

2 April 1985

MEMORANDUM FOR JAY KEYWORTH

FROM: MIKE HAVEY

SUBJECT: SDIO Management (Our Conversation This AM)

I believe we've finally hit a point where -- if we don't do something -- the President and the Program are going to take an irrecoverable hit. There are enough good people beginning to shake out of the Star Wars tree saying "I can't take it anymore," and walking away, that sooner or later some slick staffer like the HAC's Seraphim gonna start pulling in witnesses.

Two Questions:

- o Who's gonna bell the cat?
- o Which cat do we bell?

Who? Two people working in concert are probably a better choice. **Dave Packard** is the lead for obvious reasons. He's good. He's personally respected by the three key players -- Cap, Bud, and the President. He's semi-up-to-speed on the issues and the President's agenda via the WHSC. And he's probably the one man left in this nation who can throttle the DoD bureaucrats with their own paperwork. I believe you are also correct in assessing (1) He'd do it for the President; (2) He could do it with an aura of Presidential mandate without ever really having to invoke it (important, since staffers always love to investigate smoke-trails;) and (3) A short-but-intense effort exactly suits his style right now.

I recommend that the only other man who knows how to get this level of organization and urgency moving -- **Bernie Schreiber**. work in concert with Packard. He's on Abe's Review Council and is therefore also fairly spun-up on the issues. He's also extremely irritated "...fit to be tied..." at the way Abe has turned the program management on it's head. While he may be old, he's impressed Gerry Yonas with his grasp of the issues. And again, a short-but-intense effort would be quite suitable to him -- especially under a guy like Packard.

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While these two men would obviously want administrative support, I don't believe that any management contractor should or could get involved in this affair. Even though they may be acting as judge and prosecuting attorney, Packard/Schreiver have old school ties to the System. The presence of outhouse contractors in an inhouse muckracking would stop this effort in its tracks. The contractor would also dredge-up and bog-down in detail that Packard/Schreiver don't need, and the President/Bud/Cap couldn't use. We know what's wrong with the Program. And the lack of a Work Breakdown Structure ain't the problem -- only a symptom.

Which Cat? Certainly not the President. He's done all he dares. To involve him at this level of detail doesn't just perk up HAC staffers' ears, it hands them a knife and points out the target. That doesn't mean that he wouldn't see Packard/Schreiver and bring them on board in his own unique style. It does mean that they'd actually be reporting to someone further down the chain for implementation. (If we have to have them actually commissioned by the President, then we need to fire that someone further down the chain -- and that someone would see it exactly that way and fight everybody tooth and nail.)

At the same time Cap does not really recognize that he has a problem. ("Ambiguity? What ambiguity?") Coming in out of the cold and recommending Cap's house needs cleaning is a loser.

The key to which cat, and the urgency with which this needs be done, lies in the forthcoming NSDD mentioned by Bob L. If there is to be redirection/focus from the NSC, then we'd better have our Parkard/Schreiver Report feed that Directive, not fly in the face of it.

The cat is therefore Bud McFarlane.

The future NSDD is the ticket to bringing Weinberger on board as well. Since the coordination process gone through by every NSDD requires DoD input and acquiescence, it is the excuse for our bringing in two very competent men to work in concert with the SECDEF (personally) prior to Directives being issued. The key here is that men like Schreiver and Packard don't work with UnderSecretary and Ass't Secretary underlings -- especially when they're doing all this as a favor to the President. Keeps a lot of noses in joint too, and provides Cap bottom-up rationale to fight off the screams ensuing from his staff when the resultant NSDD actually starts making the coordination rounds.

RECOMMENDED ACTION

Bring the Packard/Schreiver review to Bud's attention as a quiet solution within the system for a disease that's otherwise eating the central nervous system out of the President's program. And that while we may still outwardly appear in control of ourselves, the disease is rapidly accelerating.

Offer to low-key the effort within the Administrative auspices of the WHSC, reporting to no one except you, Bud, and Cap. Report within 30-45 days. Less if possible. Report content specifically designed for action within an NSDD, and follow-up at SECDEF level.

Timing critical. (Message to all -- Move now or forever hold your peace.)