

DD/S 60-0618 Working Papers

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Deputy Director of Support

HS - W (from Chief, Management Staff)

subj: Color Badges for Agency Personnel

Refs:

- (a) Memo dtd 24 Dec 59 to DD/S fr Actg D/403, same subject.
- (b) Memo dtd 3 Feb 60 to DD/S fr Actg D/SEC, same subject.

(c) HS - state it properly - like others - Acting DD/S memo of Memo dtd 10 Feb 60 to Chief, MGMT STAFF, 10 Feb) ~~same subject~~ fr Actg DD/S, same subject

2. The use of color badges appears to be one of three questions concerning badging which are currently under consideration. The other two are: (a) conversion to an exposed badge system; and (b) electronic screening of badges.

There is no essential interdependence between any of these questions. The three questions sensibly converge for consideration, however, to the extent that they necessitate or imply rebadging. Either color photographs or electronic screening, taken separately, would necessitate rebadging. Transition to an exposed badge system could be made by a slight mechanical modification of existing badges.

3 A fourth question - that of how often badges should be updated - while not explicit in the attached papers, is pertinent and should be considered with the other questions in so far as they imply or contemplate rebadging.

4 Speaking only to the question of color badges, the following points seem significant:

- a. There is no real time pressure on conversion to color badges, and hence on the acquisition of color processing capability for this purpose. If decision is made to go to color badges, the transition could be effected in an orderly manner, with a reasonable ^{started at any time and}

tie the completion of color badging to the move to the new building.

The Logistics estimate of \$45,000 for equipment and alterations
contemplates a build-up in ~~1~~ color processing capability
beyond that required for badging.

5. It is our understanding that a substantial part of the increased color capability contemplated in the Logistics estimate is in anticipation of an increase in the over-all Agency demand for color reproduction (e.g., intelligence photographs, intelligence publications) ~~///~~ The desirability of building up capability beyond that required by existing demand ~~is~~ ^{seems} subject to question on the basis of: a) uncertainties as to the location and layout of the ~~existing~~ ^{operation} printing ~~plant(s)~~; and ~~1~~ the dynamic state of color technology. A separation of the requirements necessary for processing color badges from other considerations inherent in the Logistics estimate would therefore facilitate decision.

6. We have been informed that there are several color installations suitable for badging work ~~located~~ within components of the military establishment in this area (e.g., Signal Corps, Marine Corps - Henderson Hall, Air Force - on order)

7. The Office of Security has stated its objection to "farming out" ^{the} badging job to a cleared commercial concern. It is conceivable that, ~~the capability~~ ~~and willingness~~ ~~of the military~~ ^(a) one of the military installations would have both the capability and the willingness to process our color badging job; or ^{b)} that we could make arrangements to man their facilities in off-hours with our own personnel to accomplish the mass badging without any build-up in our own color capability ~~located~~ for this purpose.

ILLEGIB

8. I recommend that:

You ask

a. The Director of Logistics to:

1) Determine the minimum cost of obtaining the capability necessary

a. You ask the Director of Security to:

1) ~~to~~ Establish a minimum level of quality acceptable for color badges (working with the Printing Services Division, OL on this).

2) Consider ~~which~~ the security aspects of/ accomplishing the color rebadging job by: (or other government)

a) Having ~~another~~ one of the military/installations process ~~the color rebadging job~~ it for us.

b) Having our own personnel use the equipment at one of the military installations ~~to process the color rebadging job~~ in off-hours.

c) Establish ^{or} norm for badge life (e.g., 3 years, 5 years), at the expiration of which period rebadging would be routine.

d) Determine the minimum cost of obtaining the capability necessary to process color badges of a quality acceptable to the Office in the ^{estimate} of Security; and to separate this figure/estimate from considerations building up ^{of increasing} over-all color capability for other purposes.

2) Look at color processing techniques and installations in use ^{e.g.,} locally (National Geographic, Signal Corps, Henderson Hall); and to ^{ascertain and} report on how State (passports) and AEC (badges) are accomplishing their color ~~work~~.

9. Memorandums ^{to} the Director of Security and the Director of Logistics ~~carrying out~~ carrying out the recommendations in paragraph 7 are attached for your signature.

ILLEGIB

(To) Director of Logistics

(From) DD/S

Subj: Color Badges for Agency Personnel

Ref (a) Memo dtd 24 Dec 59 to DD/S fr Actg D/LGG, same /subject

(b) Memo dtd 3 Feb 60 to DD/S fr Actg /SEC, same subject

1. While I can see some advantages in color badging, ~~Excess~~ \$45,000 seems to be an excessive investment to obtain them. Before making a decision to spend this amount for equipment and alterations, I would like to know the minimum cost of obtaining the capability to process color badges of a quality acceptable to the Office of Security.
2. If you have not already done so it might be ~~interesting~~ sensible to look at color processing techniques and installations in use locally for badging or comparable purposes. I would be interested in knowing how State and AEC are ~~now~~ handling their color work; and also whether there is excess capability at any of the local military or other government installations which might be employed to accomplish our rebadging provided we could work out an arrangement which would meet security requirements.
3. In view of uncertainties in the future location and layout of the printing operation, I think we should be conservative in adding capacity for which demand has not already been ~~clearly~~ demonstrated, or equipment which cannot be clearly justified in terms of ^{the short run} cost-benefit considerations. Will you ~~therefore~~ please separate ~~out~~ in your cost estimate the expenditure necessary to obtain the advantages of color badging from that which would permit a build-up of color processing capability beyond that needed for badging.

*Added
expenditure
of 24 Dec. (orig)
as an att. of
60, list
att*

*Also ask whether
LKW would send
back D/L to MUMD
as an att. of
60, list
att*

[Redacted]

ILLEGIB

*cc - 2 (10/1)
D/Sec
D/SEC/S
D/SEC (4)*

LKW

[Redacted]

ILLEGIB

*add: D/SEC
D/SEC/S*

3

Deputy Director of Security

(HS - from DD/S)

subj: Color Badges for Agency Personnel

refs: (a) Memo dtd 24 Dec 59 to DD/S fr Actg D/LOG, same subj. other
HS - same references as on DD/S to Dir of Log - draft
(b) Memo dtd 3 Feb 60 to DD/S fr Actg D/Sec, same subj.
(c) Memo dtd MAR 60 to Dir. of LOGISTICS fr Dep. Dir. (Sup) same subj.

1. While I can see some advantages in color badging, \$45,000 seems to me an excessive investment to obtain them.
2. I am asking the Director of Logistics (reference c) to ascertain the minimum cost of obtaining the capability to process color badges of a quality acceptable to you. Will you ~~therefore~~ ^{therefore} work with the Office of Logistics to make explicit the minimum quality level of color work which will meet badging requirements?

Additionally,

3. I am ~~also~~ ^{also} asking the Director of Logistics to look at ^{local} color processing installations not only from the point of view of techniques and equipment employed, but ~~also~~ ^{also} for possible existence of excess capability which might be employed to accomplish our rebadging provided we could work out an arrangement which would meet security requirements. Would you ~~therefore~~ consider the security aspects of such possible alternatives to building up our own color processing capability as: a) having one of the military (or other government) installations process our color rebadging job; or b) making arrangements to man their facilities in offhours with our own personnel to accomplish the rebadging.

4. In connection with the foregoing, I wonder if we shouldn't establish a norm for badge life (e.g., 3 years, 5 years), at the expiration of which ~~period~~ rebadging would be routine. A continuous rebadging program would ~~thus~~ keep badges updated. This is a subject to which you have given considerable thought, I am sure, and on which I would appreciate your comments.

att? (List ARDIS memo to DD/S, if balance says it would go back to OS

(Separate copy to D/L instead of D/Sec)