

DECLASSIFIED IN PART  
Authority: EO 13526  
Chief, Records & Declass Div, WHS  
Date: **SEP 24 2012**

~~TOP SECRET~~  
THE SECRETARY OF DEFENSE  
WASHINGTON D C. 20301

JAN 29 1979

MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE FOR POLICY

SUBJECT: Implementation of the Nuclear Targeting Study (U)

(U) The purpose of this memorandum is to assign specific tasks for the implementation of selected recommendations contained in the recently completed Nuclear Targeting Policy Review. This memorandum deals with tasks for which your organization will have primary responsibility. I want to move as promptly as possible to implement those recommendations of the Targeting Study that are within the purview of the Department of Defense. This memorandum (and the accompanying ones to other DoD offices) describes the major tasks to be undertaken within DoD, assignments of responsibilities and a specific schedule of actions.

(U) Effective implementation will require close coordination between policy levels in OSD, OJCS, the Services and others responsible for development and procurement programs necessary to support our employment policy. I would like for you to assume overall responsibility for coordinating the follow-on work, not only for the nuclear targeting study,



(U) I note and concur in your arrangements for interim organization wherein Dan Murphy, Walt Slocombe and Andy Marshall will work together in overseeing and continuing the work on this program.

(U) As outlined in the attached implementing instructions, I would like you to proceed at an expeditious but deliberate pace to carry out the following tasks:

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Reason: 3.3(b)(5)  
MDR: 09-M-1464-A1

JS 3.3(b)(5)

~~EXEMPT PER EO 12958  
DATE OF REVIEW: \_\_\_\_\_  
OSD F.S. 211  
Re-classify On: 31 Dec 20~~

~~Upon removal of attachments  
this document becomes~~

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COPY NO. 1E

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- Development of an integrated plan for strategic force improvements,
- Revision of NUWEP,
- Further research into major issues identified in the Targeting Study,
- An examination of crisis management procedures within DoD,



(U) The overall schedule for implementation of actions stemming from the Targeting Study is included in the attachment. I realize we may have to adjust this schedule as planning progresses, but you should report any major changes in the schedule to me at least semi-annually.

*Harold Brown*

Attachments  
a/s

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cc: JCS  
USDRE  
ASD/PA&E

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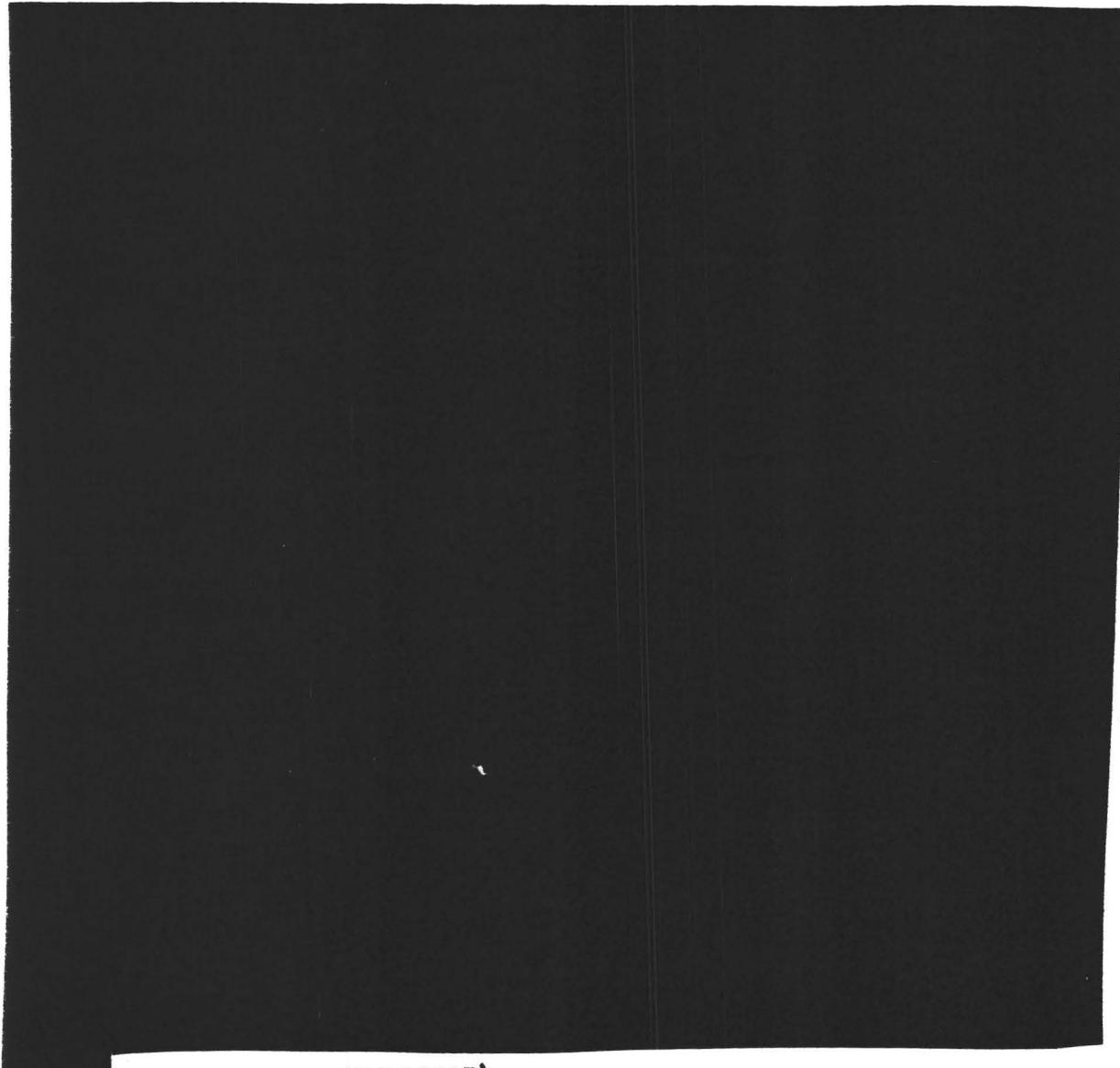
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IMPLEMENTATION INSTRUCTIONS (U)



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(c) I recognize that this is a complex task, but it is important that we have an initial plan before the next round of budget decisions is upon us. I expect the revision of our employment policy to be an evolutionary process, and involve close and more consistent interaction than

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heretofore between OSD and JCS. The plan will have to be adjusted as we proceed and many of the improvements in planning that are envisioned in the targeting study will have to await improvements in capabilities, particularly C I. However, the plan should identify what we can do with existing capabilities as well as in the longer-term. To this end, every effort should be made to identify low cost, short leadtime measures that



**POLICY REVISIONS:** Nuclear Employment Policy currently is set forth in NSDM-242 and PD-18. Any changes in national policy will have to await review by the NSC and decisions by the President. The actions that I am initiating now are designed to improve the way that we implement current policy, and lay the groundwork for possible changes in employment policy. In order to see more clearly how possible changes in policy suggested by the Targeting Study might be reflected in an actual policy document, I would like a first draft developed in consultation with other elements in OSD and JCS by 1 April 1979.

(U) **STUDY PROGRAM:** The targeting study identified a number of areas where further study and analysis is required. Develop and implement a plan in consultation with the Joint Staff, Director of DNA, and the military services, to fund and carry out the required studies and such others as you may identify on a priority basis. I would like to review your completed study program no later than 28 February 1979.



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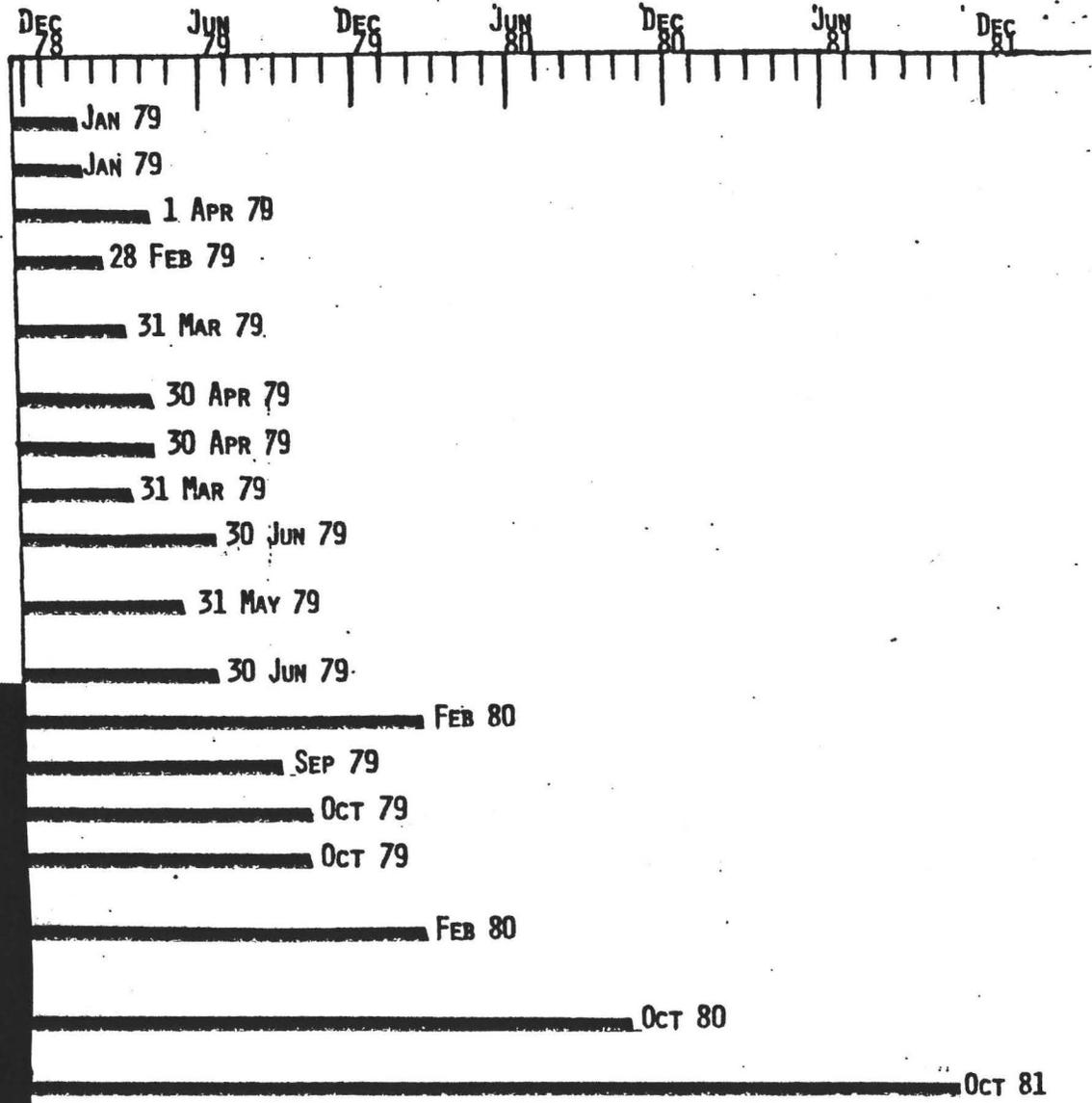
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TASK FLOW

- SECDEF DIRECTIONS FOR TASKING (USD(P))
- ESTABLISH INTERIM ORGANIZATION (USD(P))
- DRAFT NUNEP (USD(P))
- PLAN FOR RESEARCH (NA)
- [REDACTED]
- PLAN FOR SIOP REVISION (JCS)
- PLAN OF IMPROVED DATA BASE (JCS/DIA)
- [REDACTED]
- RECOMMENDATIONS FOR NON-SIOP EXERCISES (JCS)
- INTEGRATED PLAN FOR IMPLEMENTATION EMPLOYMENT POLICY (USD(P))
- REVIEW OF CRISIS MGT. PROC. (USD(P)/JCS)



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13 JUN 1993 09

THE UNDER SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301

SECRETARY OF DEFENSE

T/S  
WAS SEEN

Jan - 1/26  
This looks good  
to me. It's length

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Transmittal of Memoranda Directing the Implementation of Selected Recommendations from Targeting Study

will it grow to  
Consolidated Guidance sig (300 pages)  
next year?

HTB

Attached are memoranda to USD(P), USDRE/PAGE, and JCS directing that certain recommendations of the Targeting Study be implemented. These memos assign the following specific responsibilities:

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Develop a plan for meshing strategic employment and acquisition planning along the lines recommended by the Targeting Study.

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Indicate how the changes suggested by the Targeting Study might be reflected in an actual policy document.

Develop, fund, and carry out those studies that are required to implement selected recommendations of the Targeting Study and to better understand the options recommended by that Study.



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In your memorandum to the President of 28 November 1978, you cited the above actions as ones that you were taking action to implement. There are no other steps that you decided to act on which are not reflected in the tasks above; nor are you directing that actions be taken that you did not so note to the President.

You cited several items in your memo to the President which should receive NSC consideration prior to any action by DoD on these issues. These are:

- Identification and election of a broad and coherent set of policy objectives to focus our nuclear weapons employment plans and related acquisition policies.



Based on your comments, I have already asked DNA to sponsor some external studies to provide us further information for these discussions and to permit implementation if that is directed.

I am also attaching memoranda from you to the Service Secretaries that will cover transmittal of the memo from you to USDRE/PAGE. The

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cover memoranda ask that the Services cooperate with USDRE and PA&E  
in the development of programs to [REDACTED]

*Stanley R. Resor*  
Stanley R. Resor

Attachments

Coordination:  
Adm. Murphy  
Mr. Slocombe  
Mr. Marshall

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C3WI, C3CM 1/79 COMMENTS: X00731  
X00732  
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 ACTION #2 \_\_\_\_\_ FOR \_\_\_\_\_ S: \_\_\_\_\_ COORD W: \_\_\_\_\_

SECTION III - FILE & MICRO DATA

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