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JASON SYSTEMS INC.

7/13/83

#1 of 10

William H. [signature]

JASON SYSTEMS INC.

Executive Offices
Suite 200
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Washington, DC 20036
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July 11, 1983

General Lincoln D. Faurer
Director - DIRNSA/CHCSS
National Security Agency
Fort George G. Meade, Maryland 20755

Dear General Faurer:

In response to your request, Jason Systems Inc. herein submits a revised proposal for THE JASON PROJECT.

Since we made our first presentation on 10 December 1982, we have proceeded ahead with many of the tasks we proposed.

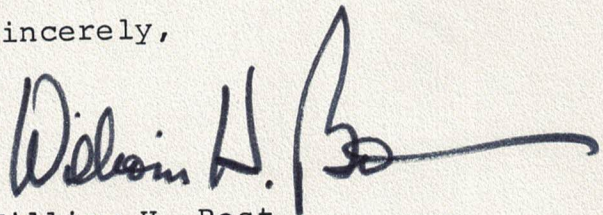
We have traveled far and learned much. I believe what is represented in this proposal reflects time well spent.

We all know far more than we did seven short months ago yet we still have much to learn.

Together, I believe, we can meet this challenge. Together we can win. Together we will win.

We solicit your support for and approval of THE JASON PROJECT.

Sincerely,

A handwritten signature in dark ink, appearing to read "William H. Best", followed by a long, sweeping horizontal line that extends to the right.

William H. Best
Chairman of the Board and
Chief Executive Officer

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EXECUTIVE SUMMARY

It is now obvious to sophisticated audiences and constituencies concerned with high technology and "supercomputers" in the United States that this nation is in a very intense competition resulting from the supercomputer program initiated by MITI. Their goal is technological superiority in the world in the field of computer technology by the year 1990.

This proposal, THE JASON PROJECT, is a response to that Japanese initiative. THE JASON PROJECT is designed to create an American "game plan" that will, if reasonably, properly and professionally executed, enable the United States to gain, attain, or maintain a technological lead over the Japanese, and any other competitors, to the millennium.

THE JASON PROJECT assumes that we will be able to bring together the creative strengths and resources of the American free enterprise system, the intellectual and creative abilities of the academic community, and the steady strength and purpose of the public sector.

After a year of study, it is the judgment of the principal authors of this proposal that today there exists no such game plan. At the same time, there exists a widespread recognition of the need for direction and purpose as reflected by the expression of leaders in virtually every segment of American society.

To this all-important task, Jason Systems Inc. intends to bring, as the principals in THE JASON PROJECT, some of the premier planners, managers, and intellects in American society. It is our judgment that this is initially and principally a matter of

ideas, planning and management before it becomes a matter of wire and wafers, bricks and mortar, and CAD/CAM.

Today in the United States there is no group that is solely dedicated to this one single and essential task, unfettered by other considerations that often cause an organization to wander from a central long-range goal.

The proposal describes THE JASON PROJECT plan for the establishment of Technology Incubation Centers, creation of a Scientific Supercomputer Simulation Center, a set of special studies, and a plan for collecting information concerning foreign scientific computer developments.

THE JASON PROJECT proposal is the work of many people. The fingerprints of many concerned Americans from the public and private sectors are all over it. If we are to succeed, this must truly be a national effort; national in nature, national in scope, national in commitment, and national in purpose.

It is to the successful achievement of THE JASON PROJECT that the people who have participated thus far commit themselves. Those who will join us, we trust, will bring an equal amount of dedication, plus a fresh and new vigor and perspective to the task at hand.

The matter is urgent. The time is short. We respectfully submit this proposal on this day to the National Security Agency and pray for its favorable reception and consideration.

* * * * *

I. BACKGROUND

A. FEDERAL REQUIREMENTS

There are several organizations in the Federal government which have future requirements for more powerful numeric data processors, frequently called "supercomputers." This proposal will use the term "scientific supercomputer" for such a machine to distinguish it from the "fifth generation" or "Nth generation" machines.

The organizations that use the very large scientific supercomputers include the National Security Agency, the Department of Defense, the laboratories of the Department of Energy, the National Oceanic and Atmospheric Administration, and the National Aeronautics and Space Administration, as well as federally funded portions of the scientific community such as the National Center for Atmospheric Research. The applications for these scientific supercomputers include signals intelligence, weapon systems simulations, simulation of nuclear fusion processes, modeling of weather systems, advanced enhancement of images collected by satellites, and simulation of conditions that otherwise would be tested in wind tunnels.

An important application of the machines is to assist in the research, development, design, and evaluation of other very large computers and to develop new algorithms and software for them. There is another class of applications that are being solved using slower, smaller computers but which can be solved more cost-effectively and on a more timely basis on the largest machines that can be made available. Such possible applications include air traffic control and collision avoidance systems,

tracing the dispersion of toxic substances, the design of synthetic fuel plants, and very large financial modeling problems.

B. U.S. NONFEDERAL REQUIREMENTS

Information on the requirements for scientific supercomputers in the private sector is speculative. Computer science departments at colleges and universities state that they need access to supercomputers to train graduates adequately in electrical engineering and computer science so the U.S. will be able to compete with other nations in the computer knowledge of the future. IBM has recently made a very significant contribution of state-of-the-art hardware to a number of colleges and universities to improve the quality of computer science education in the field of CAD/CAM.

Several fields of basic and applied research might profit from having access to such large machines; a large part of such research in the academic community is likely to be federally sponsored. Potential private sector applications include solution of the equations for diffusion of crude oil through porous geological formations, simulation and nationwide control of the electrical distribution systems, and very large record keeping for the securities, commodities, and futures exchanges.

When the Cray 1 computer was introduced, it was not widely believed that there would be purchasers in the private sector. The sales revenues have been surprisingly good, probably approaching the development costs of the machine.

The total U.S. market for scientific supercomputers in the early 1990s is estimated at 25-100 machines, depending on their

price. The share of this market that will go to U.S.-built machines cannot be estimated now. It will depend on the international competitive situation.

C. CURRENT U.S. INDUSTRY POSITION AND PLANS

A scientific supercomputer, as the term is used here, should have a performance objective of more than 100 GFLOPS. This capability is not expected before 1990.

On 14 June 1983, in testimony before the House Subcommittees on Energy Development and Applications and on Energy Research and Production, Cray Research stated that "it is not overly optimistic to assume that the system which Cray Research delivers in 1990 will perform at speeds at least two orders of magnitude faster than the CRAY-1; memory sizes are expected to increase at the same rate." The Cray 1 computer has a speed capability on the order of 100 MFLOPS. (Although no single measure of performance adequately describes the power of very large computers, speed of performance of floating point arithmetic operations is generally accepted usage for scaling purposes.) A Cray 2 computer is expected to have a capability of about 800 MFLOPS by 1984 or 1985.

In the same hearings Denelcor stated that the firm's heterogeneous element processor (HEP) system now can process 40 million instructions per second, and that the HEP-2, for which the basic design study has been completed, in its largest configuration, will be capable of processing more than 12 billion instructions per second. (Denelcor uses a conversion factor of 3 instructions per floating point operation, so 12 billion instructions per second is equivalent to 4 GFLOPS). HEP-2 is to be on the market in 1986.

Control Data Corporation has stated that in October 1983 it will announce a new computer in the Cyber family that will be able to achieve peak speeds of perhaps 30 GFLOPS in 1986.

The laboratory models of Lawrence Livermore Laboratory's S-1 multiprocessor computer are expected to operate in the range of 1 GFLOPS by 1985.

The Five-Year Plan published in April 1983 by the Office of Management and Budget, the General Services Administration, and the Department of Commerce included more modest predictions, which are based on an Arthur D. Little study sponsored by the National Bureau of Standards' Institute for Computer Sciences and Technology. These predictions are for vector and array processors that can operate at 1 GFLOPS in the period 1982-1987, when the first MIMD and large Data Driven processors are delivered; vector and array processors with speeds of up to 5 GFLOPS in the period of 1987-1992 as software suitable to novel architectures has been developed; and speeds of up to 100 GFLOPS in the period 1992-1997

D. JAPANESE INITIATIVES

The Japanese have announced a national goal of supremacy in very large, high-speed computers by the end of this decade (See Proceedings of International Conference on Fifth Generation Computers, Tokyo, October 1981). A series of projects in support of that goal is being undertaken by the national government through the Ministry of International Trade and Industry (MITI); the computer and electronics industry, particularly Fujitsu, Hitachi, Mitsubishi, NEC, OKI Electric, and Toshiba; and several universities. Total funding over ten years is expected to be at least \$700 million.

One immediate goal is a supercomputer for scientific and technical applications which will have a speed of 10 GFLOPS and which is planned to be available in 1989. An even more ambitious program has been planned to lead to a "fifth generation computer" with a speed of at least 100 GFLOPS and a new basic design which will facilitate solution of nonnumerical problems such as those of pattern recognition, language translation, and speech recognition. (These are very important problems for the Japanese, who feel hindered by the lack of international acceptance of their spoken language and ideograms.) This machine also will create much of its own software and will be capable of accepting instructions and inquiries in natural language. It is intended to approach artificial intelligence. The machine will use distributed parallel processing systems, each capable of 100 MFLOPS, and a high-speed memory system that can make 1 gigabyte of data available at the rate of 1.5 gigabytes per second.

Development of the computers is being supported by research and development projects in areas such as high-speed logic and memory devices, Josephson junction devices, and high electron mobility transistor devices. Gallium arsenide devices are being investigated to capitalize on their potential speed and power dissipation advantages relative to silicon. One of the Japanese objectives is a three-dimensional structure that will permit first one million and then ten million transistors per chip. Another objective is fine, lattice structured elements which are capable of very high speeds at room temperature.

Objectives of the fifth generation machine include image analysis, meteorological forecasting, and simulation for nuclear fusion to replace experiments, but other objectives are to facilitate dealing with Japan's national social and economic

problems such as care for the aging, increase of productivity in the service and agricultural sectors, and better management of national resources.

E. COMPETITIVE ENVIRONMENT

There are vast differences between the planning by the U.S. government, universities, industry, and users and the planning done by the equivalent sectors in Japan. The Japanese planning has been well publicized. It seems to be soundly based, adequately funded, and given a high priority as a national goal.

In contrast, the U.S. effort to support scientific supercomputers is dispersed, coordinated informally, provided with very little funding, and not stated as a national goal.

Both William Norris, chief executive of Control Data Corporation, and Dr. George A. Keyworth, Director of the Office of Science and Technology Policy, Executive Office of the President, have stated publicly that advanced scientific computing has been given no priority in the United States.

Dr. Sidney Fernbach, a highly regarded consultant to the computer industry who currently is serving as chairman of the IEEE committee on supercomputers, recently stated (in the hearings referred to above) "Left to their own devices, U.S. manufacturers of supercomputers will not move very quickly into new, improved designs. Their preception of the market is based on past appearances. This implies a very restricted number of systems and limited profits, if any. Furthermore, there is no reason to come out with an enhanced system which might impact the sales of an earlier system. The goals manufacturers set for themselves are usually well within the state of the art ... The Japanese

competition may change this. On the other hand the Japanese competition might just force them out of the marketplace competely." Dr. Fernbach has endorsed THE JASON PROJECT and has agreed to participate in it.

The major Federal program of research and development is the proposed DARPA "Nth generation" AI program. Although DARPA normally pursues only research that is application-independent, in this case it has agreed to identify three weapons systems to which the research will be applicable and directed. These systems probably will not be identified for two or three years. When they are identified, they are likely to emphasize pattern recognition and AI capabilities. The portions of the DARPA program that are most likely to be applicable to the scientific supercomputer are those in the field of components and devices, for example improvements in CMOS elements and establishment of production facilities for GaAs blanks.

Dr. Robert Cooper, Director of DARPA, has written to Jason Systems Inc. saying, "The Department's program is focused primarily on the use of innovative computer architectures and VLSI systems technology for a new generation of hyperspeed applications including speech understanding, vision systems, robotics, high performance graphics and applications of artificial intelligence to a wide variety of Defense problems. It is therefore not our intention to build a specific supercomputer for the kind of large scale numerical computation you have proposed." Dr. Ferbach had this to say on this subject. "It is unlikely that the DARPA program will contribute significantly to advances in scientific supercomputers."

The Cray representative testified, "Lack of high speed semiconductors is currently the Achilles' heel of the U.S.

supercomputer effort. Product development projects have been delayed or even suspended due to lack of new high-speed reliable semiconductor parts. This is particularly true concerning logic chips which we are very reticent to buy from the Japanese. We already purchase most of our memory chips from abroad. We are concerned that we will have to rely upon the Japanese semiconductor industry for the special chips required to build our computers. If this happens, U.S. leadership would begin to depend upon the willingness of Japanese suppliers to sell us the most advanced chips at the same time that these chips are available to our Japanese competitors. Our second concern with this situation is that if we buy our logic chips from the Japanese, we will be forced to transfer to our supplier the proprietary mask design which reveals exactly how we will be using the chip. This type of technology transfer could be detrimental to both U.S. competitiveness and National Security."

Mr. James Hill, Denelcor's president, said his firm has been denied some Japanese components and told "to come back in two years after our indigenous industry needs are satisfied."

The project director for a major line of scientific computers at a large U.S. manufacturer told Jason Systems Inc. representatives that his engineers must design around Japanese components in hopes that a U.S. product will be available when needed.

The recently organized Microelectronics and Computer Technology Corporation (MCC) has announced that it will undertake proprietary research and development projects in the areas of semiconductor packaging and interconnections, advanced software engineering, and computer aided design and manufacturing. Longer range projects are likely to include advanced computer hardware architecture, advanced software, and artificial intelligence.

Some of these projects may be of direct support to scientific supercomputers, some may have little or no application.

The Semiconductor Research Corporation has been formed to sponsor university research projects on semiconductor devices. The results of these research projects also may be quite applicable to scientific supercomputers.

There are many, perhaps 50, university research projects that are investigating architecture, software, and large scale scientific computing. These projects include well known ones such as the Ultracomputer at New York University and the Texas Reconfigurable Array Computer at the University of Texas at Austin, but they also include less well-known projects such as a bottom-up reduction computer at the University of North Carolina and Texas Instruments' distributed data processor at the University of Southwestern Louisiana.

F. U.S. ALTERNATIVES

The Federal government, through a lead agency, could support the development of scientific supercomputers by establishing minimum Federal requirements by year and by user need, and by tracking the developments of the leading computer science research institutions, manufacturers, and users here and abroad. Evaluating whether developments are adequately supporting a U.S. capability to build scientific supercomputers in the 1990's is a requirement. Where gaps or weaknesses are detected, the Government could fund projects to fill or strengthen the technology base.

Another option is to wait and see if and when the U.S. computer industry believes it is in its own interest to meet the Japanese challenge and to pursue projects for the research and development

needed to bring U.S. scientific supercomputers to the marketplace. The recently announced plans, if successfully carried out, may maintain U.S. equality or superiority until 1985-1987. Manufacturers' plans for a scientific supercomputer for the 1990's have not been made public (and may not exist except in the most general terms). As has been stated, current U.S. manufacturers of supercomputers do not favor this option. They recommend some limited Federal involvement and stimulation.

Another option is for the Federal government to launch a program to develop a scientific supercomputer capability. The program might be conducted at one of the national laboratories, as in the case of the S-1 experimental program, or through one or more manufacturers on a negotiated or competitive basis. This approach assumes that industry will not move rapidly enough and boldly enough of its own free will in this specialized area.

The last option is to resign ourselves to superior planning, organization, and resources from the Japanese and to try to establish favored positions with Japanese manufacturers for early delivery of their machines. We believe that uncertainties in world economic and political conditions make this option unacceptable.

G. FEDERAL ROLE

The national security of the United States will be significantly affected by the decisions that are made. Therefore, the Federal government must be the driving force. The consensus of informed judgement is that the adverse effects of losing leadership in computer industry to Japan are sufficiently grave, and that this leadership will be lost unless the Federal government acts as a

stimulus. Therefore, the Federal government should assume responsibility for doing all that is necessary to "save the day".

If the Federal government does stimulate the private sector to do the research and development necessary to produce scientific supercomputers in the early 1990s, the extremely able staffs of the organizations that will be the principal users must be active participants in the research and development programs.

We believe that the current plans of U.S. industry, as included in testimony presented to Congress last month, will give the United States breathing space to plan for the next period, the early 1990's when the speed target will be an order of magnitude higher than currently planned capability and will be much more expensive and technically difficult to attain.

We consider that the appropriate and responsible thing for NSA now is to act as the lead agency for the Federal community that depends heavily on large-scale scientific computing by accepting of THE JASON PROJECT proposal.

THE JASON PROJECT will examine the research and development programs of DARPA, MCC, SRC, and other organizations to assure that all parts of these programs that are applicable to scientific supercomputers are recognized and made available.

NSA also should see to it that the holes and weaknesses in the technological capability to produce and use the scientific supercomputes are filled and strengthened. NSA should take the lead position, and it should obtain the participation of the national laboratories and other key Federal user agencies.

The program described in the following section describes Jason's role in supporting NSA's leadership position.

II. THE JASON PROJECT PROPOSAL

There must be an organization with the responsibility to assure that there exists a U.S. technology base strong enough and broad enough to support the U.S. computer industry in continuing to meet Federal requirements for supercomputers.

THE JASON PROJECT will support NSA's and the national laboratories' requirements by acting as a focal point for scientific supercomputer expertise and attention. THE JASON PROJECT will assemble in Washington:

- understanding of the national capability to design and build the largest scientific supercomputers
- awareness of the factors and conditions which are limiting the component, subsystem, and system performance of scientific supercomputers and of the effects of developments in components, design techniques, communications, software and hardware architecture, and target algorithms on the performance of the machines
- knowledge of users' requirements which can serve as the basis for design specifications
- identification of exceptional people who are specializing in scientific supercomputers
- capability to initiate and investigate new, promising topics in research and development that need action to complete the technological base for scientific supercomputers

- creation of a comprehensive and effective scientific supercomputer information network to bring together users, researchers, manufacturers, and policy makers.
- intelligence concerning the international competitive environment.

THE JASON PROJECT will pursue four interrelated programs to achieve these goals. (These programs will be the subject of detailed technical proposals to be submitted over the next few months.) The four programs are:

1. establishment of Technology Incubation Centers (TICs) in key locations throughout the nation,
2. establishment of a supercomputer simulation facility near Washington,
3. special studies necessary to prepare for the next large improvement in scientific supercomputers, and
4. collection and analysis of competitive data.

Each of the programs avoids intentional duplication of work being done by other organizations.

1. Technology Incubation Centers (TICs) THE JASON PROJECT headquarters will be in Washington, D.C. We will establish Technology Incubation Centers in other parts of the country to
 - (a) collect, analyze, and forward information about activities in each geographic area which are broadly relevant to scientific supercomputers;
 - (b) receive and analyze in depth information concerning the specialty of that TIC; and

- (c) perform (or to have performed) particular research projects that NSA, or others, needs to have done and which otherwise will not be pursued.

Initially the TICs will consist of up to 10 scientists and engineers. For some of the TICs Jason Systems Inc. has been able to select the locations, specialities, and key individuals. In most cases only partial identification has been made. The following list is indicative of the progress to date. Full details will be included in a later proposal.

A TIC including Dr. James Browne, now at the University of Texas at Austin, will be established in Austin, Texas. This TIC will specialize in computer architecture. Its field of investigation will include conventional serial processors, pipelining SIMD processors, array processors, data flow machines, associative machines, highly parallel processors of all varieties, and machines of radically new varieties. An important function of this TIC will be to maintain liaison with MCC.

A TIC including Dr. Sidney Fernbach will be established in the Bay Area of California. It will specialize in software, especially operating system software (such as the use of electronically alterable control in microcode) and the effects of software considerations on computer architecture (e.g., the interaction between functional programming and reduction computer design). The TIC will be concerned with transportability of software and standardization of message level communications, data representations, interactive languages, and procedural materials among manufacturers. This TIC also will be responsible for coalescing information from computer researchers and component and equipment manufacturers in Silicon Valley.

A TIC in New England, under the direction of a scientist who has not yet been chosen, will concentrate on communications, including machine-to-machine interfaces, remote terminal operations, synchronization, and machine language translations.

A TIC in the Research Triangle in North Carolina, under a scientist still to be chosen, will collect and analyze information on semiconductor switching and storage devices of all kinds, including MOS, CMOS, bipolar, and other silicon devices, GaAs, InSb, strained layer superlattices, and more complex materials. This group also will maintain liaison with the Semiconductor Research Corporation.

A TIC in the New York City area will concentrate on developments in mathematics that can contribute to the formulation of problems and the development of computational algorithms that will be particularly suitable for highly parallel processing for many applications on the newly emerging types of computers.

A TIC in the Chicago area will specialize in telecommunications and networking of scientific supercomputers. The communications requirements of these machines will become increasingly important as their speed and numbers increase and the telecommunications demands of voice, data, and visual images increasingly compete.

A TIC in Arizona, with "out reach" to Southern California, will be responsible for collecting pertinent information about electrical, mechanical, and thermal systems and devices which will be necessary for successful construction and testing of the new kinds of computers.

A special TIC may be established in Rochester, New York to collect information in the field of optical communications, ultra

high density optical image storage, and bistable optical devices for digital switching and storage. The Institute of Optics of the University of Rochester has agreed in principle to cooperate.

The information analysis function will be primary at each TIC. The staff will include professionals who are capable of digesting and evaluating the highly specialized technical material they collect and receive. The TICs will publish their analyses in special reports for Federal users. The reports will identify promising developments and gaps or weaknesses in which research and development needs to be done.

Each TIC will establish and develop close working relationships with the university, industrial, service, and professional organizations in its area. Each will hold conferences for people in its area four times a year to diffuse information about technical developments in the field of very large computers.

2. Scientific Computer Simulator (SUPERSIM) SUPERSIM will be a simulation modeling system of a supercomputer to be used to test, in a simulation environment, all the highly complex and multi-relational. THE JASON PROJECT will develop decision mechanisms (benchmark problems, measures of effectiveness, etc.) to use in evaluating new computer developments for their application to NSA's needs. The numerical processing needs of the DOE and NASA national laboratories also will be considered. The criteria for satisfactory performance will change as user requirements and computer capabilities change, so the decision mechanisms will be dynamic. However, a current set of objectives and performance measurement methods will be very valuable to any computer designer. The test problems must be isolated from sensitive applications. Jason will propose that previously cleared individuals (e.g., Dr. Louis Tordello) be engaged by Jason and be

recleared and directed by NSA. Such people would deal with the cryptanalytical and communications security issues and determine a special nonprogrammable machine interface.

A comprehensive simulation capability will be assembled near Silver Spring, Maryland in a facility that has been selected. The Scientific Computer Simulator will be used to test the benchmarks and to simulate the performance of computer systems that include new components, subsystems, systems, software techniques, and computer architectures. The facility will be similar to those used by large computer manufacturers in designing their new products.

The conditions for which a particular architecture will be optimum for a set of scientific supercomputer problems has not yet been established. One cannot build a computer of each architecture. Therefore, a major use of SUPERSIM will be to simulate the performance of competing configurations to establish the limits of their capability. For example, starting with a clock rate, an adder, a multiplier, a word length, and a few other key variables, the performance of the machine with various levels of memories of different sizes, of different priority doctrines, and of different memory sharing doctrines will be investigated. The results may be a redefinition of some of the variables, or they may be rejection of the entire architecture. The simulator also can be used the other way. A particular existing or proposed configuration and set of operating characteristics can be established, and then different operating systems or different algorithms can be tested to see whether changes will produce significant improvements in performance. SUPERSIM will be capable of accepting a wide range of variations of configuration and performance of the basic blocks of new scientific supercomputers and their operating systems.

A facility capable of testing new ideas against performance criteria established by the users will be a powerful advantage to Federal agencies in directing progress toward scientific supercomputer development and design.

The TICs will be a major source of the proposals that are evaluated. As new systems and subsystems are developed, the TICs will forward the alternatives they consider worth investigating. The TICs also will ask SUPERSIM also to evaluate proposed research projects for their possible value.

3. Special Studies THE JASON PROJECT will undertake special studies that fill gaps in knowledge critical to the development of scientific supercomputers. Detailed proposals will be submitted for each study, but three examples are described very briefly in the following paragraphs.

One study is of the feasibility of using bistable optical devices for switching and/or storage in a scientific supercomputer. Such devices offer the possibility of picosecond or subpicosecond response times and, perhaps, multistate operation. The most authoritative current opinion is that the required power is so large that, at the packing density needed to realize the advantage of the high speed, the heat generated could not be removed. Computer manufacturers appear not to be investigating the situation to see whether there are ways of using these devices for scientific supercomputers.

A second special study is of advanced architectures especially suitable for particular scientific problems. Current enthusiasm for multiple processor reduction computers and data flow machines with token storage or token matching has caused relative neglect of problems whose programs have many loops or branch points. New

architecture especially suited to such problems need to be identified and developed.

A third special study is that of operating systems for new scientific computers. Dr. Fernbach has noted that the Cray 1 operates at only one-tenth of the speed it should because of operating system limitations. New operating systems need to be studied and developed as the hardware systems are studied. In addition, new operating systems, if they are planned early enough, can include features that will allow existing applications programs to run on the new machines and to use as much as possible of the new capability.

4. Competitive Assessments

Jason Systems Inc. has been asked by a government official to play a role in the collection and evaluation of data relative to foreign competitive activities. Jason Systems Inc. has agreed to the request. This activity can be expanded as required as a part of THE JASON PROJECT.

III. MANAGEMENT PLAN

Jason Systems Inc. initially proposes a small, but highly experienced, management team that will have the day-to-day responsibility for THE JASON PROJECT.

The proposed Project Manager is General Donald L. Evans, currently the Joint Program Manager for the Worldwide Military Command and Control System Information System, Organization of the Joint Chiefs of Staff, Washington, D.C. He is the focal point for coordination and control of all Worldwide Military Command and Control System Automatic Data Processing upgrading and modernization activities.

General Evans will be joined by Mr. William M. Agee, formerly President of Allied Corporation and Chairman and Chief Executive Officer of The Bendix Corporation. Mr. Agee's role will be that of a senior advisor to assist General Evans in planning and managing THE JASON PROJECT and in dealing with the business and financial communities. It is understood that there will be no publicity regarding his participation.

The Director of Planning for THE JASON PROJECT will be Mr. Mones E. Hawley, who will be responsible for the establishment of the Technology Incubation Centers around the country and the initial staffing of each, with the concurrence of General Evans, Mr. Agee, and the National Security Agency. Mr. Hawley was Director of Research at Planning Research Corporation for 11 years.

The other principal manager of a key component of the proposal will be the Director of the SUPERSIM. We have yet to identify the prime candidate for this specific responsibility. A prospective candidate might be Dr. Salam Karishi, who is noted

for, among other things, developing the player selection program for the Dallas Cowboys, which was essentially a computer simulation model of a football team, as well as the simulation model for the highly complex California water project system and other similar projects.

It will be a person with Dr. Karishi's "hands on" experience in successfully developing complex simulation models whom we will choose to be the senior technical manager of the simulation center software tool development activity and the creation of the overall computer simulation model of a supercomputer system.

Additional top professional talent will be recruited for financial management, personnel management, and client liaison. A senior professional will be chosen whose long-term ongoing responsibilities will be that of overall manager of the Technology Incubation Centers.

Each Technology Incubation Center will have its own chief officer will report to the overall TIC Director.

IV. CONTRACT PROPOSAL

Jason Systems Inc. suggests negotiation of a Nonpersonal Professional Services Contract, either as a Basic Order Agreement or a Task Order Contract, for the first three years of the THE JASON PROJECT.

The Statement of Work should include the Technology Incubation Centers, the Scientific Supercomputer Simulation Center, special studies, and collection of information on competitive supercomputer development.

By NARA WDB Date 6/6/11

~~CONFIDENTIAL~~

ABOUT JASON SYSTEMS INC.

Jason Systems Inc. is a Delaware Corporation. The Company was founded in Washington, D.C. in the spring of 1982 and incorporated in August of that year. The Company's principal executive offices are located at 2000 L Street, N.W., Suite 200, Washington, D.C. 20036, and the main phone number is (202) 833-1977. The officers and directors of the Company are as follows:

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Lake Forest, Illinois 60045
Dr. Henry Lucas, Jr.
5019 Diamond Heights Boulevard
San Francisco, California 94131

Dr. Louis W. Tordella
9518 East Stanhope Road
Kensington, Maryland 20895

Open Seat

Ruth M. Greenwell, Corporate Secretary
11611 Wind Bluff Court
Reston, Virginia 22091

About Jason Systems Inc.

Jason Systems Inc. has a banking relationship with Riggs National Bank of Washington, D.C. The Certified Public Accounting firm that represents the Company is Deloitte, Haskins & Sells in Washington, D.C. Operating capital for the firm has been obtained through the establishment of an equity position in the firm for The Heizer Corporation, a publicly traded venture capital company listed on the American Stock Exchange. The Company also maintains a relationship with Merrill Lynch, Inc. in Washington and New York, as well as a number of other financial institutions.

file

3033 "O" Street, N.W.
Washington, D. C. 20007

June 28, 1983

Mr. Michael Johnson
Training Coordinator
Office of Management Services
Education Building
National Zoological Park
3001 Connecticut Avenue, N.W.
Washington, D. C. 20008

Dear Mr. Johnson:

I would like to thank you for meeting with me on Monday, June 27, regarding the Zoo Keeper position.

I am looking forward to hearing from you regarding this exciting opportunity.

In the event I cannot be reached at the number I gave you, a message can be left for me at 833-1977.

Sincerely,

Barbara Can Best

Barbara C. Best

cc: The Honorable Michael K. Deaver
Dr. Christen M. Wemmer
Mr. Vincent Doyle

WILLIAM H. BEST
2000 L STREET, N. W., SUITE 200
WASHINGTON, DISTRICT OF COLUMBIA 20036

June 22, 1983

file

The Honorable Michael K. Deaver
The White House
Washington, D. C. 20500

Dear Mike:

Just a note to tell you I like the way you came through in the Esquire piece.

I always got uncomfortable reading what someone else had to say about me in print. Thankfully those days are over forever for me. But I remember the feeling and suspect you have many years of it to still come.

"Four more years!"; isn't that the cry?

Every once in a awhile, the thought of the campaign and how to wage and win it crosses my mind but I manage to suppress it.

Do you want me to be for you or against you?

As ever,

Bill

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

del

June 22, 1983

General Lincoln D. Faurer
Director - DIRNSA/CHCSS
National Security Agency
Fort George G. Meade, Maryland 20755

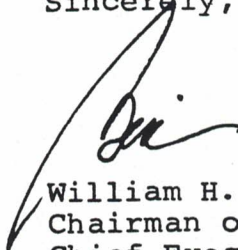
Dear Linc:

We would appreciate the opportunity to present to you our updated version of THE JASON PROJECT proposal. We have considerably strengthened the technical aspects as you requested.

We would like to schedule a meeting on July 11, 1983.

We look forward to receiving your confirmation of this date or a time that is more convenient for you.

Sincerely,



William H. Best
Chairman of the Board and
Chief Executive Officer

cc: Mr. George Deskin
Mr. Mones E. Hawley
The Honorable William P. Clark
The Honorable Craig L. Fuller

bc: The Honorable Michael K. Deaver

WILLIAM H. BEST
2000 L STREET, N. W., SUITE 200
WASHINGTON, DISTRICT OF COLUMBIA 20036

May 13, 1983

WLB

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
E.O. 12958, Sec. 1.3(a)

PERSONAL AND CONFIDENTIAL

By NARA COB Date 6/6/11

The Honorable Michael K. Deaver
The White House
Washington, D.C. 20500

Dear Mike:

Rumor has it that a move may be in store soon for you. I've been hearing that sort of thing for a long time, however, and you are still there.

With Shirley leaving, though,

Let's have a constructive chat one of these days soon.

As ever,

WLB

Enclosure

PARKINSON, CHAIRMAN, 1025 HOME TOWER, 707 BROADWAY, SAN DIEGO • JAMES W. HALLEY, VICE CHAIRMAN, 351
STREET, SAN FRANCISCO 11 • MRS. ANN GALLAGHER, VICE CHAIRMAN (SOUTHERN), 1592 S.E. SKYLINE DRIVE,
• MRS. DOROTHY MISENHIMER, VICE CHAIRMAN (CENTRAL), 1150 NORTH DOUTY STREET, HANFORD • MRS. LEE
VICE CHAIRMAN (NORTHERN), BOX 1091, SAN RAFAEL • KARL VON CHRISTIERSON, SECRETARY, P. O. BOX 719, SALINAS
M. KAISER, TREASURER, 100 CALIFORNIA STREET, SAN FRANCISCO 11 • GARDINER JOHNSON, NATIONAL COMMITTEEMAN,
PTON ROAD, PIEDMONT • MRS. ANN BOWLER, NATIONAL COMMITTEEWOMAN, 18 CORONADO, LONG BEACH • ASSEMBLYMAN
E. COLLIER, ASSISTANT SECRETARY • SENATOR VERNON L. STURGEON, ASSISTANT SECRETARY • ASSEMBLYMAN GEORGE
EJIAN, ASSISTANT TREASURER • FRANK TURNBULL, SERGEANT-AT-ARMS • RAY BERRY, ASSISTANT SERGEANT-AT-ARMS

HOME TOWER, 707 BROADWAY
DIEGO, CALIFORNIA 92101
7391

1326 WEST SIXTH STREET
LOS ANGELES, CALIFORNIA 90017
483-9550

525 MARKET STREET
SAN FRANCISCO 5, CALIFORNIA
YUKON 2-9036

These were the days

RS
CC

REPUBLICAN STATE CENTRAL COMMITTEE OF CALIFORNIA

REPLY TO:

November 14, 1966

Mr. Bill Best
2849 Ponderosa Way
Santa Clara, California

Dear Bill:

Among all the bright spots November 9th, I was very sad to see that you my good friend didn't make it. Your race was a difficult one, not only from the standpoint of registration, but because you were up against a real machine.

Around the state throughout the campaign, I heard nothing but praise for your organizational abilities and the tremendous job you did. I certainly hope that you will keep at it because we need your ability.

Again, my sincere regrets and hope I see you soon.

Warm regards,

Mike

Mike Deaver
Field Director



ALD REAGAN .
GOVERNOR

State of California

GOVERNOR'S OFFICE
SACRAMENTO 95814

March 21, 1974

C
O
P
Y

Howard Rathbun, President
First National Bank
First and West Santa Clara Streets
San Jose, California

Dear Mr. Rathbun:

It has recently come to my attention that your bank is considering sponsorship of the Channel Eleven Television Show, "The Best in The West."

I have twice been a guest on the show and found it to be fair, accurate and provocative. Bill Best, the moderator, has an ability to ask questions to allow for clarification rather than confusion, and I think the public in Santa Clara is better informed because of it.

Forgive me for taking the liberty of giving you my thoughts in this matter, but I feel strongly that Bill and his show perform a valuable public service.

Sincerely,

RONALD REAGAN
Governor

bcc: Bill Best ✓



National Zoological Park · Smithsonian Institution · Washington, D.C. 20008

Shively

May 11, 1983

Mr. Michael K. Deaver
Assistant to the President
Deputy Chief of Staff
The White House
Washington

Dear Mr. Deaver:

Thank you for your letter of May 3, 1983 concerning Ms. Barbara Carr Best's interest in summer employment at the National Zoological Park. Mr. Michael Johnson of my staff will contact Ms. Best by telephone to discuss with her her interests.

Sincerely,

Christen M. Wenner
Acting Director

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

April 25, 1983

General Lincoln D. Faurer
Director - DIRNSA/CHCSS
National Security Agency
Fort George G. Meade, Maryland 20755

Dear General Faurer:

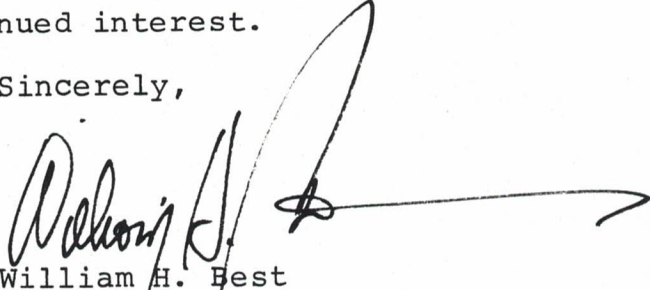
This is to advise you that I believe we are making considerable progress in strengthening the technical side of our proposal for THE JASON PROJECT as well as continuing to expand our constituency of support.

As you may know, Dr. Tordella has been out there for a meeting with K. Spireman and Bill Mehuron. The information he brought back with him has been incorporated into our thinking as we approach this very important task.

Our current planning calls for us to return with the "Phase Two" proposal around 1 June.

Thank you for your continued interest.

Sincerely,



William H. Best
Chairman of the Board and
Chief Executive Officer

cc: The Honorable Michael K. Deaver
The Honorable Craig L. Fuller
Dr. William O. Mehuron
Dr. K. H. Spireman
Dr. Louis W. Tordella

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

April 11, 1983

File

The Honorable Michael K. Deaver
The White House
Washington, D. C. 20500

Dear Michael:

I want to thank you and Shirley for setting up the meeting with Craig Fuller for Bill Agee and Mary Cunningham.

Craig is a bright and charming guy and does an extraordinarily fine job of representing the Administration. Bill and Mary were both most impressed with him and with his grasp of the issues.

Bill Agee is going to follow up the meeting with Craig by meeting with Bill Clark. I believe that if Bill Agee were asked, he would be willing to serve his country with a very major involvement in THE JASON PROJECT. It would be done without any visibility and would be a very constructive thing for him to do at this stage of his career as we discussed with Craig.

He, of course, is not going to make any commitments until he knows that the Administration has made some precise commitments. I do think it would be in the national interest to have him encouraged to seriously consider making such a move.

As ever,

W. H. Best

William H. Best
Chairman of the Board and
Chief Executive Officer

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

April 11, 1983

The Honorable Craig L. Fuller
The White House
Washington, D.C. 20500

Dear Craig:

Thank you so much for the time that you shared with us last Friday.

I am glad that we were able to discuss this subject before it appeared on the front page of The Washington Post, thereby enabling you to be ahead of the curve.

Again, we are most grateful for your interest and encouragement, and I am personally most grateful for the opportunity to again visit with you.

Sincerely,

William H. Best
Chairman of the Board and
Chief Executive Officer

cc: The Honorable Michael K. Deaver
Mr. William M. Agee
Ms. Mary E. Cunningham

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

April 4, 1983

The Honorable Craig L. Fuller
The White House
Washington, D. C. 20500

Dear Craig:

A conference was held this past week which brings sharply into focus the issues and considerations involved in the super-computer arena.

It is apparent that there is only one direction which can be taken that offers the best possibility that the United States can gain, attain or maintain a technological lead in this highly critical area and that is the implementation of THE JASON PROJECT as soon as possible.

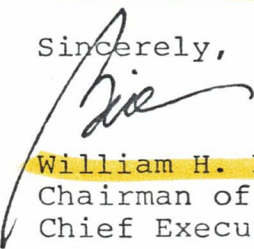
I had an opportunity to spend a considerable amount of time with Bobby Inman, and it is apparent that MCC is a divided organization with conflicting goals and objectives and, therefore, will not be a good vehicle for the rapid achievement of our objectives.

In addition, what Dr. DeLauer has been telling the Congress and what DARPA has announced as reflected in The Washington Post of Friday last is inconsistent with the real facts as discerned from our conversations with the people at DARPA. What we therefore see is a great deal of research going on that can be desirable in terms of creating the end user hardware and the need for THE JASON PROJECT as the means to pull all of that research together into a viable product is clearly apparent.

I talked the week before last with General Faurer at the National Security Agency, and he has requested that we beef up the technical side of our proposal and resubmit it to NSA.

Any continued interest on the part of the White House and support for our efforts would be most appreciated.

Sincerely,


William H. Best

Chairman of the Board and
Chief Executive Officer

cc: Hon. Michael K. Deaver
Hon. William P. Clark

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

March 16, 1983

The Honorable Michael K. Deaver
The White House
Washington, D. C. 20500

Dear Mike:

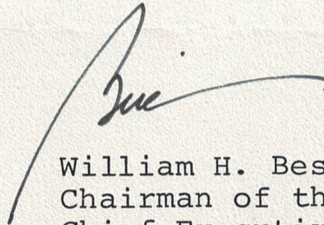
I have had two constructive meetings with Craig Fuller now and am informed that he has taken a strong interest in the super-computer program we call The Jason Project.

There are lots of places to start the American effort and The Jason Project is one of them. We, therefore, hope we can get this Project moving as quickly as possible.

It is my feeling now that we should encourage the CIA to assume the responsibility as the lead agency on The Project and get it moving as soon as possible. If you would see fit to participate in whatever activities that might lead to such a decision, I think it would certainly be very much in the national interest.

I want to thank you and Shirley for putting together the meeting with Craig. I appreciate your efforts on our behalf.

Sincerely,



William H. Best
Chairman of the Board and
Chief Executive Officer

CF
where are we
on this?
It's most interesting
I can fill you in, but
it really belongs
in the NSC. I'm
looking for a
good project
officer.
CF

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

file

February 23, 1983

The Honorable Michael K. Deaver
The White House
Washington, D. C. 20500

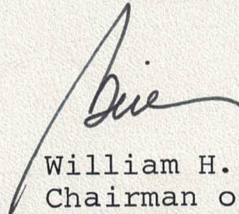
Dear Mike:

Many thanks for your note. I have been in touch with Shirley, and she is going to arrange a meeting with Craig Fuller per your suggestion. I have been working very closely with Ron Frankum and will indicate your willingness to do something with Jay Keyworth, though I would hope that I could accomplish the same thing without putting that burden on Shirley since we already have established a relationship with that office.

It is pleasing to learn that you feel that my view is "right on." Since you have far more access to empirical data on a regular basis than I have, it is good to know that my intuitive assessment of the situation is consistent with your perception.

One of the members of our Board of Directors is Dr. Louis Tordella, who for some fifteen years was the Deputy Director of the National Security Agency. Dr. Tordella's view corresponds with that which I expressed in my letter. I look forward to achieving some very positive and constructive things in this arena, and your assistance is most appreciated.

Sincerely,



William H. Best
Chairman of the Board and
Chief Executive Officer

cc: The Honorable Ronald B. Frankum
Dr. Louis W. Tordella
General Robert E. Chapman

United States Senate

WASHINGTON, D.C. 20510

COMMITTEES:

INTELLIGENCE, CHAIRMAN
ARMED SERVICES
TACTICAL WARFARE, CHAIRMAN
PREPAREDNESS
STRATEGIC AND THEATRE NUCLEAR FORCES
COMMERCE, SCIENCE, AND TRANSPORTATION
COMMUNICATIONS, CHAIRMAN
AVIATION
SCIENCE, TECHNOLOGY, AND SPACE
INDIAN AFFAIRS

February 23, 1983

file

Mr. William H. Best
Chairman of the Board and
Chief Executive Officer
Jason Systems, Inc.
Executive Offices
2000 L Street, Northwest
Suite 200
Washington, D. C. 20036

Dear Bill:

Judy handed me your letter of February 15th. First, let me tell you in looking over my schedule, and you know this is the busiest time of the year, I get to work at 7:30 to 8:00 in the morning, I don't leave here until about the same time every night. I don't even get time to talk to many of my own staff.

Now, as to the Intelligence Committee, I am prevented from talking problems such as yours, particularly with manufacturers, because as you might imagine, if I started doing this, if the Committee membership started doing it, we'd never get our job done. Now, to take care of you in this regard, I'm asking my staff leader of the Intelligence Committee, Mr. Rob Simmons, to give you a call. You can talk with him, and he can talk to you, but there's no way that I can sit down and go over the problems that you're having on computers because, frankly, we are not supposed to do it.

I know you are having your problems. It's not just in your business. I can tell you as an amateur radio operator that it's impossible, now, to buy American made communications equipment. So, where do we go from there. Again, it's not a problem of intelligence. It's a problem of the President of the United States and commerce. If we're going to get relief, that's where it's going to have to start.

Sincerely,

Barry
Barry Goldwater

3/1/83

Mike -

FXI

Bri

April 18, 1983

Mike — It was only 14 years from this letter
to your last note referring me to Craig —

February 5, 1969

How time flies —

Honorable William P. Rodgers, Secretary
Department of State
2201 C Street, N. W.
Washington, D. C.

Bill

Bill

Dear Mr. Secretary:

As you seek talented people for the State Department, serious consideration should be given to Mr. Michael K. Deaver, currently Assistant Executive Secretary to Governor Ronald Reagan of California for a position involving African Affairs.

Mr. Deaver has distinguished himself as one of the most able people in state services in California.

Of all the men who came to Sacramento with Governor Reagan two years ago, only a handful have shown themselves to be truly outstanding. Mr. Deaver is one of those men.

He was of great assistance to me while I was functioning as Northern California Campaign Director for Citizens for Nixon/Agnew and he is a politician of great skill and ability in addition to his executive ability.

He is not "job hunting" but is the type of person who should be sought.

I know he has a deep interest in Africa as a result of time he spent there some time ago.

I am enclosing his resume and hope you will be able to add this outstanding young man to the Nixon Team.

Sincerely,

William H. Best III

WHB/slc
enclosure

Miss

JASON SYSTEMS INC.

Executive Offices
Suite 200
2000 L Street, NW
Washington, DC 20036
(202) 833-1977

July 26, 1983

The Honorable Edwin Meese, III
The White House
Washington, D.C. 20500

Dear Ed:

In the event you are still exploring candidacies of outstanding people who might assume the responsibility of the position that has been held now by Marty Anderson and Ed Harper on policy development, I would encourage the consideration of Mr. Keith W. Uncapher.

Keith is currently the Associate Dean of the School of Engineering at the University of California as well as Executive Director of the USC Information Sciences Institute.

I have recently had the privilege of making his acquaintance through an associate of mine who is a two-star general in the Air Force. Keith was very highly recommended to me as a man who has a very keenly developed intellect and a burning desire to serve the public interest and further the goals and purposes of this Administration.

I would, by copy of this letter, request that he send you some additional background information in the event you might be able to interest him in this terribly demanding aspect of public service.

It is my judgment that Keith is a man who has much to give to his country and a desire to make that contribution.

I respectfully request that he be given consideration for such a position.

Sincerely,

William H. Best
Chairman of the Board and
Chief Executive Officer

cc: The Honorable Michael K. Deaver
The Honorable Craig L. Fuller
Mr. Keith Uncapher

FV/T
file here
#05

3033 O Street, N.W.
Washington, D.C. 20007
September 10, 1982

Bill

Mr. Michael K. Deaver
The White House
Washington, D.C. 20500

Dear Mike:

President Reagan just scored that extra point to win the game and the scribes are saying tonight that: SENATE HANDS REAGAN SETBACK!

You and I both know that the Senate just gave Ronald Reagan the chance to say, in the wake of the tax increase, that; "I tried to cut spending, I tried to balance the budget...but they overrode my attempts to veto their spending. It is important for the American people to remember that it is the Congress, Constitutionally mandated, that is responsible for spending. I can veto, but they can override. I tried my best."

Reagan should lose like that every-day. Now you have the best of both worlds.

As ever,

Wes

William H. Best

FROM THE DESK OF

William H. Best

file

Aug 17, 1982

Mike —

If I was writing
speeches for you,
this is what they
might say —

I just cannot stop —

Bill

IT IS SOUL AND SPIRIT, NOT LEDGERS AND CODES, THAT DRIVE THE HUMAN ENGINE. THE ENERGIES OF OUR SOCIETY ARE, TODAY, BEING CONSUMED BY REGULATION AND RULE, CRUSHED IN THE EVER NARROWING VICE OF CONFORMITY. THE ENERGIES OF OUR POLITICAL SYSTEM ARE FOCUSED ON ACCOUNTING, HOW WE RULE AND REGULATE. OUR DRIVE, RATHER THAN THRUSTING US AHEAD IN CREATING NEW AND BETTER PRODUCTS, A STRONGER ECONOMY AND MORE JOBS AND OPPORTUNITY, OUR DRIVE PUSHES US ONLY IN CIRCLES, CHASING OUR TAILS FOR THE HIGHEST RATE OF RETURN ON SHORT TERM INVESTMENTS, FUNDED BY PUBLIC DEBT. WE ARE CONSUMING OURSELVES. IF WE ARE TO REGAIN OUR DIRECTION AND PURPOSE, WE MUST REMOVE THE CHOKE CHAINS OF TAX POLICY AND ECONOMIC MANAGEMENT FROM OUR PEOPLE. WE HAVE LOST SIGHT OF THE FACT THAT WHEN A FREE PEOPLE MUST DEVOTE THE MOST CREATIVE USE OF THEIR TIME TO FIGURING OUT HOW TO PLAN THEIR LIVES AND BUSINESSES TO EASE THE BURDEN OF TAXATION, THEN THE BURDEN OF THE COMPLEXITIES OF THE TAX STRUCTURE WILL CRUSH THEIR NATURAL DRIVE AND AMBITION. AND THE SOCIETY WILL SUFFER. THE LEGISLATORS IN WASHINGTON HAVE SPENT MOST OF THEIR WAKING HOURS THINKING ABOUT TAX POLICIES AND ECONOMIC ISSUES. ~~THEY~~ ^{How} MUST START THINKING ABOUT TO RESTORE HEALTH TO OUR SOCIETY. WE HAVE PUT TOO MANY USELESS COGS IN THE WHEELS. LIKE A RUBE GOLDBERG INVENTION, THERE IS MUCH MOTION AND NO USEFUL END RESULT. WHERE YOU EAT LUNCH AND WHAT YOU PAY SHOULD BE YOUR DECISION, NOT THE RESULT OF GOVERNMENT TAX POLICY.

JASON INTERNATIONAL LTD.

File

August 1, 1982

Hon. Michael K. Deaver
The White House
Washington, DC 20500

Dear Mike:

As I reflect on my record, I can tell myself that I have offered you sound advice. I might even, from time to time, flatter myself by thinking you might have taken it into account.

I might say, "Why, then, are things going so poorly?"

But, if I was to say that, you would just put me in the same group of a thousand "doom sayers" who ask the same question both foreign and domestic.

So, I could say that if:

1. Interest rates had been brought down to 10% or under by 1/1/82, the economy would be healthy.
2. A tax increase to raise 50 billion dollars had been proposed last year, the economy would be healthy.
3. And Al Haig proved not to be Henry the K.

Being right, or giving good advice is of little value, however, when one labor's under the Dana Reed analysis I shared with you in Los Angeles one fateful evening.

I wonder why I waste my time? Since you have probably given Shirley orders to "round file" anything from Best.

Being ignored and "black balled" is wonderful. You should try it some time.

For what it is worth, I think I have some sound and thoughtful insight into what is going wrong and how to fix it. It is depressing to see someone note in The Post this morning what I wrote to you some months ago.

"Ronald Reagan is carving a place for himself in history next to Herbert Hoover". I, as you may recall, added Grant to the list.

Hon. Michael K. Deaver
August 1, 1982
Page 2

I know you are trying. I know you are knocking your brains out twenty hours a day trying to do the work of ten men and I have more insight than any of a handful of people regarding what it is you really do and how important it is to the nation and the world.

I know! I figured it out and you told me!

As I told you on the phone last year, I want this Administration to succeed. I still want that. So I get frustrated and angry as I see things going from bad to worse. As I see Ronald Reagan as a "business as usual" President when it comes to his greatest asset; communication.

So, I sit here on Sunday and write you another letter, to which I will receive no reply, but as a "true believer" I can say, I, too, tried as hard as I could, doing the best I can with the tools I have, to make it work.

In order to solve a problem, or deal with a situation, you must first understand it. Understand it as it was, as it is and as it will be.

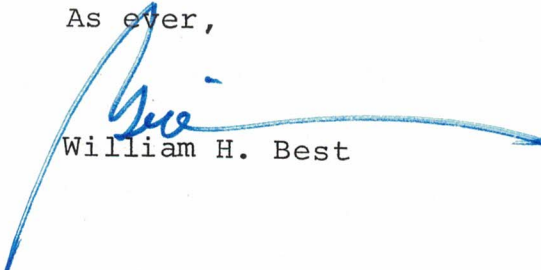
The economy is at the central focus of that challenge today. Who understands it?

I have lost touch with what it is that this Administration is all about. I recall our talking about having three simple primary focal points back in 1980. In the Spring of '81, that was what was done and it worked. Except for the passage of Kemp/Roth in August and it has been down hill since then.

What, if you had to make a short list, are the three key, and simple, focal points at this time? What are you trying to do and how are you trying to do it? How well are you using your tools? Including the President?

So, there it is; bitter and angry and hopeful. The story of my life.

As ever,


William H. Best

WHB:jf