

Office of Logistics  
Printing and Photography Division  
Strategic Plan  
1984 - 1989

Executive Summary

## 1.1 Introduction

The Strategic Plan sets forth the long range goals and objectives of the Office of Logistics/Printing and Photography Division (OL/P&PD) for the 1984-1988 time period. The plan is based on the premise that P&PD will continue to support the Agency's information output production requirements. These production support requirements will include; traditional and electronic printing, high volume copying, document binding, photo finishing in both black and white and color, motion pictures and teleproduction, video tape replication, multimedia presentations, briefing aids and computer graphics, and still photographic support to the Agency. The support will be provided in the Printing and Photography Building, Headquarters Building, Headquarters Building addition, and the Headquarters Auditoriums. Additionally, the requirement to administer the Agency's Copier Management Program and the Agency's Television Production Equipment Program will continue. There will be changes in the type of support provided to the Agency's micrographics and computer graphics programs.

Automation and data processing will play a large role in P&PD's efforts to meet its support requirements. The automation of production processes will continue to expand as new equipment is incorporated in the Branches, thereby allowing the Division to increase capacity and accomplish its mission within shorter time constraints. There will be more electronic interfaces between P&PD's production systems, the Office of Data Processing (ODP) and customer/users data bases throughout the Agency. Along with the increased automation and computer system interfaces will come the necessity to train P&PD personnel in data processing or augment the P&PD work force with data processing professionals.

At the same time that production methods are being updated and automated, a sophisticated Management Information System (MIS) will be implemented which will allow P&PD management to measure the utilization of personnel, equipment, and material resources. This information will provide the basis for management decisions on the most efficient/cost effective methods for the overall operation of the Division.

The intensive use of personnel management techniques, such as the Quality Circle Program, will be expanded to all levels and shifts within the Division.

## 2.1 Overall Goals and Objectives of P&PD

In order to satisfy customer requirements and to accomplish its overall mission and functions, P&PD must:

- Ensure that there is sufficient personnel and technical capability/capacity to satisfy all projected Agency printing and photographic production requirements for the next five years.

- Ensure that the Agency printing and photographic production program is conducted in the most cost effective and efficient manner possible.
- Ensure that sufficient funding and space resources, as well as safe and efficient work environments, are available to satisfy Agency printing and photography program requirements.
- Ensure that there is an orderly and effective career development and training program for all technical areas within the Division.

### 3.1 P&PD Critical Goals/Objectives 1984-1988

The establishment of the following critical goals/objectives is based on current operational and support requirements, projected increases and/or changes in Agency printing and photographic support, new support requirements that have been identified but have yet to be implemented and the overall Division goals and objectives outlined in paragraph 2.1 above. Specific Division-wide goals and objectives for the next 1-5 years are as follows:

- Improve the Division's capability to produce time-critical intelligence through the use of advanced technology processes and equipment to reduce labor intensive production methods, material waste and costs, and job throughput time.
- Provide DDI/OCPAS Publications Division with equipment and technical support to respond to their requirements in the most efficient manner.
- Work with Agency components in the planning and acquisition of new systems that will be used to support requirements for the production of intelligence publications.
- Expand and renovate existing facilities to meet increasing production support requirements.
- Work with ODP in developing electronic interfaces between users' equipment, the ODP Computer Center, and P&PD production equipment.
- Continue automating production systems whenever and wherever possible.
- Train P&PD production planners on the existence, capabilities, and locations of various output media facilities available to Agency customers.
- Acquire and utilize electronic printers to provide quick response to the Agency's information output requirements.

- In conjunction with ODP and the Office of Communications (OC), define requirements, identify equipment, and provide support for Output Information Media Centers to be located in Agency buildings throughout the Washington Metropolitan area.
- Develop a greater P&PD personnel expertise in Automatic Data Processing (ADP).
- Continue to identify and consolidate, wherever possible, Agency printing and photographic production support facilities.
- Keep abreast of technology changes and anticipate customer requirements.
- Reexamine organizational and functional alignments to efficiently utilize newly acquired technology.
- Develop automated MIS programs to measure employee and Division productivity and material waste.
- Place continued emphasis on organizational development management programs, such as Quality Circles.
- Develop and support Quality Assurance Programs for the various production processes within the Division.
- Continue to identify and request the necessary resources to support increased production requirements.

In order to accomplish the goals and objectives outlined above, P&PD will have to make some major capital investments in equipment and systems over the next five years, and make some dramatic changes in the production support processes. These proposed initiatives are outlined below.

A. Printing Support

- Digital Prepress Initiative
  - . ATEX Release 4/CPAS Edit/system installation and implementation (1984).
  - . Acquisition and installation of two EOCOM Laserite V Laser Platemakers (1984).
  - . Acquisition and installation of an automated page makeup system (1984).
  - . Acquisition of Area Composition File Management System (1985).

- . Acquisition of an HCM Combiskop system to create, enhance, and digitize graphics data (1986).
- . Acquire, install, and interface laser platemaker raster image processor (1986).
- . Fully integrate digital prepress system with the Agency Publishing Network (1986).
- . Support DDI/DDS&T imagery information processing through the Digital Prepress System (1987).
- Support FBIS/MIDAS and JPRS automation and integration into the P&PD Digital Prepress system.
- Develop the expertise for the operation and implementation and support to Digital Prepress and the Agency Publishing Network.
- Provide typesetting support for an Agency Output Media Center.
- Increase page composition/typesetting support to FBIS and JPRS publications.
- Extensive Press Branch space renovations.
- Conduct a staff study of the Press and Bindery production processes to determine the feasibility of simplifying and upgrading finishing capabilities through automation, including the use of Press-to-Bindery equipment and robotics (1984-85).
- Complete the Bindery Automation Study and determine the initiatives necessary to meet the future production requirements (1984).
- Acquire and install automated paper waste/trim system (1984).
- Acquire a Xerox 9900 as a replacement for existing Xerox 9500 equipment (1984).
- Work with FBIS and JPRS to enhance the automation and transmission of their distribution lists (1984).
- Purchase inline gatherer and trimmer system (1985).
- Acquire necessary Bindery automation equipment robotics (1986).

B. Photographic Support

- Continue to seek new methods of automating Branch production processes (1984).
- Implement newly developed apprenticeship program for Branch employees (1984).
- Renovate building to provide for more orderly workflow (1984).
- Implement production control system (1985).
- Renovate auditorium (1985).
- Develop a completely automated quick response unit to respond to Agency priority requirements (1986).
- Identify equipment and personnel to staff a mobile teleproduction unit (1986-1988).
- Establish criteria and necessary equipment for an image enhancement capability (1987).
- Expand and renovate a multimedia production area (1986).
- Installation of a data link from ETECS to COM to support all micropublishing applications. This will eliminate the need for generation of tapes in APS format (1985).
- Continue implementation procedures for computer graphics datalink (PPDMED) and develop ADP workflow procedures to maintain increased production requirements (1985).
- Acquire more space to improve working conditions and workflow processes in the Headquarters COM Center (1985).
- Acquire a second Dicomed Graphics COM Recorder to support increasing requirements and to provide backup and redundancy (1986).
- Expand the use of computer graphics in support of the Agency's design and presentation requirements (1984-89).
- Develop and implement an electronic interface between the Dicomedia Graphics Design Station and ODP's VM computer system (1985).
- Interface Dicomedia with a Color Xerox or a Dunn/Matrix Camera for quick turnaround hard copy output (1985).
- Acquire a direct online interface between the Dicomedia Graphics Design Station and the Dicomed COM Recorder (1984).

- Acquire necessary equipment to support a closed circuit television network throughout Headquarters Building (1987).
- Acquire and support a foreign videotape conversion system (1985).
- Provide support to new Headquarters Building Auditorium/Classroom (1987).
- Establish rear screen projection facility in the Headquarters Auditorium to eliminate unsatisfactory front projection of both film and television images and, relocate videotape production equipment in room T-16 to Auditorium projection booth. Update sound system for accomplishing complete audio coverage of auditorium for both public address and audio recording requirements (1986).
- Expand video tape replication facilities to include more 1/2 inch recording capability, film-to tape transfer capability, and editing capabilities.

C. System Staff/Management Support

- Define requirements, research hardware/software capabilities, make equipment recommendations, and plan implementation in support of a digital prepress system. (1984-87)
- Identify requirements and develop planning for the integration of various P&PD Prepress systems with other systems in the Agency to develop an Agency-wide publishing network (1986-87).
- Define requirements and coordinate P&PD inputs for the DDI/DDS&T Briefing Board Imagery Transmission System (BITS). (1984-87)
- Develop, implement, and enhance a NOMAD based P&PD Management Information System. (1984-85)
- Establish and implement a centralized P&PD Data Entry Staff. (1984)
- Implementation of an equipment maintenance system that will allow the Maintenance Section to schedule preventive maintenance on the various equipment in P&PD. System should have provisions for generating work orders for PM and recording both the scheduled and unscheduled maintenance history of each piece of equipment. This will allow for the projection of replacing equipment with a record of inordinate amounts of unscheduled maintenance and down time. (1984-85)

- In conjunction with P&PD management, identify normative standards for quality control in terms of production volumes and material waste, and develop a mechanism whereby these standards can be measured in the P&PD/MIS. (1984-85).
- Integration of the P&PD MIS data into LIMS. Current system should be used to capture input transactions, and interfaced to LIMS for data storage and report generation. This will take the load off of the mini-computer based system and allow for on-line query capability against the LIMS data base. (1984-87)
- Interface Dicomed Graphics Design Stations with the ODP IBM/VM system and the Dicomed Recorder. (1984-85)
- Develop an interface between the Dicomed Imaginator and the HCM Color Scanner. (1985-86)
- Study the feasibility of interfacing a video scanner input device and video output from the Dicomed Imaginator. (1984-85)
- Identify, acquire, and interface a color page proof device to the Dicomed Design Stations. (1984-85)
- Develop and implement a life-cycle purchase plan for copiers. (1984)
- Realign copier equipment based on requirements and reduce the total number of units relative to requirements. (1984-89)
- Develop and implement a program for monitoring and forecasting copier supply costs and consumption. (1984-85)
- Study the impact and make recommendations for the consolidation of all Agency television maintenance contracts. (1985)
- Coordinate Agency teleproduction requirements for the new Headquarters Building. (1984-87)
- Coordinate requirements for an Agency foreign video conversion device. (1984-85)
- Develop a plan for the consolidation of the Television Management Program to include budgeting, acquisition, placement, and maintenance of all Agency television production equipment. (1984-86)
- Coordinate P&PD initiatives and support requirements for the new Headquarters Building. (1984-87)



- Provide technical guidance and coordinate P&PD interfaces and production support for the FBIS/JPRS modernization program. (1984-87)
- In conjunction with ODP and OC develop a P&PD position on support to Output Information Media Centers. (1984-85)
- Undertake a joint study with ODP which will address the use of and management responsibility for laser/printers as an alternative printing production method. (1984-85)
- In conjunction with Photography Branch develop and make recommendations on P&PD support to optical disk production. (1984-86)
- Administer and coordinate the Division's Quality Circles Management Program. (1984-89)
- Coordinate the Division's Safety Program. (1984-89)
- Conduct a P&PD-wide office automation study and determine what, if any, changes and/or equipment acquisitions are necessary. (1984-85)
- Conduct a study of present P&P Building utilities capabilities as a means of identifying future upgrading requirements to meet anticipated equipment needs. (1984-85)
- Continue to identify future equipment needs, and their impact upon present/future utility capacities in order to provide sufficient lead time for required upgrading. (1984-89)
- Coordinate P&PD space requirements for the new Headquarters Building. (1984-87)
- Develop and coordinate an initiative for the expansion of the current P&P Building. (1984-87)
- Develop an accurate automated monthly budget reporting system based on Requisition and SOC P&PD/MIS input data. (1984-85)
- Develop other supply records which will provide data on: trends in stock usage; percentage increases/decreases in cost over a selected period of time; and current and projected on hand/on order balances. (1984-85)

#### 4.1 Summary

While the P&PD 1984-88 Strategic Plan may be ambitious, the goals and objectives are obtainable and are necessary if the Division is going to continue to support the Agency printing and photographic production requirements with high quality output in a timely fashion. This document, like any strategic plan, is dynamic and will be changed and updated as necessary to reflect current management positions on support requirements.

**PRINTING AND PHOTOGRAPHY DIVISION**

**STRATEGIC PLAN**

**1984 - 1988**

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## Section 1 Overview

### 1.1 Introduction

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Automation and data processing will play a large role in P&PD's efforts to meet its support requirements. The automation of production processes will continue to expand as new equipment is incorporated in the Branches, thereby allowing the Division to increase capacity and accomplish its mission within shorter time constraints. There will be more electronic interfaces between P&PD's production systems, the Office of Data Processing (ODP) and customer/users data bases throughout the Agency. Along with the increased automation and computer system interfaces will come the necessity to train P&PD personnel in data processing or augment the P&PD work force with data processing professionals.

At the same time that production methods are being updated and automated, a sophisticated Management Information System (MIS) will be implemented which will allow P&PD management to measure the utilization of personnel, equipment, and material resources. This information will provide the basis for management decisions on the most efficient/cost effective methods for the overall operation of the Division.

The intensive use of personnel management techniques, such as the Quality Circle Program, will be expanded to all levels and shifts within the Division.

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## 1.2 Scope

This plan will become the basis for developing P&PD objectives that will facilitate efficient and cost effective production and/or operation methods in support of the Agency's requirements. These objectives will include both budgeting and personnel resource considerations.

## 1.3 Policy and Guidelines

The Director of Logistics, through the Printing and Photography Division, is responsible for operating and maintaining a centralized headquarters printing and reproduction facility and for providing audio visual and teleproduction support to the Agency Headquarters Auditorium. Agency printing and reproduction services will be accomplished using the most economical processes consistent with reasonable quality, security, and urgency. Additionally, P&PD is to administer an Agency-wide Copier Management Program through which all copying equipment will be acquired and allocated. Programs will be established to ensure the cost effective and efficient utilization of copiers and related equipment. P&PD is also charged with the responsibility for a coordinated program for the acquisition, maintenance, and disposal of Agency television production equipment.

In order to maintain the Division's responsiveness to the Agency's information output production requirements, P&PD management must become more involved in the long range planning process. This planning process must include: personnel projections, career development and training; capital expenditures for new and replacement equipment; expenditures for materials; interfacing with existing and planned Agency information systems; implementation of new technologies; and space requirements and renovations. This planning process must be dynamic and flexible in order to address the ever-changing Agency information output requirements and P&PD's support to meet those requirements.

## 1.4 Assumptions

### a. Financial Resources

P&PD will continue to receive the financial resources necessary to support Agency requirements and to make capital investments for equipment replacement, equipment automation, and development of new technologies.

### b. Personnel Resources

(1) P&PD personnel strength will likely increase in the coming years due to the continuing requirement to provide twenty-four hours a day, seven days a week service to support increased production requirements and increased

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requirements such as staffing for new Headquarters Building facilities and support for new production services yet to be identified.

(2) The utilization, training, and distribution of P&PD personnel resources will continue to be a problem as more automated production systems are put into operation.

(3) Automation will bring with it the necessity to train more people in Automatic Data Processing (ADP).

(4) P&PD production personnel will have to be trained in multiple fields in order to keep up with ever-increasing customer demand and to adapt to automated and sophisticated integration of traditional technologies.

(5) P&PD will be required to staff Output Information Media Centers throughout the Washington metropolitan area.

(6) Future P&PD line managers will have to become information management specialists instead of only printing and/or photography specialists.

(7) P&PD will have to develop more technical expertise to provide maintenance support for newly acquired electronic production equipment.

c. Program Support

(1) P&PD will continue to support the Agency Copier Management and Television Management Program.

(2) Through consolidation or electronic interface, P&PD will provide centralized support for the Agency computer graphics program.

(3) P&PD will support the development and implementation of an Agency Headquarters Output Media Center.

d. New Technologies

(1) P&PD will totally automate its prepress printing operation for standard format publications.

(2) P&PD will become involved in the laser/electronic printing technologies in support of Agency requirements.

(3) More electronic interfaces to Agency information systems will be necessary.

(4) P&PD will become involved in the production and support of Agency video and optical disc requirements.

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e. Facilities Management

(1) Renovations to existing space and additional space requirements will become necessary as the Division acquires new equipment or develops new methods to meet Agency requirements.

(2) Expansion of the P&P Building will be necessary as production support requirements increase.

f. Management Support

(1) Because of the increasing complexities of the P&PD personnel, production, and supply systems, the Division will become increasingly dependent on the data provided through its automated Management Information System (MIS) for making management decisions.

(2) The P&PD MIS will be enhanced to provide plant loading information as well as productivity measurement and waste measurement.

(3) A staff study will be undertaken to define Division office automation requirements.

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## Section 2 Requirements

## 2.1 Division Wide

Changes internal and external to P&PD will influence the organizational structure and the manner in which P&PD provides information production support to the Agency. Externally, more and more devices are being acquired by P&PD customers that have electronic communications capabilities. Internally, P&PD is attempting to integrate the majority of its production hardware and to automate its production operation wherever possible.

Additionally, P&PD is developing electronic interfaces (through the Office of Data Processing's (ODP) IBM/VM/Computer system) with its Electronic Text Editing and Composition System (ETECS) and its customers' production equipment. By 1986, P&PD's prepress operations should be totally automated and incorporated into an Agency-wide publishing network. P&PD is also expanding its computer graphics output support with electronic interfaces to the ODP mainframe computer system.

This expanded and continued dependence on data processing support demands that P&PD management and personnel develop a greater ADP expertise.

In the mid to late 1980's, customer information production/handling requirements will change significantly. There will be greater utilization of electronic/laser printers, computer graphics, Computer Output Microfilm (COM), and video/optical discs. There will be an increase in the use of telecommunications between information handling/processing devices. A requirement for distributed (on site) information processing will also increase.

In order to better manage the resources that are necessary to support the Agency's information production requirements, P&PD will become more dependent on its in-house Management Information System (MIS). The MIS must be enhanced to provide accurate information on job loading and scheduling, employee and branch productivity, material waste and utilization, equipment reliability and preventive maintenance schedules, inventory control, and job tracking.

Increased Agency personnel strength, particularly in the DDI, along with printing, photographic, teleproduction, and computer graphics support to the new Agency Headquarters Building, will place greater demand on P&PD resources in the late 1980's.

In supporting the Agency's information production requirements, the following areas must be addressed:

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a. Traditional High Quality Printing

(1) As was the case in the past five years, the prepress function will continue to represent the area of greatest technological development through the mid-80's.

(2) The acquisition of an automated page makeup system combined with electronic cameras, color scanners, and ETECS-like systems will make totally composed pages, even to the inclusion of graphic material, possible.

(3) Direct plate exposing systems (laser platemakers) will, early in the subject period, eliminate the need for costly silver-laden photographic film on many jobs. Later, the direct interface of the ETEC system and a laser platemaker will totally eliminate the entire photographic and negative stripping activities for all manual jobs.

(4) Prior to 1985, ETECS will have been further enhanced and expanded, and communications capabilities will have grown to support many of the Agency's traditional printing requirements. Increased communications will also be needed to support a potential network of electronic printing systems, such as Xerox 2700s, or electronic proofing devices will be utilized to produce ETECS galley proofs, NIE drafts, and Alert Memoranda and Situation Reports at the point of need. The same type of communications facilities may be needed for other, as yet unidentified, facsimile transmission requirements and systems.

(5) It is expected that new and more automated press, bindery, and dissemination equipment will come into use early in the period. The upgrading of P&PD's press and post-press capabilities will enable the Division to better deal with continuing production increases.

(6) In addition to increased overall operating efficiency, the technological advances in traditional printing capability will be aimed at dealing with what P&PD sees as significant growth in a variety of customer demands.

(7) Printing support for the Intelligence Community is likely to increase, and the variety and volume of unclassified printing for public consumption will remain the same or possibly decrease.

(8) The current expansion and availability of word processing systems and the large volume of computer data base publishing will result in an increase in the requirement for printed text. Improved product

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appearance is also reflected in a growing requirement for the printing of graphic material to support the textual portion of publications, and for text independent graphics. This latter category of work will be responsible for the growth in the number and capability of computer graphic systems.

(9) It is P&PD's view that the costs and complexities involved in meeting all of these demands make it necessary to continue the trend toward centralization of the equipment and management of traditional high quality printing facilities. The exception to this trend is the placement of ETECS terminals in the publishing offices. This limited decentralization has enabled DDI/OCPAS and DDO/CA Staff to produce publications in formats and styles uniquely suited to themselves, as well as dramatically and positively affecting the throughput time associated with their publications.

(10) P&PD and DDI/OCPAS will coordinate future system acquisitions which will impact on both components' operation. Because of the goal of having all intelligence information in digital form, CPAS as the publisher and P&PD as the printer of intelligence publications must work together to ensure that newly acquired systems are compatible with one another.

(11) The planned automation of FBIS and JPRS publishing requirements will have a dramatic impact on P&PD's resources.

(12) P&PD will continue its attempts at consolidation of the Agency's traditional printing requirements wherever possible.

b. Electronic Printing

(1) Electronic printing, for the purpose of this paper, is that printing which is accomplished on devices which are currently capable of producing multiple font images approaching typeset quality, in low to moderate volumes, at relatively high speeds and costs. The best example of an electronic printing device is the Xerox 9700.

(2) P&PD is studying the feasibility of using electronic printers as proofing devices for both CPAS and FBIS/JPRS publications.

(3) ODP plans to install  Xerox 2700 electronic printers in the Agency in the 1984-86 timeframe. This installation may materially impact P&PD's printing and copying operations. It is essential

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that such equipment is used in a manner that ensures efficiency and economy. To that end, the monitoring/management of these devices should become part of the Agency printing management program.

(4) Although the growth potential for the smaller electronic printing system seems huge, P&PD feels that, as with convenience copiers and the 9700, there will be little impact on traditional printing. The material which will be produced on these systems never gets to the 'printer.' Most of this material either does not justify the costs involved for printing or it is too time-critical for formal printing processes. However, the possibility that such devices may be utilized to produce printed matter in production quantities in a non-cost effective manner is real.

(5) From an organizational standpoint, the control of electronic printing should be handled somewhat differently than from traditional printing. The very nature of these stand-alone devices would preclude rigid equipment centralization. The management of Agency electronic printing should, however, be controlled through a centralized office as is now being done with the Agency's centralized Copier Management System. The similarity between electronic printers and copiers would indicate that electronic printing would also benefit from the efficiencies of centralized control. In terms of application, it can be difficult to decide where the use of a copier stops and the use of an electronic printer begins.

(6) Responsibility for electronic printing control is an interesting question. If first initiative, and the obvious computer relationships are paramount, then perhaps Office of Data Processing control makes sense. On the other hand, if the Joint Committee on Printing's edict concerning printing devices, and P&PD's copier management role hold sway, then P&PD should take the responsibility. In any case, electronic printing should not go unmanaged.

(7) Electronic printers will be the primary hardware devices that Output Media Centers are constructed around. P&PD's future organizational structure could be dependent on the success of these centers and the distributed information processing concept.

c. Photography

(1) Increased automation will be required to meet increasing production demands and shorter job turnaround requirements.

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(2) Innovations in electronic photography; such as, digital cameras and printers, image enhancement devices, etc. will be researched for application in Photo Branch.

(3) New developments in computer graphics and electronic interfaces will require additional specialized training initiatives as well as new production demands in COM, photo finishing operations, and Design and Presentation Services.

(4) Implementation of the newly developed Photography Apprenticeship Program will require training initiatives and increased rotations branch wide, placing demands on all production elements.

(5) New high speed films will be tested and applications improving quality or proving worthwhile for production will be adopted.

d. Micro/Photographics

(1) As updatable micrographic systems and optical disk systems gain wider acceptance for document storage and retrieval, the traditional source document micrographics production requirements as we now know them will decline. Large source document data bases will most probably be converted to optical disk, whereas smaller individual office data bases will probably be converted to micrographics. Some offices may utilize both systems.

(2) COM production will continue to grow through the mid to late 1980s. Computer graphics hardware and software systems will be utilized to a greater extent, which will create a demand for graphics COM support. Introduction of small on-line COM systems for distributed processing at remote sites could impact production support requirements for a centralized facility such as P&PD. Additionally, COM will be used to support micropublishing, video/optical disk production, and Computer Aided Design (CAD) systems.

e. Graphic Design, Motion Picture, and Teleproduction

(1) Computer graphics and automation will play a large role in supporting the Agency's design and presentation requirements through the mid to late 1980's. There will be a greater dependency on systems such as the Dicomed Graphics Design Station and the Genigraphics system in DDI. In addition to these systems, graphics software will be available on ODP's computer system. All of these systems will be interfaced with one another. Output will be produced by a graphics COM recorder, on-site plotters, Polaroid cameras, and/or color Xeroxes.

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(2) There will continue to be requirements for large briefing boards, multi-media shows, motion pictures, and videotapes/discs, still photography support, and the maintenance of a portrait studio.

(3) Overall, there will continue to be a demand for P&PD services through the mid to late 1980's. The way in which the services are provided, however, and in some instances, the types of services requested, face drastic changes, particularly in the area of electronic and computer skills.

(4) Teleproduction requirements will increase in the mid to late 1980s as will support to the Headquarters Auditorium. Additionally, P&PD will be required to provide audio visual and teleproduction support to an auditorium/classroom facility planned for the new Agency Headquarters Building.

## 2.2 Prepress Branch

The acquisition and implementation of the digital prepress system, which began in 1982 with the procurement of the laser platemaker, electronic camera, color scanner, and APS/5-100 G phototypesetter, should continue during the subject period. A mid to late 1980s total system integration is still anticipated. Momentum towards this goal will be maintained through the acquisition and intergration of that equipment with other Agency text and graphics processing systems.

In addition to the initiatives outlined above, P&PD will continue to work with DDI/CPAS, FBIS, ODP, NPIC, and other components in the Agency to develop and implement an Agency-wide publishing network.

Prepress Branch will continue to work with and support CPAS offices in initiatives to automate and expand their publication efforts.

Additional training of Prepress personnel will be necessary as traditional skills are replaced and/or augmented by automated processes.

The Prepress ETECS GJ-56 Headquarters area will be expanded in 1984 to accommodate additional text processing equipment for support of current intelligence printing requirements.

## 2.3 Press Branch

The support requirements for traditional high quality printing will continue through the mid-1980s. Although use of electronic printing devices may offset this requirement somewhat, the automation of Prepress and the electronic interfaces will

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give the customer a high quality product in a reasonable turnaround time. Given this capability, the Agency's high quality printing requirements should continue for some time.

There are no anticipated high technology changes for the traditional press operations in the next three to five years. Therefore, long range plans for the Press Branch will focus on acquiring additional equipment for backup and redundancy, and increased capabilities such as a four color press and updating the Branch's capabilities by replacing older equipment items.

These equipment enhancements will allow the Press Branch to become more efficient in its overall operation.

#### 2.4 Bindery Branch

Because most operations performed in the Bindery Branch still rely on labor intensive manual skills, future plans for this Branch will focus on updating present equipment with automated devices, including robotic technology, that will require fewer work hours for the operation and offer improved production speeds. The following equipment items have been identified to help achieve Branch goals. A study will be completed in 1984 to determine what, if any, areas within the Bindery Branch can be automated. Early indications are that the following equipment/system changes and/or enhancements will have to be accomplished in the mid to late 1980s:

##### a. In-line Laminating and Tab Cutting

Laminated index tabs are cut using hand fed cutters. The purchase of automated in-line laminating and tab cutting equipment would reduce manpower requirements and improve production speeds.

##### b. Automated Paper Cutters

Replacement of three power cutters with new equipment having programming capabilities and advanced safety features will improve paper cutting operations.

##### c. In-line Gathering and Trimming

In-line gathering and trimming for both perfect binding and side stitching will improve production speeds for these operations much as the saddle binder now does for the FBIS production.

##### d. Utilization of Xerox Equipment in Producing JPRS Publications

With the merger of the JPRS printing plant into P&PD, a third shift at the Bindery and Reproduction Center will be

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implemented in 1984 and will utilize Xerox equipment in producing JPRS publications.

In addition to the items outlined above, efforts will be made to acquire and install an automated waste/trim collection system in the Bindery and Press areas. This system will not only create a cleaner more efficient environment, it will save the Government money and preserve a natural resource through the collection and recycling of waste paper.

The addition of a new Headquarters Building will impact the Bindery Branch because of a requirement for a satellite Bindery and Reproduction Center. This facility will require both equipment and personnel resources in the 1986-87 timeframe.

Efforts will be made to automate the FBIS and JPRS dissemination lists through an ODP VM system in 1984. If these efforts are successful, other Agency dissemination lists may be incorporated in the future.

The equipment items listed above will automate as much as possible the last production element in P&PD's printing operation.

## 2.5 Other Printing-Related Plans

Division objectives for the mid and late 1980's will include studying the applicability of new technologies, possible consolidations, and relocation of some operations.

Among the possible new technologies is the direct imaging on the press cylinder from a front-end composition system. The system as presently envisioned would electronically position the page images on a press cylinder, similar to an image being held on a copier drum. Once the press cylinder is imaged and the press-run completed, the image would be electronically "erased" and the cylinder would be ready to receive the next series of page images for printing. There are no such systems yet in existence, but the concept presented is intriguing.

The consolidation of Press and Bindery operations into a single finishing operation may complement the combined composition and camera/stripping operations now incorporated in the Prepress Branch. A staff study will be undertaken to explore alternative methods of operation.

Finally, P&PD expansion into the new Headquarters Building and expansion of the P&P Building itself will be necessary to meet ever increasing production demands and to alleviate floor space problems in the existing P&PD facilities.

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~~ADMINISTRATIVE - INTERNAL USE ONLY~~2.6 Photography Branch

The P&PD Photography Branch was recently reorganized into two major production groups; Photographic Scheduling and Production Control Group; and the Graphic Design, Motion Picture, and Television Group. The former group is responsible for micrographics, and black and white and color still photographic production, while the latter group is responsible for presentation and publication graphic design and production, multi-media production, motion picture and teleproduction support, and support to the Agency Headquarters Auditorium and 1A-07 Classroom facility. These two production groups are supported by an Administrative and Quality Control Staff. A Photography Apprenticeship Program has also been recently designed. This program will be in effect in April 1984 and will impact both the Branch's production process and the career development of personnel.

In order to meet increasing customer demands, the Photography Branch must upgrade and expand its capabilities, provide quicker job turnaround time, develop greater technical expertise, renovate production areas to accommodate automation, and implement the new Photography Apprenticeship Program.

a. Photographic Scheduling & Production Control Group (PS&PCG)

This group includes all micrographic and photo finishing operations within P&PD. Major challenges facing PS&PCG will be: the development and implementation of basic production reporting procedures and record keeping methodology which are compatible with the P&PD Management Information System; implementing job loading models, continue to automate manual operations, improving technical skills, and reducing job turnaround time.

Both micrographics and photo finishing operations will continue to automate, requiring retraining efforts and major equipment purchases. In addition, new staffing will be required to maintain growth in the color and still photography areas.

New initiatives in source document microfilm and Computer Output Microfilm (COM) will require an extensive evaluation of the Agency's role in this area and P&PD's ability to support micrographics.

One such initiative which could impact this area is the possible consolidation of all microfilming operations Agency wide and the increased use of computer data bases. P&PD customers who have been accustomed to real time service will need to be given easier job requesting procedures and quicker job thruput. P&PD will continue to support and improve the use

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of electronic data links between ODP mainframe computers and COM Center.

In the photo finishing area, shifting workloads from black & white to color photography will require new staffing and a greater emphasis on personnel skill levels. Black & white production will be completely automated with the exception of special intelligence requirements. Color photo finishing operations will be researching new electronic imaging processes and new films which are faster and lower in silver content.

Major renovations to the Photography Branch facility can be expected in the micrographic and black & white photo finishing operations. This will be required to accommodate new automated production equipment and improvements to the basic lab design and the overall job work flow.

b. Graphic Design, Motion Picture/  
Television Group

1. Design and Presentation Services

The Graphic Design, Motion Picture & Television Group (GDMPTV) is comprised of two main production elements, Design and Presentation Center (D&PC) and Motion Picture/Television Center (MP/TV). Although there is a marked diversity in the professional make up of this group, future programs dictate that a progressive amalgamation will occur, and an interdependency on related skills will promote a more professional service than is presently available.

As the Agency's computer graphics requirements continue to grow, additional work stations, as well as system software enhancements, will be necessary. There will be the need for a color hard copy device attached directly to the graphics design stations. An electronic interface between ODP and P&PD will be necessary for the purpose of automatic downloading of statistical information and preliminary graphics from the ODP computer system to the P&PD graphics design stations. A direct interface between the Dicomedia graphics design station and the Dicomed COM recorder will complete communication between D&PC, COM Center, and the customer. This will be extremely beneficial for improving design services and job turnaround times.

D&PC should have an increased proficiency in audio visual presentations to include 15-projector capability, efficient portability, and improved sound reproduction. With MP/TV personnel being utilized for out-of-Division operations, D&PC designers should be cross-trained on MP/TV equipment to backstop presentation requirements. Additional PB personnel should also be competent on D&PC's

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graphic design stations to backstop increasing slide demand (these personnel should have some graphic or commercial training).

D&PC should be able to maintain the space that is now occupied without additional requirements. New organizational ties with the MP/TV, however, may call for a redefinition of the utilization of existing spatial arrangement. In addition, the computer graphics systems may expand in physical or activity size to command more space for its function.

The total number of personnel for D&PC is not expected to change during this projection period. However, two new designers will probably need to be recruited and hired due to attrition or transfers prior to 1987.

With the current trends for increased demands for presentation graphics, D&PC may have to expand its operations to two or possibly three shifts. Additionally, D&PC personnel will be required to rotate to the Planning Services Staff for publications design support.

As the new Headquarters Building becomes occupied in the late 1980s, D&PC may be involved in consolidation efforts for the Agency's graphics arts shops.

## 2. Motion Picture/Television (MP/TV)

The Motion Picture/Television operation has been traditionally involved with motion picture productions and audiovisual support. Now, however, new initiatives in the video recording and replication area will require increased staffing, space renovation, and major equipment purchases.

The capital investment requirements of the Audio Visual area will most likely be more extensive. This area, unlike the Design and Presentation area, is dependent on equipment and systems that are in a continual state of change. These systems, for the most part, are linked to the electronic era and the future expense incurred will reflect the need to meet the requirements of faster turnaround of a more sophisticated product.

Cross training will be required by MP/TV staff in Design and Presentation functions as the two areas become more involved in major productions, especially in the area of computer graphics and their capabilities to produce animation.

Teleproduction support requirements will continue to increase as will support requirements for Headquarters Auditorium functions. Because of the rapid changing video technology, this group will constantly be required to receive training in the new technologies and equipment.

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Additionally, large amounts of capital investments will be necessary to maintain state-of-the-art equipment.

In order to provide adequate support in a timely and professional fashion, massive renovations to the Headquarters Auditorium will be necessary in the mid to late 1980s.

In addition to the existing Headquarters Auditorium support, this group will be required to provide audio visual/teleproduction support to the new Headquarters Building Auditorium/Classroom. This support will require extensive equipment investments in addition to two new positions.

In the mid to late 1980s, there will be a requirement for providing closed circuit television support to the Agency Headquarters Building. Also, by the mid 1980s, a requirement will exist for providing foreign video format conversion support to Agency components. These requirements will have to be met by P&PD or some other component in the Agency.

d. Quality Control Staff

In order to consistently provide high quality products, the Photography Branch's Quality Control program should be enhanced. The senior quality technician will test all chemistry, both in preparation and in its use on a regular basis. Presently this is not done because most of the senior quality control technicians' time is spent troubleshooting problems and helping to maintain the daily operations in the lab. The senior quality control technician will also be responsible for all research and development that will help the photo lab maintain its modern approach in the production of photo products. In order to carry out these tasks, the quality control function should be staffed with a senior technician, an assistant quality control technician, and a chemical mix technician. In addition to quality control support, additional Branch maintenance support will be necessary to maintain all the production equipment at peak operating efficiency.

2.7 Office of Management Support

a. Plans, Programs, and Systems Staff

The P&PD Plans, Programs, and Systems Staff (PP&SS) is the component which is most responsible for developing the various plans, programs, and production systems that are necessary for the Division to accomplish its mission. Additionally, PP&SS is responsible for providing ADP support to the Division and administering Agency-wide

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programs for copier management and the acquisition of television production equipment. The following support initiatives will be required during the subject planning period:

1. General Staff Support

A primary responsibility of the staff during the next 1-3 years will be to study and recommend systems for continued automation of the printing and photography production operations. These systems/production processes will include: a) a digital prepress/Agency Automated Publishing Network System; b) automation of press and finishing operations; c) the initiation and implementation for more electronic interfaces between P&PD and its users; d) the anticipated support requirements of optical/video disk production for information storage and retrieval; e) enhanced micrographics production support; f) greater utilization of computer graphics systems; and, g) greater teleproduction support.

PP&SS will continue to provide facilitator and coordination support to the division's personnel management initiatives such as the Quality Circles Program. Such programs could be expanded to include every shift and group within the Division.

Joint staff studies will be undertaken to address duplication of efforts in printing and photographic and computer graphics areas within the Agency and recommendations will be made for consolidation of these efforts where possible.

2. ADP Support

The primary ADP support during the subject period will be the completion of development and further enhancement of the P&PD Management Information System (MIS). This system will not only provide supply inventory and job tracking information, but will also provide job loading, productivity measurement, waste measurement, and budget projections. The system will be supported by over 26 Delta Data terminals located throughout the Division and two centrally located Xerox 2700 laser printers. A three person data entry staff will be created in mid 1984 to provide centralized data entry support for production information. The MIS will be developed using the NOMAD data base management system, which has a very strong query language. There will be few structured reports created via the MIS. The majority of the reports will be generated via ad hoc requests from P&PD management.

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As part of the Office of Logistics Data Administration Service (DAS), the P&PD ADP support group will be heavily involved with the Logistics Integrated Management Systems (LIMS) development group. They will identify P&PD requirements for LIMS and help develop any interfaces necessary to transfer P&PD generated data to LIMS.

The P&PD ADP support group will be heavily involved in the development and implementation of the Division Digital Prepress initiatives. In conjunction with this initiative, they will be responsible for the development and coordination of electronic data links between P&PD and printing/publishing customers throughout the Agency.

A major initiative by FBIS to modernize the publication of their Daily Reports and JPRS reports will require P&PD ADP involvement and support.

In 1984, the ADP group will undertake an office automation study throughout P&PD. The purpose of this study is to determine the application(s), if any, for word processors and/or personal computers in the Division.

In the mid to late 1980s, the ADP group will be involved in the extensive network of electronic interfaces for P&PD computer graphics support.

In addition to the above requirements, the ADP group will be involved in ad hoc ADP related production support requirements and the development of software systems and software enhancements to support P&PD programs, management, and administrative support requirements. In conjunction with the OL/DAS, there is an additional requirement to provide some ADP support to the Logistics Services Division.

3. Copier Management/Television Program Support

Having the responsibility to administer an Agency-wide Copier Management Program, P&PD is committed to the development and implementation of programs that will ensure the cost effective and efficient utilization of copiers, copier equipment, and related supply items. These programs must be carefully designed, comprehensive, and thoroughly coordinated with all key administrative elements within the Agency to ensure that goals of the program are obtained without restricting the availability of required services. This program will require:

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a) Development and implementation of a comprehensive equipment purchase and life-cycle costing plan to ensure that copier purchases are made in the overall best interests of the Agency. Effective and efficient operation of the Copier Management Program depends, to a large degree, on obtaining and maintaining flexibility to move copying equipment from one location to another as requirements change. To obtain this flexibility, the Agency must arrive at and maintain a proper ratio mixture of owned and rental copying equipment. An improper balance will prevent full life-cycle use of owned equipment and create unnecessary rental requirements, thereby decreasing the efficiency of the program.

b) Development of a statistical data base on the cost and consumption of expendable supply items for copiers. Accurate figures on the cost and consumption rate of supplies by vendors will provide a basis from which Blanket Purchase Agreements (BPA) can be developed. Through the use of a BPA for copier supplies, the Agency can reduce supply shelf inventories, realize an overall reduction in copier supply costs, and reduce copier maintenance requirements through uniformity in supplies.

c) A realignment of existing copying equipment to existing copying requirements and removing excess and/or inefficient equipment will provide a sizable reduction in the Agency's annual copier budget. As copier technology continues to improve, this requirement will become increasingly more important to the operation of an effective and efficient program to serve the Agency's copying needs.

#### 4. Television Management Support Program

P&PD is tasked with administering an Agency-wide Television Production Equipment Management Program for the acquisition, maintenance, and disposal of equipment. This program is currently operated in a coordinated capacity only. The following initiatives will be undertaken in the subject period to expand the television program support:

a) In the mid 1980s, efforts will be undertaken by P&PD to consolidate all Agency maintenance contracts for television production equipment. This action will give P&PD better control over the television management program and will ensure overall Agency savings and a more responsive approach to television maintenance problems.

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b) In 1984, the Television Program manager will coordinate the acquisition of a foreign video standards conversion device that will be used to satisfy Agency requirements in this area.

c) In early 1984, an Agency-wide television production equipment inventory will be completed with copies distributed to interested components throughout the Agency. The purpose of this inventory will be to maintain a listing of Agency capabilities through which we can try to eliminate, where possible, the acquisition of duplicate systems. This inventory will be maintained and updated by P&PD.

d) As the Television Management Program expands, an additional P&PD position will be necessary to provide support.

Nearly all the programs outlined above require personnel with Automatic Data Processing (ADP) knowledge and expertise. Greater emphasis must be placed on ensuring that personnel assigned to PP&SS positions have or acquire an expertise in the ADP field in order that they may effectively support the requirements of the staff and the Division, and to train other P&PD personnel in the operation and use of ADP equipment.

b. Logistical Support Staff

1. The Logistical Support Staff will continue to play an important role in supporting the material needs and operational requirements of P&PD. The constantly rising cost of expendable supplies and the diminishing source of some raw materials are factors contributing to higher operating costs and continuing emphasis on improved management techniques and innovative technologies.

2. The Office of Logistics has developed a standardized property accountability system known as the Agency Standard Automated Property System, or ASAPS. Inclusion of P&PD's property accountability data base into the OL system will be accomplished in 1984.

3. It is anticipated that a project of developing an automated monthly budget reporting system based on Requisition and Sub-Object Class (SOC) input will be completed during 1984. This report will become part of the NOMAD based P&PD MIS.

4. Along with the Division's responsibility for printing and photography and copier management functions comes a tremendous procurement acquisition/contracting responsibility. As LSS takes on more of these

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responsibilities, it becomes obvious that a greater amount of procurement/contracting support will be necessary to support these requirements.

5. In the 1984-85 timeframe, LSS will become heavily involved with the commercial contractor who will be responsible for the building maintenance and responsibilities taken over from GSA.

6. The LSS Maintenance Staff will implement a split-shift work schedule in 1984 in order to better satisfy Division maintenance requirements and minimize overtime usage. Additionally, Maintenance Staff personnel will be required to be trained in electronics in order to provide better overall support to the Division.

c. Administrative Staff

Tasked with the management of over  people and different pay scales, P&PD relies heavily on the Administrative Staff to help manage the personnel system. Some of the statistical data and tracking of training courses will be placed on the P&PD MIS. This automation of record keeping would relieve some of the burden of the staff.

2.8 Other P&PD Requirements

a. General ADP Requirements

The future requirements of P&PD in the general ADP area should focus on providing management with timely information to assist in the decision making processes, and additional support in the production areas of Prepress, Press, Bindery, and Photography. The emerging technology of the 1980's in composition, page makeup, merging of text and graphics, and laser imaging should enable P&PD to perform its mission in a more cost effective manner; however, a commitment of both financial and human resources will be required to keep pace with new development in these areas.

b. Space Requirements

1. The Printing and Photography Building became operational in 1967. Since that time, the building and its personnel have had to adjust to constantly increasing requirements; newer, larger, and faster equipment to meet these requirements; and numerous internal physical and utilities changes to complement equipment and changing production procedures. The net result is that the building has been experiencing more maintenance problems. The current space must be augmented by expansion of the

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existing building and/or new space on the Headquarters compound, if the division is to increase its capabilities and production capacity.

2. Plans for an additional laser platemaker, and a 40" 4-color press within this 5-year time frame are factors which will also impact upon the already crowded conditions and require additional upgrading of building utilities. A utilities requirements study may be necessary to assess the building's current capabilities in relation to planned future equipment acquisitions and the changing technologies evidenced in state-of-the-art equipment.

3. The increasing requirements for video replication and other audiovideo services are taxing the physical limits of the Motion Picture/Television Staff, Photography Branch. Escalating demands for color photography and processing has realized some relief in the past year as the 6-year old Color Lab renovations project is finally drawing to a close. However, increasing requirements will probably demand further renovations.

4. The COM Center located in GJ-4004, Headquarters, is another P&PD facility that is overcrowded with equipment in a small physical environment. This area has been plagued with temperature and humidity extremes, factors which severely impact upon the equipment and result in serious production backlogs. The sensitivity of this equipment requires a controlled environment for successful operation, but this has not always been available due to the dependence upon GSA for building services. A study will be undertaken on the feasibility of expanding the current COM Center and/or moving the facility to the main printing plant.

5. New equipment: Presses, platemakers, color scanners, dissemination addressers, video tape replicaters, and audiovideo expansion will continue to eat up available space and require additional upgrading of building utilities.

6. A 1981 and 1983 Health and Safety Survey identified the need for noise suppression measures in the press and bindery areas. Absorption materials need to be installed on the ceilings and/or walls to meet future OSHA requirements and completion of the press air compressor relocation project is necessary.

7. Supply storage continues to be a problem, necessitating [redacted] Recent surveys and investigations have identified inadequate storage and safety facilities, particularly in light of hazardous chemicals and solvents. One possible solution to

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some of the problems is the installation of an alcohol storage tank for the P&P Building.

8. The planned new building on the Headquarters compound, which will accommodate [redacted] employees now resident in suburban rental facilities and the projected growth in Agency personnel resources, gives rise to speculation that P&PD's workload might increase by a measurable amount. This would undoubtedly have an impact upon our present space and equipment mix. Possibilities for resolving any dire space requirements include the excavation of approximately 10,000 sq. ft. of crawl space under the south end of the P&P Building or the addition of a third floor to the building.

c. Quality Assurance

Either as part of PP&SS or part of a Division Quality Assurance Staff in the 1984-85 timeframe, it will be necessary to add a position to the Division to develop and support a quality assurance program for the Division's printing production support functions.

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### Section 3 Goals and Objectives

#### 3.1 Division Wide

P&PD will continue to support the Agency's information output production requirements in the most efficient manner possible. This support will require large capital investments to acquire state-of-the-art equipment, and investments in personnel training to develop and operate these new sophisticated systems. P&PD equipment and systems will remain on the leading edge of the information production technology. In order to continue a high level of support, P&PD management and staff personnel will have to anticipate changes in technology and customer requirements and develop systems to meet the requirements. P&PD will become more efficient in overall operation through the use of its Management Information System (MIS). Specific Division wide goals and objectives for the next 1-5 years are as follows:

- Improve the Division's capability to produce time-critical intelligence through the use of advanced technology processes and equipment to reduce labor intensive production methods, material waste and costs, and job throughput time.

- Work with DDI/OCPAS and other Agency components in the planning and acquisition of new systems that will be used to support requirements for the production of intelligence publications.

- Develop a greater P&PD personnel expertise in Automatic Data Processing (ADP).

- In conjunction with ODP and the Office of Communications (OC), define requirements, identify equipment, and provide support for Output Information Media Centers to be located in Agency buildings throughout the Washington Metropolitan area.

- Continue automating production systems whenever and wherever possible.

- Continue to identify and consolidate, wherever possible, Agency printing and photographic production support facilities.

- Expand and renovate existing facilities to meet increasing production support requirements.

- Work with ODP in developing electronic interfaces between users' equipment, the ODP Computer Center, and P&PD production equipment.

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- Acquire and utilize electronic printers to provide quick response to the Agency's information output requirements.
- Train P&PD production planners on the existence, capabilities, and locations of various output media facilities available to Agency customers.
- Provide DDI/OCPAS Publications Division with equipment and technical support to respond to their requirements in the most efficient manner.
- Keep abreast of technology changes and anticipate customer requirements.
- Reexamine organizational and functional alignments to efficiently utilize newly acquired technology.
- Place continued emphasis on organizational development management programs, such as Quality Circles.
- Develop and support Quality Assurance Programs for the various production processes within the Division.
- Continue to identify and request the necessary resources to support increased production requirements.

3.2 Prepress Branch

The primary goal of the Prepress Branch over the next 1-5 years is the implementation of a digital prepress system which is to be incorporated into an Agency-wide Publishing Network. In support of this and other branch initiatives, the following goals and objectives have been identified:

- Continue the incremental implementation of the P&PD Digital Prepress System with the following hardware/software acquisitions and installations:
  - a. ATEX Release 4/CPAS Edit/system installation and implementation (1984).
  - b. Acquisition and installation of two EOCOM Laserite V Laser Platemakers (1984).
  - c. Acquisition and installation of an automated page makeup system (1984).
  - d. Acquisition of Area Composition File Management System (1985).
  - e. Acquisition of an HCM Combiskop system to create, enhance, and digitize graphics data (1986).

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- f. Acquire, install, and interface laser platemaker raster image processor (1986).
  - g. Fully integrate digital prepress system with the Agency Publishing Network (1986).
  - h. Support DDI/DDS&T imagery information processing through the Digital Prepress System (1987).
- Support FBIS/MIDAS and JPRS automation and integration into the P&PD Digital Prepress system.
  - Develop the expertise for the operation and implementation and support to Digital Prepress and the Agency Publishing Network.
  - Provide typesetting support for an Agency Output Media Center.
  - Increase page composition/typesetting support to FBIS and JPRS publications.

### 3.3 Press Branch

The following system/equipment acquisition will be necessary within the next 1-5 years in order to meet increasing production requirements.

- Acquisition of a second Web Press to provide backup and redundancy and to support increased requirements (1984).
- Acquire a four color 28''x40'' sheet fed perfecting press (1985).
- Acquire a four color 36x40 sheet fed perfecting press (1986).
- Replace the AB Dick and AM duplicating presses with 12x18 Heidelberg presses.
- Update and automate the Press Branch paper cutter (1986)

In addition to equipment items outlined above, extensive renovations to the press area will have to be accomplished in the 1984-85 timeframe.

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### 3.4 Bindery Branch

Automation and equipment changes in other branches will greatly impact the Bindery Branch in the subject period. In order to respond to the increased requirements, the following goals and objectives have been established:

- Conduct a staff study of the Press and Bindery production processes to determine the feasibility of simplifying and upgrading finishing capabilities through automation, including the use of Press-to-Bindery equipment and robotics.
- Complete the Bindery Automation Study and determine the initiatives necessary to meet the requirements (1984).
- Acquire and install automated paper waste/trim system (1984).
- Acquire a Xerox 9900 as a replacement for existing Xerox 9500 equipment (1984).
- Work with FBIS and JPRS to enhance the automation and transmission of their distribution lists (1984).
- Purchase inline gatherer and trimmer system (1985).
  - Acquire necessary Bindery automation equipment robotics (1986).

### 3.6 Photography Branch

In order to satisfy the Photography Branch's production support requirements, the following general goals and objectives must be addressed in the next 1-5 years:

- Continue to seek new methods of automating Branch production processes (1984).
- Implement newly developed apprenticeship program for Branch employees (1984).
- Renovate building to provide for more orderly workflow (1984).
- Implement production control system (1985).
- Renovate auditorium (1985).
- Develop a completely automated quick response unit to respond to Agency priority requirements (1986).
- Identify equipment and personnel to staff a mobile production unit (1986-1988).

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- Establish criteria and necessary equipment for an image enhancement capability (1987).
- Expand and renovate a multimedia production area.

In addition to the overall general goals and objectives for the branch, the following specific areas must also be addressed:

a. Photographic Scheduling & Production Control Group (PS&PCG)

1. Source Document Microfilming Support

- Reevaluate Agency backlog, present and future requirements for source document microfilming. Determine requirements for microfilm conversion and what impact, if any, other storage mediums (digital, video disc, etc.) will have on those requirements. Also develop a management support position on source document microfilming.

- Seek automated production capabilities through existing micrographics vendors or have an organization such as the Census Bureau develop automated production equipment.

- Keep abreast of technology changes as they pertain to the production and utilization of micrographics.

2. Computer Output Microfilm (COM) Support

- Provide 24-hour turnaround time for alphanumeric COM customers (now averages 8 days).

- Micropublishing capability from tapes generated in Autologic's Phototypesetter format. Initially, all micropublishing will be accomplished in the Newton Bold Font. Additional fonts should be incorporated in the future.

- Installation of a data link from ETECS to COM to support all micropublishing applications. This will eliminate the need for generation of tapes in APS format.

- Continue implementation procedures for computer graphics datalink (PPDMED) and develop ADP workflow procedures to maintain increased production requirements.

- Complete black & white alphanumeric conversion to AUTOFICHE format.

- Develop a numbering control system for color graphics.



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- Develop electronic records database for job information.

- Acquire more space to improve working conditions and workflow processes.

### 3. Black and White Photography

Black and white photography goals and objectives for the next 1-5 years will mainly consist of equipment automation and enhancement. The following are the equipment acquisitions that are necessary to support the Agency black and white photographic requirements.

- Replacement for the existing 8x10 copy camera.
- Develop work procedures and new applications for the Brown Process camera.
- Acquisition of a large format enlarging system.
- Replace Kodak versamat.
- Replace contact printing devices.
- Modify and update 70mm camera/process units.
- Acquisition of Micro Processor controlled black & white printer processor units.
- Acquisition of additional high-speed copying systems.

### 4. Color Photography

As production requirements for color photo finishing continue to increase, the following actions will be necessary to provide support:

- Increase staffing to meet customer requirements.
- Extensive equipment purchases for replacement and automation of production processes.
- Acquisition of large format paper processors.
- Acquire and install vertical enlargers.

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- Continue automation with new advanced studio color printers.
- Acquire an additional Ilford color copier/processor.
- Replace negative film processor (C-41).
- Acquire direct color reversal print processor.

b. Graphic Design, Motion Picture and Television Group (GDMPTV)

1. Design and Presentation Services

- Expand the use of computer graphics in support of the Agency's design and presentation requirements.
- Develop and implement an electronic interface between the Dicomedia Graphics Design Station and ODP's VM computer system.
- Interface Dicomedia with a Color Xerox or a Dunn/Matrix Camera for quick turnaround hard copy output.
- Acquire a direct online interface between the Dicomedia Graphics Design Station and the Dicomed COM Recorder.
- Acquire a Polaroid Vu Graph adapter for the Itek Camera Processor.
- Continue training initiatives for all staff members on computer graphic design stations.
- Provide back-up support for MP/TV personnel for AV presentations.

2. Motion Picture/Television

- Expand video tape replication facilities to include more 1/2 inch recording capability, film-to tape transfer capability, and editing capabilities.
- Cross train employees between the Motion Picture/Television and Design and Presentation Services.
- Augment staffing to support increased production requirements.
- Research and develop new equipment requirements to maintain state-of-the-art teleproduction requirements.

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- Acquire necessary equipment to support a closed circuit television network throughout Headquarters Building.

- Acquire and support a foreign videotape conversion system.

- Provide support to new Headquarters Building Auditorium/Classroom.

3. Headquarters Auditorium

- Establish rear-projection facility to eliminate unsatisfactory front projection of both film and television images.

- Relocate videotape production equipment in room T-16 to Auditorium projection booth. Update sound system for accomplishing complete audio coverage of auditorium, for both public address and audio recording requirements.

- To accomplish these improvements an engineering survey is required. This has been identified in FY85 equipment replacement/modernization. General estimates are as follows:

FY 85	Survey	\$ 5,000
FY 86	Construction	\$300,000
FY 87	Equipment	\$150,000

4. Quality Control

- Expand the Division's quality control/assurance function to include both photographic and printing functions. This expansion may include both the scope and amount of positions necessary to support the program. It may also include an organizational relocation of the program.

- Research new quality control techniques and equipment to improve existing procedures.

3.6 Plans, Programs, and Systems Staff

a. Division-Wide Projects

- Define requirements, research hardware/software capabilities, make equipment recommendations, and plan implementation of a digital prepress system. (1984-87)

- Define requirements and coordinate P&PD inputs for the DDI/DDS&T Briefing Board Imagery Transmission System (BITS). (1984-87)

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

- Develop and support initiatives for consolidation of the Agency's printing, photographic, and teleproduction services. (1984-89)
- Coordinate P&PD initiatives and support requirements for the new Headquarters Building. (1984-87)
- Provide technical guidance and coordinate P&PD interfaces and production support for the FBIS/JPRS modernization program. (1984-87)
- Develop a mechanism for monitoring material usage and waste throughout the Division. (1984-85)
- Develop a greater personnel expertise in ADP. (1984-89)
- In conjunction with ODP and OC develop a P&PD position on support to Output Information Media Centers. (1984-85)
- Undertake a joint study with ODP which will address the use of and management responsibility for laser/printers as an alternative printing production method. (1984-85)
- In conjunction with Photography Branch develop and make recommendations on P&PD support to optical disk production. (1984-86)
- In conjunction with LSS, study and make recommendations on an automated preventive maintenance program for P&PD. (1984-85)
- In conjunction with ODP, develop more electronic interfaces between P&PD/ODP and Agency users. (1984-87)
- Pursue the utilization of electronic printers to satisfy some of P&PD production requirements. (1984-85)
- Determine P&PD requirements, if any, for the Xerox 9700 composition/graphics software package that has been installed by ODP. (1984-85)
- Administer and coordinate the Division's Quality Circles Management Program. (1984-89)
- Coordinate the Division's Safety Program. (1984-89)
- Enhance the Automated Copier Management Program to include a facility for copier selection based on volumes and cost.

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

- In conjunction with P&PD management, identify normative standards for quality control in terms of production volumes and material waste, and develop a mechanism whereby these standards can be measured in the P&PD/MIS. (1984-85)

b. Copier Management

- Develop and implement a life-cycle purchase plan for copiers. (1984)

- Realign copier equipment based on requirements and reduce the total number of units relative to requirements. (1984-89)

- Develop and implement a program for monitoring and forecasting supplies costs and consumption. (1984-85)

c. Television Production Equipment Management Program

- Study the impact and make recommendations for the consolidation of all Agency television maintenance contracts. (1985)

- Coordinate Agency teleproduction requirements for the new Headquarters Building. (1984-87)

- Coordinate requirements for an Agency foreign video conversion device. (1984-85)

- Develop a plan for the consolidation of the Television Management Program to include budgeting, acquisition, placement, and maintenance of all Agency television production equipment. (1984-86)

d. ADP Support

(1) Information Systems

- Develop, implement, and enhance a NOMAD based P&PD Management Information System. (1984-85)

- Establish and implement a centralized P&PD Data Entry Staff. (1984)

- Implementation of an equipment maintenance system that will allow the Maintenance Section to schedule preventive maintenance on the various equipment in P&PD. System should have provisions for generating work orders for PM and recording both the scheduled and unscheduled maintenance history of each piece of equipment. This will allow for the projection of replacing equipment with a record of inordinate amounts of unscheduled maintenance and down time. (1984-85)

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

- Integration of the P&PD MIS data into LIMS. Current system should be used to capture input transactions, and interfaced to LIMS for data storage and report generation. This will take the load off of the mini-computer based system and allow for on-line query capability against the LIMS data base. (1984-87)

(2) COM/Computer Graphics

- Complete development online interfaces to the Dicomed and 3M COM recorders. (1984-86)

- Interface Dicomed Graphics Design Stations with the ODP IBM/VM system and the Dicomed Recorder. (1984-85)

- Develop an interface between the Dicomed Imaginator and the HCM Color Scanner. (1985-86)

- Study the feasibility of interfacing a video scanner input device and video output from the Dicomed Imaginator. (1984-85)

- Identify, acquire, and interface a color page proof device to the Dicomed Design Stations. (1984-85)

- Conduct a feasibility study on the expansion and/or relocation of the P&PD COM Center to the Main Printing Plant.

(3) Prepress

- Identify, acquire, and interface a laser printer page proof device for the ETEC/Digital Prepress System. (1984-85)

- Full implementation of the bi-sync data link to allow for two way transmission of data between ETECS and ODP's VM/370 system. (1984-85)

- Installation of a laser platemaker Raster Image Processor (RIP) capable of imaging plates from the data in either Autologic's Phototypesetter format or the platemaker's native language. (1985)

- Integration of the color and black and white scanners into the P&PD Digital Prepress System. (1985-1986)

- Ability to merge both text and graphics in page format prior to on-line transfer to laser platemaker. (1986-87)

- Integration of various P&PD Prepress systems with other systems in the Agency to develop an Agency-wide publishing network. (1986-87)

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(4) Other ADP Support

- Conduct a P&PD-wide office automation study and determine what, if any, changes and/or equipment acquisitions are necessary. (1984-85)
- Provide ADP related training on P&PD internal systems. (1984-89)
- Coordinate all P&PD ADP initiatives. (1984-89)
- Provide ad hoc P&PD production related ADP support. (1984-89)

e. Space

- Conduct a study of present P&P Building utilities capabilities as a means of identifying future upgrading requirements to meet anticipated equipment needs. (1984-85)
- Continue to identify future equipment needs, and their impact upon present/future utility capacities in order to provide sufficient lead time for required upgrading. (1984-89)
- Coordinate P&PD space requirements for the new Headquarters Building. (1984-87)
- Develop and coordinate an initiative for the expansion of the current P&P Building. (1984-87)

3.7 Logistical Services Staff

- Input the P&PD Property Accountability Records into ASAPS. (1984)
- Develop an accurate automated monthly budget reporting system based on Requisition and SOC P&PD/MIS input data. (1984-85)
- Develop other supply records which will provide data on: trends in stock usage; percentage increases/decreases in cost over a selected period of time; and current and projected on hand/on order balances. (1984-85)
- In conjunction with PP&SS, develop a preventive maintenance program for P&PD production equipment. (1984-85)
- Support PP&SS efforts in developing a P&PD requirement for the operation and maintenance support of the P&P Building. (1984)

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

- Identify requirements for contracting officer support to P&PD. (1984-85)

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