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OFFICE OF COMMUNICATIONS and OFFICE OF DATA PROCESSING

JOINT STRATEGIC PLAN

1981-1987

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AND

OFFICE OF DATA PROCESSING

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EXECUTIVE SUMMARY

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This document is the first Office of Communications and Office of Data Processing Joint Strategic Plan. It focuses on the objectives and efforts of both Offices to address areas of common concern. Based on the broad assumptions that information handling (IH) requirements will continue to grow and resources will be difficult to acquire in the coming years, the Plan provides guidance to assist personnel in planning, programming and implementation of common objectives. Broadly stated, the joint goals are to:

- * Provide an adequate, reliable and readily-available telecommunications and data processing service to meet Agency requirements.
- * Develop and maintain a cadre of highly qualified technical personnel motivated through training and on-the-job opportunities.
- * Ensure that telecommunications and data processing systems have the capability to provide uninterrupted service.
- * Develop a comprehensive security program for the physical and technical protection of telecommunications and data processing systems.

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1.0 INTRODUCTION (U)

This document is the joint Strategic Plan for the Office of Communications (OC) and the Office of Data Processing (ODP), published in recognition of mutual objectives. This Plan provides guidance from the Director of Communications (D/CO) and the Director of Data Processing (D/ODP).

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1.1 Purpose and Scope of the Plan

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This Strategic Plan focuses the efforts of both Offices on areas of common concern. It will assist personnel in planning, programming and implementation of common objectives. Issues which must be mutually resolved are identified; actions which are to be taken are noted; and guidance for inter-Office progress and projects is provided.

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1.2 Major Planning Assumptions

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The OC/ODP Strategic Plan is based on the following assumptions:

Customer requirements for integrated telecommunications and ADP services will continue to grow.

The information handling resources available to OC and ODP over the next decade will be limited to approximately the amount available in 1981.

The personnel ceiling will remain relatively stable. It will, however, become more challenging for OC and ODP to attract, recruit and retain professional personnel.

Deregulation of the telecommunications industry, permitting commercial carriers to compete in the computer industry, will accelerate the availability of lower-cost, service-oriented information handling systems.

The establishment of an information systems architectural function will provide new opportunities to link the information systems-related activities of other Agency components to the systems provided by OC and ODP.

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1.3 Effective Date and Review

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The OC/ODP Plan is effective upon publication. The basic document will be reviewed annually and published biennially. This function will be the joint responsibility of the respective planning staffs.

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2.0 THE PLANNING PROCESS

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The accelerated growth of information handling utilization in the Agency and the Community over the past few years demands careful attention to and accurate analysis of current requirements and future trends. It is vital to correlate requirements trends and programmatic direction to ensure effective utilization of resources.

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The blending of telecommunications and data processing technologies dictates that comprehensive and effective planning takes place to properly support IH requirements. The process must be flexible; recognize the unique technologies involved; and focus on the realization that unilateral efforts to resolve common peripheral issues (such as reproduction, dissemination and distribution) are not viable. The OC/ODP planning process must be responsive to senior management guidance, information handling requirements and trends, and sensitive to technological factors.

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2.1 EXCOM Role

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The CIA's Executive Committee (EXCOM) identifies inter-Directorate issues requiring coordinated efforts. Decisions resulting from the EXCOM's analysis of the future needs for communications and its review of ADP requirements trends could have a significant impact on the future of these two functions within CIA.

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2.2 DDA Role

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The DDA provides direction on the issues identified by the EXCOM and the goals and objectives articulated by the respective DDA Offices. Management by Objectives (MBO) procedures will be used for reporting progress on near- and mid-term plans, programs and projects.

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2.3 Office Directors' Role

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The D/CO and D/ODP ensure that common areas of concern in the telecommunications and data processing environment are mutually addressed. The Directors will provide leadership and guidance in the development of joint initiatives and the resolution of boundary tensions.

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3.0 STATE OF THE OFFICES

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The centripetal planning process for these two Offices has been nascent for several years, but the perceived need has culminated this year in a joint teleprocessing Plan. The areas of mutual concern are extremely important to the overall Agency mission.

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The growth in number and importance of remote visual display and printer stations presages a process which will find almost every employee using a terminal as an essential tool by the end of the decade. If this concept is to be realized, planning and budgeting must take place now. Managerial concepts are fluid as resource limitations drive institutions toward the identification of more mutual, cost-effective solutions.

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A major project on the part of ODP will be to bring a wide range of hardware and software solutions to aid analysts and managers in their everyday office tasks. An electronic mail system, ODP's Automated Information Management (AIM) program, will be the forerunner of many such packages to automate routine office functions. With the Office of Personnel, Policy, Planning and Management, ODP will develop a personnel data system to make relevant personnel data conveniently accessible to the manager. Automation of registry functions will be expanded. The success of

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the GIMINI project (a minicomputer mainframe compatibility project) has made an increase in distributed processing possible; thus enabling minicomputers to interconnect with central services to provide a combination of services on compatible operating and data base management systems. Representatives from the Offices of Communications, Data Processing and Logistics are discussing new ways to bring high-quality printing capabilities to our customers. One attractive solution, if space can be found, would be regional distribution centers where various output media could be conveniently available. In NFAC such a center could also provide remote delivery of SAFE output. The whole SAFE implementation phase will provide a challenge to OC and ODP, especially in providing a common control point and access to ODP services for SAFE users.

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The existing capabilities of OC and ODP, combined with the realities of resource constraints, have produced an atmosphere of challenge, one that will test the resourcefulness and innovativeness of both Offices. The Joint Strategic Plan represents the commitment of both Office Directors to cooperatively engage in mutually beneficial endeavors.

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4.0 OC/ODP JOINT STRATEGIC GOALS

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4.1 Technical Services

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Environmental Factors:

Expanded use of information handling systems for intelligence collection, manipulation and production will generate demands for increased data processing and telecommunications services over the next decade. Current and perceived distributed data processing and telecommunications requirements will foster the integration of OC and ODP technical resources to provide a broad spectrum of modern IH services at both domestic and foreign sites. Office automation will grow and include electronic mail, word processing and data base manipulation. Communications and remote terminal requirements, like message processing and electronic mail, are inseparable. As users grow more and more dependent upon computer- and communications systems, they become acutely aware of the availability and reliability of service placing a premium on information handling systems that, in addition to having adequate capacity, are accurate, reliable, versatile and expandable. The necessity to provide service under a variety of stress condition situations will remain a salient requirement driving us toward a distributed system architecture.

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GOAL: Provide an adequate, reliable and readily-available telecommunications and data processing service to meet Agency requirements.

SUBGOALS:

- * Implement a telecommunications network with sufficient capacity, reliability and service features to meet data processing and message handling requirements.

Implement an expandable carrier system that is capable of supporting a packet-switched network at foreign and domestic sites.

Modernize the network's digital subsystems to support both packet-switching and store-and-forward modes of operation on a worldwide basis.

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Provide error-protected, transparent data communications service to Washington metropolitan area users.

- * Provide, in conjunction with the Office of Logistics, a responsive mix of remote and centralized printing services with high-quality output at cost-effective rates.
- * Provide electronic mail services to Agency users.
- * Resolve day-to-day operational, terminal installation and maintenance support problems.
- * Continue efforts to create a capability to support Agency standard terminals installed overseas and outside the Washington metropolitan area.
- * Participate, in conjunction with DO/IMS, in the planning, implementation and ongoing support to the CRAFT Project.
- * Provide the communications and software necessary to support the "automated office" concept.
- * Emphasize the development and procurement of TEMPEST secure terminals and equipment.
- * Investigate special techniques to allow interconnectivity for COINS and other Community systems.
- * Improve the connectivity among telecommunications facilities and data processing centers in the Washington metropolitan area.
- * Develop and monitor, on an individual basis, communications and ADP support for contractors and Agency domestic sites. A9c2.1

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4.2 Personnel

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Environmental Factors:

There is a continuing requirement to identify, train and retain qualified communications and data processing specialists. These specialists are in great demand in the private sector and both Offices must improve their ability to challenge and adequately compensate information handling professionals.

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GOAL: Develop and maintain a cadre of highly qualified technical personnel motivated through training and on-the-job opportunities.

SUBGOALS:

- * Conduct training in areas of common interest.
- * Ensure that compensation for information handling professionals is commensurate with their abilities and is competitive with the private sector.
- * Continue the program of inter-Office rotational assignments.

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4.3 Survivability

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Environmental Factors:

The need for a telecommunications network which is available to users under varying operational conditions has been recognized at the national level. Presidential Directives, PD-53 and PD-58, explicitly initiate efforts to ensure a survivable national telecommunications capability and a survivable Diplomatic Telecommunications Service (DTS), respectively. To support these Presidential Directives and the Agency's role, the future data communications architecture must contain distributed attributes which will provide a reliable system for the exchange and processing of critical diplomatic and intelligence information on a timely basis. Planning and programming for alternate and emergency communications and data processing capabilities are also required if we are to meet these objectives. A joint initiative, such as the operation and staffing of the is the type of inter-Office effort required to make maximum use of the resources and capabilities available. B9g.5

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GOAL: Ensure that telecommunications and data processing systems have the capability to provide uninterrupted service.

SUBGOALS:

- * Ensure that a distributed capacity for telecommunications and data processing resources is an integral part of the future network.
- * Distribute, to the extent possible, in the Washington metropolitan area the message origination, dissemination and distribution functions of the Headquarters Signal Center and ODP's Ruffing Center.
- * Establish a new ADP facility as an alternate for the Ruffing- and Special Computing Centers.
- * Provide alternate circuit termination and switching capabilities to supplement and Headquarters.
- * Enhance existing capabilities to protect data and software and provide backup and archival facilities.

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4.4 Security

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Environmental Factors:

As data processing capabilities and devices migrate to overseas locations or to domestic installations remote from Headquarters, the potential for compromise of classified information increases. Local, secure distribution to these interactive devices not only poses additional COMSEC and physical security problems; but will pose new problems and security concerns in regard to the storing and handling of ADP equipment, software and data. The sophistication of foreign intelligence services, coupled with our increased capability to process larger quantities of data, places us in an even more vulnerable position than before. The risks involved in the electronic storage and transfer of large amounts of data will be a challenge to traditional COMSEC and physical security techniques, and will require the establishment of ADP security policies and system security requirements for overseas information processing systems.

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GOAL: In coordination with the Office of Security, develop a comprehensive security program for the physical and technical protection of telecommunications and data processing resources at foreign and domestic locations.

SUBGOALS:

- * Initiate projects to provide secure, local electronic distribution of information, data separation (file encryption) and data access control at overseas and domestic sites.
- * Continue the program to resolve problems associated with secure storage, i.e., bulk data encryption.
- * Continue the program for the development of emergency destruction and sanitization of data and program storage media as well as ADP equipment.

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- * Develop techniques for protecting data handling devices from unauthorized access, operation and tampering.

 - * Develop threat and vulnerability profiles for Agency locations which have data handling devices.
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