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TO	NAME AND ADDRESS	DATE	INITIALS
1	Chief, Printing and Photography Division, OL 158 P&P Bldg.		
2	Chief, Information Services Staff 1D4124, Hqs.		
3	Chief, Reference Services Division, NPIC,		
4	Chief, Support Services Division, OCR, GE0424, Hqs.		
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<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH	<input type="checkbox"/>	RECOMMENDATION
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<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	SIGNATURE

Remarks:
 A third draft is attached:
 - incorporating the changes we agreed upon in our meeting;
 - adding a suggested draft summary, conclusion, and recommendation;
 - attaching Annexes A & B. (The DDO summary makes the report Confidential.)
 I would appreciate any suggestions for final changes today, if possible.

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DRAFT

MEMORANDUM FOR: Executive Advisory Group Members

FROM : Micrographics Task Force

SUBJECT : Task Force Report on Proposal to Consolidate
Micrographics Production Facilities (U)

REFERENCES : A. Minutes of the 13 December 1977 Executive Advisory
Group Meeting, 20 December 1977

B. Summary of Recommendation for the Consolidation of
Micrographics, 16 August 1977, (EAG 28)

Summary

1. The Task Force charged with examining a proposal to consolidate micrographics production facilities in the Agency has evaluated the advantages of consolidation, including the potential for cost savings; analyzed the disadvantages; and developed four options for management consideration.
2. Taking into account amended personnel and space statistics resulting from Task Force discussions, the Printing & Photography Division (P&PD) and the Information Systems Analysis Staff (ISAS) of the Administration Directorate (DDA) have prepared a revised proposal for consolidation, herein presented as the first of the options. Its appeal rests primarily on an anticipated savings of \$244,000 annually, to be achieved mainly through an elimination of 9 positions. Such savings cannot be considered definite, however, because the costs of running a consolidated micrographics production operation in CIA are uncertain.
3. There are other advantages in consolidation, which include the production of more uniform microimages, better control over archival products, and easier conformance with standards. However, these efficiencies and such economies that might be achieved must be weighed against

substantial concerns on the part of the National Foreign Assessment Center (NFAC), the Operations Directorate (DDO), and the Science and Technology Directorate (DDS&T), all of which would lose their own local micrographics facilities.

4. Those directorates are concerned that loss of compartmentation, detracting from smoothly-functioning, integrated information management programs, reduced emphasis on unique customer needs, and other disadvantages would result from consolidation. NFAC is primarily concerned with the potential negative impact that consolidation would have on ADSTAR, its microimage document storage system currently under development, particularly since revised configurations and timetables would affect the ADSTAR contract. The DDO insists above all else that compartmentation of sources and methods information must be maintained. The DDS&T is very much concerned about the need to uphold its commitment to provide timely, quality-assured micrographics service, through the National Photographic Interpretation Center (NPIC), to Intelligence Community members.

5. On balance, it is the majority opinion of the Task Force that an essentially decentralized environment should be retained, in which components having special micrographic requirements would continue to operate their own locally-controlled production facilities, while the main production facility would continue to provide central services, technical guidance and back-up support on request.

Background

6. In December 1977 the Executive Advisory Group (EAG) discussed a paper prepared by the DDA which proposed the consolidation of the

Agency's several micrographics production facilities, to be brought under the management of P&PD within the Office of Logistics. The paper asserted that consolidation would permit significant savings in manpower, space, equipment, and supplies. An anticipated reduction of 19 positions accounted for most of the \$383,000 yearly savings foreseen.

7. EAG members expressed concern that the study had not taken important factors into account--such as the need for compartmentation, the implications of the new ADSTAR system being developed (under the management of the Office of Data Processing) to automate document storage and retrieval in NFAC and the DDO, and certain costs inherent in a consolidated arrangement which would tend to offset savings. The EAG agreed that an inter-directorate task force should be formed to examine the proposal on a comprehensive basis for EAG review. This approach was taken in preference to the employment of an outside consulting firm.

8. Accordingly, a part-time task force was appointed, chaired by a member of the Comptroller's Office and composed of the managers having jurisdiction over the bulk of the micrographics production work occurring within their respective directorates.

9. Through a series of discussions and an analysis of the situation from the point of view of each directorate, the task force has re-evaluated the merits of consolidation, including the potential for cost savings; has identified the various disadvantages of consolidation; and has developed a set of options for EAG consideration which include modified proposals for consolidation--should such action be considered justified.

10. A summary of the Agency's micrographics activity, as it currently takes place within each of the four directorates, is attached as Annex A.

Revised Proposal for Full-Scale, Immediate Consolidation

11. Taking into account amended figures resulting from Task Force discussions, a revised proposal for full-scale, immediate consolidation has been prepared by P&PD and ISAS and is herein presented as an option for EAG consideration. Under this plan, a central P&PD-operated microform production facility would be created which would routinely receive documents (or data in the case of computer-output-microform) from Agency components and return them in microform, as specified by the components. Most of the consolidated facility would be located in the P&PD Building itself, which would work on a three-shift, five-day-week schedule. A satellite P&PD operation located in the Headquarters Building, within the area currently planned to house NFAC's ADSTAR project, would handle ADSTAR production for NFAC and the DDO and quick turnaround, high priority requests for all Headquarters components. DDO, DDS&T, and NFAC microform production facilities would cease to exist—in the Information Services Staff (ISS), the National Photographic Interpretation Center (NPIC), the Office of Development and Engineering (OD&E), and the Office of Central Reference (OCR). Twenty-five of the positions currently dedicated to micrographics production activity in those components would be transferred to P&PD to meet the demands of the centralized facility; the remainder would be freed for other use by the directorates. Space occupied by the existing facilities (apart from

the satellite operation) would also revert to the directorates for other use. Pieces of equipment judged by P&PD to be under-utilized and therefore surplus to the consolidated facility would be declared excess. Office of Finance (OF) and Office of Security (OS) micrographics facilities would remain independent, because they only perform a filming function (P&PD doing their processing) and so would offer no significant savings opportunity through inclusion in the consolidation. The Microfilm Programs Branch (MPB) within ISAS would continue to function as an integral part of the Agency's Records Management Program; but two of its four positions (systems analysts) would be transferred to P&PD.

The Potential for Savings Through Consolidation

12. P&PD and ISAS estimate that a total saving of \$244,000 yearly may be achieved through this revised consolidation proposal, as follows:

Salaries	\$ 179,000
Space	39,000
Equipment	11,000
Supplies	15,000
	<u>\$ 244,000</u>

Their estimate is based on the elimination of 9 full-time positions from micrographics production work, two part-time employees, 4,058 square feet of floor space, rental and maintenance costs for excess equipment which has not been purchased, and reduced supply costs--accomplished through bulk purchases. (See Annex B for details of the estimate.) The above figures do not include savings in employee benefit costs (which amount to about 10 percent of salary) or in "hidden" administrative costs which are involved in maintaining separate accounts, processing separate requisitions, etc.

However, such items would not change the magnitude of potential savings appreciably.

13. For purposes of comparison, estimated savings would amount to the following portions of the Agency's total micrographics production activity which now exists:

- 9 of the current 68 full-time micrographics positions (13%)
- 2 of the current 29 part-time micrographics personnel (7%)
- 4058 of the 15,360 square feet of space now devoted to micrographics (26%)
- 68 of the 145 major pieces of micrographics production equipment now being used (47%)
- \$244,000 of the \$1,325,000 current annual operating costs for micrographics production (18%)

14. Estimates of savings, however, are complicated by differences of opinion among Task Force members as to the actual economies which might be achieved through consolidation, particularly in salaries--which constitute most of the savings projected. P&PD believes that position savings might be even greater than 9, as it feels it has been cautious to include enough positions to handle the burdens of the consolidated facility without any degradation of service. DDO, DDS&T and NFAC task force members, on the other hand, consider that the proposed staffing of the augmented central facility would prove to be inadequate, and that to meet demands P&PD would soon have to add positions, thereby eliminating the largest portions of the savings achieved. They point out, moreover, that the night differential involved in a 24-hour P&PD operation would introduce additional costs which would partially offset savings. They emphasize,

finally, that the directorates would have to retain personnel to log, wrap, ship, receive, and control documents transported to and from P&PD, and to serve as couriers and escorts to handle priority materials, sensitive correspondence, and special requests. The revised consolidation proposal set forth above gives consideration to the latter need, permitting OCR and NPIC each to retain a single clerk for document handling purposes; but these two positions may not be enough to satisfy those components' needs. An additional complicating factor has been the difficulty in defining the number of positions devoted to micrographics production, given the fact that some of the people involved in this activity are responsible for other duties as well. And there are other complexities, such as the anticipation of OCR and ISS that ADSTAR will permit a reduction of personnel in any event, something which cannot definitely be resolved at this time.

15. The \$244 thousand yearly savings estimated by P&PD and ISAS, therefore, cannot be regarded as definitive. P&PD and ISAS consider that savings estimate to be conservative, while the DDO, DDS&T and NFAC are convinced that there could very well be no savings at all, particularly since the costs of running a new organization are always uncertain.

16. Of course, savings for replacement and new equipment which would otherwise have to be purchased for the decentralized facilities must also be a consideration. Once ADSTAR is implemented, however, OCR would require no other major micrographics equipment, and growth in the ISS and DDS&T micrographics facilities is expected to be minimal. Nevertheless, some replacement equipment would have to be purchased in the decentralized

facilities to comply with externally-imposed standards, and this could amount to a \$50,000-\$100,000 expenditure during the next few years.

Other Advantages of Consolidation

17. The original proposal emphasized the economics which might be achieved from consolidation. However, it contended that there would be further advantages as well:

- The Agency would be afforded a one-stop, technically-expert, full-service production facility.
- A central facility would be able to produce more uniform micrographics products.
- A central facility would permit better control over archival micrographic products.
- The duplicate filming which occasionally occurs would be eliminated, since filming would take place in only one location.

18. Further benefits to be gained through consolidation were identified during Task Force discussions:

- Consolidation would facilitate central planning, control, and coordination of the Agency's micrographics production function.
- It would be easier to assure conformance with micrographics standards, as regulated by GSA's National Archives and Records Service, the National Bureau of Standards, and the Intelligence Community. P&PD-produced microfiche meet established standards.
- The appearance of duplicatory micrographics facilities, with under-utilized equipment, would be avoided.

- A career path in the combined micrographics, photography, and printing field would become available to employees transferred to P&PD.

Directorate Concerns Regarding Consolidation

19. On the other side of the balance sheet, task force discussions highlighted numerous drawbacks to consolidation in the area of mission effectiveness, which must be weighed against the quantifiable economies and efficiencies which might be achieved through centralized service. These common concerns, deriving in part from experience with centralization in other functional areas, are emphasized by the DDO, DDS&T, and NFAC:

- Components would lose control over their ability to satisfy micrographics production commitments and special customer requests.
- There could be less timely service, particularly on priority items, due to queuing and the additional time it would take to handle and transmit materials, despite a three-shift operation.
- Current production methods allow a component to assure quality control through immediate on-the-spot inspection, without having to achieve improved copy through cumbersome procedures.
- Highly sensitive compartmented products would be handled outside the responsible directorates. Large amounts of sensitive material would be concentrated in two (P&PD) locations.
- Components' enthusiasm to initiate new and imaginative micrographic applications would be diminished through their loss of direct responsibility for enhanced micrographic services. It would be mor

difficult for a detached, centralized facility to launch new system initiatives.

- Components' micrographic production activities constitute important, integral parts of their total information management programs.
- Smoothly operating work flows would be disrupted, since component micrographic operations have long been integrated within their production activity.
- There would be less tailored service to unique customer needs, which the directorates' own local facilities can best provide.
- A centralized facility would necessarily concentrate on a smooth mechanical production process. Being further removed, it would be less able to understand, appreciate and meet customer needs.
- The micrographics technicians who would not be transferred to P&PD under consolidation are specialists, often with many years of experience, who would have to be re-trained for other lines of work, if indeed new jobs could be found for them within CIA.
- Components deem it essential to include micrographics management and production experience as part of their employees' career development program within the overall field of information management.
- Security problems could be caused by documents which may be mis-directed or lost as the result of increased movement of materials to and from P&PD.
- Centralization could be expected to result in increased bureaucracy, bookkeeping, and organizational antagonisms. Component shops elicit

of this support, and that external support would have to be greatly curtailed or eliminated if NPIC were to lose direct control of its micrographic services.

The OD&E micrographics operation is a very small and highly specialized service. This organization's equipment was purchased specifically to interface with equipment located at industrial contractor facilities. It can be operated, moreover, by non-micrographic-trained personnel, so that they can complete their work satisfactorily according to their own special needs with minimum difficulty and lost time. In some instances, their work must be accomplished within a short time period, leaving insufficient time for transport of materials to and from P&PD.

As remote customers, NPIC and OD&E both fear that their frequent need for service within 24 hours might not always be satisfied, due to priority conflicts with other directorates' work and the physical problems involved in getting materials to and from P&PD in time, particularly if some products were found to be unsuitable and needed to be re-photographed.

Options for EAG Consideration

21. The estimated economies and other advantages of consolidation must be weighed against the several disadvantages cited above, which, it is clear, are not merely matters of convenience. The two most obvious options are to consolidate in accordance with the revised proposal or to leave micrographics production essentially decentralized. There are other possibilities falling somewhere in between, but these options have their own advantages and disadvantages and cannot properly be regarded

the support of their users, while a separated, centralized facility easily becomes a target for criticism.

20. In addition to the above, the directorates have the following special concerns:

NFAC

NFAC's chief concerns lie in the potential negative impact that the proposed consolidation would have on ADSTAR, its microimage document storage and retrieval system currently under development, and on the planning for SAFE, its computerized information handling system also under development, with which ADSTAR is to be collocated.

Consolidation would require a change of scope in the ADSTAR contract as well as in the site preparation contracts which have been negotiated.

This would result in increased costs, altered timetables, and a revised

configuration. The contractor's proposal and current efforts are dependent on the maintenance of ADSTAR as a dedicated facility and on the availability of equipment listed in the RFP.

The integration of the minicomputer-controlled subsystems for ADSTAR input and retrieval do not permit a breakout of the filming (production) process. Neither do the individual camera units permit non-ADSTAR filming due to their need for minicomputer prompting and control and the unique film addressing information to be placed beneath each ADSTAR image.

The ADSTAR area, which would become the P&PD satellite facility under the revised consolidated plan, would not be sufficient to perform both ADSTAR and non-ADSTAR filming on a timely basis, nor would it accommodate the growth accompanying Project SAFE. In the joint ADSTAR/SAFE environment,

microfilming volumes will be substantially increased as analysts store their working files in ADSTAR. Also, the joint operation will include direct links between the SAFE host computer and the ADSTAR minicomputer to complement input and retrieval activities.

DDO

Compartmentation of sources and methods information is of paramount concern to the DDO. The DDO feels it must operate its new ADSTAR system (DORIC/W) in the production, as well as the retrieval, mode. To minimize risk, it wants the information DORIC/W will contain to be confined to internal DDO handling. Many components in the DDO are reluctant to release their materials for clerical handling outside their immediate working environment. Consolidation would cause these components to withhold documents from regular and special microfilming programs and thereby undermine the increasingly successful DDO micrographics effort.

The DDO, furthermore, plans to integrate its local computer-output-microform capability with its electrical cable/telepouch document storage system (COMET) now under development, so that older documents may be periodically moved into less costly microform storage on a convenient basis.

DDS&T

In its role as a national center, NPIC is responsible for providing both internal micrographics services to its in-house and remotely located component organizations in support of a national priority exploitation effort and external micrographics services to Intelligence Community members located within NPIC's building

It is concerned that consolidation could disrupt the timeliness and quality

STAT

of this support, and that external support would have to be greatly curtailed or eliminated if NPIC were to lose direct control of its micrographic services.

The OD&E micrographics operation is a very small and highly specialized service. This organization's equipment was purchased specifically to interface with equipment located at industrial contractor facilities. It can be operated, moreover, by non-micrographic-trained personnel, so that they can complete their work satisfactorily according to their own special needs with minimum difficulty and lost time. In some instances, their work must be accomplished within a short time period, leaving insufficient time for transport of materials to and from P&PD.

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Options for EAG Consideration

21. The estimated economies and other advantages of consolidation must be weighed against the several disadvantages cited above, which, it is clear, are not merely matters of convenience. The two most obvious options are to consolidate in accordance with the revised proposal or to leave micrographics production essentially decentralized. There are other possibilities falling somewhere in between, but these options have their own advantages and disadvantages and cannot properly be regarded

as "compromise" solutions.

22. The task force has defined the following options for EAG consideration:

1) Full-scale, immediate consolidation in accordance with the revised proposal. The preceding pages of this paper and Annex B have described the advantages and disadvantages of this course of action at length.

2) Retention of a decentralized arrangement, which in the next two years will be altered considerably by the implementation of large-scale ADSTAR systems in NFAC and the DDO. Components having special requirements (OCR, ISS, NPIC, OD&E, OS, and OF) would continue to operate their own production facilities. P&PD would continue to act as the Agency's primary micrographics production center and to provide technical guidance and back-up support. MPB, through the existing, successful Agency-wide Micrographics Users Group, would continue to coordinate records and standards aspects of micrographics production and to promote the use of micrographics, as it has in the past. Components would not compete with P&PD or further expand their respective micrographics production facilities, aside from ADSTAR. Upon the request of a component, P&PD and MPB would provide advice to improve procedures which would save costs, promote the production of consistent-quality microforms, and eliminate the need for duplicate filming.

3) Restriction of decentralized micrographics production activity to the requirements of large dedicated systems. This partial consolidation would mean, in effect, that the ADSTAR systems of NFAC and the

DDO would remain decentralized as planned. However, OCR and ISS would no longer perform any other production services for their respective directorates or for other directorates. The NPIC and OD&E facilities would be consolidated. On the plus side, this move would begin a process of phased consolidation, while providing several of its benefits. With the implementation of ADSTAR, NFAC plans to limit its production activity exclusively to that system anyway. On the negative side, this option would permit very little savings, would totally ignore DDS&T's objections to consolidation, and would not satisfy the security and planning requirements of the DDO which exist apart from ADSTAR.

4) Consolidation of the management of all micrographics production under P&PD, while leaving the outlying facilities in place, with their existing equipment and personnel, as satellite operations. The facilities of OCR, ISS, NPIC, OD&E, and of OS and OF as well, would thus be placed under the budget and jurisdiction of P&PD. The advantage would be to work toward phased consolidation, with no immediate upheaval. While this option would afford no immediate savings, it would permit most of the other benefits of consolidation to be achieved and would provide, in effect, a trial period in which directorates could gain confidence in P&PD responsiveness to their needs and in which a new, mutually satisfactory configuration could eventually emerge. Aside from the lack of immediate economies, disadvantages of this scheme include the difficulty of determining precisely which areas and personnel P&PD would manage (given the integration of micrographics production with other component activities); the unwelcome separation

of micrographics production from comprehensive component information management and career development programs; the loss of component control, user orientation, and compartmentation; the unsettling situation which would be imposed on personnel involved; and the likelihood that reversal of the arrangement, should it prove unsatisfactory to customers, would be highly problematical and wasteful of resources.

Conclusion

23. Agency-level management must weigh the inherent efficiencies and possible economies of consolidation against the benefits of continued decentralization, which center upon mission effectiveness. There are numerous conceivable alternative courses of action which would entail partial and/or phased consolidations of various combinations of facilities. Two such alternatives have been defined as options 3 and 4. But, really, the choice comes down to a question of fundamental managerial judgment, in choosing between a basically centralized or a basically decentralized mode of operation in this unglamorous but critically important support activity.

Recommendation

24. The Task Force being divided on the issue, it is the majority opinion that Option 2 is best—that an essentially decentralized micro-graphics production environment should be retained.

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	Micrographics Task Force	

Task Force Members:

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	Administration Directorate	
William Donnelly	Operations Directorate	
<input type="text"/>	Science and Technology Directorate	STAT
	National Foreign Assessment Center	

ANNEX A

~~ADMINISTRATIVE~~
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SUMMARY OF DDA MICROGRAPHICS ACTIVITY

1. The DDA relies heavily on micrographics in the processing, use, and storage of information. This includes both Source Document and Computer Output Microfilm (COM), and it includes microfilm obtained on subscription from commercial sources, microfilm received from other federal agencies, as well as microfilm of records and information created by the DDA Offices.

2. All microfilm of records and information created by the DDA is processed by the Agency's central micrographics production facility in the Printing & Photography Division, Office of Logistics (P&PD/OL). Also, except for two small applications, one in the Office of Finance and one in the Office of Security, all microfilming, both Source Document and COM, is accomplished by this same central production facility. All DDA micrographics applications are developed in conjunction with and reviewed periodically by the Micrographics Program Branch (MPB) DDA. Each of these DDA applications are set up and scheduled in the production facility by the P&PD Systems Staff.

3. Every Office in the DDA has ongoing micrographics applications. These range from the Communications Control File, consisting of an annual growth of two reels of 16mm microfilm, in the Office of the DDA to the payroll file consisting of 175 microfiche every two weeks. Microfilm is used by the DDA Offices for current reference, for dissemination to other users of DDA information, for vital records, for storage of noncurrent information, and for archival preservation of permanently valuable information.

4. As a part of the overall responsibility for developing a Records Management Program for the Agency, the DDA provides staff guidance and assistance to each Directorate and Independent

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This is accomplished through the MPB, DDA. MPB is responsible for the Micrographics Program. The objective of this program is to promote the widest possible use of microforms in the Agency to improve the efficiency and effectiveness of information handling, data storage, and retrieval by saving space and filing equipment; reducing records to a uniform size for filing and searching; providing less expensive duplicate copies of records for multiple users; including copies of Vital Records and archival storage, providing an economical way to distribute copies of records to users at different locations; and providing thorough mechanization and automation of the capability of manipulating large volumes of information. MPB provides the staff guidance, systems analysis, standards and procedures, training, promotion, coordination, and program review to accomplish this objective.

5. The DDA operates a central micrographics facility in the P&PD/OL. This facility has the capabilities of producing, processing, and duplicating microforms for all facets of the technology. The micrographics operation in P&PD operates on a two-shift basis, five day per week. The resources of this facility include production equipment valued in excess of \$700,000 and 16 full-time and 11 part-time positions dedicated to the production of micrographics.

6. In calendar year 1977, P&PD produced 3,438,728 original source document images and 6,864,753 original COM images. Also, over 57,000,000 duplicate micrographic images were produced in 1977. P&PD is currently supporting over 70 Source Document applications and 180 COM applications from all four Agency Directorates. These applications range from very small applications produced on an ad hoc or annual basis to applications run on a daily basis, requiring less than a three hour turnaround.

7. P&PD also provides technical and systems support for Agency applications and equipment purchases. P&PD works together with MPB and reviews potential micrographics applications from a production viewpoint. Quality control and technical support is provided to those users who film their own material and have P&PD do the processing and duplication.

NFAC'S USE OF MICROGRAPHICS

The National Foreign Assessment Center, as the central analytical wing of the CIA, is a prominent producer and consumer of intelligence documents recorded on microfilm. The Office of Central Reference maintains a dedicated microform recording facility for the specific purposes of filming repository documents for the Agency document library (OCR/DSB), and to support Interim SAFE branches in NFAC offices.

The OCR Microform Processing Branch operates a camera unit utilizing step and repeat cameras (35mm 8-up aperture card and NMA microfiche formats) to record the documents, a laboratory to process, inspect, control quality, and duplicate the microforms, and a reproduction unit to make hard copy prints of selected images for document library requestors. Approximately 300,000 documents a year are filmed for the document library, an additional 12,000 documents a year are filmed for the Interim SAFE project, and over 1,000,000 pages a year are reproduced to paper from microfilm holdings.

The Agency central document library is maintained by OCR, which services primarily NFAC and DDO requestors. Intelligence documents and selected reference aids are stored on aperture card and microfiche produced by the Office facility. At present, an automated document storage and retrieval system (ADSTAR) is being developed under contract for installation in CY79. The ADSTAR project is a joint effort of

OCR/NFAC and ISS/DDO under the management of ODP/DDA. This system will store documents on 16mm cartridge microfilm, housed in automatic retrieval modules. Soft copy display, paper output, and microfiche output will be available at local and remote locations through the use of sophisticated solid-state image scanners.

As Project SAFE, NFAC's large scale information storage, manipulation, and retrieval system, is implemented in the 1980's, ADSTAR will grow to accept its projected workloads. The system will be the primary storage and retrieval vehicle for analysts' file material and electrically received material. The capability to permit NFAC analysts to store their paper files on microfilm, and access them remotely via soft display terminals, will account for a projected doubling of ADSTAR input filming to a total of over 6,000,000 pages per year.

NFAC is a prime participant in the Finished Intelligence Program (FIP) under the aegis of the Agency Micrographics Officer. Published reports are selected by the producing offices, which are then microfilmed by P&PD and made available via initial distribution (and document library retrieval) to the user community.

To illustrate the importance of micrographics to NFAC, well over 300 readers and reader/printers have been located in directorate offices. This number is continually increasing as micrographics usage is encouraged by limited file space and by Interim SAFE branch microfilm files. These readers and related micrographic devices are routinely serviced by the technical services shop of OCR.

OCR has a traditional close tie to the Printing and Photography Division. Micrographics personnel from both offices cooperate in the Micrographics User Group, the IHC Micrographics Working Group and its subcommittees, and on a day-to-day production level. At present, P&PD provides support to OCR in the Computer-Output Microfilming of electrical messages, the processing of microfiche film and captions, and occasional special filming jobs.

As the CIA agent for the dissemination and storage of intelligence reports received from the Community, OCR monitors document image quality on a continuing basis. All documents distributed to NFAC and other Agency components, whether on microfilm or paper, are subjected to strict quality standards. The receipt of barely legible microforms or hard copy paper documents severely limits the transfer of information to the analyst. Through the use of high resolution cameras, controlled processing, and regularly maintained equipment OCR ensures that documents disseminated, stored, and retrieved for the user community maintain the highest possible legibility. Further, OCR continually endeavors to upgrade the quality of receipts through representing the CIA in the IHC Micrographics Working Group and by maintaining open channels of communications with Community agencies.

DO MICROGRAPHICS PROGRAM

I. GENERAL

The DO's micrographic program is one of the largest in the Agency. Its facility, with an annual operating cost of \$552,000, a capital investment of \$31,000 in micrographics production equipment (excluding WALNUT and rental equipment), and a staff of 17 full-time and 12 part-time employees, produces a variety of microforms in support of many systems involving virtually every Headquarters component and field installation. Established systems analysis, approval, and audit procedures ensure that systems are efficient, cost effective and user oriented.

II. TYPES OF APPLICATIONS

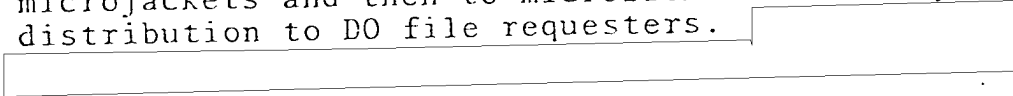
A. Conventional Microfilm

These are 16mm cartridge, roll film, and up-datable microjacket applications produced on conventional rotary and planetary cameras for components which need additional records storage space, back-up capability and/or a more efficient system to control, store, disseminate and retrieve information. Approximately 300 active and inactive paper holdings varying in size from a few feet to more than a thousand feet have been converted to microfilm since the inception of the DO's micrographics program. In the past year, 1.5 million microimages were produced via conventional means.



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Since inception of the project, 325,000 files (3,600 linear feet) have been converted to microjackets and then to microfiche for subsequent distribution to DO file requesters.



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SUMMARY OF DD/S&T MICROGRAPHICS ACTIVITY

I. BACKGROUND

The DD/S&T micrographics operations are limited to the offices of NPIC and OD&E. The scope of the operations in both of these offices is relatively small when compared to the micrographics activities in the other Agency Directorates. For example, the DD/S&T has only six full-time micrographics personnel and the Directorate's total micrographics production output amounts to only 7.3% of the Agency's annual production effort.

Even though the DD/S&T's micrographics operations are comparatively small they are extremely vital to the mission and services provided by NPIC and OD&E. Both of these micrographic operations are custom tailored to the specific office and customer needs. In addition both operations are integral parts of office production cycles and work flows. The loss or impairment of these services would have a serious effect on the ability of the DD/S&T to meet its customer needs and tasking requirements.

II. OD&E MICROGRAPHICS OPERATIONS

The OD&E micrographics operations are built around a contract monitor/ industrial contractor interactive system. The OD&E micrographics equipment was specifically purchased to interface with similar equipment currently located at industrial contractor facilities. The OD&E equipment is located at several different and strategic component office sites for maximum customer utilization. This equipment was also selected so that it could be operated by the non-micrographic-trained personnel. Thus, the customer or contract officer who needs a quick response can carry his own work to the equipment, complete it according to his own special needs, examine the finished product for quality and completeness, and carry the finished production back to his office with a minimum amount of trouble and lost time.

III. NPIC MICROGRAPHICS OPERATION

At NPIC, the micrographics operations are custom-tailored to support a priority photographic exploitation effort. In its role as a national center, NPIC must provide internal and external micrographics support to intelligence community components. To meet this responsibility the NPIC Microform Section must:

- provide for timely, high-quality micrographic reproductions of all national imagery-derived exploitation products;

- maintain a master microfiche file of all imagery-derived exploitation products;

- provide for the timely micro-publishing and dissemination of microfilm copies of imagery-derived products to members of the intelligence community including, in particular, NPIC components, NPIC tenant organizations [redacted]

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- provide direct, timely and customized microfilming services to individuals by converting work files, photo interpreter aids and reference materials to a variety of different microfilm formats.

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The NPIC Microform Section spends approximately two-thirds of its annual effort supporting internal NPIC and [redacted] tenant component requirements. [redacted]

NPIC's micrographics applications and programs are conventional in nature. The Microform Section's equipment inventory consists of two step-and-repeat microfiche cameras, three planetary cameras, and two rotary cameras, one rotoline camera, and associated film processors and duplicators for a total of 21 different pieces of micrographic equipment. With this equipment, NPIC produces 16mm and 35mm roll film, standard microfiche, microfiche jackets, and aperture cards.

NPIC produces regular microfilm output on 25 different types of NPIC exploitation products which are, in turn, disseminated regularly to 20 to 30 different customers throughout the intelligence community. NPIC does not have any special micrographics programs or unique equipment such as a COM output capability.

IV. DD/S&T FUTURE MICROGRAPHICS ROLE

The DD/S&T does not intend to greatly expand its micrographics operations in the future. The Directorate's present requirements are adequately being met with current micrographic personnel and equipment. The DD/S&T foresees no major special equipment purchases, or major product dissemination expansions. Both NPIC and OD&E will, however, attempt to follow a vigorous program to get more people to use its services and convert their files, where applicable, to microform formats. NPIC will also attempt to emphasize micropublishing as a viable dissemination technique. Both applications can, however, be handled within DD/S&T's present micrographic resources.

V. DD/S&T MICROGRAPHIC TIES TO PRINTING AND PHOTOGRAPHY DIVISION

NPIC and OD&E have close ties to the Printing and Photography Division (P&PD)/OL/DDA. Micrographics personnel from both offices are in close contact with P&PD on both special and routine day-to-day production requirements. NPIC is totally dependent upon P&PD to meet all of its COM requirements and OD&E is dependent upon P&PD for occasional special filming jobs. In addition, the DD/S&T recognizes P&PD and the Agency's Micrographics Officer in the Information Systems Analysis Staff (ISAS)/DDA as the Agency's micrographics experts. As such, NPIC and OD&E look to both these organizations for Agency micrographics policy and technical guidance. NPIC and OD&E also have representatives on the Micrographics User Group and IHC Micrographics Working Group and its subcommittees. In addition, the DD/S&T intends to continue to coordinate all micrographics equipment purchases and future technical problems including micrographics standards, with P&PD and ISAS.

ANNEX B

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