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Approved For Release 2005/07/01 : CIA-RDP82-00765R000200130001-6

OFFICE OF LOGISTICS

HISTORY

1 JULY 1952 THRU 31 DECEMBER 1956

**Prepared By:
Planning Staff, OL
19 May 1959**

Approved For Release 2005/07/01 : ~~SECRET~~ CIA-RDP82-00765R000200130001-6

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OFFICE OF LOGISTICS HISTORY

YEARS 1953 THRU 1956

To preserve the factual continuity of logistical organization and functional progress encompassing the Agency's logistical support activities during the reporting period, it is necessary to cite the major changes which took place just prior to January 1953. The period beginning 1 July 1952, in common with other Agency operations, represented a period in which logistical support functions were effected by the cessation of rapid external personnel acquisitions and by a consolidation and realignment of internal functions. The reorganizations were undertaken in a manner designed to provide centralized uniform logistical support for Agency operations and utilization of professional personnel to an optimum degree.

The absence of sound logistical operating policy and procedures was evident within the Agency's support planning complex and corrective action was necessary from the beginning through (a) the establishment of property accountability and ^{full} positive responsibility of accountable officers, (b) installation of improved methods of stock control, (c) effecting financial accountability in conjunction with the Office of Comptroller and (d) the promulgation of the of regulatory doctrine in the related fields. It will become evident in the recording of these chronological events, that centralization of logistical functions which were implemented during the tenure of the present DCI, resulted in economy of operations, improved efficiency, and a planned coordination of efforts to further Agency operations.

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In July 1952, the major logistics functions of the Agency were being performed by: the Administration and Logistics Staff, Office of Policy Coordination, headed by [] the Procurement and Supply Office of the Deputy Director (Administration), directed by Mr. James A. Garrison; and by the Office of General Services under [] which was also an organizational element of the Deputy Director, (Administration). These logistics functions had developed in response to the rapid growth of the Agency, and were assigned in a random fashion, generally on the basis of geographical and operational requirements.

The Office of General Services (DD/A) consisted of: the Office of the Chief; an Organization and Methods Service; Records Service Division; Printing and Reproduction Division; and a Space, Maintenance and Facilities Division (including Transportation Services and a Motor Pool).

At the same time, the Procurement and Supply Office (DD/A) was comprised of: the Office of the Chief; a Planning Staff; a Purchase Division, and a Supply Division. The T/O of the Procurement and Supply

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As the consolidation and purification of Logistics functions got underway in August of 1952, the Organization and Methods Service Division of the Office of General Services (DD/A) was transferred to the Comptroller's Office.¹ The Transportation activity (less motor pool and trucking functions)

¹ CIA Notice No. [] dated 5 August 1952 (Secret)

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and the Real Estate and Construction functions of the Office of General Services (DD/A) were transferred to the Procurement and Supply Office (DD/A).² The transfer of these latter two functions added ☐ positions to the Procurement and Supply Office of DD/A, and deleted the same number from the Office of General Services (DD/A).

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At about the same time, the Agency Clandestine Services (Office of Policy Coordination (OPC), and the Office of Special Operations (OSO), were being reorganized and consolidated.³ In keeping with the plan to centralize logistics functions, when the Administration and Logistics Staff of OPC was divided, the Administrative portion was retained by the Chief of Administration (Deputy Director, Plans); and the logistics personnel were absorbed largely within the DD/A, the bulk of these going to the Procurement and Supply Office (DD/A). While some of these individuals were assigned to the Supply Division, Office of the Chief, etc., the majority of the A&L Staff (OPC) were used to augment the Planning Staff, Procurement and Supply Division (DD/A). During September 1952, the "Safehouse" function was also transferred to the Procurement and Supply Office from the Office of the Deputy Director, Administration.⁴

At the end of September 1952, the T/O of the Procurement and Supply



² CIA Notice No. ☐ dated 19 August 1952 (Secret)

³ Memo from DCI dated 15 July 1952, subject: "Organization of CIA Clandestine Services (Secret)

⁴ Memo from DD/A dated 22 September 1952 (Secret)

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Effective 10 November 1952, the garage and trucking functions of the Office of General Services were added to the transportation functions already absorbed by the Procurement and Supply Office during August of that year (the motor pool, however, remained with GSO (DD/A) during this November merger). Along with these functions, [] positions were also transferred from GSO (DD/A) to P&SO (DD/A).⁵

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In addition, during November, new positions were added to the Procurement and Supply Office to augment the T/O for the []

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[] and the Real Estate and Construction function. By the end of the calendar year 1952 the T/O strength of the Procurement and Supply Office

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In March of 1953, the capability of the Procurement and Supply Office (DD/A) to provide a central logistics support operation for the Agency through timely and planned assistance to operations was evident. This support readiness capability had to be sold to operations for obvious reasons, and while implementation of the support planning continues even today, its starting point can be identified with the establishment of the Coordination and Requirements Staff of the Logistics Office. One Branch of this Staff provided qualified logistics planners to assist area divisions and staffs of the DD/P elements. From this effort evolved the logistical branches within operating areas, staffed with qualified support personnel as exists today.

⁵ Memo from Assistant DD/A to C/P&SO and C/GSO dated 30 October 1952

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A simultaneous functional reorganization divided this new office into the following principal elements: Office of the Chief; Inspection and Review, Administrative, and Coordination and Requirements Staffs; and the Supply, Transportation, Procurement, and Real Estate and Construction Divisions. [REDACTED]

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[REDACTED]

To complete the centralization of transportation support for the Agency, in December of 1953, the motor pool function of the Office of General Services (DD/A) was transferred [REDACTED] to the Transportation Division of the Logistics Office (DD/A).⁷

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In February 1954, a final consolidation was made of the remaining functions of the Office of General Services (DD/A) (Printing and Reproduction, Mail Control, and Space, Maintenance and Facilities), with the corresponding functional elements under the control of the Logistics Office. At the completion of this merger, the Logistics Office T/O

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[REDACTED]

personnel. The merger added one new division, Printing and Reproduction, to the Table of Organization of the Logistics Office (DD/A).⁸

⁶ CIA Regulation [REDACTED] dated 20 March 1953 (Secret)

⁷ CIA Notice No. [REDACTED] dated 1 December 1953 (Confidential)

⁸ CIA Notice No. [REDACTED] dated 8 February 1954 (Secret)
and Regulation No. [REDACTED] Change 1, dated 12 March 1954 (Secret)

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Because the rapid assimilation of similar functions and personnel

into one central logistics service had created certain inefficiencies and ineffectiveness in the distribution of duties and personnel to the remaining organizational units, the Chief of Logistics requested a management survey of the entire Logistics Office at the beginning of Fiscal Year 1954.⁹

As a result of this survey, on 21 July 1954, the Office of Logistics (new title) approved T/O consisted of: Office of the Director, Security, Technical Review and Policy, Administrative (including Mail and Courier functions), and Planning Staffs; and the Procurement, Supply, Transportation, Real Estate and Construction, and Printing and Reproduction Divisions.



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During the first half of Fiscal Year 1955 the Inspector General's staff performed a comprehensive inspection of the Logistics Office and a more general review of logistical activities throughout the Agency.

The purpose of the survey was to determine whether CIA had a sound logistical system, operating effectively and in consistency with the requirements of security, flexibility, aggressiveness and diversity of operations, with emphasis on the organization, management and operation of the Logistics Office.

⁹ Management Survey and Staff Study by Management Staff, dated 30 June 1954, approved by DD/A 23 July 1954 (Secret)

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A report and some 127 recommendations were submitted by the Inspector

General to the Director of Central Intelligence^{9a} and since many of the recommendations extended beyond the Logistics Office and related to all major components of the Agency, the Deputy Director (Administration) was designated as Executive Agent to implement the recommendations.^{9b}

The report stated that considerable progress had been made in logistics and that the Agency had a sound logistical system with two major exceptions, namely: (a) the lack of an authoritative mechanism to marshal all the support Offices to prepare logistical plans for support of covert operations; and (b) the lack of truly covert and secure mechanisms for procurement of most government sterile items.

The establishment of the position of Special Planning Assistant in the office of the Deputy Director (Administration) followed the recommendations and consideration of exception (a) above.

A newly established proprietary procurement project was expanded and improved in line with recommendations on exception (b).

Other recommendations applicable to the Logistics Office were implemented with few modifications and exceptions.

Although there were frequent minor changes in the T/O, ceiling and on-duty figures during the remainder of Fiscal Years 1955 and 1956, only two organizational changes were required to cope with Agency logistical problems after the major reorganization, just described. The Technical Review and Policy Staff was dissolved and its functions distributed to the appropriate Office of Logistics staffs and divisions.¹⁰ The second

^{9a} Survey of the Logistics Office, dated 22 January 1955 (Secret)

^{9b} Memo from the DDCI to DD/A, dated 3 February 1955 (Confidential)

¹⁰ CIA Regulation dated 17 February 1956 (Secret)

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change resulted from D/DCI authorization for establishment of the Aircraft Maintenance and Support Division.¹¹ This latter division, however, was not activated and manned until early in Fiscal Year 1957.¹²

At the end of Fiscal Year 1956, the Office of Logistics had a T/O



One of the major accomplishments of the Office of Logistics during this period of rapid growth in size and scope, was the correlation of various Agency directives relating to logistics functions into the ☐ series of Agency Regulations for both Field and Headquarters operations. This series consolidated and clarified the Agency policy relative to procurement, receipt, storage, identification, maintenance and issue of materiel, as well as the other logistics functions in the fields of transportation, real estate, etc. This standardization of logistics policies and procedures simplified and improved logistics practices not only at Headquarters, but at overseas activities. Prior to the issuance of the ☐ series of Regulations, many individual elements of the Agency followed the standards and practices of the operating cover unit which were often in conflict with general Agency policies and procedures.

¹¹ Staff Study dated 17 May 1956, Approved verbally by D/DCI, 14 June 1956 and approved by DD/S, 15 June 1956 (Secret)

¹² CIA Regulation No. ☐ Change 1, dated 27 December 1956 (Secret)

In the early part of this period, the recruitment, interviewing and assignment of personnel to duty was conducted by the Personnel Office and the gaining operating element. While each individual was qualified to perform his particular specialty, the individual's overall training and background was sometimes at variance with the Agency's attempt to standardize the performance of logistics support activities.

To overcome this difficulty, the Logistics Career Board was established in May of 1953 for the career planning, development, promotion and assignment of Logistics career designees throughout the Agency.¹³ The identification and screening of personnel records of logistics designees progressed under this Career Development Program and career designations applied where applicable. Additional training, both within the Agency and from outside sources, was furthered, to enhance the professional background aspects of those selected. Logistics designees were required to apply themselves to training programs designed to add substance to their on-the-job training. Rotation of Logistics career service personnel was, in addition to overseas PCS posts, also within headquarters operational division and staff areas as required. As of

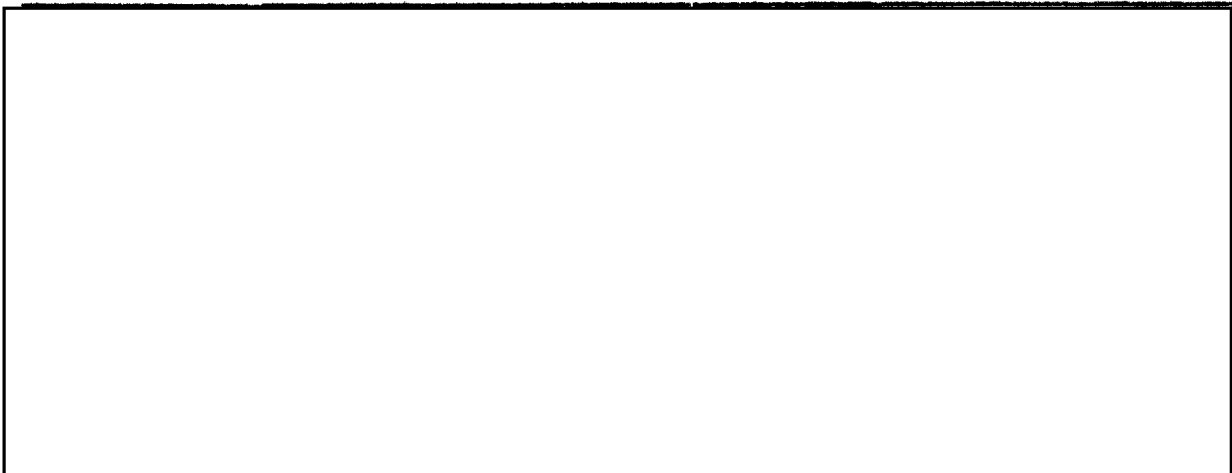
should be noted that approximately 33% of the total are rotatable, the balance being Service type; Wage Board; Clerical and others (See Tab "A")

¹³ CIA Regulation , dated 25 May 1953 (Secret)

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Because of its rapid growth, by 1952 the Agency was faced with the steadily increasing demand for materiel and services from other Government agencies. Many local "ad hoc" arrangements had been made by operational elements to secure such support with a resulting welter of conflicting agreements, security problems and confusion in billing and payment authorization. Constant liaison by the Office of the Chief of Logistics with the Joint Chiefs of Staff, the Military Services and the Department of State to support Agency operations resulted in agreements which afforded a uniform and positive means of obtaining logistics support. Formal agreements were made with the Departments of the Navy, Army and Air Force in a manner which affords adequate Agency support but restricts knowledge of the details of this support within the Armed Forces on a "need to know" basis.¹⁴

In the overall major activities and accomplishments of the Office of Logistics during the period encompassed by the years 1953-1956, each of the staffs and operating divisions made significant contributions. These can perhaps best be described by outlining the progress of each individual organizational element in some detail.



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Security Staff

At the time of the re-organization of the Procurement and Supply Office into the Logistics Office in March 1953, the Security Officer was a part of the Administrative Staff. In 1954, the publication of Agency Regulation [] specifically assigned to the Director of Logistics primary responsibility for industrial security.¹⁵ With this increased responsibility, the Security function was detached from the Administrative Staff and placed directly under the Director of Logistics as a separate staff.¹⁶

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The major activity of the Security Staff, however, during this reporting period was in the field of industrial security. The Staff

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Security Staff (cont'd)

checked out potential and active contractors for physical security of their plants and the reliability of company personnel.

The relationship between plant facility and personnel clearances in numbers, is not compatible with contractual authorization, due mainly to failure of bidders to submit acceptable low bids, however, during this reporting period approximately [REDACTED]

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[REDACTED] are a matter of record in the files of this Staff. Of this number, [REDACTED]

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were effected in the year 1956. It should be noted at this point that only the initial contacts are made by this staff, with implementation by the Agency Office of Security. Industrial security clearances can, in certain instances, be either one time or of a more formal continuing nature.

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Building Planning Staff

As of July 1952, the Agency had received congressional authorization in the amount of \$38,000,000 for the construction of a new building to house its operations which were then scattered throughout more than a score of structures in the Washington area.¹⁷ Consideration was given to the possibility of utilizing some existing building, such as: the Navy-Munitions Building, GSA, etc. PBS (GSA), after careful study, however, recommended that CIA construct a new building, and suggested in their report of 24 June 1953 that the site at Langley, Virginia was the best available for that purpose.

The original planning and site selection for a Centralized Agency Headquarters Building was begun in the Office of General Services (DD/A), and at the time of transfer of the Real Estate and Construction Division of OGS to Procurement and Supply Office (DD/A),¹⁸ in August 1952, the planning continued in that division.

To assist in policy recommendations regarding the building, a steering committee was created in December of 1954.¹⁹ The original members of this committee were: the DD/A (Chairman); Chief, Real Estate and Construction Division, LO (DD/A); (Secretary); DD/I; DD/P; AD/Communications; D/Training; AD/Personnel; IG; OK; D/Security; Comptroller; Chief, Management Staff and the Chief of Logistics.

¹⁷ Public Law 155, 82nd Congress

¹⁸ dated 19 August 1952 (Secret)

¹⁹ dated 26 March 1955 (Secret)

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Building Planning Staff (cont'd)

In August 1955, a Special Project Staff was created in the Real Estate and Construction Division, OL, which became, on 26 November 1955, the present Building Planning Staff as a separate staff element of the Director of Logistics.²⁰ A subcommittee was formed in August 1955 to review the space and other requirements submitted to the parent committee by the various Agency components.²¹ The membership of this subcommittee consisted of: Director of Logistics (Chairman); Deputy Director, Logistics; representative of the D/Security; Comptroller; IG; Management Staff; and the Real Estate and Construction Division, OL.

Contractural assistance and advice in site selection were secured from the firm of Clarke and Raperano through a contract for services dated 11 August 1955. Based on a special study by this firm of all available sites, the National Capital Planning Commission and the National Capital Regional Planning Council approved the Langley site, 5 December 1955. Negotiations were then conducted with the National Park Service and the Bureau of Public Roads to transfer 140 acres of the government-owned property at this site to CIA.

Rising construction cost made the original construction authorization of \$38,000,000 obviously inadequate to complete the required structure. A PBS estimate produced at this time (1955) called for \$50,840,000 to construct a building of [] net square feet designed to accommodate [] employees. After securing Bureau of the Budget approval of a [] Congress was approached for an increased authorization to continue with the building as planned.

²⁰ Memo to DD/S approved 8 August 1955 []

²¹ Memo from DD/S, dated 30 August 1955 []

Building Planning Staff (cont'd)

Approval was contained in Public Law 161, 84th Congress, for



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was subsequently transferred to the Department of Interior.) Appropriations covering the full amounts authorized were approved later in the 84th Congress.²²

On 6 February 1956, an agreement was reached whereby the Public Building Services (OSA) would act as construction agent for CIA.²³ Some of the other provisions of this agreement were: that architectural-engineering work would be performed by Harrison and Abramowitz (contract dated 5 July 1956); all sketches, plans, estimates and specifications would be approved by both PBS and CIA; PBS would execute all construction contracts subject to prior approval by CIA.

The Building Planning Staff, Office of Logistics, and its predecessor elements represented Agency interests in negotiations for construction of the new structure, and exercised the controlling interest in inter-Agency commitments in matters effecting prior planning; site selection and architectural and engineering aspects of the structure. Assistance in space planning requirements was obtained from the various headquarters staff, branch, and division elements through their major components.

²² PL 219, 84th Congress, 4 August 1955, appropriated \$5,500,000 for preparation of plans and specifications. PL 814, 84th Congress, approved 27 July 1956, appropriated the balance authorized by PL 161, 84th Congress.

²³ Agreement dated 6 February 1956 between DCI and Administrator of OSA (Unclassified)

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Planning Staff

In July of 1952, the major function of the Planning Staff of the Procurement and Supply Office was liaison with other Government agencies to arrange for the procurement of items in short supply, or those requiring either long lead-times for procurement and/or the issuance of certificates of priority.

When the merger of this Staff was made with the majority of the Logistics Division from the Administrative and Logistics Staff (OPC) in September of 1952 ²⁴ the additions of personnel and functions nearly

[redacted] (Planning Staff P&SO had [redacted] positions, Logistics Division, OPC, had a T/O of [redacted] positions). Centralization of functions, however, and elimination of duplication in efforts, resulted in submission of a new Planning Staff T/O calling for [redacted] positions, or [redacted] less than were required for the previous divided operations.

At the time of this merger, the majority of the Agency operational activities were without trained logistics personnel, and the two staffs had, in reality, acted as the logistics elements of these operational activities. The most important functions of the combined staffs were: the coordination of current requirements between the Area Divisions of DD/P, the Technical Staffs, and Agency procurement and supply elements as well as with the Military Services; and the collection and analysis of operational plans and data to enable forecasting future materiel requirements. As a result, in March 1953, the name of the new activity was changed to the Coordination and Requirements Staff of the Logistics Office (DD/A).²⁵

²⁴ Memo from the Chief, P&SO approved by DD/A 25 September 1952 (Secret)

²⁵ Approved For Release 2005/07/01 : CIA-RDP82-00765R000200130001-6

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Planning Staff (cont'd)

The C&R Staff then had three branches; Coordination, Requirements, and Statistical Control. The first branch was established to maintain continuous coordination with Agency operational elements and with other Government agencies by means of individual coordinators assigned to each major area of activity. The arrangement provided the Logistics Office with advance knowledge of short-range operational logistics requirements, and assured that adequate and timely logistical service was being furnished to Agency operational activities.

Another branch probed the operational elements continuously to produce long-range forecasts of materiel and service needs to insure that essential requirements could be met in a timely and economical manner. A third branch maintained statistical records of logistics operations to analyze and present the necessary data for efficient management of overall Agency logistics support operations.

By July 1954, the need for the coordination element of the C&R Staff had diminished for two reasons. First, the operations of the Logistics Career Board had introduced trained logistics personnel into the staffs of the operational elements of the Agency. Second, the centralization of functions within the Office of Logistics itself had created increasing reliance and confidence among the operators in the capability of that office to provide effective logistics service.

In the reorganization of the Logistics Office which took place the beginning of Fiscal Year 1955, the C&R Staff eliminated the

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Planning Staff (cont'd)

Coordination Branch and changed its name once again to the Planning Staff.²⁶ At this time, greater emphasis was placed on planning functions, both current and long-range, for more effective logistics support of Agency operations. These functions were accomplished through a Current Projects Branch, and a Plans and Programs Branch. From a previous strength of ☐ personnel, the new staff organizations was built around a T/O calling for ☐ positions.

In its new mission, the Planning Staff continued to aid operations in its long-range plans as well as emergencies, and in addition, recommended policies providing more efficient and expeditious logistics support. Noteworthy among these approved policies were those which provided: direct Office of Logistics communication with the field on purely logistics matters; assignment of Logistics planners on overseas military combined staffs for planning wartime support to the Agency; and the assignment of logistics career designations to all Agency personnel performing primarily logistics functions.

²⁶ CIA Regulation No. ☐ dated 10 August 1954 (Secret)

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Planning Staff (cont'd)

in the form of the Appendix, was disseminated to Military Field Commanders and CIA War Planners overseas in July 1956. It represented the first concerted effort to define, in terms of materiel support, the cross-servicing to be performed in the event of a hot war.

As an adjunct to the Plans and Programs Branch, the Planning Staff throughout the period, established and maintained a Graphics Art Service and a technical Logistics Reference Library, both of which provided support as required to any requesting element of the Agency.

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Administrative Staff

At the beginning of the period, each of the three major logistics elements (OCS-DD/A, P&SO-DD/A, and A&L-OPC) had its own administrative segment which provided both internal and certain Agency-wide services, e.g., Mail and Courier Service, etc. In the Procurement and Supply Office, such service was furnished by the office of the Executive Officer, attached to the office of the Chief.

In the reorganization of the Procurement and Supply Office, which took place in March 1953 (including change of name to Logistics Office), an Administrative Staff was created, with a T/O of positions.³² This unit was to be responsible for the personnel, budget and fiscal, registry, security, and management-type functions for the Logistics Office.

As a result of the decision in February 1954 to abolish the General Services Office, DD/A,³³ the mail and courier and physical security functions, as well as the on-duty personnel of the defunct office, were transferred to the Administrative Staff of the Logistics Office, DD/A,

The management study of the Logistics Office in July 1954 produced certain changes in the organization and staffing of the Administrative Staff. The security functions were separated and assigned to a separate Security Staff reporting directly to the Chief of Logistics. The Administrative Staff itself was organized into five branches: Budget and Fiscal; Personnel and Training; Records and Services; Management Assist-

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Administrative Staff (cont'd)

ance; and Mail and Courier.³⁴ The new staff ceiling was set at [] positions, of which [] were for the Mail and Courier Branch which provided Agency-wide service.

Only one other organizational change was effected by the Administrative Staff, LO, during this period, and this occurred in June of 1955, when the Management Assistance Branch was abolished,³⁵ its functions and personnel being absorbed into the Office of the Chief, Administrative Staff, OL.

As noted earlier, one of the difficulties encountered in providing logistics support to the Agency was the lack of uniform training and the random system of assignment and control of logistics personnel.

The Logistics Career Board, which was established in May 1953,³⁶ was one of the major steps taken to improve the logistics personnel situation. The operation of this Board, which was charged with the career planning, development, promotion and assignment of Logistics career designees throughout the Agency, was made a responsibility of the Administrative Staff.

The other major effort undertaken during this period to improve the quality of Agency Logistics Support, was the establishment of the Logistics Support Course in collaboration with the Office of Training. The course consists of a Headquarters phase of four weeks duration, and a field training phase of two weeks.

The field training aspect of this course is conducted at the Agency

³⁴ Management Staff Study dated 30 June 1954 []

³⁵ Memo to Chief, Management Staff, dated and approved 16 June 1955 []

³⁶ Approved For Release 2005/07/01 : CIA-RDP82-00765R000200130001-6

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Administrative Staff (cont'd)

Clandestine Service training area, and is designed to acquaint trainees with actual field operations in requisitioning, identification, acquisition and maintenance of Supplies and Services under Class I, FPA station conditions. It is designed also to orient the student with the broad scope of the total Agency logistics effort, as well as with the details of accomplishing this service through the various staffs and divisions of the Logistics Office.



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The student body was about equally divided between personnel of the Clandestine Services and members of the Office of Logistics. The DD/P personnel are usually going to field jobs in which part of their time will be devoted to logistics support of their station, while the OL participants are either preparing for field assignments to larger stations, or are interested in improving their professional competence to prepare for future advancement.

During 1955, a Logistics Supervisory Training Course was held in five classes involving a total enrollment of  nees in the middle and upper management groups.

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The long-range objective of the Office of Logistics is to train all Agency personnel who are likely to have direct contact with logistics support. Such training would include all phases which may be beneficial to the individual in his future assignments.

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Administrative Staff (cont'd)

The Budget and Fiscal Branch of the Administrative Staff, in addition to maintaining detailed allotment control records of Office of Logistics activities, also maintains detail allotment control on Agency-wide transportation of things. This latter function was transferred from the Office³⁷ of the Comptroller to the Budget and Fiscal Branch of the Administrative Staff, Office of Logistics, on 1 July 1955.

³⁷ Agency Handbook , dated 22 June 1955 (Secret)

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Printing Services Division

In July of 1952, most of the Agency's printing requirements were being met by the Printing and Reproduction Division, Office of General Services, from its new facility at [REDACTED] Ex-ceptions included the OCI printing facility, the OCR Batch Printing Facility, the DD/P-FI Reports printing facility, and the MIS printing at GPO. During Fiscal Year 1953, the OCI printing facility and the DD/P-FI printing facility were transferred to the Printing and Reproduction Office, Office of General Services in November 1952 and February 1953, respectively.

The expanded scope of the Agency printing operation was recognized at this time, and in February 1953, the Chief, Office of General Services, established the position of Agency Printing Advisor.³⁸ The duties of the position were to carry out Agency liaison with the Congressional Joint Committee on Printing, perform printing studies and surveys, advise all Agency components on printing matters, and contribute staff assistance in the management of the Agency's printing facilities.

By 1954 the Table of Organization of the Division called for [REDACTED] positions; however, average employment for this period was only [REDACTED] The support provided by the Printing and Reproduction Division was extremely versatile. Services provided included typesetting, offset and letterpress printing, platemaking, photo-engraving, mimeograph, spirit duplicating, and all types of bookbinding. Photographic services included photostating, microfilming, film duplicating, print making, motion picture

³⁸ CIA Notice [REDACTED], dated 17 February 1953 (Confidential)

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Printing Services Division (cont'd)

printing and developing, color printing, ozalid printing, and finishing operations such as collating, binding and distribution.

When the Office of General Services was abolished in February 1954, the Printing and Reproduction Division of that office was transferred in total to the Logistics Office.³⁹ The Agency Printing Advisor's functions were transferred to the Inspection and Review Staff of the Logistics Office. Whereas the former responsibilities of the Printing and Reproduction Division were limited to Headquarters under the Office of General Services, they became world-wide by virtue of the coterminous responsibilities of the Logistics Office. Consequently, requirements for political and psychological warfare printing took an immediate upward turn. To meet this requirement, the Division obtained from TSS a large 22" x 34" offset press. It remains the largest printing press in the [] printing facility.

During Fiscal Year 1955, the Division's capabilities were improved through increased mechanization. Some examples of this are as follows:

- a. Collating of five FBID daily reports was shifted from manual collating methods to automatic machinery. [] were eliminated by this change. Additional savings on this job were realized when a lighter weight paper was utilized.
- b. Ozaphane Duplicators were modified to increase the life of exposure lamps from six to eighty hours, thereby saving hundreds of dollars yearly in replacement costs.

³⁹ CIA Notice No. [] dated 8 February 1954 (Secret)
and CIA Regulation [] dated 12 March 1954 (Secret)

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Printing Services Division (cont'd)

c. Velox photographic printers were modified to print simultaneously a contact format and an enlargement of a 35mm negative. This one change increased the printing potential of each Velox printer from 2,000 to 7,000 prints per day.

In general, FY 1955 was one of stabilization, employment of improved management concepts, and increasing mechanization. The functions of the Printing Advisor were merged with that of direction of the printing activity, and the name of the Printing and Reproduction Division was changed to the Printing Services Division.⁴⁰

The plant, formerly located in "L" Building, was enlarged and moved to a more central location in "K" Building during FY 1955. The responsibility for microfilming the Agency's vital documents was assigned to the Printing Services Division on 1 July 1954. Three persons were transferred to the Division to accomplish this task on a continuing basis. This microfilming activity was undertaken at the "K" Building plant.

In an effort to better service OCD, three Davidson machines were moved from the [] plant to 350 26th Street in Washington during May 1955. This move physically located the printing presses adjacent to the OCD "Batch System", and better aligned the production aspects of this operation.

Fiscal Year 1955 was a year in which heavy map printing requirements were placed on the Government Printing Office, and it was also the year in which the Printing Services Division assumed full responsibility for budgeting for the printing of all ORR maps. Production for FY 1955 showed

⁴⁰ CIA Regulation [] dated 10 August 1954 (Secret)

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Printing Services Division (cont'd)

an increase of 19% over the previous Fiscal Year.

Agency Regulation [] became the governing regulation for Agency printing when it was released on 8 January 1955, rescinding Agency Regulation []. In this regulation, Printing Services responsibilities were described as applying to service-type printing, and not to facilities used only in connection with individual DD/P operational projects or to the specialized activities of TSS/DD/P. In the field where Printing Services Division did not have installations, and where requirements did not justify establishing a special facility, agreements were reached with TSS to produce administrative type printing when their facilities would permit.

Regulation [] also assigned the responsibility for procurement of printing to the Printing Services Division. This function had been previously performed by the Procurement Division, Logistics Office.⁴¹

A concentrated effort was made during FY 1955 to re-examine methods of printing certain project requirements. As a result, a number of changes were made which resulted in savings of approximately \$50,000 per year. For example, the MIS Gazetteer format was changed, making it possible to print this publication at the Government Printing Office, with copies being sold by the Superintendent of Documents, GPO. The FBID abstract cards were another instance where a changed printing format resulted in savings to the Agency.

The Division had to consistently meet new requirements and establish facilities to meet these needs. The Daily Newspaper Clipping project of DD/P was begun in 1955. It was necessary to buy two Stenofax machines

⁴¹ CIA Regulation [] dated 8 January 1955 (Secret)

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Printing Services (cont'd)

to meet the printing schedule of this project. The Division's motion picture facilities were improved during this year by the addition of new sound equipment and improved utilization of space. The Division now had the capability for the first time of duplicating both the sound and picture portions of motion picture film.

Fiscal Year 1956 brought continued growth in the Agency's requirements for printing services. To meet these needs, a large rotary web-fed press and a colorverter (for coloring paper) were procured to more effectively support the DD/P political and psychological warfare activities.

The method of producing the "Batch System" materials was shifted from Davidson to Multilith presses with a resultant increased capacity to meet OCR printing requirements. The printing of the FBID daily publications was shifted to a night shift in September 1955. This change eliminated the necessity of delivering stencils to the [] plant every hour, but still maintained the same delivery service to recipients. The printing of the FBID daily publication can be compared to the printing of a daily Washington newspaper. While not in newsprint form, it is issued daily; it is issued in five segments and deadlines are established and met, necessitating night printing. Four segments are published for geographical areas and are on a limited issue basis. One segment contains general news items culled from the other four and is of unlimited distribution. The entire publication averages 300 to 350 pages.

Improved service to OCI was effected by staggering the working hours of certain employees and adding an additional person to the working staff of the plant in OCI. This action increased production capability in process-

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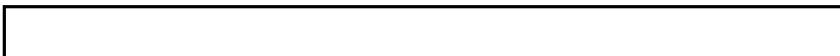
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Printing Services (cont'd)

ing the OCI Weekly Review and Weekly Summary.

Increased support to OTR and OCR was achieved by the installation of a new Houston motion picture film processor. This machine made possible the complete production of motion pictures within Agency facilities.

Production trends for FY 1956 continued upward, and although the period saw considerable growth in the requirements levied on the Division (See Tab B) increased mechanization enabled the Division to maintain relatively stable personnel levels. The average employment for FY 1953,



Procurement Division

The present Procurement Division of the Office of Logistics was known as the Purchase Division of the Procurement and Supply Office at the beginning of this period. It had a T/O of positions, which remained constant until FY 1956 when it was increased by one position.

In July 1952, the Purchase Division consisted of an Office of the Chief, and four branches: the Special Purchase Branch; a Military Purchase Branch; a Civilian Purchase Branch; and a Contract Branch.

The reorganization of March 1953 which centralized logistics functions in the new Logistics Office affected the Purchase Division of P&SO mainly in change of its name to the Procurement Division. Functionally, the Procurement Division recommended policy and procedures for overseas procurement, and by delegation of authority from the Director of Logistics, is the contracting authority for all Agency procurement activities. Not included in this authority, however, is the contracting authority which may be

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Procurement Division (cont'd)

vested in operational activities via approval of administrative plans to operational projects.

During Fiscal Year 1953, however, a new branch was added to the Division, to be known as the Administration and Inspection Branch.⁴² The staff for this new branch was nearly all obtained from the Contract Branch. The change was designed to conserve the time of qualified contract negotiators. They had previously been required to devote much of their attention to the administration and settlement of the contracts which they had negotiated. Negotiation talent is more difficult to locate than that required for administration of an existing contract, so efficiency was increased, and the rising work load of contracts was handled more readily through this more economical use of skilled personnel.

Over the reporting period the total number of procurement actions declined somewhat, from 15,656 in FY 1953; to a low of 12,560 in FY 1955; up to 14,006 in FY 1956; and 7,062 to 31 December 1956. The bulk of these actions are of the smaller variety of purchases. The larger dollar value actions resulted in negotiated contracts which require more attention, both initially and during the period of performance. Over one-third of them called primarily for research to be accomplished, with less emphasis on the delivery of "hardware".^{42A} Approximately 75% of the yearly dollar

⁴² Memo from Assistant Director, Personnel, approved by the DD/A on 27 March 1953 (Secret)

^{42A} See Tab "C"

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Procurement Division (cont'd)

At the beginning of Fiscal Year 1955, a Procurement Review Committee was established to review and determine the method of procurement for all proposed negotiated contracts and other major purchase actions. It was effective primarily in anticipating possible objections to a proposed contract action so that these objections could be resolved prior to conducting negotiations. At the same time a Procurement Planning Committee was created to develop an annual procurement program and to plan other procurement actions.⁴⁴

Coordination between the Procurement Division and the requisitioning activities of DD/P at the beginning of the period was very poor. Unnecessary peak loads developed at the end of each fiscal year when appropriated funds were about to expire. To improve this situation, a liaison officer was appointed to maintain closer coordination between the Procurement Division and the various elements of DD/P and the Office of Communications.⁴⁵

This liaison was begun in FY 1955 and was successful from the start in improving procurement planning, developing new sources of procurement, inspection responsibilities, and the evaluation of performance by the con-

⁴⁴ Procurement Division Memo No. 56-8, subject: "Establishment of Procurement review Committee", dated 26 March 1956 (Secret)

⁴⁵ Memo from C/LO to Assistant Director for Communications, subject: "Improving Procurement Procedures", dated 2 July 1954 (Secret) and Memo from C/TSS/DD/P to C/LO, dated 18 October 1954, subject: "Procurement Program in Support of TSS/DD/P" (Secret)

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Procurement Division (cont'd)

tractor. Similarly, a liaison officer assigned to work with the Industrial Contract Audit Branch of the Office of the Comptroller helped improve relationships and secured better coordination of operations between the offices mutually concerned, in contract settlements.⁴⁶

Plans to further simplify the organization of the Procurement Division into branches; Purchases and Contracts,⁴⁷ were prepared during Fiscal Year 1956, but the actual organization change was not made until the following Fiscal Year.

Real Estate and Construction Division

At the start of this reporting period, Real Estate and Construction functions were performed by a division under the Office of General Services, DD/A. The total number of employees [] were divided into: the Office of the Chief; an Acquisition Branch; and a Construction Engineering Branch. 25X1

In Fiscal Year 1952, the primary function of the Division was to provide for the real estate and construction needs of the Agency. For buildings in the departmental area the space and maintenance functions were obtained through Public Buildings Services/GSA, and domestic safehouse functions were a function of an office directly under the DD/A.

On 1 July 1952, the Real Estate and Construction Division, OGS (DD/A), was concerned with a total of [] office and special purpose 25X1

⁴⁶ Memo of Understanding between OL, Comptroller; Auditor in Chief and General Counsel, approved 26 October 1954 (Confidential)

⁴⁷ Memo to Management Staff, approved by DD/A 22 February 1956 (Secret)

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Real Estate and Construction Division (cont'd)

space outside the departmental area. There were no verified records available from which any significant conclusions could be drawn as to Agency real property holdings abroad.

The Real Estate and Construction Division, OGS (DD/A) (exclusive of space utilization and acquisition in departmental area) was transferred to the Procurement and Supply Office on 20 August 1952.⁴⁸ On 15 September 1952, the Table of Organization of the Division was increased to [] positions which were divided as follows:⁴⁹ Office of the Chief; Acquisition Branch; Construction Engineering Branch; and the Utilities Engineering Branch. The following day (16 September 1952), the [] Office with T/O and personnel [] were transferred from the Office of the DD/A to the Real Estate and Construction Office, P&SO (DD/A),⁵⁰ becoming the [] of that Division.

In February 1954, the Space, Maintenance and Facilities Division of the Office of General Services, DD/A, was transferred to the Real Estate and Construction Division of the Logistics Office (DD/A)⁵¹ became the Space, Maintenance and Facilities Branch of that Division. [] positions were transferred by this action, together with their commensurate functional duties.

⁴⁸ CIA Notice [] dated 19 August 1952 (Secret)

⁴⁹ Memo from Assistant Director, Personnel, dated 4 Nov 1952, approved by the DD/A (Secret)

⁵⁰ Memo from DD/A, dated 22 September 1952 (Secret)

⁵¹ CIA Notice [] dated 8 February 1954 (Secret)

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Real Estate and Construction Division (cont'd)



The one major policy change formulated by the Division during the period concerned the provision of quarters overseas. As of 1 July 1952, the Agency's policy, with respect to the provision of quarters overseas, was in accord with the standardized Government allowances. On 5 December 1952, Agency Notice [redacted] stated that, commensurate with cover and security provisions, the policy of the Agency is to provide quarters in kind, with utilities, at Agency expense for its personnel and their dependents while stationed in foreign countries.

Before the end of the period, the Real Estate and Construction Division was responsible for world-wide Agency real estate requirements through either policy guidance or direct supervision, as well as for the compilation of real estate holdings, domestic as well as foreign.

As a result, on 31 December 1956, in the departmental area, the Division was concerned with a total of [redacted] office and special purpose space, and a total of [redacted] space outside the departmental area.

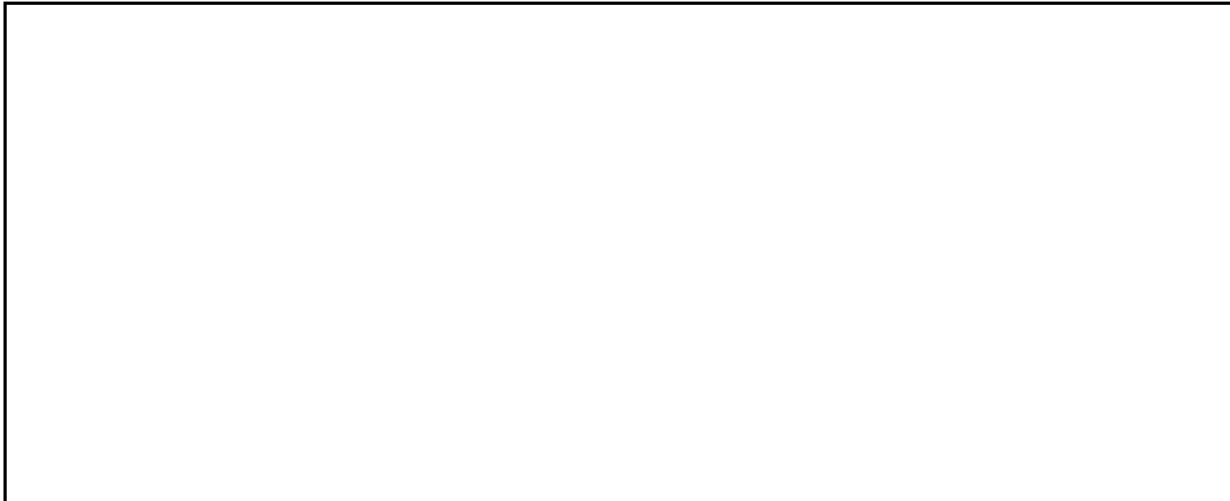
⁵² CIA Notice [redacted], dated 5 December 1952 (Secret)

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Real Estate and Construction Division (cont'd)



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Supply Division

At the start of this period, the Supply Division was the largest of the two functional elements of the Procurement and Supply Office, DD/A. Two supply depot activities were then being operated in the departmental area, one at [redacted], the other being the [redacted]

[redacted]

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*

[redacted]

53 Memo approved by DD/A on 23 May 1952 (Secret)

[redacted]

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Supply Division (cont'd)



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Because of this increase in warehouse operations and daily transactions, it also became necessary to convert from a manual system of maintaining stock records to a machine system. In October 1952, the Supply Division began the conversion of its stock records in order to utilize Agency electric accounting machines.^{54A} To accomplish the conversion, it was also necessary to change the Agency cataloging and property identification basis into an eleven digit Agency stock numbering system.

By February 1953, this time-saving change-over had been accomplished, and in May 1953, in conjunction with the Office of the Comptroller, a system was instituted for the financial accounting for property. All inventory assets were capitalized at this time, and subsequent property documents were processed to reflect dollar value of property transactions by categories. This action had not been possible under the old manual stock record system. At the completion of this costing action in July 1953, the total dollar value of on-hand inventory assets was [REDACTED].

25X1

The difficulties of operating from multiple locations in the departmental area were being compounded as the volume of supply actions grew, and at the end of Fiscal Year 1953, a new central warehouse was established

[REDACTED].⁵⁵ All stocks of material were trans-

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Supply Division (cont'd)

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[REDACTED]

At the same time (late in FY 1953) the Supply Division was reorganized in connection with the changes made in revamping the Procurement and Supply Office into the Logistics Office.⁵⁶ At the completion of these changes, the Supply Division was composed of: the Office of the Chief; a Facilities Staff; Supply Control Branch; Catalog Branch; Ordnance Inspection Branch;

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[REDACTED]^{56A} The only major change was the addition of a Catalog Branch to develop and maintain an Agency Supply Catalog.

In order to clarify and standardize Agency logistics procedures, which varied with the policy and procedure followed by each [REDACTED] the [REDACTED] series of Agency Regulations were published. The first ten (10) of these regarding supply procedures were published and distributed during October 1953.⁵⁷ To assist the operational activities in adapting their procedures to these new regulations, a Task Group of logistics personnel was sent on a 6 months TDY, beginning in October 1953, to install field property accounting procedures in the [REDACTED] Fe area action was undertaken by Office of Logistics personnel assigned to [REDACTED] WH area action was not completed since the bulk of materiel was on a consolidated Memorandum Receipt basis.

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⁵⁶ CIA Regulation [REDACTED] dated 20 March 1953 (Secret)

^{56A} [REDACTED]

⁵⁷ See Tab "F"

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Supply Division (cont'd)

The vexing problem of providing immediate service to operational personnel when small amounts of equipment were needed was solved in March 1954, by establishing an "Operational Supply Room" in one of the centrally located departmental buildings.⁵⁸ Authorized by [] this room issued equipment on a Memorandum Receipt basis to personnel who needed the material for short periods of time for operational uses, including TDY trips overseas.

In July 1954 the Supply Division was reorganized to separate line and staff functions and to improve coordination of efforts in furnishing materiel support and to develop additional supply regulatory issuances.⁵⁹ At the completion of this reorganization, the Division was composed of: the Office of the Chief; a Control Staff; Storage Operations Branch; Supply Operations Branch; Ordnance Branch; Identification and Cataloging

[]

During September 1954, eight more regulations in the [] series dealing with supply were published and distributed. These regulations prescribed the approved policy on various supply subjects for guidance of all concerned. In October of that year, Regulation [] covering "Boards of Survey" was also published. This regulation provided for the establishment of Boards of Survey and prescribed policies and procedures to be followed in investigat-

⁵⁸ CIA Regulation [], dated 15 March 1954 (Secret)

⁵⁹ Management Staff Study, dated 30 June 1954, approved by DD/A 23 July 1954 (Secret)

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Supply Division (cont'd)

ing and reporting on the status or condition of property which had been lost to use by the Agency.

In November of 1954, the format of the Agency Supply Catalog was changed from electric accounting machine listings to a Flex-o-pring operation. This change improved the readability and facilitated changes in the catalog. Simultaneously, with this change, Agency stock numbers and nomenclature were converted to a system compatible with the Federal Cataloging Program.

Beginning in June 1955, a series of handbooks were published for the guidance of field and headquarters elements in correct supply procedures. The first of these, dated 15 June 1955, was Field Handbook [redacted], "Detached Station Supply Procedures". (Secret) The second, dated 18 July 1955 was Handbook [redacted] "Preparation and Submission of Requisitions", (Secret) for the guidance of Headquarters requisitioning elements in the correct manner of preparation and submission of requisitions. The third, dated 8 September 1955 was [redacted] "Field Supply Procedures" (Secret) for the use of field station which were operating as accountable installations. The fourth, to be issued during this period, was Handbook [redacted] "Property Accounting Procedures for Headquarters Controlled Activities", (Secret) dated 26 September 1955. Other handbooks to complete the guidance spectrum envisaged were in the process of preparation during this period but were not yet finalized for publication and distribution.

Almost at the end of this period, a minor reorganization was accomplished in June 1956 by the creation of an Inspection and Inventory Staff with some

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Supply Division (cont'd)

of the elements and functions of the Supply Operations Branch.⁶⁰ The newly created I&I Staff was assigned the responsibility to take stock inventories of material assets and accomplish the required adjustment paperwork. This Staff was also given the additional function and responsibility of performing technical review of supply activities and of providing assistance, when requested, to field stations in the application of approved concepts of property accountability and responsibility.

The expanding scope of Supply Division operations can perhaps best be realized in terms of the growth in the total dollar value of Agency stocks of material during the period under study. From a total dollar



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Transportation Division

Fiscal Year 1953 was a period of transition in the performance of Agency transportation functions. As of July 1952, these functions were centered primarily within the Office of General Services, DD/A. Commencing in August of 1952, with the transfer of 23 travel and shipping positions from the Office of General Services (DD/A) to the Procurement and Supply Office (DD/A)⁶² the gradual transfer of most transportation functions

⁶⁰ Memo to Chief, Management Staff dated 16 April 1956 (Secret)

⁶¹ See Tab "D"

⁶² CIA Notice No. [] dated 5 August 1952 (Secret) and [] dated 8 February 1954 (Secret)

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Transportation Division (cont'd)

was accomplished during FY 1953.

The following functions were shifted from OGS (DD/A) to the P&SO (DD/A) during this period: movement of Agency cargo and employees' household effects; travel processing for employees and their dependents; Agency motor freight (truck) operations; operation of the [] garage and headquarters vehicle maintenance; and the processing of Agency vehicles including delivery to ports for overseas shipments.

With the change of the Procurement and Supply Office (DD/A), to the Logistics Office (DD/A), in March 1953,⁶³ these activities were made the responsibility of a newly created Transportation Division. Operation of the Headquarters motor pool (including the shuttle bus system) remained as a function of the Office of General Services (DD/A) at this time.

During Fiscal Year 1953 the Transportation Division attempted to improve their service to the operational activities. Procedures were established to forecast cargo transportation requirements in order to advise the Army and Air Force of future requirements expected to be levied upon them. Rate tables were developed and published to aid Agency components in making realistic estimates of anticipated transportation charges. A scheduled truck run was established between the Washington and []

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Transportation Division (cont'd)



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Fiscal Year 1954 completed formation of the Transportation Division of the Logistics Office as the central transportation activity for the Agency. The function of providing vehicular support in the Headquarters area remained split until November 1953, with truck transportation and vehicle maintenance as a function of the Logistics Office, while the shuttle bus service and motor pool operation continued under the Office of General Services (DD/A).

At that time (November 1953), all functions pertaining to vehicular support were transferred to the Logistics Office and became part of the Transportation Division of that office.⁶⁴ The motor pool operation at that time was inefficient since the majority of chauffeurs and sedans were not pooled but were permanently assigned to and dispatched by individual Agency components. When this function was assigned to the Transportation Division, the majority of chauffeur driven sedans were withdrawn from assignment to individual components and placed under control of the motor pool. This represented a major step toward providing adequate vehicular support for widely dispersed Agency components.

⁶⁴ CIA Notice dated 1 December 1954 (Confidential)

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Transportation Division (cont'd)

The function of processing employees and their dependents preparatory to official travel was transferred during FY 1954 from the Transportation Division to the Central Processing Branch, Office of Personnel.⁶⁵ This function was transferred to provide within the Central Processing Branch a central location where employees would receive complete guidance and processing with regard to transportation, financial security and personal matters incident to their projected travel. Concurrent with this transfer of function, the Chief of Logistics delegated authority to the Central Processing Branch to incur expenses in connection with its transportation function. Technical guidance and staff supervision over this activity, however, was retained by the Transportation Division of the Logistics Office.

The compilation of statistical data relating to transportation activities was initiated during FY 1954, and has continued since that date as a basis for internal analysis of operations.⁶⁶



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⁶⁵ Memo from Management Officer approved by DD/A September 1953 (Secret) and OAM Survey Report, dated 7 July 1953 (Secret)

⁶⁶ See Tab "E"

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Transportation Division (cont'd)

At the beginning of FY 1955 the organization of the Transportation Division was comprised of the following elements:⁶⁷ the Office of the Chief; Administrative Staff; Planning and Control Staff; and The Cargo, Highway, and Passenger Movement Branches.

25X1 With the resolution of organizational problems, the Division began to assume more of its staff and technical responsibilities by having policy established and appropriate regulations published. A program of regulation development (the series) had been in existence for some time to define logistics policies and procedures. During Fiscal Year 1955 ten regulations were issued, dealing with transportation matters.⁶⁸ The Division developed and coordinated these regulations for approval and publication.

A great deal of progress was made by the Division in FY 1955 toward furnishing transportation services to the Agency in the most economical and efficient fashion. An interim procedure was established for Division review of all requests for procurement, reassignment and disposal of Agency motor vehicles on a world-wide basis. Contracts were completed with three packing and storage companies in the headquarters area for processing or storing employees' effects.

As a result of studies and negotiations with commercial air carriers, the Division was instrumental in obtaining a change to the International

⁶⁷ Management Staff Study of Logistics Office, dated 30 June 1954, approved by DD/A 23 July 1954 (Secret)

⁶⁸ See Tab "F"

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Transportation Division (cont'd)

Air Transport Association (IATA) resolution on unaccompanied baggage. This change allowed air carriers to accept unaccompanied baggage between certain points in the Far East and the West Coast at a 50 per cent reduction from normal air rates. The change became effective 4 February 1955. It is estimated that annual savings to the Agency from this ruling alone exceeds \$75,000.

Fiscal Year 1956 was highlighted by inauguration of the Table of Vehicular Allowances (TVA) program on a world-wide basis. This program was designed to provide the Agency with an administrative control mechanism for management of motor vehicle transportation in compliance with applicable legislation. Prior to publication of Regulation (which authorized the TVA Program),⁶⁹ there was virtually no control over the allocation of vehicles nor were accurate records maintained concerning Agency-owned vehicles in the U.S. or overseas.

Field trips by various officers during FY 1954 had disclosed that there were deficiencies in the Agency motor vehicle support program, and that vehicle strength could be substantially reduced without adversely affecting operations.

At the direction of the Deputy Director (Support), two Transportation Officers were sent to the field on a world-wide TDY trip to assist field stations in developing realistic vehicle requirements.

The immediate direct benefit of this was extremely significant. The Agency's vehicular requirements were reduced by 245 vehicles, at a saving to the Agency in equipment investment of approximately \$500,000. There

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Transportation Division (cont'd)

are, however, continuing benefits being realized as a result of the TVA program. First, the program provides a means whereby the Agency complies with applicable legislation pertaining to Government-owned motor vehicles. Second, the Agency has been able to develop accurate vehicle records which reflect the current status, location and intended use of each vehicle. Third, it has provided a mechanism whereby a vehicle, once justified for a specific purpose, may be replaced when necessary without further TVA



In spite of the impressive accomplishments and increasing workload faced by the Division during the 1953-1956 period, no increases in personnel were required, the total on-duty strength actually declined slightly from the of June 1954 to on-duty at the end of 1956.

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TAB "B"

PRINTING SERVICES DIVISION - OPERATIONS

<u>Period</u>	<u>Impressions (Ea)</u>	<u>Photo Prints (Ea)</u>	<u>Micro Film (Ft)</u>
FY 1953	100,000,000	2,525,000	950,000
FY 1954	119,509,152	2,618,349	955,521
FY 1955	139,894,344	2,750,607	726,339
FY 1956	147,595,353	3,164,468	803,030
7/1/56 to 12/31/56	74,000,000	1,600,000	400,000

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