

## REACTIONS/ISSUES

Outside ARPA Reactions. The ARPA program has been well received by OSD, OMB, and the Congress. Presentation of "thrusts" has been easily understood and the potential significance of the breakthroughs readily appreciated. Whereas prior to FY 1976, the total ARPA budget remained essentially static at around \$200M, this year's budget will be [ ] A great deal of enthusiasm has been generated for the program in the Services, Joint Chiefs of Staff, the DDR&E, and the Secretary of Defense. 5a(2)

Management Issues. ARPA's unique position in DoD and its determination to remain a small hard-hitting research organization presents a set of management issues which must be dealt with successfully to maintain the organization's vigor. Some of these follow;

- o Staffing and Personnel Policies -- There must be continuing management sensitivity to the need for professional staff turnover. This is essential to the difficult process of creating new programs, keeping Program Managers who are current in rapidly changing technologies, and maintaining aggressive and vital programs.
  
- o Program Transfer -- Extraordinary and aggressive efforts are required to develop positive mechanisms to transition results of ARPA research to the Military Services. There are no automatic or built-in processes or policies which assure that this happens--the initiative is with ARPA. It is essential that close and continuing contact be maintained with Service Chiefs of Staff, Assistant Secretaries for R&D, and Commanding Officers of Material Acquisition Commands (AFSC, NAVMAT, DARCOM) by deliberately scheduled and regular briefings and meetings.
  
- o The ARPA Image -- Care and selectivity must be exercised to avoid involvement in research programs promoted by Service R&D organizations solely to secure ARPA funding support. ARPA should recognize and remain insensitive to Service R&D and ODDR&E Staff members who perceive of ARPA as an "interferor" with institutional biases & objectives. They would prefer to see ARPA outside of the mainstream issues. The vitality of the organization is largely derived from its mission of being the adversary, the risk-taker, the innovator, the outspoken critic.