The Managing Director is responsible for the day-to-day administration of the Commission and the management of Commission operations. Included in his organization are two very substantial central support facilities which directly serve the substantive program operations. The Section of Administrative Services edits and prepares for publication (clerical and composition work) all of the Commission's reports and decisions. Under authority of the Joint Committee on Printing, it operates the Commission's class A printing plant which provides the printing services relating to the Commission's decisions and its other requirements. Additionally, that section provides the other normal procurement, contracting, and housekeeping services attendant to our organization. The Section of Systems Development, the addition to performing systems studies and analyses, operates the Commission's central data processing facility which includes our "Spectra 70" computer and electrical accounting equipment. These two facilities account for substantially more than a third of the support program expenditures. The remainder of the support program (less than one-third of the total expenditures) is accounted for by the Managing Director's immediate staff, including the regional managers, and the normal services required in the personnel management, budget, fiscal, mail, and related areas.

B. *Budget Processes*

7. Has your program breakdown been approved by the Bureau of the Budget?

No, our program breakdown has not yet been approved by the Bureau of the Budget. However, we are working with representatives of the Bureau of the Budget and are currently in the process of revising our present activity-oriented structure to conform to Bureau of the Budget requirements. When completed, it will be submitted to BOB for approval.

8. Does your program structure flow generally along functional lines of the agency?

Yes, our present program structure generally flows along the Commission's functional lines. Although the breakdown has not yet been approved by the Bureau of the Budget, we are utilizing our activity schedule, which is largely functionally oriented, as tentative program categories.

9. Has the program budgeting concept been fully implemented within your agency as yet in operational terms?

No, the program budgeting concept has not been fully implemented within the Commission. As you know, we were confronted with a consolidation of functions following the establishment of the Department of Transportation in 1967; and this budgeting concept did not become mandatory for the Commission until January 1, 1968. We are currently working with the Bureau of the Budget with the view of implementing it within the Commission as resources permit. Our present headquarters and field program evaluation system and our central status system which covers the proceedings activities utilize many of the principles envisioned by the program budgeting concept. We consider these systems as a fine base which with slight modifications should meet the BOB's requirements in this area. These systems provide a means to define program objectives, to measure accomplishments in relation to such established objectives, and seek to insure that the Commission's resources are applied in the most effective manner in carrying out assigned responsibilities. We are confident that through relatively minor refinements, our program evaluation and central status systems will meet the basic requirements of the planning, programing, and budgeting system contemplated by the President and the Bureau of the Budget.

10. To what extent do you believe that your new budget concept will improve the efficiency of agency operations?

Our budget concept and program evaluation systems outlined above have already been most effective in identifying problem areas, improving our use of manpower and other resources, and expediting the principal work of the Commission. We anticipate that implementation of the new budgeting concept will improve the Commission's efficiency to the extent that it will provide more meaningful and valid information upon which to base decisions concerning the allocation of the Commission's resources.

C. *Accounting Systems Development*

11. Has the GAO given its approval of your accounting system?

Yes, the Commission's accounting system was originally approved by the General Accounting Office in 1957. Our accounting system has since been revised with the assistance of GAO representatives and was submitted to the Comptroller General in March 1968 for approval.