

## Office Memorandum • UNITED STATES GOVERNMENT

TO : John C. Bugher, M.D.

DATE: April 16, 1953

FROM : Howard Brown

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SUBJECT: SHORE LINES AND SAND BARS

Most days, I feel as though our collective efforts are as frantic and futile as bailing water out of a leaky canoe at the height of the monsoon season. But on rare and precious and fleeting occasions, where momentary reflection is possible, certain perverse satisfaction may be had in noting that we've displaced a helluva lot of water—even if the shore line isn't in sight. Converting the analogy to paper, we have indisputable and gargantuan evidence that our Reserve Commissions in the Parade Detail of the NYC DS were deservedly bestowed and have been maintained with distinction.

In the past six months we have fought scientific battles under administrative ground rules (Mound Biology Program); we have prepared charts and reports in geometric progression (Semiannuals and Monthlies, and "Memos to Files" for the JCAE); we have prepared, revised, and re-done budgets; written and re-written justifications until they now seem credible even to us; we have worried about secretaries' worries—to find that they were probably enjoying the attention all along; we have held meetings in preparation for meetings—and they have come to pass—and have been successful (Tripartite Conference, ACBM, Lab Directors, etc.); we have prepared staff papers (Overhead, BNL Master Plan) and have commented on and contributed to others (Research Reactors, Polygraph, etc.); we have improved our technique at writing and answering our own correspondence, and find the exchanges a convenient documentary source of reference; we have donned our cloaks and daggers and helped make some significant distinctions between employment matters and substantive security; we have demonstrated fly paper has a nobler mission in life than the entrapment of the wary housefly.

The following stand out as significant accomplishments; (1) Civil Effects Program; (2) Fallout Program; (3) Dedication of Argonne Cancer Research Hospital; (4) The Tripartite Conference.

Somehow, the contemplation of just these four items—and there were undoubtedly others—permits modest satisfaction. Indeed, it is downright encouraging that out of the morass of paper, the confusion of tight and conflicting schedules, and the clatter and babble of typewriters and telephones, tempers and temperatures, it is possible to preserve tangible evidence of accomplishment in the Division's two-fold mission.

Now, back to the bailing!!

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