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NPIC/TDS/D-1020-67
18 September 1967

MEMORANDUM FOR THE RECORD

SUBJECT: Anticipated Oerrun of Project #10197, Viewgraph Maker

[redacted]

1. Historical Background.

A Project Suggestion Form (PSF #118) for a viewgraph maker was submitted on 26 May 1966 by [redacted] of the Publications Division [redacted] a former member of the Technical Development Staff, evaluated the PSF and felt that a modified [redacted] Platemaster using the [redacted] process (Reference NPIC/P&DS/D/6-1583, 16 September 1966) would meet the project requirements. The Imagery Analysis Service expressed interest in this system on 3 October 1966 (Reference IAD/OSS-220/66). On 2 November 1966 [redacted] submitted a technical proposal (171/66) for a Viewgraph Maker. The Publications Division indicated approval of the proposed [redacted] material and [redacted] equipment in NPIC/PD 2-67. The Imagery Analysis Service likewise concurred via IAD/OSS-256/66.

2. Contractual Matters

On 4 November 1966 [redacted] quoted a straight fixed price of [redacted] for two Viewgraph Makers. On 31 March 1967 they raised their quote to a fixed price of [redacted]. This increase was due to [redacted] increased Overhead and G&A rates incurred during the period required for the approval process. [redacted] Contracting Officer, NPIC, on 31 March 1967 (memo attached) mentioned a cost-type contract with the opinion that it could be less expensive. While there was a difference of opinion within our staff on which type of contract should be pursued, it was decided to use the cost plus incentive fee contract. The target cost was [redacted] and the target fee was [redacted]. The contract date was 13 April 1967 and the period of performance was to be from 13 April 1967 to 14 August 1967.

3. Contract Monitoring

[redacted] and I made trips to [redacted] on 21 April and 12 May 1967. During these visits we discussed the design of the Viewgraph Maker. The contractor encountered no apparent serious technical problems in his design. During May 1967 [redacted] left the Technical Development Staff and I assumed responsibilities as project monitor of this contract. The contractor's monthly reports for April, May, and June 1967 all estimated that the project cost would exactly equal the target cost of the contract.

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SUBJECT: Anticipated Overrun of Project #10197, Viewgraph Maker

X1 [redacted]

On 11 August 1967 I visited [redacted] to discuss an anticipated overrun on another contract. I specifically questioned [redacted] as to the status of funds for the Viewgraph Maker contract. He assured me at that time that [redacted] did not anticipate an overrun on contract [redacted]. During the following week I called [redacted] project engineer for this contract, and again requested information concerning the status of the funds. He did not foresee any financial difficulties and in fact, thought that he could possibly produce the two Viewgraph Makers for less than the target costs.

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During the week of 21 August, [redacted] called and requested a visit with me on 24 August but gave no indication of the purpose of the visit. He arrived at NPIC on 24 August and informed me that he anticipated an overrun of approximately [redacted]. He said that the overrun was in part due to increased overhead and G&A rates. When I asked him what the possibilities were for reducing this overrun he mentioned the alternative of furnishing only one Viewgraph Maker instead of the two originally specified by the contract. I reminded him to check the details of the contract since there was probably a provision requiring him to incur no additional costs. I also suggested that he would be required to furnish data on costs to complete for the contract.

X1 [redacted] were notified of this overrun. [redacted] was to re-evaluate his Staff's requirement for the Viewgraph Maker. He notified me shortly after that his Staff's requirement had diminished and that if sufficient funds could be saved, the procurement of their Viewgraph Maker should be reconsidered. This information was required from [redacted] as rapidly as possible in order to minimize delays that could cost the government additional funds. Also, the contractor needed more time to furnish two costs to complete; one for supplying both Viewgraph Makers and the other for furnishing only one Viewgraph Maker. Had IAS's reply been to the effect of still requiring their equipment, I could have saved this time.

X1 I called [redacted] on 6 September and 8 September and mentioned that their monthly report was overdue and asked when their cost data would be supplied. X1 [redacted] informed me that he would furnish me the cost data sometime during the week of September 11.

[redacted] visited NPIC on September 14, 1967. [redacted] auditor from the Ames Building, and I discussed the overrun. A cost analysis presented

SUBJECT: Anticipated Overrun of Project #10197, Viewgraph Maker

X1 [redacted] at that time is attached. [redacted] also delivered the July monthly report. The July monthly report still showed that the estimated costs to complete were within the original target cost of the contract. However, as shown in the cost analysis, made as of 14 August, only two weeks later, an additional [redacted] are estimated for the completion of the work. [redacted] has shown that they did not make realistic cost estimates at any time before or during the period of the contract.

4. Alternatives

The following alternatives are presented with preliminary cost data. These figures will be updated as soon as further information is received

X1 [redacted]

a. Cancel the contract-Cost approximately [redacted] If the contract is cancelled, no assembled equipment will be received. Unfinished parts, unground lenses and other components will be of little value to NPIC.

X1 b. Require all components to be finished and assemble equipment at NPIC-Cost approximately [redacted] (This cost is uncertain at this time since [redacted] has not been presented with this alternative.) [redacted] informed me that most of the components are completed but that he has not as yet spent more than the contract target cost. I then suggested that the overrun would be consumed almost entirely in assembly, debugging and final report writing. He did not confirm this suggestion but said that he would furnish more up to date figures on expenditures. If we can obtain all components at near the original contract target cost, then perhaps our Equipment Performance Staff could assemble it.

X1 c. Change scope to require only one Viewgraph Maker to be delivered-Cost approximately [redacted]. Even if only one Viewgraph Maker is made an overrun will still occur. Credit will be received for some of the parts of the other unit.

X1 d. Require both Viewgraph Makers to be delivered-Cost approximately [redacted] the second Viewgraph Maker can be procured.

X1 e. Send a letter to responsible [redacted] administrative personnel suggesting that they absorb a portion of the overrun costs. Since some of the overrun costs were due to poor financial estimates and control by [redacted] personnel, [redacted] might be willing to pay some of these costs. Of course, if this approach does not produce a favorable reply by [redacted] we would still be faced with selecting one of the previous mentioned alternatives.

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SUBJECT: Anticipated Overrun of Project #10197, Viewgraph Maker



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Support Systems Branch, Development Staff, TDS

Attachments:

A--PSF#118

B--NPIC/P&DS/D/6-1583

C--IAD/OSS-220/66

D--NPIC/PD 2-67

E--IAD/OSS-256/66

F--Memo, [redacted] /Ch/DS/TDS, 31 March 1967

G- [redacted] Cost Analysis

H- [redacted] Proposals for Automatic Viewgraph Generator, dated 2 Nov 66

Distribution:

Original - Route And File

1 - Originator

2 - NPIC/TDS/DS

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AVAILABLE

26 / 5 / 66
Date of Suggestion

PROJECT SUGGESTION FORM (PSF)

TO: Chairman, P&DS Project Evaluation Committee

1. Name of Suggestor

[Redacted Name]

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2. Brief Explanation of need for this improvement:

Among the many services the PD offers to components of NPIC is a briefing aid service. In the process of this service, PD would like to have time to analyze, create and produce briefing aids of the finest quality.

However, in many instances clients seek briefing assistance hours or even minutes before facing their audience. To help these individuals, "Quickie" type visuals are prepared. One of the obstacles to fast visual aid service is the lack of an in-house method or process to produce near-instantaneous 8 1/2 x 10 inch film positive images from variant sized originals.

Although the photographic lab can satisfy this requirement on a long-term basis, administrative time; competition with priority projects; and production time precludes utilizing the photo lab services to meet PD's "Quick" time requirements.

3. Brief Description of Suggestion (Use Reverse Side if Necessary):

One method of producing near-instant film positives is via the MP-3 polaroid industrial camera. This process offers continuous tone or line 2 7/8 x 3 3/4 inch film positives in seconds. However, no process or equipment is known which can produce in seconds (or even minutes) a 8 1/2 x 10 inch film positive image from variant size originals. Such a process must include at least a 5X enlargement and reduction factor, a capability for both continuous tone or line film, and a process time factor within a five minute limit (a shorter time factor is desirable).

PD investigation reveals that the [Redacted] has a camera called the Photo-modifier which, together with diffusion-transfer-reflex materials, can produce a line film positive in minutes. However this equipment falls short of all requirements. In addition, the audiovisual division of [Redacted] sells a Mercury Diazo Enlarger which can make 8 1/2 x 10 inch Diazo film enlargements direct from 16mm through 3 1/4 x 4 inch original transparencies. The process time ranges from six to ten minutes. Again this equipment does not satisfy all requirements.

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[Redacted Signature]

Suggestion (Signature)

DO NOT WRITE IN THIS SPACE

Selected Project Suggestion Title:

Project Evaluation

ILLEGIB

[Redacted Title]

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B

NPIC/P&DS/D/6-1583
16 September 1966

MEMORANDUM FOR: Chairman, Plans and Development Staff Project
Evaluation Committee

THROUGH: Chief, Development Branch, Plans and Development
Staff

SUBJECT: PSF #118 Titled "Vuegraph Maker"

X1 An investigation of the above suggestion was conducted to determine validity and possible solutions to the problem as outlined by the suggestor, [redacted] Publications Division, Room 4N416. In the past there have been several occasions where Publications Division has not been able to fill an immediate request for an 8 1/2" X 10" Viewgraph Reproduction from various size originals. Therefore, the above suggestion appears to be valid. There are no current projects or other projects being considered that would render this suggestion unnecessary. An investigation of rapid access photographic materials (resulting in a positive image from an original reflective copy or transparency) was conducted. To satisfy the viewgraph requirement, materials such as [redacted] were considered. [redacted] were eliminated due to their slow speed and the resulting excessive exposure times for enlargements. Also these materials require high energy ultra violet light sources for maximum film speed. [redacted] are both diffusion transfer materials. Both materials have speeds fast enough for enlarging purposes and can be exposed to tungsten light. However, to satisfy the suggestors requirement, the [redacted] material has definite advantages over [redacted]. The [redacted] material requires presoaking of the transfer material. The [redacted] does not and therefore requires a less complicated system for handling and storage. The speed of the [redacted] process is faster than [redacted]. The entire [redacted] process from exposure to a finished positive requires approximately 20-25 seconds. The equivalent [redacted] time would be in excess of 1 minute. As for equipment, results of the investigation indicated that an automated enlarging, reduction camera containing an automatic transport and processing unit for the selected material, requiring minimum amount of handling, would be desirable. No commercial equipment is available that can solve the suggestors requirement and handle the selected material in a completely automated system. However, modification of the commercially available [redacted] [redacted] "Platemaker" to accommodate the selected material, would be a specific solution to the suggestors requirement. [redacted] is the supplier of [redacted] material. NPIC is involved in several R&D projects with [redacted] and has had beneficial associations with [redacted] in the past. Discussions with [redacted]

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SUBJECT: RSY #116 Enclosed "Viewgraph Maker"

Indicate that a modified "Platemaker" with an automated transport and processing section to accommodate the [redacted] material could be supplied for approximately (strictly ball-park figure) [redacted]. A more accurate figure would accompany a proposal, from [redacted] if an invitation for them to propose is appropriate.

X1 It is my opinion that the modification of the [redacted] "Platemaker" to accommodate the [redacted] material, would be an excellent solution to the requirement as outlined by the suggestor. The results of this investigation have been coordinated with [redacted] of Publications Division who concurs that the above system is well correlated to his requirements.

X1 Attached is a viewgraph sample prepared from [redacted] material. The device in the picture is one model of several commercially available [redacted] "Platemakers."

[redacted]
Support Systems Section

Distribution:

Original + 1 - Addressee
1 - Chief/DE
2 - Chrono/DE

*210 Bk
10 Oct 66*

IAD/OSS-220/66
3 October 1966

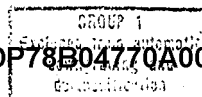
MEMORANDUM FOR: Assistant for Plans and Development Staff, NPIC
FROM: Chief, Imagery Analysis Division, CIA
SUBJECT: R&D Project Suggestion No. 118 (Vugraph Maker)

1. This suggestion has come to our attention through personnel from your Staff.
2. Since we make considerable use of vugraphs and quite often have need for visual aids of this type on a "crash" basis, we are keenly interested in such a development.
3. We are most hopeful that a contract for a "vugraph-making" device will be obtainable with FY-67 funds and offer our assistance in any manner which will help achieve this goal.



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2 - OSS/IAD



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NPIC/PD 2-67
5 January 1967

MEMORANDUM FOR: Assistant for Technical Development

SUBJECT : Publications Division Requirement for a "Vugraph Maker"

1. This will assure you that the Publications Division is still as interested in a rapid means for preparing positive transparencies of imagery for incorporation in vugraphs as it was last summer when the request to develop such a device was initially made.

2. The modified version of the [] platemaster, as subsequently developed to specifications, seems to meet this need. Not only would it produce transparencies of suitable size extremely rapidly, but it would also enlarge or reduce the copy, thus providing a wide range of flexibility. As you know, [] of the Publications Division made a trip to [] of IAD to see samples of the product and to discuss technical specifications with one of [] staff engineers. He reported complete satisfaction with the sample products made using the [] diffusion transfer process as well as with performance specifications for the film.

3. Acquisition of such a piece of equipment would provide a quick reaction time for the preparation of special-purpose vugraphs which now require priority handling in the lab to meet crash deadlines. The acquisition of such a piece of equipment should also put the Center in a position to speed up service in an area where it has long been weakest, namely in the after-the-mission phase of intelligence dissemination.

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Chief, Publications Division, NPIC

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