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2 APR 1981

MEMORANDUM FOR: Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: Senior Publications Review Committee

1. Over the past four years, the magnitude and multiplicity of unclassified printing requested of the Printing and Photography Division, Office of Logistics (P&PD/OL), have increased substantially. P&PD has generally been totally responsive to these requirements from the publishing component, but not without a cost to OL. Since much of the work was custom produced using nonstandard materials and labor-intensive production techniques, substantial expenditures for equipment and supplies were made, and specialized talents and skills were required. The validity of printing such material has been questioned a number of times, and P&PD has made it a practice to work with the publishers in reducing either the complexity or extraordinary quality requested. The Inspector General, in its last audit of P&PD, recommended that the Deputy Director of Central Intelligence (DDCI) establish a Publications Review Group to look at the multiplicity and volume of printing being done with the view of eliminating the nonessential.

2. The then DDCI elected not to establish such a group but felt that the directorates should be self-policing.

3. Little change was noted until quite recently when both the current Director of Central Intelligence and the DDCI spoke out on the necessity of concentrating our efforts on the intelligence mission of the Agency and reducing the amount of publicity and unclassified material being made available to the public. Since these statements, there has been a considerable reduction in printing this type of material. We would expect to see this trend continue as long as this remains the position of Agency senior management and it is periodically reiterated. It is P&PD's intent to continue to monitor this area; and, if we see a marked and sustained increase in requirements of this nature, we will recommend that an Agency Publications Review Group, consisting of senior representatives of each directorate, be established to review and approve the printing.

STAT

James H. McDonald

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Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

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Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

CONFIDENTIAL

MEMORANDUM FOR: Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: Proposals for Improvements in Selected Agency Activities

1. Attached for your consideration are proposals which, if implemented, could possibly improve Agency activities in previously identified areas. Attachment 1 is an abstract from a nearly completed study on Copier Management Consolidation. The in-depth study on this subject is scheduled for completion on 1 April and it will be forwarded to you shortly thereafter. The recommendations of that study are contained in this abstract however, and its primary recommendation calls for a total budget consolidation in a comprehensive copier management system under the control of the Printing and Photography Division, Office of Logistics (P&PD/OL). Attachment 2 proposes the establishment of a Publications Review Committee and the proposal contains alternatives for the composition of the committee. It also cites the general areas of responsibility, from our perspective, for the committee. Attachment 3 proposes a consolidation of the Agency's graphics facilities. Although the pros and cons of such action are comprehensively listed, it is felt that this particular proposal should be given further scrutiny by a representative group composed of members from each of the Agency's directorates.

2. It should be noted that these proposals are submitted in rank order of importance, i.e., that the proposal for copier management consolidation is the focus of our attention at this particular time as it impacts on the activities of several OL Divisions and is a readily attainable objective. I can be ready to discuss these proposals in detail with you at your convenience.

James H. McDonald

Attachments

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Unclassified when detached from attachments

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Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

COPIER MANAGEMENT CONSOLIDATION
ABSTRACT

With the arrival of marketable office copying equipment, Agency components acquired copiers on an individual, ad hoc basis. Central control of copiers began to be applied during the early 1970's through the Records Administration Branch (RAB) of the Information Systems Analysis Staff (now the Office of Information Services). This was in response to concerns over the proliferation of copying equipment, and a dramatic growth in copying volume. Under RAB and later Printing and Photography Division (P&PD), the office to which the centralized management functions were eventually transferred, substantial progress has been made in controlling the acquisition and use of copiers. These accomplishments have been reached through the continued efforts of P&PD to remain knowledgeable of copier technology relative to Agency copying requirements; the establishment of a database which provides an up-to-date inventory and record of all Agency copiers, copier volume, and related costs; and the establishment of an approval chain for all rental and purchase requests for copying equipment.

Despite the progress made in the management of copiers it appears that improvements are possible. The present system's strengths are that it meets the needs of the Agency in terms of convenience and flexibility, allowing management at the lowest levels the prerogatives necessary to accomplish its various tasks. The weakness of the system is that the piecemeal approach to the acquisition of equipment, along with the lack of P&PD authority to enforce its recommendations, is neither economically optimal nor administratively efficient. With the budget authority for copiers decentralized, the full savings potential available through life-cycle costing and equipment purchase, equipment sharing and possibly copy centers, competitive procurement of equipment, and more precise alignment of equipment to copying volume requirements cannot be realized. Furthermore, Procurement Division (PD)/ Office of Logistics and Audit and Certification Division (A&CD)/Office of Finance have been under an administrative burden resulting from the large number of contracts and payment invoices. The recent implementation of contract consolidation has reduced some workload in PD, but has complicated bill paying procedures in A&CD. Finally, the Office of Security has recommended ending the current practice of uncontrolled copying in the Agency, a direct result of the Kampiles affair.

Alternatives to the current situation may be listed in order by degree of centralization:

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

1. Total budget consolidation with the establishment of a comprehensive copier management system.

2. P&PD given performance certification authority.

3. Improve existing management procedures.

Total budget consolidation would allow the immediate benefits of administrative ease in PD and A&CD, and savings resulting from equipment sharing and needed equipment changes. More important, a planned comprehensive program of controlled copy centers, competitive procurement, and machine purchases appears feasible, and would result in a substantial reduction in overall copier costs. This alternative does require more positions devoted to the system in order to insure that the present level of service is maintained, that procurement and financial activities are coordinated, and that maintenance and supply problems are handled promptly. Also, this alternative requires that the Office of the Comptroller be able to justify to OMB examiners the copier program as a whole, for it will be represented as one lump-sum budget figure.

The second alternative is a measure that would help to alleviate the administrative burden without changing the present management structure. If P&PD were allowed to certify for services received on behalf of all users, its computerized report of monthly usage may be used to verify costs for each machine. This would allow PD to consolidate contracts by vendor, elminating much of its paperwork. A&CD would only need to work through P&PD to obtain performance certification whereas certification is now required from each using component. If it is desirable to manage copying equipment at the lowest levels of the Agency organization, this alternative allows it while streamlining administrative functions.

The third alternative does not change the present copier management system, but specifies management tasks to be performed that would improve current procedures. Such procedures include surveying the requirements of each equipment request, more interaction between P&PD and Supply Division to solve supply problems, and tracking of maintenance problems.

It is recommended that the first alternative of total budget consolidation and the establishment of a comprehensive copier management program be adopted. The management functions should remain within P&PD where the technical expertise is available to enhance decision making. The comprehensive program should be established in consultation with the Office of Security to satisfy security requirements. The Agency Information Handling Architect should also be kept informed of copier management developments.

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

SENIOR PUBLICATIONS REVIEW COMMITTEE

1. The purpose of establishing a Senior Publications Review Committee is to ensure that effective methods and economics are used in the design and reproduction of Agency printing requirements. Establishment of this panel, with a DDA or OL senior official as chairperson, will provide an Agency forum for review and coordination of programs which have significant impact on the policy and resources of the Agency graphic arts facility.

2. The proposed composition of the panel is as follows:

Alternative #1

Senior DDA Official as chairperson, with representation from OL, OS, OC, ODP, NFAC, S&T, and DDO.

Alternative #2

Senior OL Official as chairperson, with representation as in Alternative #1.

3. The recommended areas of responsibility are as follows:

a. To act for the DDA with regard to policy decisions for questionable publishing requests such as Agency directories, or reproduction of material involving possible copyright infringement.

b. To coordinate and review significant requirements involving the release of material to unclassified channels; e.g., the Document Expediting Service (DOCEX), Library of Congress; Superintendent of Documents (Sup Docs), U.S. Government Printing Office; Federal Depository Library Program (FDLP), U.S. Government Printing Office; and the National Technical Information Service (NTIS), U.S. Department of Commerce.

c. To review significant requirements involving the production of material in support of public relations, recruitment, etc. In most cases, these projects require procurement of special paper and inks and may even require interface with outside consultants.

4. It is recommended that the concept of a Senior Publications Review Committee be adopted. It is suggested that the composition of the committee be in the form proposed in Alternative #1. Subsequent to the selection of committee members it would be appropriate to expand or contract the areas of responsibility as the committee sees fit.

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Consolidation of Graphic Facilities

1. The benefits which could be derived from a consolidation of Agency graphics facilities are as follows:

a. Centralization of artistic talent to provide increased customer services.

b. Consolidation of abilities would allow positive, upward career development for individuals.

c. Expanded workforce through consolidation/centralization would maximize employee resources to allow around-the-clock service where needed.

d. Maximized utilization of space, especially in view of the possibility of shiftwork and shared workspaces.

e. Potential financial savings through quantity procurement of graphics supplies and materials.

f. Reduced management and administrative overhead.

g. Provision of a more convenient physical means for promoting an automated (computerized) graphics system, or for sharing existing systems. This would allow for shared databases and backup capability in case of downtime. Currently there are several known systems in use throughout the Agency.

2. While the above represent positive considerations, the idea of consolidation is not without some negative aspects:

a. The physical separation of various Agency components would present a logistical difficulty in providing instant responses to requestors; for example, NPIC [redacted] and OT&E at Chamber of Commerce. 25X1

b. Physical separation also presents problems in transporting proposed and finished artwork between buildings and inhibits customer/artist interface. The latter can be particularly disruptive in providing a satisfactory product to the customer.

[redacted] 25X1

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

c. The various disciplines of Agency components may present problems concerning special security clearances and responses to specific component/customer needs and deadlines.

3. A listing of known graphics shops in the Agency follows paragraph 4. The DDS&T/OTS graphics shop is not included because of the highly specialized products it produces, which are then reproduced exclusively in-house. However, OTS personnel do use the Genigraphics equipment resident in OGSR, Headquarters. The graphics shop in support of OD&E Field Operations has been omitted because of the special nature of its product. The DIA and Army graphics shops at NPIC are mentioned only because they are supported by the NPIC photo lab and print shop.

4. OL believes that further consideration of the concept of consolidated graphics facilities requires an in-depth study across directorate lines. Such a study would provide a basis for collectively evaluating current personnel levels, component mission and functions, and other factors necessary to pursue this issue, and to reach an informed decision.

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0

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Approved For Release 2007/12/29 : CIA-RDP85-00809R000300100002-0