

MEMORANDUM FOR: *Lee*

We have talked on several occasions about an off-line system for a rejuvenated M.I.S.

I have jotted down some of my thoughts in the attached proposal. Suggest initiating the study immediately if you approve for reasons I can

discuss with you at your convenience

D-R-A-F-T
4 August 1971

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MEMORANDUM FOR: Chief, Plans & Programs Division/PPBS

SUBJECT : Proposed Project

1. I am aware that several people are looking into various aspects of the MIS to consider ways of improving it. The project I am proposing would take a very broad look at the MIS and would not be duplicative of any of the other efforts. In the long run, however, it may change or void some of these other specific efforts.

2. My proposal is to conduct a study that would answer some of the following questions:

a. Must the MIS be served by the Central Computer System or would it be better to have a small computer dedicated specifically to the MIS?

b. Is there an application in the MIS for the newer direct data collection devices such as Optical Character reader (OCR), Mark Character readers (MCR), key to tape, etc.?

c. Would some of the small business machines with storage and memory capacity (NCR, burroughs, etc.) be able to handle the MIS computer needs? Are forms and programs, available with these machines, applicable to the MIS?

d. Could most of the paper outputs now generated for the MIS be replaced by display type inquiry/response ^{equipment} ~~equipment~~?

e. What would the effects of the above changes be on MIS costs?

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f. Can the MIS profitably be expanded to include all elements of the Center that must be monitored by management?

(See attachment)

g. To what extent can the system be de-centralized (i.e., collection of data managed by groups for their own use but fed into Center-wide file)?

3. My approach to this project would be:

a. Review the State-of-the-Art via:

- (1) Visits to on-going systems
- (2) Attendance at conferences, seminars, etc.
- (3) Literature
- (4) Discussions with computer people.

b. Conduct a thorough investigation of the hardware market particularly in the areas of:

- (1) Data Collection (input) devices
- (2) Business-type small computers
- (3) Remote display and other output devices

c. Investigate software packages available with business-type computers including standard forms.

4. My hypothesis is that a small computer dedicated solely to management support would cost less and would do a far better job than is possible under our present procedure. It is wasteful to continue the MIS in its present form in which it is costing a moderate amount and producing very little of the information needed by management. To upgrade the system in its present framework will necessitate large expenditures for programming and systems analyses. Presumably, even

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then, the MIS would still have no better than its present step child relationship with the Central Computers (494's). That is, it would still have to compete with the Center's highest priority work (mission exploitation mensuration, etc.) for computer time. Further investigation may prove this hypothesis wrong, but, I believe it well worth the effort to find out.

5. I think the study could be completed in 3-4 months on a part time basis.

Joe

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DATA Requirements For a Complete MIS

Elements to be Managed	Application of Data to Time Periods		
	Past: Analysis and Evaluation of past performance	Present: Measurement and Recording of Current performance	Future: Prediction for planning and Budgeting purposes
Input of Intelligence Materials	Volumes of materials, Targets and areas exploited. Manpower and materials expended.	Input - production - output per present systems	Requirements for future systems
People	Assignment - skills, functions, components. Effectiveness. Turnover. Upgrading of skills.	Workloads. Time and attendance. T.O.s. Costs	Needs per: skills, functions; Training; Intell Commitment
Production	Degree of success in meeting commitments.	Schedules; project mgmt; priority assmt. Costs	Needs of: future systems; Intelligence situation
Equipment	Effectiveness; Costs; maintenance and retirement schedules; limitations, improved etc.	Inventory; reliability; maintenance; Costs (owned, leased).	Requirements for: exploitation and support equipment; R & D; Market investigation
Supplies	Usage rates; purchase schedules; economy measures	Volumes; costs; use	Needs
Plant	Utilities reliability and maintenance; Facilities usage; Space adequacy	Use; renovations; E & A; Costs	Needs for: Improvement of facilities; Additional space
Out put	Effectiveness; Customer satisfaction; media adequacy. Timeliness	Products: Kinds and volumes; quality; dissemination. Cost	Needs of Intelligence Community; Improved communication techniques; Improved publication techniques