

10 June 1981

MEMORANDUM FOR THE RECORD

SUBJECT: Micrographics Consolidation

1. In late February, the Director of Logistics (D/L) presented the suggestion to consolidate Agency micrographics facilities, as well as several other cost-saving suggestions, to the Deputy Director for Administration (DDA). On 24 March 1981, the DDA appointed [redacted], Information Handling Systems Architect, to chair an Agency-wide task force on micrographics consolidation.

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2. The Micrographics Consolidation Task Force met on 17 April 1981 to discuss various issues. A questionnaire, which addressed production requirements, personnel, floor space, equipment, supplies, and the pros and cons on the issues, was distributed to all attendees at the meeting. The attendees were given three weeks to respond to the questionnaires.

3. In addition, the undersigned was asked to develop a five-year strategic plan for the Printing and Photography Division (P&PD), Office of Logistics, micrographics facility. The plan (Attachment A) was developed, coordinated with Chief, P&PD, and given to [redacted] on 18 May 1981.

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4. All the questionnaires were received from the components by 18 May 1981. As they were received by [redacted] he copied them and forwarded them to the undersigned. [redacted]

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[redacted] and I compiled all the statistical data from the questionnaires and made an analysis comparing the requirements against the resources necessary to support those requirements. The analysis of the information contained in the questionnaires (Attachment B), which was given to [redacted] on 27 May 1981, was based on a consolidated facility involved in the production of micrographics only, which would operate three shifts a day, five days a week.

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5. This memorandum reflects actions taken on micrographics consolidation through 5 June 1981. Any additional actions, if taken, have not been reported to the undersigned.

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[redacted]  
Assistant Executive Officer, OL

Attachments

cc: OIS/ITB [redacted], w/atts

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OL 1 2454

SUBJECT: Micrographics Consolidation

Distribution:

- 1 - C/P&PD, w/atts
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AEO/OL:  (10 June 1981)

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OFFICE OF LOGISTICS  
PRINTING AND PHOTOGRAPHY DIVISION  
STRATEGIC PLAN  
FOR  
MICROGRAPHICS SUPPORT  
1981 - 1986

## SECTION 1 - OVERVIEW

### 1.1 Introduction

This Strategic Plan sets forth the long-range goals and objectives for the Office of Logistics, Printing and Photography Division (OL/P&PD), micrographics support to the Agency.

### 1.2 Scope

The Plan will become the basis for developing objectives for the purpose of meeting the requirements of the Office of Logistics to provide a centralized micrographics production facility for the Agency

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### 1.3 Policy and Guidelines

By regulation, the Director of Logistics is responsible for operating and maintaining centralized printing and production facilities at Headquarters. By definition, "printing and reproduction" processes include, but are not limited to, letterpress and offset printing, offset and spirit duplication, photography, microphotography, electrostatic and thermographic copying, and similar processes.

Additionally, under Federal Property Management Regulation (FPMR) 101-11.5, each agency is responsible for establishing centralized management of its micrographics program. It is also responsible for: reviewing ongoing micrographics systems; developing and maintaining a complete and accurate inventory of production and reproduction equipment; assigning responsibility for review and approval of all micrographics systems to a specific office or official; preparing a cost/benefit analysis of the micrographics systems in accordance with Office of Management and Budget OMB Circular A-76; producing micrographics products that conform to established FPMR, ANSI, and Federal Information Processing (FIP) quality control standards; and establishing and maintaining a periodic inspection program for all microforms containing permanent records.

In addition to the above, Agency micrographics components are also required to comply with the "Standards for Microfiche Production of Intelligence Documents" published by the Information Handling Committee of the Intelligence Community Staff in September 1979. This standard deals with format, procedures, and quality control requirements when microfiche intelligence documents.

1.4 Assumption

a. Agency-wide Micrographics Support

Regardless of the outcome of the consolidation effort, OL/P&PD will continue to provide the resources necessary for a centralized facility in support of Agency micrographics production requirements, unless, of course, a centralized facility is established elsewhere in the Agency.

b. Personnel Resources

(1) OL/P&PD will provide the personnel resources necessary to meet the internal Agency production and quality control requirements and, in turn, comply with the regulations cited in paragraph 1.3 above.

(2) In the event of an Agency consolidated facility established under the management of OL/P&PD, additional personnel resources would be provided by those components who would be deactivating their facilities.

c. Financial Resources

(1) The financial resources necessary to keep up with the state-of-the-art will be made available to P&PD for equipment replacements and enhancements.

(2) Micrographics will compete with other P&PD priorities for financial resources.

d. Space/Renovations

(1) The present space within P&PD will be renovated as necessary to meet the micrographics requirements of the Agency.

(2) In the event of a consolidated facility under OL/P&PD, some of the floor space in the Headquarters Building now occupied by other components and used for micrographics production would be turned over to P&PD.

e. Technology

P&PD management will keep abreast of the changing technology as it pertains to micrographics information handling, storage, and retrieval and will make adjustments to the support of Agency requirements as necessary.

f. Customer Requirements

Customer requirements will be prioritized, and, if necessary, P&PD will establish three-shift operations in order to meet the requirements.

## SECTION 2 - REQUIREMENTS

2.1 Source Document Production

Micrographics source document production within P&PD and the Agency has declined over the past three years. Part of this decline is due to the fact that there are not enough people available to provide file preparation support for the various projects. Additional inspection/quality control and reporting requirements have also placed a drain on personnel resources, thereby causing a decline in overall production.

The micrographics industry itself has not provided much in the way of automated equipment for the production of micrographics. This, in turn, with the additional reporting and inspection/quality control requirements, has affected micrographics production.

Rumors of digital or video disk replacements for micrographics information handling, storage, and retrieval have caused components to delay implementation of micrographics systems. Additionally, micrographics has not been pushed by Agency management as a possible solution to some of the information storage and retrieval problems.

In view of all the above, however, micrographics is still one of the most cost-efficient means of storing and retrieving large volumes of information. Micrographics, when merged with a computerized index and retrieval system, offers a very viable alternative for information handling problems. It is still a growth industry (in excess of 15 percent per year) which is developing new uses for its product.

There remains a voluminous amount of material within the Agency that lends itself to conversion to micrographics. Given the correct systems development and adequate production support, micrographics can provide a viable cost-effective alternative for the storage and retrieval of this material. In addition to this support, users need to be educated to the uses of micrographics.

2.2 Computer Output Microfilm (COM) Production

Computer Output Microfilm (COM) production has had a dramatic increase over the past three years. This is due, in part, to the availability and ease with which users can obtain COM output.

In 1979 in order to make COM more accessible to the users, P&PD moved its COM production facility from the P&P Building to the Headquarters Building. The COM production increased 25 percent in FY-80, partially as a result of this move.

As more and more components develop computer data bases, the need for COM as an efficient, cost-effective method for handling the proliferation of reports will continue. Additionally, with the increase of reports, there have been recent requirements for computer graphics COM output. To this end, P&PD has recently acquired a graphics COM recorder which will produce alphanumeric and graphics output in both color and black and white.

Even though COM is fairly accessible to the user at the present time, P&PD must work with the Office of Data Processing (ODP) to make COM even more accessible to the user. One area for improvement would be the establishment of a data link between ODP and P&PD which would increase the availability of COM to the user and decrease the COM production turnaround time.

In order to relieve some of the source document production burdens, P&PD should develop micropublishing capabilities on the new graphics COM recorder. By taking output from P&PD's Electronic Text Editing and Composition System (ETECS) and going directly to the graphics COM recorder for micropublishing, several work hours in file preparation and microfiche titling would be eliminated.



## SECTION 3 - GOALS AND OBJECTIVES

### 3.1 Source Document Production

In order to meet the Agency requirements for source document micrographics production, P&PD should:

- Provide the file preparation support necessary for those applications that have been approved for micrographics production.
- Provide systems analysis, production, and file preparation support for new applications.
- Participate in Agency seminars which educate the people in the use of micrographics.
- Seek automated production capabilities through existing micrographics vendors or have an organization such as the Census Bureau develop automated production equipment.
- Handle FPMR reporting requirements through the P&PD automated Management Information System.
- Seek more efficient methods to comply with the FPMR inspection quality control procedures.
- Keep abreast of technology changes as they pertain to the production and utilization of micrographics.

### 3.2 Computer Output Microfilm (COM) Production

In order to meet the Agency requirements for COM production, P&PD should:

- Provide the systems analysis support to develop usable, cost-effective applications.
- Provide the production support that will meet the customer turnaround requirements.
- Educate users to the capabilities and advantages of COM.
- Work with ODP in seeking more efficient ways of receiving and producing COM jobs.
- Develop the capabilities for computer graphics in color and black and white output.
- Develop a micropublishing capability.

### 3.3 Overall Goal and Objectives

The following goals and objectives pertain to the support of both source document and COM micrographics production:

- Seek and provide the personnel and financial resources necessary to support the Agency micrographics requirements.
- Provide the services, i.e., three-shift operations, to support component turnaround requirements.
- Seek and renovate floor space as necessary in order to support the Agency requirements.
- Automate, where possible, to provide the most efficient service at the least cost.
- Meet all Government, Agency, and industry quality control, format, and inspections regulations.

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)  
 Agency Micrographics Consolidation

FROM:

NO. OL 1 2138  
 DATE MAY 1961

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TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Information Handling Architect, DDA 6-D-5317 Headquarters				
2.				
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ATTACHMENT B

27 MAY 68

MEMORANDUM FOR: Information Handling Architect, DDA  
FROM: [REDACTED] Assistant Executive Officer, OL  
SUBJECT: Agency Micrographics Consolidation

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1. Per your request, [REDACTED] and I have reviewed the inputs from the various Agency components on the Micrographics Consolidation Questionnaires. Our findings are outlined in the five attachments to this memorandum.

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2. The rationale for the findings is as follows:

a. Personnel - The personnel statistics are based on the average Agency production requirements and on operating a consolidated facility, three shifts per day, five days a week.

b. Floor Space - The floor space statistics are based on the space now used in the Printing and Photography Division (P&PD), OL, plus the additional space needed for the supplemental equipment in a consolidated facility.

c. Equipment - The rationale for the equipment that would be necessary in a consolidated facility is based on the production requirements and equipment availability on a three-shift, five-day-a-week basis.

d. Supplies - The supply cost savings is based on buying all camera film supplies from Eastman Kodak under a Blanket Purchase Agreement (BPA) taking advantage of their volume price discounts.

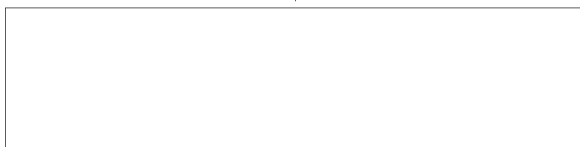
3. As indicated in the attachments, consolidation provides the potential for savings of between 5 to 6.5 positions, 3,941 square feet of floor space, 29 pieces of equipment, and \$12,388.00 in supply costs. Overall operating costs could be reduced by between \$230,000 to \$260,000 annually.

4. The findings are based entirely on current requirements. Naturally, if substantial increases in requirements occur, additional resources would be necessary to meet those requirements. The findings did not take into consideration any issues raised by the various components other than resource requirements.

OL 1 2138

SUBJECT: Agency Micrographics Consolidation


5. It is suggested that these findings be used as a starting point for further discussions on the merits of consolidation. They should not be used as a basis for a final decision on consolidation unless they are evaluated and agreed upon by each of the involved components.



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Attachments

- A - Personnel
- B - Floor Space
- C - Equipment
- D - Supplies
- E - Overall Savings

cc: OIS/RMD/ITB 

Distribution:

- Orig - Adsee, w/atts
- 1 - AEO/OL Official, w/atts
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AEO/OL:  (27 May 81)

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ATTACHMENT A

PERSONNEL

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Next 3 Page(s) In Document Denied

ATTACHMENT B

FLOOR SPACE



**Page Denied**

Next 2 Page(s) In Document Denied

ATTACHMENT C  
EQUIPMENT

## C-1 Equipment Savings (Major Production Equipment)

<u>Equipment Items</u>	<u>Current On-Hand</u>	<u>Consolidated Facility</u>
1. Planetary Cameras	14	10
2. Rotary Cameras	5	3
3. Rotoline Cameras	3	2
4. Microfiche Cameras	10	4
5. Documate II	1	2
6. Special Format 35 mm (OCR & WALNUT)	4	4
7. ADSTAR/DORIC W Cameras	7	7
8. COM Recorders	3	2
9. 16/35 mm Film Processor	5	3
10. 105 mm Film Processor	4	2
11. 16/35 mm Diazo Duplicator	4	2
12. 105 mm Diazo Duplicator	8	4
13. 16/35 mm Vesicular Duplicator	1	1
14. 16/35 mm Silver Duplicator	1	-
15. 16/35 mm Silver Duplicator	2	2
16. 105 mm Silver Duplicator (Sheet)	1	1
17. 16 mm Jacket Stuffer	3	3
18. 35 mm Jacket Stuffer	1	1
19. Aperture Card Mounter	1	1
20. Aperture Card Camera	<u>1</u>	<u>1</u>
	79	55

A consolidated facility would utilize approximately 30 percent less equipment than is presently being used. This equipment reduction would also reduce the cost of maintenance contracts, spare parts, and associated equipment replacement costs.

The immediate equipment savings derived by consolidation would be the cancellation of two pieces of rental equipment.

COM Recorder -	\$45,468 per year
Microfiche Diazo Duplicator -	<u>13,896</u> per year
TOTAL	\$59,364 per year

ATTACHMENT D

SUPPLIES

## D-1 Film Supply Costs

The costs outlined below are based on the users buying Eastman Kodak camera films. The costs reflect current price levels based on the volumes used in FY-80. The cost savings is based on volume discounts given by Kodak. The savings from OD&E is based on a consolidated facility producing their fiche on roll 105mm which is then cut into individual microfiche, as compared to their current method of using cut microfiche sheet film.

<u>Film Type</u>	<u>Decentralized Rolls/Cost</u>	<u>Centralized Rolls/Cost</u>	
a. Source Document			
(1) 105mm rolls	843/\$21,751	853/\$20,028	
(2) 35mm rolls	478/ 5,132	478/ 4,134	
(3) 16mm rolls	2160/ 12,590	2160/ 10,562	
*(4) 105mm Cut Sheet	4500/ 3,600	-----	
<b>Totals</b>	<b>\$43,073</b>	<b>\$34,724</b>	
b. COM			
(1) 105mm rolls	170/\$25,185	170/\$21,870	
(2) 35mm rolls	119/ 2,287	119/ 2,097	
(3) 16mm rolls	120/ 6,400	120/ 5,866	
<b>Totals</b>	<b>\$33,872</b>	<b>\$29,833</b>	
c. Overall Film Cost Savings			
	<u>Decentralized</u>	<u>Centralized</u>	<u>Savings</u>
(1) Source Document	\$43,073	\$34,724	\$8,349
(2) COM	33,872	29,833	4,039
	<u>\$76,945</u>	<u>\$64,557</u>	<u>\$12,388</u>

\* OD&E requirement

ATTACHMENT E

OVERALL SAVINGS

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