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WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name Roberts, John: Files

Withdrawer

LOJ 7/29/2005

File Folder [BLUE RIBBON COMMISSION ON DEFENSE
MANAGEMENT-NATIONAL SECURITY DECISION
DIRECTIVE]

FOIA

2005-139

Box Number CF0578

COOKE

1002

ID	Doc Type	Document Description	No of	Doc Date	Restrictions
19456	MEMO	ROBERT MCFARLANE TO THE PRESIDENT, RE NSDD AND DRAFT STATEMENT	2	6/7/1985	B1

R 6/6/2006

Freedom of Information Act - [5 U.S.C. 552(b)]

- B-1 National security classified information [(b)(1) of the FOIA]
- B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- B-3 Release would violate a Federal statute [(b)(3) of the FOIA]
- B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

To John & Larry
Date 6/10 Time 4:50

WHILE YOU WERE OUT

M FYI
of per Dick

Phone _____
Area Code Number Extension

TELEPHONED		PLEASE CALL	
CALLED TO SEE YOU		WILL CALL AGAIN	
WANTS TO SEE YOU		URGENT	

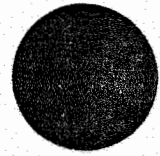
RETURNED YOUR CALL

Message Fred wants to
meet w/ you at
7:30 tomorrow
morning.

Operator dea

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

- O - OUTGOING
 - H - INTERNAL
 - I - INCOMING
- Date Correspondence Received (YY/MM/DD) 1 / 1 /



Name of Correspondent: Dave Chew

MI Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: DSDD and Draft Statement re Establishing a Blue Ribbon Commission on Defense Management

ROUTE TO:	ACTION	DISPOSITION		
Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response Code	Completion Date YY/MM/DD
<u> CUTHELL </u>	ORIGINATOR	<u> 85106110 </u>		<u> 1 </u> / <u> 1 </u>
	Referral Note:			
<u> QUAT 02 + 18 </u>	<u> D </u>	<u> 85106110 </u>	<u> S </u>	<u> 85106110 </u>
	Referral Note:		<u> COB </u>	
		<u> 1 </u> / <u> 1 </u>		<u> 1 </u> / <u> 1 </u>
	Referral Note:			
		<u> 1 </u> / <u> 1 </u>		<u> 1 </u> / <u> 1 </u>
	Referral Note:			
		<u> 1 </u> / <u> 1 </u>		<u> 1 </u> / <u> 1 </u>
	Referral Note:			

- | | | |
|--|---|---|
| <p>ACTION CODES:</p> <ul style="list-style-type: none"> A - Appropriate Action C - Comment/Recommendation D - Draft Response F - Furnish Fact Sheet to be used as Enclosure | <ul style="list-style-type: none"> I - Info Copy Only/No Action Necessary R - Direct Reply w/Copy S - For Signature X - Interim Reply | <p>DISPOSITION CODES:</p> <ul style="list-style-type: none"> A - Answered B - Non-Special Referral C - Completed S - Suspended |
|--|---|---|
- FOR OUTGOING CORRESPONDENCE:**
 Type of Response = Initials of Signer
 Code = "A"
 Completion Date = Date of Outgoing

Comments: _____

Keep this worksheet attached to the original incoming letter.
 Send all routing updates to Central Reference (Room 75, OEOB).
 Always return completed correspondence record to Central Files.
 Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

~~CONFIDENTIAL~~

WHITE HOUSE STAFFING MEMORANDUM

DATE: 6/10/85

ACTION/CONCURRENCE/COMMENT DUE BY:

8:00 am 6/11/85
3:00 P.M. TODAY

SUBJECT: NSDD AND DRAFT STATEMENT RE ESTABLISHING A BLUE RIBBON COMMISSION ON DEFENSE MANAGEMENT

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	<input type="checkbox"/>	<input type="checkbox"/>	LACY	<input type="checkbox"/>	<input type="checkbox"/>
REGAN	<input type="checkbox"/>	<input type="checkbox"/>	McFARLANE	<input type="checkbox"/>	<input type="checkbox"/>
STOCKMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OGLESBY <i>OK</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BUCHANAN	<input type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input type="checkbox"/>	<input type="checkbox"/>
CHAVEZ	<input type="checkbox"/>	<input type="checkbox"/>	RYAN	<input type="checkbox"/>	<input type="checkbox"/>
CHEW	<input type="checkbox"/>	<input type="checkbox"/>	SPEAKES	<input type="checkbox"/>	<input type="checkbox"/>
DANIELS	<input type="checkbox"/>	<input type="checkbox"/>	SPRINKEL	<input type="checkbox"/>	<input type="checkbox"/>
FIELDING	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SVAHN	<input type="checkbox"/>	<input type="checkbox"/>
FRIEDERSDORF <i>OK</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	TUTTLE	<input type="checkbox"/>	<input type="checkbox"/>
HENKEL	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HICKEY	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
HICKS	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>
KINGON	<input type="checkbox"/>	<input type="checkbox"/>	_____	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

Please provide any comments by 8:00 am 6-11-85 ~~3:00 p.m. today~~. Thank you.

RESPONSE:

~~CONFIDENTIAL~~

1985 JUN 10 PM 3:07

DECLASSIFIED

White House Guidelines, August 28, 1997

By LOS NARA, Date 7/26/05

David L. Chew
Staff Secretary
Ext. 2702

~~CONFIDENTIAL~~

Received 5/3
THE WHITE HOUSE
WASHINGTON 20503
MAY 30 1985

ACTION

June 7, 1985

MEMORANDUM FOR THE PRESIDENT

FROM: ROBERT C. McFARLANE *RCM*
SUBJECT: NSDD and Draft Statement Establishing a Blue Ribbon Commission on Defense Management

Issue

Whether to approve the NSDD at Tab A and related materials, to establish a broad-based Blue Ribbon Commission on Defense Management.

Facts

The broad-based charter for a Presidential Commission on Defense Management was approved in your meeting with Secretary Weinberger on June 4th.

Discussion

The NSDD reflects the full range of acquisition, management, and organizational issues we will face during the next few years, many of which are being pushed by Congress. It establishes the Commission's charter, and lays out milestones to be achieved in the course of making its final recommendations. An Executive Order to implement this directive is being drafted for your consideration next week.

While we are not endorsing or planning for a major reorganization of the Joint Chiefs of Staff or the Department of Defense, the NSDD is structured to ensure that you will receive an assessment of such proposals and recommendations on how to proceed. In addition, the NSDD requires the Commission to put its Acquisition report, which will cover some of our most immediate problems, on a "fast-track." The Acquisition section is to be completed by December, where the complete report is not required until June 1986.

The draft statement at Tab B is proposed for an announcement ceremony next week. This statement has been reviewed by Ben Elliott's staff and Secretary Weinberger, but needs your personal input. I would also suggest that David Packard give a short statement wherein he accepts your invitation to serve as Chairman and offers a little more detail on the administrative and substantive aspects of the Commission.

~~CONFIDENTIAL~~

Declassify on: OADR

DECLASSIFIED

NLS F05-139/1#19456

BY LOT NARA, DATE 6/20/06

A general outline of events for the announcement is suggested at Tab C. I think it would be useful to begin with a private meeting with Packard before moving to the Rose Garden. In addition, I'm working with Max Friedersdorf to arrange for the participation of key Members of Congress.

Recommendations

- | <u>OK</u> | <u>NO</u> | |
|-----------|-----------|--|
| _____ | _____ | 1. That you approve the NSDD at Tab A. |
| _____ | _____ | 2. That you approve the draft Statement (Tab B). |
| _____ | _____ | 3. That you approve the plan for announcement, as outlined at Tab C. |

Attachments

- Tab A NSDD for signature
- Tab B Proposed Presidential Statement
- Tab C Proposed Outline of Events

Prepared by:
Michael Donley

THE WHITE HOUSE

WASHINGTON

National Security Decision
Directive Number _____

ESTABLISHMENT OF A BLUE RIBBON COMMISSION
ON DEFENSE MANAGEMENT

During the last four years we have made great progress in rebuilding our national defense and in confronting the many challenges involved in managing this buildup. We have much to be proud of.

Now the time has come not only to reflect and ensure that the people know of our accomplishments, but also to prepare for the future. Particularly in the context of the resource constrained environment we face, we must do all we can to consolidate our gains and sustain our efforts to reinvigorate the defense program.

Pursuant to the advice of the Secretary of Defense, and in consultation with Members of Congress, I have decided to establish a Blue Ribbon Commission on Defense Management. The purpose of this Commission is to review and present to the people the progress already made in improving the management, organization, acquisition, and decision-making procedures of the Department of Defense, and to propose such further changes as may be appropriate. ✓

The charter of the Commission shall be to study defense management policies and procedures, including the budget process, the procurement system, legislative oversight, and the organizational and operational arrangements, both formal and informal, among the Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff, the Unified and Specified Command System, the Military Departments, and the Congress.

Objectives of the Commission shall include but not be limited to the following:

1. To review the adequacy of the defense acquisition process, including the adequacy of the defense industrial base, current law governing Federal and Department of Defense procurement activities, departmental directives and management procedures, and the execution of acquisition responsibilities within the Military Departments.

2. To review the adequacy of the current authority and control of the Secretary of Defense in the oversight of the Military Departments, and the efficiency of the decision-making apparatus of the Office of the Secretary of Defense.
3. To review the responsibilities of the Organization of the Joint Chiefs of Staff in providing for joint military advice and force development within a resource-constrained environment.
4. To review the adequacy of the Unified and Specified Command system in providing for the effective planning for and use of military forces.
5. To consider the value and continued role of intervening layers of command on the direction and control of military forces in peace and in war.
6. To review the procedures for developing and fielding military systems incorporating new technologies in a timely fashion.
7. To study and make recommendations regarding Congressional oversight and investigative procedures relating to the Department of Defense.
8. To recommend proposals to improve the effectiveness and stability of resource allocation for defense, including the legislative process.

In formulating its recommendations to the President, the Commission should consider the appropriate means for implementing its recommendations. The Commission should first devote its attention to the procedures and activities of the Department associated with the procurement of military equipment and materiel. It should report its conclusions and recommendations on the Procurement section of this study by December 31, 1985. The final report encompassing the balance of those issues highlighted above should be submitted no later than June 30, 1986, with an interim report to be submitted not later than March 31, 1986.

The Commission will be bipartisan in nature and should consist mainly but not exclusively of people with extensive experience and national reputations in the non-defense business sector. The Department of Defense will be responsible for administrative support to the Commission.

The Assistant to the President for National Security Affairs, in coordination with the Secretary of Defense, should prepare by June 14, 1985 an Executive Order implementing this directive, and a list of recommended Commissioners. The Commission should be in place and operating by June 30, 1985. Shortly thereafter, the Commission should brief the Assistant to the President for National Security Affairs and the Secretary of Defense on the Commission's plan of action.



-

B

Draft Presidential Statement to Announce a
Blue Ribbon Commission on Defense Management

During the last four years we have made great progress in rebuilding our national defense and in confronting the many challenges involved with efficient defense management. All of this reflects great credit upon our civilian defense leadership, particularly Secretary Weinberger, and our men and women in uniform, and on the American people. Much has been accomplished, and we have much to be proud of, and there is much left to do.

At the outset of this Administration, it was clear that the defense management problems we faced were exceptionally complex. Legislation and other barriers to efficient management have stubbornly defied previous and well intentioned efforts to remove them. That's why I appointed an individual with unmatched credentials for efficient management, Cap Weinberger, to be my Secretary of Defense. And while overseeing a needed buildup of our defensive strength, Cap has done a tremendous job at ferreting out waste and fraud. That's why you hear about it in the news. However, a public misconception has developed surrounding this effort.

The situation reminds me of an old adage of cowardly managers: "Don't clean the skeletons out of the closet or the public will accuse you of murder." Well, the management philosophy of this Administration has been directly opposite

to that adage. When Secretary Weinberger came to the Defense Department, he pledged, with my full and continuing support, to improve the efficiency and effectiveness of Defense management and to clean the skeletons out of the closet.

Cap has put in place important management reforms and more proposals are being considered, both by the Department of Defense and Congress. The effectiveness of the reforms already in place needs to be [presented to the public,] and new proposals need to be considered and reviewed. The scope of changes taking place involves not just the Defense Department, but also major contractors, small businessmen, and the Congress. ✓

The American people deserve to get all the facts. To do this, I have decided, at the recommendation of the Secretary of Defense, and in consultation with Members of Congress, to appoint a bipartisan Blue Ribbon Commission on Defense Management. I expect the members of this Commission to be tough and independent in their approach. They will review the progress already made in improving the management, organization, procurement, and decision-making procedures in Defense, and will provide us their recommendations for additional changes that seem desirable to them. The Commission will also study and report on the Congressional oversight process as it relates to DOD. It is my expectation that the Commission will send us a potential

blueprint for action that will provide for continuing improvements in DOD's peacetime and combat effectiveness.

This will be a big task, and to get it done, I have asked David Packard to serve as Chairman of the Commission. He is a former Deputy Secretary of Defense with an impeccable record. He has the experience in the defense industry and in government and the tenacity necessary for this assignment. I will soon be asking some of America's other aggressive business, legal, academic, and defense leaders to join us in this effort.

I want to thank Bill Dickinson of Alabama, who first suggested a Commission. He and many other Members of Congress have provided sound advice in the creation of this panel. I hope that Congress as a whole will support this effort. By working together, the Administration, the Commission, and the Congress can do more than review our own audit reports -- we hope and believe they can, [by informing the public of what has been accomplished,] help establish the bipartisan support needed for our national security, and thus help ensure that the strong defenses upon which America depends for both peace and freedom will be preserved for the future. ✓

2



OUTLINE OF ROSE GARDEN ANNOUNCEMENT CEREMONY

DATE & TIME: To be determined.
DURATION: 40 minutes

LOCATION: Oval Office and Rose Garden

PARTICIPANTS: The President, Mr. Regan, Secretary Weinberger, Mr. McFarlane, Mr. Packard, and selected Members of Congress.

ORDER OF EVENTS: Private meeting with Mr. Packard (Secretary Weinberger, Mr. Regan, and Mr. McFarlane also in attendance). (15 minutes)

Selected Members of Congress are escorted to the Oval Office. (5-10 minutes)

Participants gather in the Rose Garden; the President delivers a statement and turns to Mr. Packard, who also makes a short statement. No questions. (15 minutes)

Draft Statement by Mr. Packard

Mr. President, I am honored by your comments and by the trust you have shown in me by this appointment.

I want you and the other distinguished guests and, indeed, the American people to know that I will do my best to produce a report that is worthy of your support.

In the weeks ahead I will be working with your staff, with Secretary Weinberger, and others, to establish a Commission that will be truly credible and able to bring broad experience to bear on the issues we face.

I want it known from the start that all of us here today have a common goal -- the best national defense we can provide for the American people. I encourage all of you to support our Commission -- to provide us with your ideas of what is both good about the way things are today, and where we have opportunities for improvement.

The establishment of this Commission, Mr. President, offers us all a chance to join together in a bipartisan effort to improve our defense establishment. By working together, we can and will get this important review accomplished and its recommendations before the President by this time next year. I should also note that the President has asked that the Commission quickly turn its attention to issues involving defense procurement so that we can report in this area by the end of this year.

As the President noted, there have been many well intended studies of these issues that have fallen by the wayside when the tough issues of implementation arose. I will challenge the Commission to bear this in mind, and I ask the leadership of both the Executive and Legislative branches assembled here today to renew their commitment to carry the reforms and ideas that the Commission may produce through that vital final step.

At the President's direction, my initial efforts as Chairman will be focused on establishing a close working relationship not only with Cap Weinberger -- who has graciously offered the DOD's assistance to the Commission -- but also with the Congress, which plays such a vital role in providing for our national defense.

Thank you all for your help and support.

THE WHITE HOUSE
WASHINGTON

TO:

FFF

6-11

FROM: John G. Roberts, Jr.
Associate Counsel
to the President

JGR

- FYI
- COMMENT
- ACTION

THE ATTACHED INCORPORATES
YOUR REVISIONS

THE WHITE HOUSE

WASHINGTON

June 10, 1985

MEMORANDUM FOR DAVID L. CHEW
STAFF SECRETARY

FROM: FRED F. FIELDING
COUNSEL TO THE PRESIDENT

SUBJECT: NSDD and Draft Statement Regarding
Establishment of a Blue Ribbon
Commission on Defense Management

I have reviewed the memorandum for the President, draft National Security Decision Directive, draft Presidential remarks, and draft remarks by David Packard prepared in connection with the proposed establishment of a Blue Ribbon Commission on Defense Management.

The Commission is to be established by an Executive Order, which is not yet available. The Commission will be subject to the Federal Advisory Committee Act, 5 U.S.C. App. II. Most questions concerning compliance with that Act cannot be answered without reference to the Executive Order establishing the Commission. For example, the Act requires the membership of any Federal advisory committee to be "fairly balanced in terms of the points of view represented and the functions to be performed by the advisory committee," 5 U.S.C. App II § 5. An assessment of whether the membership of an advisory committee satisfies this requirement turns on careful analysis of the function of the committee as articulated in the Executive Order.

At this point I can state that an Executive Order can be developed to establish an advisory committee meeting the goals outlined in the National Security Decision Directive, with one important caveat. Both the directive and the draft remarks refer to one purpose of the Commission being "to present to the people" the progress that has been made in improving defense management. The Commission can certainly assess and evaluate management reforms that have been undertaken, and report its conclusions to the President. However, as I advised the President at last week's Issues Luncheon, for the Commission to be formally tasked with a public relations mission would subject the "independence" of the Commission to attack, as well as presenting serious problems under the Federal Advisory Committee Act and other statutes. Federal advisory committees are generally limited to advisory functions, 5 U.S.C. App. II § 9(b). The

President may, by specific directive, provide for additional functions, but no committee with such additional functions may operate for more than one year without specific congressional authorization and appropriation to pay its expenses. 31 U.S.C. § 1347. More relevant, a public relations function would present difficulties in calling this a "Blue Ribbon" group and in assessing the "balanced membership" requirement. I also think the Commission's credibility would be seriously impaired from the outset if its mission were described in part as being to inform the public of the great strides already made by the Administration in reforming defense management. It would be far preferable to describe the function as being to assess and evaluate progress made in management reform, and delete any references to presenting the facts to the public. The work of the Commission will of course reach the public, but this should not appear as a formal goal.

Appointees to the Commission will have to undergo the normal White House clearance procedures. I do not foresee any serious conflicts problems, in view of the broad mandate of the Commission, but will need to consider each prospective appointee individually.

FFF:JGR:aea 6/11/85
cc: FFFielding
JGRoberts
Subj
Chron