

Executive Registry
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17 November 1968

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Intelligence

SUBJECT : Publications Procurement

1. This memorandum is in response to your 29 October instructions on publications procurement. Recommendations are presented in paragraph 12.

2. I fully understand your principal concerns in this matter and your desire to improve control over publications procurement, but I believe that there are serious practical problems in implementing some of your specific instructions. These problems are probably the result of my failure to provide you with sufficient background on the nature and scope of our publications procurement program. The following table summarizes the major categories of expenditures for last year:



25X11

3. You will note that the largest part of these expenditures is for foreign purchases of technical books and journals and other periodicals. [redacted]

25X1

[redacted] Forty-two percent of the expenditures are in the next two categories and provide the US technical journals and books needed by professionals throughout the Agency to do their jobs not only in the intelligence producing offices like OSI and OER but also in various other components like OMS, OGC, and CIR. The category most often criticized, US newspapers and general purpose magazines, accounts for only eight percent of the total.

4. You should also be aware of the fact that the annual rate of inflation for publications is between five and ten percent; even a constant budget would mean significantly fewer publications each year. More specific background and proposals for more practical procedures are presented below under the principal points in your 29 October instructions.

[redacted] for Publications Procurement in FY 1970

5. The major outlays [redacted]

25X1

[redacted] have already been made for this year. It is not practical to attempt to modify these commitments on a wholesale basis. Some subscriptions will be eliminated following the current review and revalidation, but I do not expect significant savings will be possible in FY 1970. Commitments, as of 7 November, will total more than [redacted] when billed. Taking this together with the going daily order rate of about [redacted] I would anticipate FY 1970 expenditures of over [redacted] My recommendations, consequently, start with reaffirmation of the [redacted] budgeted for FY 1970 publications procurement.

25X1

25X1

Validation of New Procurement Orders by Office Heads or Area Division Chiefs

5. I agree that new validation procedures are needed to achieve your objectives. If Area Division chiefs or Office heads

were required to validate all orders from their components, however, some of these senior officials would be spending an excessive portion of their time on this task. For example, based on statistics for FY 1969, I estimate that:



25X11

7. I doubt that you intend for such senior personnel to devote so large a part of each day to affairs that are individually so insignificant. On this basis, I believe that validation by an Office head or equivalent is counterproductive; instead, I propose that we lower the level for validating purchase orders generally to the GS-16 level.

8. Because you have expressed particular concern about general purpose US periodicals, such as the New York Times and Time Magazine, and because the number of such periodicals is small, I believe that it is practical to require Deputy Directors to validate all new subscriptions for these periodicals. I do not expect any significant savings from this category, however, because it represents only eight percent of our expenditures for publications.

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Annual Review and Revalidation by Each Deputy Director

9. Your memorandum calls for an annual review and revalidation by each Deputy Director of all subscriptions and procurements within his Directorate. The size of the job and the physical processes make this a difficult, time-consuming, and impractical task. Specifically, I estimate the quantity of material that each Deputy Director would have to review and validate each year would be:

<u>Officer</u>	<u>Unit</u>	<u>Number of New Orders (Mostly Books)</u>	<u>Number of 25X1 Subscriptions</u>
	DCI Area DDI (of which CIA Library) DDP DDS DDS&T		

Each Deputy Director would have to review thousands of order forms (the first column of numbers) and thousands of line items on sheets of machine printouts (the second column of numbers). If each Deputy Director actually were to look at and consider each item conscientiously, the process would require weeks. Furthermore, the value of ex post facto reviews by the Deputy Directors is questionable. These items will have already been bought and delivered, and effective control cannot be achieved by end-of-the-year review of what has already transpired.

Summary

10. I believe that effective control of publications procurement must be imposed before the order is placed and the money is spent. My recommendations, consequently, focus on prepurchase actions, minimize after-the-fact review and concentrate on the validation process.

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11. In my recommendations, I have tried to place the validation authority at the highest level commensurate with (a) adequate time to look into each order, and (b) easy access to the personnel who initiate the orders and who possess specific knowledge of individual work assignments and capabilities. Clearly, a better control system must be based on better judgment on the part of the validating officers.

12. I recommend:

- 25X11
- (a) That a level for publications procurement for FY 1970 be retained. Operating officials, however, should review their respective current subscriptions and their policies and procedures for ordering publications in order to hold publications costs to the minimum level necessary for efficient fulfillment of respective responsibilities and for continuing development of high levels of skill on the part of CIA employees.
 - (b) That you review, sign, and disseminate the attached Guidelines for Publications Procurement. The Guidelines establish a validation process, specifically authorize CRS to question individual orders, and modify some of the explicit instructions in your 29 October memorandum.
 - (c) That the Central Reference Service and the Foreign Broadcast Information Service be exempt from the level of validation, but not the spirit of the Guidelines. Efficient operation requires validation of purchase orders at a lower level in these components than proposed in the Guidelines. These Services have centralized publications responsibilities. They also have personnel educated, trained, and experienced in library and publications management.

EDWARD W. PROCTOR
Assistant Deputy Director for Intelligence

Attachment:

Guidelines for Publications Procurement

Memorandum for Executive Director-Comptroller from ADDI,
dated 17 November 1969, Subject: Publications Procurement

The recommendations in paragraph 12 are APPROVED:

22 NOV 1969

/s/ E. K. White

L. K. White
Executive Director-Comptroller

Date

EW:Prector:for

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