



UNITED STATES ARMS CONTROL AND DISARMAMENT AGENCY  
WASHINGTON 2051

THE COUNSELOR

July 6, 1978

Professor Philip J. Davis  
Applied Mathematics Division  
Brown University  
Providence, Rhode Island 02912

Dear Phil:

I can think of at least three dreams of government:

1) The dream of representative democracy, in which government, in both the legislative and executive branches represents the enlightened views of a cross-section of the population and vox populi is, indeed, vox Dei.

2) The dream of countervailing power, in which significant private interests are balanced against each other so that wise magistrates have, by and large, freedom to choose the better course.

3) The dream of cost effectiveness, in which, since to govern is to choose, the governors are able to calculate, in a universal calculus, the net social benefit of particular courses of action.

Clearly these dreams are not entirely mutually consistent, but then dreams seldom are.

I would add a fourth dream:

4) The dream of internal responsiveness, in which organized bureaucracy does what its leaders want it to do instead of madly suboptimizing at every level, or, as Jack Kennedy once said, after making a major decision with his principal advisers, "Now let's see if we can get the government to do it."

As you see, I am back in government again.

Sincerely,

Adam Yarmolinsky



UNITED STATES ARMS CONTROL AND DISARMAMENT AGENCY  
WASHINGTON

THE COUNSELOR

July 13, 1978

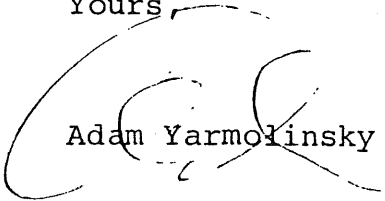
Professor Philip J. Davis  
Division of Applied Mathematics  
Brown University  
Providence, Rhode Island 02912

Dear Phil:

Another dream of government:

The dream of the disposable bureaucracy --  
the dream that you can create a bureaucracy to  
carry out a specific time-limited task, and then  
make it go away. This is, perhaps, the most im-  
possible dream of all, since every project, no  
matter how ephemeral, leaves a residue of bureau-  
cratic ambition.

Yours,

  
Adam Yarmolinsky

Enclosure

*1/23/80 relevant bk review  
also eff. bel.*