4. MLC RESPONSIBILITY

National Weather Service  
Silver Spring, Maryland  
George P. Cressman, Director

5. MILESTONES

- a. Complete Conditional Acceptance Test (Factory) of First Systems - Jul 1977
- b. Complete Experimental Facility Installation - Aug 1977
- c. Complete Final Acceptance Test of Experimental Facility System - Sep 1977



FISCAL 1977 OFFICE OF MINORITY BUSINESS ENTERPRISE OBJECTIVES

General. OMBE proposed five objectives for fiscal 1977 all but the last being continuations of objectives developed in fiscal 1976. They are:

- o Strengthening planning, research and evaluation
- o Operating the Interagency MBE Council
- o Implementing the OMB Report on Minority Business Enterprise.
- o Achieving quantified output goals.
- o Developing and implementing non-Federal initiatives

All told these objectives cover 78% of OMBE's 1977 budget.

Strengthening Planning, Research and Evaluation. This objective is a continuation and expansion of a fiscal 1976 objective and is intended to monitor OMBE's efforts to improve its capabilities in the areas of planning, research, and evaluation and to conduct certain high priority studies and projects that have been identified both internally and by outside sources. The objective is most directly an out-growth of OMBE's December 10, 1975 report, "A Proposed System of Program Planning, Performance Measurement and Evaluation", but it also reflects a major reorganization of these functions early last summer. These functions require only 25 positions and \$2 million, 4% of total resources.

Operating the Interagency MBE Council. This objective is an expansion of a fiscal 1976 objective to reorganize the Interagency Council. The Council has since been reorganized and in the last MBO conference, Secretary Richardson directed that the objective be revised for fiscal 1977 to reflect what was to be accomplished by the Council. The Council is chaired by the Under Secretary is an important part of the Federal minority business program.

Implementing the OMB Report on Minority Business Enterprise. This objective is a continuation of a fiscal 1976 objective to develop and implement a variety of actions recommended by the OMB report on Minority Business Enterprise. The OMB

report stresses OMBE/SBA coordination, a subject that was also discussed in the House Investigative Report on OMBE and a report of the Subcommittee on SBA Oversight and Minority Enterprise.

Achieving quantified output goals. This objective, also monitored in fiscal 1976, tracks OMBE's progress in achieving a variety of quantified indicators of output and performance by its funded organizations (BDOs, CCACs, etc.). Since these organizations represent the bulk (\$39 million) of the OMBE budget, we agree that their achievements warrant Secretarial attention. The addition of gross receipts as an indicator occurred this year and represents an important advance in OMBE's performance monitoring.

Developing and implementing non-Federal initiatives. Both the OMB Report on Minority Business Enterprise and OMB's draft executive order emphasize the need for OMBE to expand its efforts to reach the non-Federal sector. This project is still in its formative stage.

October 1976

## PLANNING, RESEARCH AND EVALUATION

1. The Objective. By the end of Fiscal 1977, it is OMBE's objective to have organized and conducted its newly constituted planning, research and evaluation activities in such a way as to make them a coherent and effective force for improving the productivity of investments of appropriated funds in OMBE staff positions and in contractor and grantee programs and projects.

2. The Justification. OMBE is proposing this Objective for a number of reasons. It recognizes both the utility of planning, research and evaluation activities for improved investment decision-making, and the need to improve the conduct of these activities in OMBE. It recognizes the substantial outside interest in the effort to improve these activities. And it recognizes the need to assure that the activities are developed and conducted in concert with complementary Departmental-level efforts.

3. The Approach. The Objective will be fulfilled under the following conditions:

- a. The preparation of timely, high quality and credible reports;
- b. The consideration and use of the reports in key budget, program and project decision-making.

The effectiveness of the effort to mount a coherent and operationally suitable planning, research and evaluation program which contributes to improved productivity of OMBE investments will have to be independently judged after the completion of the first year's activities and then periodically thereafter. Specifically, the Objective will be conducted through a variety of staff, contractor/grantee, and other agency projects.

These will include: pilot and demonstration projects to test alternative investment approaches for contractor/grantee projects serving clients; research studies to further knowledge about minority enterprise and to provide economic and demographic forecasts; evaluation projects to assess operational programs and to review the merits of alternative investment objectives and funding plans; and projects to coordinate OMBE planning with minority business enterprise planning activities conducted by other agencies.

4. The Resources. It is estimated that this effort will require about 25 staff years and \$2.0 million.

5. Responsible Office. The Office responsible for seeing that the objective is carried out is the Planning and Evaluation Division, Sherman M. Funk, Assistant Director. Responsibilities for performance will be assigned

throughout OMBE in accordance with available resources, and will be summarized in a revision to the FY 77 Annual Objectives, OMBE Order 705-3.

6. The Milestones. The Milestones listed here show the anticipated delivery dates for major reports that the planning, research and evaluation effort is expected to produce during the course of the year. The Milestones are organized by program category (Research, Planning and Evaluation) for ease of analysis and tracking. Further, they reflect discrete outputs rather than the more fluid impact potential. Also attached are statements dealing with selected representative reports, describing each one briefly and relating its prospective utilization and impact. More detailed Milestones for the development and preparation of each report are available but are not included to reduce the amount of detail. (Selected Milestones are shown by an asterisk)

A. Research Program Milestones

1. Report on Capital Development\* - December 1976
2. Report on Opportunities in Manufacturing - June 1976
3. Data Analysis Research Program\* - May 1977

B. Evaluation Program Milestones

1. Report on BAR Evaluation - October 1976
2. Monthly Reports on Failure/Success and on Gross Receipts\* - November 1976
3. Report on Inter-Agency Council - December 1976
4. Census Study - December 1976
5. Evaluation Reports on:
  - One Stop Centers\*
  - Consultant Services
  - BDO Productivity/Effectiveness
  - Implementation of OMB Report
  - State OMBEs
  - Minority Business and Trade Associations - January 1977
6. Further Reports on Inter-Agency Council and Implementation of OMB Report - June 1977.



C. Planning Program Milestones

1. Annual OMBE and Secretarial Objectives for FY 78 - June 1977
2. Five Year Program Plan for FY 79-83\* - July 1977
3. Funding Plan for FY 78 - May 1977
4. Paper on Coordination of Inter-Agency Planning Efforts\* - March 1977
5. Status Report on Integration of Planning and Budgeting Cycle -  
January 1977
6. Reports on Alternative/Contingency Planning - June 1977
7. Documented/Planning System - August 1977

(See Attachment for fuller description)



## PLANNING

### Planning Report on the FY 79-83 Program Plan:

This report is to be a planning guide which sets forth program goals to be pursued and accomplished during the five year period. It is the primary formal source for the development of Annual Secretarial Objectives and is a companion to the Five Year Estimate of Budget Requirements. The report is expected to impact the development of the Five Year Estimates of Budget Requirements, and to result in a more suitable program-budget cycle than heretofore was the case.

In Fiscal 1977, the Report will be developed in concert with the development of the FY 79 Budget; in subsequent years, the Planning Report will be initiated earlier than the Budget Cycle.

## RESEARCH

### Research on Capital Development:

This research will assess the availability of private equity and debt capital for investment in minority owned firms. The information is needed to ascertain whether the predicted growth of minority firms can be financed. Policy recommendations will follow the completion of the research.

### Data Analysis Research Program:

This program is designed to produce reports on economic and demographic indicators on a quarterly cycle for OMBE's 42 operating districts, and to survey the total minority business sector in seven key states. The reports are being prepared by BEA.

The reports are expected to be used for program planning purposes and by OMBE program officers charged with the delivery of services in each district. The indicators will signal both problems and opportunities toward which OMBE's resources can be directed.

## EVALUATION

### Dun and Bradstreet Failure Rate Study:

This contract is designed to obtain reliable OMBE client Data on Failure Rates, Gross Receipts and a variety of additional data that are not currently available through any known sources. It is expected that this new data

will allow for the establishment of a true Failure Rate and for the tracking of accurate Gross Receipts Data for OMBE-assisted firms. A control group of non-OMBE-assisted firms currently in Dun and Bradstreet's Data Bank will be developed and monitored so that the OMBE Failure Rate and Gross Receipts information can be compared to normal failures and gross receipts changes. The information developed will be used primarily as an additional measure of OMBE's overall impact on the minority business effort, and as a practical management tool for more effective planning, contract monitoring and efficient distribution and utilization of OMBE Resources.

#### One Stop Centers:

This evaluation is intended to determine the efficiency and effectiveness of the concept as an alternative to multiple organizational funding in specified areas. The model is a one-stop service center in lieu of BDOs, CCACs and BRCs.

Once completed, the findings will enable OMBE managers to determine the feasibility of the concept as a replicable program element. Moreover, this evaluation will also have an impact on the allocation of the Agency's resources.

#### Report on the Coordination of Inter-Agency Planning Efforts:

This report will describe the minority enterprise development planning activities of the various Departments and Offices of the Federal Government, analyze their differences and similarities, and will propose a course of action for bringing about increased coordination and effectiveness. This report is expected to impact the deliberations of the Interagency Committee, and the preparation of regulations implementing Executive Order 11625.

## OPERATION OF THE INTERAGENCY COUNCIL ON MINORITY ENTERPRISE (IAC)

1. The Objective: It is OMBE's objective to contribute to the strengthening of the IAC by proposing productive and effective programs for IAC Committees to pursue under the mandate of Secretarial Objectives.
2. The Justification: This Objective is proposed because of the widespread interest in improving the effectiveness of the IAC, of the role of the Under Secretary as the Chairman of the IAC, and of the role of OMBE as support staff. The development of this objective through the process of Secretarial MBO will produce results which are both acceptable to the Under Secretary and highly credible before the IAC.
3. The Approach: The Objective will be initiated by the presentation to the IAC of proposals to establish an Indian Business Development Program and an appropriate committee to conduct the program; a Business Management Development Program with an appropriate committee for its conduct; and a new program for the already established Procurement Committee. In addition, activities for a Special Programs Committee will be developed. If these programs and committees are established, OMBE will serve as coordinator/developer to further promote and monitor progress. Further, as the committees begin their work, their initiatives will be reflected in more clearly delineated milestones. The Indian Business Development Program is proposed to demonstrate that agencies responsible for assisting Indians can mount a successful joint effort in specific business situations. If successful, the methods and techniques used will be replicated.

The Business Management Development Program is proposed to develop twelve local business management systems to meet the educational needs of minority entrepreneurs. This too would be a demonstration program with the results available for consideration in the future as legislative, regulatory and budget decisions are made and subject to the influence of the Interagency Council's Business Management Development Committee.

The new program for the Procurement Committee involves an experimental effort to set goals for competitive procurement. Though controversial because of its potential for impacting procurement regulations, this program is defensible in that it would contribute to a substantial increase in the amount of competitive awards to minority firms. This new effort will not displace other continuing activities of the Committee.

The final element of the approach involves the creation of a Special Projects Committee to conduct and oversee matters of priority concern that are unsuitable for assignment to other committees. It is expected that the mere presence of the Committee will promote the development of ideas which it can consider and will consequently contribute to a stronger IAC.

4. Resources: It is estimated that \$1.5 million, from appropriate agencies, (e.g. OE), will be needed for the business management program and that two staff years will be required for the Procurement Committee program. The other activities will be accomplished with existing resources.

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5. Responsible Office: Program Resources Division, Walter Sorg, Assistant Director.

6. Milestones:

A. Pilot Effort For Coordinated Business Assistance to Indians

- Proposal to IAC - Sept 1976
- Begin Pilot Efforts - Jan 1977
- Final Program and Evaluation Report - Jan 1978
- Plan of Further Action - March 1978

B. Business Management Development

- Proposal to IAC - Sept 1976
- Development and Implementation of Program - March 1977
- Final Progress and Evaluation Report - Oct 1977
- Plan of Further Action - Dec 1977

C. Procurement Awards

- Proposal to IAC - Oct 1976
- Establish FY 77 Goals - Nov 1976
- Final Progress and Evaluation Report - Nov 1977
- Plan of Further Action - Dec 1977

D. Special Programs

- Proposal to IAC - Nov 1976
- Development of Optional Projects - Jan 1977
- Establishment of Committee - Feb 1977

DEPARTMENT OF COMMERCE, OFFICE OF MINORITY BUSINESS ENTERPRISE  
AND SMALL BUSINESS ADMINISTRATION COORDINATION ON MINORITY  
BUSINESS

1. Proposed Objective: This Objective is to improve coordination between the Department and OMBE, on one hand, and the Small Business Administration, on the other, by implementing the OMB Report on Minority Business Enterprise Programs.
2. Justification: This joint DOC-OMBE Objective is proposed to provide Departmental management with a means of guiding and monitoring the OMB Report dealing with SBA coordination.
3. Approach: The overall Objective is to be achieved by coordinating the planning, budgeting, evaluation and operational activities of DOC, OMBE, and SBA as these impact on minority business enterprise development.

The coordination will occur through the work of Task Forces dealing with specific subject matter and producing agreements, reports, plans, analyses and operational guides which are then to be used in the conduct of the affected programs. Clients assisted through the coordinated mechanism should be better served and more successful than is otherwise now the case.

4. Resources: Existing staff resources in management, planning and related functions are allotted to the Objective on an ad hoc basis. No new resources are requested.
5. Responsible Office: The responsibility for monitoring the accomplishment of the Objective lies with the Office of Program Evaluation, Steve Browning, and with OMBE, Cal Brooks, Coordinator of OMBE-SBA Affairs. The actual conduct of activities under the Objective is the joint responsibility of Walter Larke Sorg, Assistant Director, Program Resources Division and Sherman M. Funk, Assistant Director, Planning and Evaluation Division.
6. Milestones\*
  - a. Develop joint DOC-SBA plan for implementation of OMB Report.
  - b. Complete DOC-SBA interagency agreement.
  - c. Submit report on greater use of minority subcontractors on Federal prime contracts and for affirmative action program to Interagency Council for Minority Business Enterprise.
  - d. Complete a joint review of the OMBE-SBA budgets to assure conformance with interagency agreements.

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- e. Complete plan for evaluation of effectiveness of coordination efforts, including specific goals to be achieved and indicators of impact to be measured.
- f. Complete plans for studies to improve knowledge of factors in success or failure of minority business.
- g. Complete long-term quantifiable objectives for the Federal minority business effort to use in monitoring performance.
- h. Establish through interagency agreement the criteria to determine priority use of available M&TA by SBA and OMBE.
- i. Complete proposal for increasing Commerce efforts in non-Federal markets and for developing effective alternatives to continued dependence on Federal assistance for minority firms.
- j. Complete short-term, FY 1977 quantifiable objectives for the Federal effort to use in monitoring performance.
- k. Complete analysis of standards regarding the capabilities of the OMBE and SBA M&TA staffs, both direct and contractor employees.
- l. Complete interim report on comprehensive system for evaluating the impact of Federal assistance activities.
- m. Submit joint DOC-SBA report on effectiveness of coordination efforts, including the implementation of the interagency agreement.
- n. Submit final report on a comprehensive impact evaluation system and implement the system.

\*Dates for these milestones will be established during the week of October 26, 1976.

## FUNDED PROGRAM PERFORMANCE

1. The Objective: It is OMBE's objective to assure the delivery, in Fiscal 1977, of management and technical assistance by contractors and grantees to minority entrepreneurs and minority-owned firms. This will result in awards of loans and contracts, and in increases in gross receipts income, as follows:

Loans - 6245 for \$296.1 million

Contracts - 6618 for \$449.1 million

Gross receipts increase to \$5,000,000,000.

These benefits will flow to 30,437 clients. An additional 3,197 clients will receive limited, informational assistance.

2. The Justification: This Objective is proposed for Secretarial consideration because it is the basic delivery service program of the Office which deals directly with entrepreneurs and firms, requiring all of OMBE's program funds and a good deal of its staff. It is also highly susceptible to quantification and verification.
3. The Approach: The Objective will be achieved by properly selected contractors and grantees who are tasked with the responsibility of providing the resources and services to produce the required results.
4. The Resources: This Objective is for results produced by contractors and grantees in Fiscal 1977. The resources for this effort come from FY 76 and TQ appropriations (about 40%) and from the FY 77 appropriation (about 60%). The total is about \$39,000,000.
5. Responsible Office: The Office responsible to assure that the Objective is carried out is the Office of the Director, Alex Armendaris, Director. The Assistant Directors and Regional Directors of OMBE are responsible for the actual implementation of the Objective. The Assistant Director for Planning and Evaluation is responsible for monitoring and reporting functions.
6. The Milestones: The milestones for this Objective involve detailed performance and scheduling estimates for each funded project. These are summarized on OMBE's Funding Plans.



Preliminary milestones show project effective dates and funding level by quarter:

<u>QUARTER</u>	<u>PROPORTION OF PROJECTS STARTING THIS QUARTER</u>	<u>PROPORTION OF DOLLARS USED THIS QUARTER</u>
7-9-76	10.1%	9.6%
10-12-76	13.9%	14.3%
1-3-77	19.2%	18.3%
4-6-77	30.7%	33.4%
7-9-77	22.7%	20.9%
10-12-77	3.1%	3.1%

Additional milestones distributing the loans, contracts and increases in gross receipts called for in the Objective are being compiled.

## NEW INITIATIVES IN THE NON-FEDERAL SECTOR

1. Proposed Objective: This long-term Objective is to increase the involvement of corporations, State/local governments, universities, foundations, etc., in the minority enterprise program. Results from specific program initiatives will be reflected in the evaluation of the net effect of such programs on the total minority business enterprise effort.
2. Justification: Ultimately, the goal of the minority business enterprise program must be to institutionalize minority business within the total business community. Greater emphasis must therefore be placed on the development of non-Federal resource support for the minority business enterprise program. OMB in its recent Interagency Report on the Federal Minority Business Development Programs has requested OMBE to undertake new non-Federal initiatives in fulfillment of this goal.
3. Approach: The overall objective will be achieved through a series of initiatives to be undertaken in FY'77. Although a number of initiatives are presently planned, it may be expected that additional ones will be undertaken both in Fiscal 77 and later years.

Based on OMBE's past experience with private sector efforts, we do not believe that significant new initiatives would be forthcoming from the private sector without substantial infusions of Federal funds. Therefore, we believe that efforts should be directed at revitalizing existing programs. (See list below)

4. Resources: Inasmuch as this program will be integral to specific OMBE program areas already in operation, it is not possible to state with any certainty the amount of time required for such activities.
5. Responsible Office: Program Resources Division, Walter Sorg, Assistant Director.

6. Milestones:

	<u>Date</u>
a. Agreement by OMBE and DOC on initiatives (See list of initiatives, following.)	October 15
b. Completion of detailed plans and methodology to accomplish initiatives.	November 15
c. Holding of meetings with various private sector persons and organizations, as required by initiative plan.	March 1

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|---|-----------|---|
| d. Implementation of programs resulting from meetings and industry contracts. | May       | 1 |
| e. Evaluation of initiative-efforts   | September | 1 |

Proposed Initiatives:

1. Reduce Dependence upon the 8(a) program
2. Reduce dependence upon Federally-funded direct assistance resources
3. Increase involvement of state and local government in the minority enterprise program
4. Increase the availability of non-Federal financial assistance to minority businesses
5. Promote greater involvement of majority-owned companies in the minority construction program
6. Expand and strengthen the minority life insurance industry.