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30 April 1969

MEMORANDUM FOR: Executive Director-Comptroller
THROUGH : Deputy Director for Support
SUBJECT : Quarterly Report of CIA Records Management Board

1. This memorandum is a report for your information on the Records Purge and it includes action proposals in paragraph 8.

2. During the first quarter of 1969 the members of the CIA Records Management Board continued to assist the component Officers responsible for the Records Purge. Their objective is to eliminate all unnecessary files from the Records Center. To date the progress reports from each Directorate and the DCI area indicate the following Records Purge accomplishments:

<u>AREA REPORTING</u>	<u>AUTHORIZED FOR DISPOSAL (Cu. Ft.)</u>			<u>TOTAL DISPOSALS TO DATE</u>
	<u>Jul-Sep</u>	<u>Oct-Dec</u>	<u>Jan-Mar</u>	
DCI	6	32	81	119
DDI	2,074	3,104	2,178	7,356
DDP	364	376	230	970
DDS	129	1,156	592	1,877
DDS&T	--	764	58	822
Archives	--	--	215	215
Records Center	--	--	1,705	1,705
Total Purged	2,573	5,432	5,059	13,064

During the 8-month period of the Purge (July 68-Mar 69) the new accessions received at the Records Center totaled 10,750 cu. ft. Consequently, the net gain of storage space from disposals over accessions is 2,314. An analysis of the net volume changes by types of records for each Directorate is attached as TAB A.

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3. Besides identifying and disposing of 13,000 cu. ft. of files, considerable attention has been given to other Records Management techniques that impact upon the volume stored. The members of the Board have reported the following developments:

- a. New deposits are being screened and reduced in the offices before they are retired. During the Purge new accessions of 10,750 cu. ft. at the Center were 1,534 cu. ft. less than during the same period the year before.
- b. The Schedules of retention periods are being re-examined and shortened whenever possible. Schedules for 670 files were reviewed and 100 changed to reduce the retention periods.
- c. Office records systems, procedures, equipment, and requirements are being critically analyzed. More than \$250,000 worth of movable shelving has been requested for NPIC and RID to increase their office file capacities over 50%. File surveys have been completed in Personnel and Security. The Board has been informed of microfilming surveys underway in RID, DDP Systems group, OSP, Medical Services, OBG, and the Cable Secretariat.
- d. Forty thousand feet of "Inactive Office Records" retired to the Center come from three depositors (RID, Finance, and CRS). These areas have eliminated 2,500 cu. ft. so far. CRS reports it will dispose of 4,000 cu. ft. by July.
- e. Twenty thousand feet of extra copies of Agency publications are stored at the Center for "Supplemental Distribution." Some 19,000 cu. ft. of that total belong to four DDI Offices. The largest collection (17,000 from OBG) is being re-examined and its printing requirements and stock levels drastically reduced. This has removed 1,000 cu. ft. and they expect to eliminate 8,000 cu. ft.
- f. Of the 9,000 cu. ft. of "Vital Records" stored as emergency planning, some 7,500 belong to three DDI Offices (NPIC, OBG, and CRS). A survey was completed in NPIC and awaits a policy decision that may remove 3,000 cu. ft. because most of NPIC is not part of the Agency emergency plan. The Board has not been able to compel action on this decision. The other offices are still studying.
- g. The Agency "Archives" of permanently valuable and legally required records (8,000 cu. ft.) received two proposals this quarter: The Chairman proposes storing the existing Archives collection at [REDACTED] and the Board recommends having the [REDACTED] Printing Section microfilm it. The members also suggested that the Archives function be studied.

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4. During this quarter the Board found, as expected, that the Purge will not provide enough space for Agency records. The continuing operations produce more files than will be destroyed through normal disposal and periodic Purge campaigns. The Agency can expect its files to continue to grow beyond the capacity of its offices and the Records Center. The annual inventories of the last ten years show the cubic foot volume of files in the Headquarters area to have grown as follows:

<u>Area</u>	<u>On Hand 1958</u>	<u>Total 10-Yr. Disposals</u>	<u>On Hand 1969</u>	<u>Net Volume Increase</u>
Hq. Offices	148,000	292,000	221,000	73,000
Records Ctr.	37,000	88,000	104,000	67,000

The currently intensified Records Purge Campaign with the special attention of some 80 professionals and hundreds of clerks for nine months eliminated 13,000 cu. ft. of old files but new accessions of 10,700 reduced the net gain to only 2,300 ft. All members report the peak of large disposal volumes has passed. Only DDI/OBGI and CRS foresee any sizable purging. Several offices are only half through their reviews but they see it as a prolonged clean-up and no bulky disposals can be expected. All areas report reviews and purging will have to continue indefinitely, with or without any accompanying campaign.

5. Agency Management must take action to correct its problems of records growth and storage. The Board believes the solution to records growth is not in an "after the fact" Purge but in an aggressive Agency Records Program adequately staffed and supported. This action is economically necessary because Agency records are a multi-million-dollar problem, they involve thousands of clerical personnel, impinge upon the development of modern information systems, and influence the efficient conduct of Agency operations. Remington Rand and other private organizations as well as the Federal Records Service calculate that one clerk is required to maintain and service 100 cubic feet of records in offices. Using this rule of thumb and applying it to the total records volume of 221,000 cubic feet currently on hand in agency offices we can estimate that we have 2,210 people occupied with office files. If we were to assume that all of these were GS-3 clerks at \$4,000 salary per year it would suggest that we are spending \$8,840,000 annually to handle our office files. Add to this a factor for space cost at \$4 per square foot, knowing that in safes each cubic foot of records requires 1 square foot of office space, and on a shelf 4 cu. ft. require 1 sq. ft. With about half our office files in safes and half on shelves we have an additional cost of \$550,000 per year for space. This suggests that we may be spending as much as \$9.3 million each year for headquarters records maintenance, and we are still growing, averaging 7,300 cubic feet per year for the past ten years. Growth at this rate means 73 more people, a \$292,000 increase in salaries, and an \$18,250 increase in space costs each year. This is a statistical analysis which we have not attempted to validate by actual agency experience, but even if there were a 25% error the problem would still be of significant magnitude. Records Management Officers are responsible to reduce all such expenditures. Many Records Officer positions already exist. But the use of

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those positions on records problems must be insured. The Board members report they find there are too many unqualified Records Management Officers. Also many RMO's have been assigned several "priority" duties other than records. The Board feels the Records Program requires greater concern about the types of duties and persons being assigned to the Records Management Officer positions. Only through the expressed concern and continued interest of Top Management will the Deputy Directors stimulate the Office Heads to examine the qualifications, activities, and accomplishments of their Records Officers and initiate corrective action where necessary.

6. To solve the records storage problem the Board examined several alternatives indicated in the next paragraph. To make projections concerning actions to take in lieu of constructing a Records Center addition, the Board calculated the capacity of existing storage facilities, and estimated volume of records on hand after the Purge, and the anticipated new accessions and disposals. The resultant net total indicated the volume of files for which storage would not be available and on which corrective action must be provided. The Board calculated the volume of microfilming that would have to be done each year if no other action is approved and implemented. If the strengthened Records Program can reduce the net annual growth to 6,000 cu. ft. at the Center, the Agency would have to film at least that amount every year. The Agency microfilm experts and Printing Services Division inform us this will require 12 cameras and 22 new positions. A like amount of filming would have to be done for the Offices at Headquarters in order to stabilize their growth if it continues at the rate of the past ten years.

7. The following suggestions for the records growth and storage problems have been examined by the Records Management Board:

a. Increase Outflow from Center:

- (1) Destroy unnecessary records now.
- (2) Shorten scheduled storage periods.
- (3) Transfer files to non-Agency jurisdictions.
- (4) Establish positive disposal dates for all "Indefinite Deposits".

b. Reduce Inflow to Center:

- (1) Establish qualified RMO's to manage component records.
- (2) Require screening prior to retiring records to Center.
- (3) Apply "Office of Records" concept to eliminate duplicates.
- (4) Improve Office file systems and procedures.
- (5) Advocate fewer copies and control records creation.
- (6) Remove Supplemental Distribution function from the Center.

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c. Increase Storage Compactness in Offices and the Center:

- (1) Install movable shelving to use aisle space.
- (2) Microfilm more Headquarters and Records Center files.
- (3) Find and use other miniaturized data storage systems (e.g. magnetic tape, video tape, microfiche, etc.)
- (4) Convert Agency reports and publications to Microfiche.

d. Acquire additional storage space:

- (1) Request time extension for use of GSA Center at Suitland.
- (2) Retire selected inactive records in Federal Records Centers and the National Archives.
- (3) Use Federal underground storage for non-emergency type Agency Vital Records.
- (4) Renovate space in [REDACTED] to store Archives.
- (5) Build addition on Records Center at [REDACTED]
- (6) Rent space or store in office buildings.

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8. Of the 20 suggested actions above, the first nine are being implemented to the extent the various Components permit. The balance require additional study and proposals before appropriate management action may be taken. The Records Management Board submits the following recommended proposals for immediate action:

Proposal One: Purchase Movable Shelving for Records Center.

Agency management should approve the \$859,000 requisition, being submitted separately, for motor driven, movable shelving that will increase the capacity of the Records Center by 40,000 cubic feet. The vendors promise delivery in 6 months. Another six months to a year will be needed for installation and reshelving of 80,000 boxes. If approved soon, the project can be completed by December 1970 in time to move 20,000 cu. ft. out of [REDACTED] as scheduled. The anticipated extension of our time at [REDACTED] is no longer tenable because the flood of government records is greater than expected and GSA announced last week that they expect [REDACTED] to be filled to capacity within 18 months.

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Proposal Two: Authorize Seven Contract Personnel to Relocate Records.

Vendors include installation in the purchase price of shelving, but the shifting of 80,000 boxes off and then back on to the shelves and then moving 20,000 out of Suitland, plus the indexing, controlling, and servicing the retrieval system for Agency components during the relocating of the records in the Center will require seven contract employees (GS-3 level) for a year to assist the existing Center staff. (In 1968 the moving of 18,000 boxes to [REDACTED] required ten months and a staff employee and two contract employees plus a once-a-week assist by two other staffers.)

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Proposal Three: Compel Component Support of Program.

The Agency's Records Management Program must be intensified to control records creation, improve file procedures, and to find and implement new records keeping systems. The records review and purge must continue both in the offices and the Records Center. This requires a continuing endorsement by Top Management, cooperation by Office Heads, and the undiluted energies of qualified Records Management Officers. The Executive Director-Comptroller should emphatically reiterate his original charge to the Deputies that "the DCI Area and each Directorate appoint a senior, full-time Records Management Officer to (1) Supervise the Records Programs in their several offices, (2) to serve on the Records Management Board, and (3) to study the Agency records problems and recommend solutions." Also every Office Head should be reminded to appoint a Records Management Officer and insure that his "primary responsibility is the Records Program for that Office."

Proposal Four: Institute the First Part of a Massive Microfilm Program.

In addition to the Records Purge, movable shelving, and strengthened Program, a massive microfilming campaign must be undertaken throughout the Agency. The existing use of microforms, although extensive and beneficial, is inadequate from an operations standpoint as well as from the records storage needs in the Offices and the Records Center. The greatest time and space benefits gained from microforms are realized in the expensive offices with large staffs and many files. Much of the long-stored inactive records in the Records Center may be profitably microfilmed too. The new shelving in Proposal One will provide approximately six years for the Agency to convert its existing reporting techniques, procedures, and publications to a microminiaturized form. It is recommended that the printing services units at [redacted] and Headquarters be reinforced to service the Agency's accelerated microfilming effort.

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The first step in this microfilm campaign requires that at [redacted] a force of six personnel and four cameras be approved and installed to immediately proceed with the annual filming of 1,500 cu. ft. of Agency Archives each year for the next three years. Additional long-term records from the Records Center should be scheduled for filming by the [redacted] microfilming force.

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Secondly, the Printing Services Division at Headquarters should plan to be increased in FY 1971 with an additional force of 22 personnel and 12 cameras with an objective to annually microfilm 6,000 cu. ft. of component records that are scheduled to be retired to the Records Center. If the shelving in Proposal One above is not approved, then these two microfilming units must be

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established and authorized to begin work immediately to film 7,500 cu. ft. a year to stay ahead of the current volume of Agency records being sent to the Center.

No proposal is made now for a comparable microfilming effort to stabilize the growth of a similar volume in the offices. This will require more study of office developments and use of existing Printing Services facilities.

9. Upon your approval of these proposals in principle, the Board will follow up to insure the necessary actions are initiated for their implementation.



Chairman
Records Management Board

Attachment:

A. Net Change in Volumes

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