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C E N T R A L   I N T E L L I G E N C E   A G E N C Y

OFFICE OF CENTRAL REFERENCE

CODING	TASK TEAM REPORT NO. 3	TTR/3

1 March 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT: Final Report on Coding, Task Team No. 3

1. Membership   25X1A

25X1A ███████████████ Special Register, OCR
                      Materials Division, ORR
25X1A ██████████ Special Register, OCR
25X1A ██████████ Special Register, OCR
                      Document Division, OCR

2. Method of Task Team Operation

OCR Task Team No. 3 has recently completed a study of the ISC (Intelligence Subject Code) and a comparison of the present Intellofax-aperture card system with a recommended printed bibliography and intact hard copy system. In the course of the study we investigated the soundness of 7 specific conclusions of an outside Consultants panel. Our findings and conclusions lead to the development of 7 basic recommendations which, if adopted, will maintain and materially improve the service provided by OCR.

The recommendations are made with the realization that administrative forces (space, budget, manpower) are factors that ultimately determine a course of action. The task team has tried to recommend what is needed to meet all reasonable contingencies while keeping in mind present investments and systems that must be lived with, but projecting a plan to eventually achieve the "ideal" in intelligence information handling. During the course of this study, it was found that "costs" were relatively unimportant from the standpoint of one system against another. The cost differences in such systems are so close that the task team did not dwell on that factor unduly, but tried to determine the best system for the most people.

The methodology used by the task team was to divide the project as outlined in the project memorandum into 4 main parts. Incorporated in Part One are the elements in item (1); in Part Two those elements in items (2) and (3); in Part Three items (4), (5), and (7); and in Part Four item (6). Each member of the task team was assigned to make a detailed study and report on one of the above parts. Each report was then brought before the whole committee for evaluation and recommendation.

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No tests were made on the ISC. It was felt that additional tests would show what is already known - that is, that inconsistencies do occur in the application of the ISC. Since the ISC is now in the process of extensive revision to correct these descrepancies, it seemed inopportune to make additional tests.

3. Recommendations

Based on our findings and conclusions, two groups of recommendations are submitted.

a. Group I includes the following recommendations for the improvement of existing OCR facilities:

(1) OCR should adopt the Library of Congress subject classification, subject heading, and cataloging system for books. (p. TTR/3-10)

(2) The aperture card system must be maintained and improved by filming "nodex" and controlling poor and single copy items. (p. TTR/3-18)

(3) An improved Intellofax system for document retrieval based on a revised ISC should be maintained. (p. TTR/3-29)

b. Group II includes items which represent additions to existing OCR facilities and which are strongly recommended to improve the service offered by OCR. It is recognized that adoption of the recommendations in this group will require both additional space and increased expenditures. Therefore, they provide a special challenge for management ingenuity:

(1) A one-to-five year hard copy file of documents, by source and country, should be established to supplement the aperture card system. A file of this type has been requested by and will be of real assistance to area research analysts. (p. TTR/3-18)

(2) A fully annotated manual card catalog should be provided to supplement the Intellofax system. This catalog will provide a standard research tool for analysts who wish to conduct their own searches for material. (p. TTR/3-29)

(3) A printed index of published FBIS material, similar to the New York Times Index, should be established. This index will provide a means which presently does not exist for recovering FBIS material. It is felt that this recommendation can most easily be implemented through an external services contract. A decision as to the desirability of a printed index of all intelligence documents should be based on the experience gained in printing an FBIS index. (p. TTR/3-30)

TTR/3-3

(4) The Printing Services Division, OL, should provide a photostat machine close to the Acquisitions Branch, OCR, to photostat publications received in an inadequate number of copies. (p. TTR/3-31)

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Task Team No. 3

Attachment:
Final Report for Task Team No. 3
Appendices
   A. Memorandum to CIA Librarian, 8 October 1957
   B. Memorandum to Deputy Assistant Director, OCR,
      15 October 1957
   C. Memorandum to Chief, Reference Branch,
      CIA Library, 14 January 1957
   D. List of U.S. Governmental Libraries Using
      the Library of Congress Classification
      System
   E. Chief, Document Division Draft - Arithmetic
      of a hard-copy system

FINAL REPORT OF TASK TEAM NO. 3-CODING   TTR/3-4

SUMMARY

The findings, conclusions, and recommendations of Task Team No. 3 with respect to 7 specific conclusions of the Consultants panel are as follows:

> "(1) the ISC cannot be applied uniformly to book and document coding."

The ISC cannot be applied uniformly to book and document coding. Continuous revisions of the ISC for document indexing and the need for a permanent, simplified and consistent system for book cataloging and shelving demand the use of a code structure designed specifically for books. OCR should adopt the Library of Congress subject classification, subject heading and cataloging system for books.

> "(2) an intact hard copy system would be more economical of space, provide speedier service, and be less costly than the present system."

An intact hard copy system would not be more economical of space, provide speedier service, or be less costly than the present system. While a hard copy file would be useful in many instances and would be a valuable back stop or supplement to the present system - it could not supplant it. The present aperture card system must be maintained and improved by filming "nodex" and controlling poor and single copy items. As far as is administratively possible, a one-to-five year hard copy file by source and country should be established to supplement the aperture card system.

> "(3) the aperture card system is an inefficient substitute for an intact hard copy file."

The "proposed expanded" aperture card system is not an inefficient substitute for an intact hard copy file. Such an aperture card system is quicker and superior to a hard copy file (including reproduction by photostat expediter) system.

"(4) program efficiency will result in
having a printed bibliography instead
of the Intellofax system."

A printed bibliography could never entirely replace the Intellofax
system. The Intellofax (or some flexible system with reasonable detail)
must be maintained for efficient document retrieval. It is felt, however,
that both a "general" and a "reasonably detailed" approach to intelligence
documents are needed. It is strongly recommended that a fully annotated
manual "card catalog" should be provided to supplement the Intellofax
system.

It is recommended that the FBIS be indexed (probably on an "outside"
contract basis) using a printed format similar to the New York Times Index.
A printed bibliography ("general" index) to all intelligence documents
to supplement the Intellofax would have considerable merit. On the basis
of the experience gained in printing an index to the FBIS a decision should
be reached as to the desirability of a printed index to all intelligence
documents. When a more sophisticated machine indexing system (Minicard)
replaces Intellofax, greater depth should be incorporated into the coding
structure.

"(5) the IPI could be expanded to include
all documents, books, periodical
articles, and FBIS material."

The IPI could not be expanded to include all documents, books, periodical
articles, and FBIS material. Such a publication would be impractical from
sheer "size" alone. An accessions list of books could be published as a
supplement to the IPI. It is recommended that documents and FBIS material
be handled as outlined under item (4).

"(6) it is feasible to make photostat
copies of single copy enclosures for
Acquisitions Branch customers."

From a cost standpoint it is not feasible to make photostat copies of all
books and all enclosures for Acquisitions Branch customers. Every effort
should be made to acquire multiple copies of such enclosures. A photostat
machine should be set up by Printing Services Division, OL, in close
proximity to the Acquisitions Branch to photostat those items in greatest
demand. The decision on what to photostat is an administrative problem.

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"(7) a printed bibliography would be cheap
to produce and would prove timely
enough to serve information staff
needs in lieu of Intellofax."

A printed bibliography would not be unreasonable in cost and could be
made to be timely. Assuming that a printed bibliography is found feasible
after the test as outlined in item (4), it alone is not enough to serve
the information staff needs in lieu of Intellofax. It is felt that no
one system will answer all types of information requirements. A general
bibliography-index would answer some requirements that the Intellofax will
not. The Intellofax will meet many requirements that the printed index
could never satisfy. Both a "general" and a "detailed" approach are needed.

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PART ONE

"(1) the ISC cannot be applied uniformly
to book and document coding."

I. Consultants' Findings

   A.   "There is inconsistency in the classification of books."

   B.   "The present ISC cannot be applied uniformly to the classification of books and must be revised."

   C.   "The inadequacies of the ISC complicate the cataloging routine and make the job more time consuming."

   D.   "The lack of definition of the codes and the fact that there may or may not be codes available on given subjects or too many on others, means the cataloger must spend an extraordinary amount of time deciding where to classify a book and, in addition, what other codes or subjects should be assigned to the book."

   E.   "Since various aspects of the same things are treated as different subjects, there is often the necessity for a tedious search of the shelf-list to determine where other similar books have been placed."

   F.   "The lack of definition of the codes results in a considerable amount of duplication of effort and recataloging and reclassification of books and complaints from users that like materials do not sit on the shelves together."

II. Task Team Findings

   A.   There are basic dissimilarities in both the substance and form of books and intelligence reports which have contributed to the Consultants' findings referenced above.

      1.   Books may be described as systematic literary compositions, representing the considered evaluation of a subject, carefully edited and published, and intended for an undefined reading public.

      2.   Intelligence documents, on the other hand, represent the efforts of the IAC agencies in producing basic, covert, current, economic, scientific, national, and operational intelligence. They are intended for a restricted and specified audience. The format and content of intelligence documents may range from a brief, fragmentary sketch to a formally written report, and from rumor and conjecture to factual, encyclopedic data.

   B.   The ISC is a classified list of subject headings for documents and was specifically designed to cover the topics with which the Agency is concerned. As such, it has been inadequate for book cataloging. (Appendices A & B)

C. The application of the ISC to book cataloging has resulted in inconsistencies, distortion of codes, and creation of numerous additional cards to indicate significant subjects. (Appendices A and C)

Examples of such inadequacies are as follows:

1. <u>Panama Conference on International Maritime Canals</u>

The ISC does not have a code for international canals or maritime canals. The ISC classifies all canals under "Inland Waterways" (756.122). In order to classify this book in the ISC system, it was indexed as "Administration of Maritime Transportation" (756.511).

The Library of Congress system would classify this as "Canals, Interoceanic" (JX1398 to 1403).

2. <u>Electrical Engineering Education in the USSR</u>

Four ISC codes had to be used to cover this book adequately, however, not one of the four expressed its substantive content. The ISC codes used were:

    Engineering, Electrical (663)
    Scientific Scholarships (601.6)
    Colleges & Universities (831.2)
    Technical & Industrial Schools & Training (831.3)

The Library of Congress system would classify this as "Electrical Engineering: Study and Teaching - Russia" (TK 192).

3. Three books concerning aircraft engines were classified and shelved under three distinct ISC codes:

    <u>Aircraft Power Plants</u>, Northrup Aeronautical Institute (743.15)
    <u>Aircraft Powerplant Handbook</u>, C.A.A. Tech. Manual 107 (666.28)
    <u>Aircraft Engines of the World</u>, Paul H. Wilkinson (462.1)

The Library of Congress system would classify all three books as "Aeronautics, Aircraft Engines" (TL 701 to 704).

4. Area classification and shelving of books according to the ISC system has resulted in inconsistencies such as:

    <u>Selected Works of Karl Marx</u> - area code N/5 (Russia)
    <u>Pixylated Prophet (The Life and Adventures of Karl Marx</u>) - area
        code 4M/6 (Germany)
    <u>Das Kapital</u> - area code 1 (International)
    <u>Critique of the Gotha Program</u> - area code 1 (International)
    <u>Marx and Engels on China</u> - area code 1L/5 (China)

A revised ISC cannot correct many of these inadequacies and incon-
sistencies, because of the area approach in classification. The Library of
Congress system, however, which classifies and shelves books according to
their subjects would solve or lessen many of these problems.

D. While many of the presently known inadequacies could be corrected
in a revised ISC, it is desirable to adopt a book cataloging system which
will be:

1. permanent (the AHIP Working Group on the Intelligence Subject
Code anticipates that revisions and expansions in the ISC structure
will be made on a continuing basis).

2. simplified (in accordance with Consultants' recommendations)
but with built-in provisions for expansions according to book subject
needs.

3. consistent with the cataloging system used by many major U.S.
governmental libraries. (Appendix D)

4. designed specifically for the classification of books.

E. The AHIP Working Group on the ISC has recommended that "the ISC
shall be designed primarily to support the subject classification of
intelligence literature... and should reflect subjects found in intelli-
gence reports...."

Since the ISC shall be composed primarily of the subject headings
needed to control data appearing in intelligence reports, and furthermore
since the AHIP anticipates continuous revision of the ISC, it is believed
that the ISC structure should not be complicated by numerous special codes
needed only in book cataloging, and that book cataloging should not be
faced with the continuous task of recataloging, remarking, and reshelving
with each revision of the ISC. (See Appendices A, B, and D). ISC revisions
when applied to the book collection will necessitate recataloging, remarking,
and reshelving in each instance.

F. The Library of Congress classification system was designed specifi-
cally for books. Some of the advantages and disadvantages of adopting this
system in lieu of continuing with the revised ISC, are discussed in
Appendices A, B, and C.

G. Time and money could be saved through the use of duplicate Library
of Congress catalog cards and through the use of the LC subject heading list
in determining the proper classification for certain books, e.g.,

Kets - the LC subject heading list gives the classification code
    (DK 759.K), and definition of this word (ethnology - Siberia)
Hydatids - the LC subject heading list refers to: medical parasitology
Biological Warfare - the LC subject heading list gives the classifica-
    tion code (UG 447.8) and related terms such as communicable
    diseases, military arts and sciences, etc.

H. In addition to being a permanent, simplified book classification system, the Library of Congress system has the added advantage of being a research tool familiar to many individuals who have engaged in academic or professional research activities.

I. The Library of Congress system would need certain refinements and expansions to meet the needs of CIA.

III. Task Team Recommendations

A. The task team agrees that although the revised ISC possibly could be made to apply to book coding, the AHIP-recommended continuous revision of the ISC makes the system difficult and time-consuming when applied to book cataloging and shelving.

B. The task team recommends that the Library of Congress subject classification, subject heading, and cataloging system be adopted for book cataloging.

PART TWO

"(2) an intact hard copy system would be more economical of space, provide speedier service, and be less costly than the present system."

"(3) the aperture card system is an inefficient substitute for an intact hard copy file."

I. Consultants' Findings

A. "The use of the aperture cards should be discontinued in favor of an intact hard copy room for documents up to five years old, after which all service would be from film of the documents in the same order as the materials are kept in the hard copy room, i.e., by issuing agency and series."

B. "The IAC Room should be converted into an intact hard copy room, with space for readers and with Photostat Expediters available so that analysts who want a copy of a document or of a page can make it immediately, without waiting for an order to be processed through OCR."

C. A room of approximately 3,000 square feet would provide for a three-to-five year (page 146) or for a five year (page 121) collection of hard copy documents plus a reasonable number of Photostat Expediters.

D. 1,340 square feet of space - 580 film storage, 600 for copying, and 160 for reading room - is presently utilized for the aperture card system. "If the aperture card system were eliminated, this would save at least 1,000 square feet of this space."

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E. "The assumption that aperture cards satisfy the needs for documents, however, is false. In addition to the aperture cards, thousands of documents go into 35mm film, which present special problems, and many thousands more are carried in the IAC Room, which is actually a hard copy file room, since it includes all of the hard-copies of the documents that are kept, regardless of whether they come from intelligence agencies, whether they are classified materials or not."

F. "A hard copy file was tried before in the Library, but was given up because the file was not kept intact. It could not, at that time, be kept intact because the photostat expediter which is now in the Agency was not then available."

G. "In view of the fact that a large hard copy file must be maintained, and in view of the fact that access to a hard-copy file, if the file is kept intact, would be much quicker in terms of elapsed time than access through the filing of a film copy and enlarging that film, and in view of the fact that a very large percentage of the documents are found to be non-pertinent, an intact hard-copy file appears to be a better approach than the mixed approach now in use."

II. Task Team Findings

A. The Consultants' space estimate of 3,000 square feet for a five-year collection of documents is low. The task team estimates that a minimum of 4,720 square feet of space would be needed for a five-year collection. This space figure was determined in the following manner:

> In 1957 Machine Division filmed 241,861 documents totalling 1,494,094 pages. (This total includes documents received on initial dissemination to Document Division and documents, generally enclosures, borrowed by the Library from other IAC Agencies.) This averages 6.2 pages per document and enclosure filmed.

> In 1957 Document Division received 398,543 documents. Utilizing the 6.2 page average of Machine Division's filming program, the total document intake in 1957 was 2,464,766 or approximately 2,400,000* pages.

> Records Management estimates 2,000 pages per linear foot of working (not tightly packed) storage. Based on this estimate, annual document receipts (using the 1957 figures) would require 1,200 linear feet of storage.

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*The 2,400,000 page estimate is based on current document receipts into CIA. If the procurement of enclosures is resolved by higher authority (as suggested by the Consultants) receipts might increase as much as 500,000 pages annually. Space requirements would increase an additional 1,000 square feet with the addition of new enclosures.

One six-section double-face standard height range of 12" steel shelving yields 216 linear feet of storage space. This figure is based on 6 shelves per section rather than 7 shelves since the top shelf would be too high for browsing or servicing without a ladder. Allowing 10% (or 22 feet) of storage for manila envelopes and other dividers, the total available storage space per range is 194 linear feet.

An annual document collection would require 1,200 linear feet of storage, and each range of shelving has 194 linear feet of storage. Therefore, it would require 6.2 ranges of six-section double-face steel shelving to house a one-year document collection.

One six-section double-face range would require 120 square feet of space allowing for 42" aisles between ranges. Thus, the 6.2 ranges needed for each year would require 744 square feet of space, and the five-year collection would require 3,720 square feet. The latter is an exact figure for storage only, and an additional 1,000 square feet should be allotted for administrative, work, and growth factors. The five-year total would be 4,720 square feet in contrast to the Consultants' estimate of 3,000 square feet.

The task team's estimate is based on ideal conditions. Utilizing the Records Management estimate of 2,000 pages per linear foot, approximately 6,000 pages or over 900 documents could be housed on a three-foot section of steel shelving. An actual count of three shelves of CSLT's with large enclosures in the hard copy collection in Circulation Branch revealed 133, 156, and 192 documents. These are oversize documents and enclosures, but the count indicates the problem in forecasting space needs. Another study of the space requirements for a hard copy collection estimated that 7,000 square feet would be needed. (See Appendix E). If 4-drawer file cabinets were used instead of steel shelving, 8,000 square feet would be needed to house the 5-year collection. Any estimate of total space needs must be based on the present flow of documents into the Library. This flow can change overnight with any drastic change in the world situation. It is hard to conceive how a hard copy collection would be more economical of space when 3 of the present stacks of aperture card files occupying 8 square feet of floor space can house approximately 124,800 documents and one six-shelve double face section of 12 inch document shelving occupying 7.5 square feet of space can house under ideal conditions only 10,451 documents.

B. Very little of the present Library space devoted to the aperture cards could be released for a hard copy collection. The Library must continue to provide aperture card print service. The variety in size and format of documents and their enclosures complicates the task of maintaining complete hard copy files (and as has been pointed out - forecasting space estimates). If the collection is to be available for browsing, floor-to-ceiling stacks are undesirable, and the files cannot be tightly packed. Constant use of the documents would result in the copies becoming torn and generally unusuable. Open stacks would result in misfiling by analysts and recovery problems

would increase. Since 50% of the requests from CIA and almost 100% of the requests from the other IAC Agencies come by mail, the files would never be complete for browsing, and many items would always be out for photostating.

C. The question of speedier service under a hard copy system as against the aperture card program is dependent upon the type of service desired by the analyst. It is quicker for an analyst to browse through a stack area and survey hard copy documents. However, 50% of the CIA requests are received by mail, and the requester has indicated the document he wishes to see or procure. This mail service will continue in the new building. Photostating hard copy documents to answer mail requests requires more time than printing from aperture cards. An 8-page document (one aperture card) can be shot in 56 seconds. It required 2 minutes and 55 seconds to photostat an 8-page hard copy document as observed by a task team member. Pulling and filing hard copy documents for these mail requests would also require more time than working with the aperture card files. Retrieval of documents older than five years on reel film would be slower than from aperture cards.

HARD COPY COLLECTION*
Instead of
APERTURE CARD SYSTEM

Advantages	Disadvantages
1. Analysts and area specialists may browse through reports from a single post to determine trends and type of reporting.	1. Requires 4,720 square feet of space.
2. Provides a quick research survey by country (with the exception of CIA reports).	2. Unknown factor of how much use analysts would make of the hard copies for reading and browsing.
3. Analysts do not have to utilize valuable research time in viewing and handling unfamiliar aperture cards and reel film.	3. Requires more time to file, pull, and photostat hard copies to answer mail requests from CIA analysts and other IAC Agencies.
4. All documents, including poor and single copy enclosures, are processed in one system.	4. Misfiling by analysts would increase recovery problems.
5. Only current (up to five years) material is maintained, and thus selective valuable material is available for browsing and quick reading.	5. Constant use of documents would result in the copies becoming torn and generally unusable.
	6. Retrieval of documents older than five years on reel film would be time consuming and difficult to control and provide service.

6. Hard copy file by source enables analyst to make a manual search by specific topic or subject rather than relying upon the machine search.

7. Library would receive documents quicker for filing and servicing if filming were delayed until end of 5-year period.

8. Would eliminate need for source card files as hard copy file by source would serve as processing catalog and file.

7. Files would never be complete because items would be out for photostating, on routing, or on file in the office of major interest or in a specialized register.

8. Difficulty in maintaining uniform filing system to handle oversize, colored overlays, and map enclosures.

9. File copies would be removed to answer "high level" or "after hours" requests. In many instances once the file copy has been removed, it cannot be replaced.

10. Would not solve the "poor copy" problem.

11. Filming would have to continue at the initial receipt point for the Vital Materials Program and the archives copy (after 5 years) so that the hard copy would be delayed in reaching the file.

12. Library would be forced to maintain a service organization to provide documents from three distinct and different systems - hard copy prior to 1954, aperture card system, and new hard copy collection. This would require additional T/O.

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* Assuming an inviolate hard copy collection filed by source and then post and series with photostat service for retention prints. The aperture card system would consist of aperture cards filed by IAC number, document source card files, and viewers for reading purposes.

HARD COPY COLLECTION*
To Supplement
APERTURE CARD SYSTEM

Advantages	Disadvantages
1. Analysts do not have to view documents on film but can view references supplied by Intello-fax in hard copy before request-ing aperture card prints.	1. Additional service would require 4,720 square feet of space, $23,788 for shelving, and a total annual personnel cost of $22,430.
2. Analysts can make quick manual searches by post before or instead of requesting machine searches.	2. Unknown factor of how much use analysts would make of this supplemental service.
3. Analysts would be able to browse through the stack area.	3. Additional reproduction costs to provide the hard copy file with single copy and "scarce supply" documents.
4. Quick service to answer "after hours" requests without relying upon machine reproduction.	4. Difficulty to maintain uniform filing system to handle oversize, colored overlays, and map enclo-sures.
5. Can also be utilized by outside agency personnel who have requested Intellofax service.	5. Hard copy material would not be loaned. Analysts would have to utilize the Library copy for reading in the hard copy file room.
6. May cut down reproduction costs from aperture card prints as analysts will view hard copy where they probably would request prints of film rather than view-ing.	
7. Provides a file for "poor copy" materials that cannot be loaned but maintained for reading in the Library.	
8. Only current (up to five years) material is maintained, and thus selective valuable material is available for browsing and quick reading.	

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* Assuming hard copy file by source, post and series within a complete aperture card file.

D. Within reason, the cost factor of any system should be secondary to providing quick and accurate service. Economizing on expenditures for processing and retrieving information which has been collected through the expenditure of substantial funds is not sound. Emphasis should be placed on providing flexible service to meet the needs of the individual analyst and the intelligence community. If a hard copy collection were substituted for the aperture card program, many of the present costs of the aperture program would continue since service would have to be supplied from the existing card files. Filming should continue at the initial processing point for the Vital Materials Program and to make the proposed film retirement program effective. If filming is postponed until the document is five years old, as proposed by the Consultants, the hard copy, in many instances, would not be suitable for filming. Additional T/O would be needed to institute the hard copy program.

E. One of the major problems in documentary storage and retrieval is enclosures to documents. The AHIP Working Group on Citation of Document Enclosures has estimated that 50% of the Air and Navy Documents, 40% of the Army, 15% of State, and 30% of CIA reports bear enclosures. Many of these enclosures are single copies, colored overlays, maps, oversize items, or poor copies. In these instances, they do not always lend themselves to filming. The problem of housing and servicing enclosures is inherent in a hard copy collection or an aperture card system. Efforts have been made to film all (approximately 95% of those received) enclosures so that originals may be disseminated. Document Division generally is required to route original enclosures per instructions of the originating office or to meet reading requirements of CIA offices. To complicate the picture, the enclosures which are returned are usually of little immediate interest. In order to provide service on enclosures which cannot be read from aperture card prints, the Library maintains large hard copy files of enclosures returned from routing and also attempts to recover the enclosure that is being routed. This is a time-consuming and most often fruitless task. The offices do not maintain logs of incoming material, and the standard answer is that the material has not been received or was forwarded to the next office on routing. In some instances, analysts may lift part or all of the enclosure for their individual files.

F. The aperture card system was adopted in 1954 to meet space limitations within the Library and to provide better service through retention prints. The system as a flexible and quick means of information storage and retrieval in a minimum of space has not been inefficient, but some policies implementing the system, such as processing of poor copy and nodex items, have resulted in criticisms and deficiencies. The deficiencies may be overcome, not through discarding the aperture card system, but by improving and expanding it. In 1957, 73,336 documents were nodexed. Most of these nodexed documents were not filmed and mounted in aperture cards. The requester is confused when he receives a retention copy of one State document and a loan copy of another. One copy can be clipped and maintained in the file, while he is responsible for returning the other copy intact to the Library.

G. The selectivity employed in specialized collections within CIA forces the Library to provide service it is not always equipped to give. Certain types of photographic enclosures are not serviced in Graphics Register so that Library attempts to procure them through inter-library loan from the originating agency. This is a time-consuming procedure (with the Library acting as a middleman since the material is generally filed in a section in the other Agency similar to Graphics Register), and the analyst may experience a long delay before his request is satisfied. In other instances enclosures may be received in the Map Library, Industrial Register, etc., through other channels. The Library is not always informed that the materials are in CIA and available for servicing.

H. Processing policy decisions should consider servicing and retrieving. Extra time allotted for initial processing may save time in retrieving. Policy decisions as to whether to film enclosures, to route or file enclosures in the Library, or to procure an enclosure without waiting for an analyst's request should be mutually agreed upon by all components affected.

I. From the standpoint of management, microfilm is a practical and economical method of document storage. However, many analysts do not like to view film on readers and ask for prints to avoid viewing. Nevertheless, a total of 9,322 documents on film were viewed in the Library in 1957. The task team believes that the complaints against the use of film plus the advantages of checking hard copy documents from a particular post warrant the establishment on a trial basis of a one-to-five year hard copy file. This file would serve as a backstop to the aperture card system and would also determine what use, if any, analysts would make of hard copy files. The hard copies could be destroyed after a specified period of time. In most instances, prints would be made from the aperture cards. In order to assure complete hard copy files, prints of single copy items would be made   25X1A from the aperture cards. Since the hard copy file is an added service, it will mean additional administrative costs in space, manpower, and budget. It has already been determined (see page TTR/3-12) that a five-year hard copy collection would require 4,720 square feet of space. Annual shelving

25X1A requirements would be 6.2 ranges of six-section double-face 12" steel document shelving or a five-year requirement of 31 ranges. The cost of the five-year shelving has been estimated by the manufacturer at █████ (not erected) and █████ (erected). A T/O of six, 1 GS-6 supervisor and 5 GS-5 file clerks, could adequately staff the collection. This estimate is based on   25X1A current document receipts of approximately 33,333 per month in addition to the monthly average of 778 documents viewed in the Library in 1957. The latter figure would most likely increase if a hard copy file were established. Each staff member would be required to file and pull approximately 5,000 to 6,000 documents a month. Total annual personnel costs would be █████ Whether or not analysts want to browse through hard copy files will probably be determined by Task Team Number 10 (Reference).

III. Task Team Recommendations

A. Continue the aperture card program and expand the filming program. All legible documents, including those which are nodexed, should be filmed and mounted in aperture cards. Illegible documents and enclosures should not be routed until an adequate copy exists in the Library for servicing. The use of 35mm film should be limited, and facilities should be provided for the Library to give print service on this film.

B. The Document and Machine Divisions should give special handling to poor copy documents and enclosures. Library personnel must exercise close surveillance of all enclosures, particularly poor and single copy items. Poor copy or thermofax enclosures should be re-typed before filming. Report-producing offices in CIA should be required to send legible copies for filming to the master file in OCR. Efforts should be expanded to procure other IAC Agencies' enclosures for filming in Document Division rather than relying upon inter-library loan facilities at a later date. Document Division should arrange for filming programs in the other IAC Agencies in order to procure copies of enclosures at the initial receipt point.

C. All documentary material that cannot be filmed should reside in the Library. Notices of availability of this material in the Library should be routed, and loans on this material should be carefully regulated and controlled.

D. A one-to-five year collection of hard copy documents should be established to supplement the aperture card program. This file would serve the specialized area needs of selective users, and analysts could view the hard copy documents intead of working with unfamiliar aperture cards, reel film, and microfilm readers. The availability of hard copies for analysts' use would permit manual searches by post and browsing. Prints would continue to be made from the aperture card files. In order to make the file complete, aperture prints could be made for single copy items or enclosures that must be routed.

E. Processing time in Document and Machine Divisions should be carefully monitored to prevent delays in servicing. All policy decisions regarding processing documents should be carefully weighed against retrieval time. The Library should take an active part in all document processing decisions which affect servicing.

PART THREE

"(4) program efficiency will result in
having a printed bibliography instead
of the Intellofax system."

"(5) the IPI could be expanded to include
all documents, books, periodical
articles, and FBIS material."

"(7) a printed bibliography would be cheap
to produce and would prove timely
enough to serve information staff
needs in lieu of Intellofax."

I. Consultants' Findings

A. "The Intellofax system has failed to provide service at as high
an intellectual level as needed for programs of the Agency. It is slow,
costly, and undependable."

B. "The encoding and decoding of documents in the Intellofax system
is inconsistent and unreliable."

C. "The present ISC cannot be applied uniformly to the coding of books
or documents and must be revised."

D. "The information given on Intellofax tapes is inadequate for
reliable selection of pertinent documents."

II. Task Team Findings

A. Intellectual Level and Reliability of the ISC and the Intellofax
System.

1. Intelligence Subject Code - The AHIP Working Group on the
Intelligence Subject Code made a thorough study of the ISC and in its
final report dated 27 November 1957 recommended that the ISC be revised
so that it would meet IAC needs. This revision which is currently
under way aims at ridding the ISC of excessive duplication, providing
proper cross references and annotations, and developing a relative index.

2. Intellofax tape bibliography entry - Many intelligence documents
have misleading and incomplete titles. Intellofax tape users will normally
examine only those documents whose titles reflect their specific request.
In the past good intelligence information has been properly coded but
not reflected on the Intellofax tape because the title was not expanded.
This accounts in large measure for the frequent complaints that many
items on the tape are not pertinent to the request. Recognizing this
problem, the Analysis Branch, particularly during the past year, has put
increasing emphasis on title expansions and abstracts. There is need
to go much further in this direction.

3. <u>Encoding reliability</u> - There can never be absolute encoding consistency due to the subjective nature of indexing. The following, however, account for a lesser degree of reliability than should be expected of the Intellofax system.

a. Document analysts in the Analysis Branch have not been made aware of specific Agency needs or gaps in intelligence. As a result of the above deficiency it has been impossible to formulate specific rules or instructions as to what items of information in a given document should be coded. Numerous coding consistency tests conducted in the Analysis Branch show that there is consistency and substantially correct coding of the main point(s) but there is wide disagreement as to the coding value of the sidelights and fragmentary information.

b. Duplicate subject headings and lack of annotations and cross references of the present ISC cause inconsistent coding.

c. As pointed out by ▇▇▇▇▇▇ in a report to the AD/CR **25X1A** on the Intellofax system, the present organization of the Analysis Branch on a source rather than a subject/area specialty basis leads to unreliability. Reorganization of the Analysis Branch on a subject/area specialty basis would increase reliability, since the document analysts would become increasingly familiar with the subjects to which they were assigned. With the addition of subject specialty training of present personnel or the acquisition of subject specialists, particularly in the scientific fields, reliability could be increased still further. (However it would be impractical to recruit trained specialists since the present grade structure would not be attractive to them and they would not find the work challenging. Nevertheless, it is feasible to give limited specialty training to present personnel through external training or internal rotation and thereby increase coding reliability.)

d. In 1956 only 47% of the Analysis Branch personnel stayed the full 12 months. The other 53% were either new personnel coming on board or old personnel leaving. In 1957, 75% stayed the full 12 months. The slower turnover in 1957 is due in large part to the DDP freeze and the personnel ceiling established for the Agency. The figures for 1956 are more typical of the pattern for previous years. Since it takes 6-12 months to fully train a document analyst, a high turnover is bound to lower the reliability factor.

4. <u>Decoding reliability</u> - The reference librarians who select codes for Intellofax machine runs receive four weeks training in the ISC. They are kept up to date on coding procedures and changes, but are not given any refresher training in the ISC. They consult with the ISC Training Officer only when a coding problem exists. These consultations, usually by telephone, have averaged two a day over the past year. The ISC Training Officer checks the reference runs on a daily basis for accuracy and completeness.

The above system is inadequate because the reference librarians, who are not completely familiar with the ISC, do not have the advantage of discussing and coping with coding problems on a day-to-day basis and are, therefore, likely to omit codes which would seem obvious to a document analyst. The double check by the training officer is unsatisfactory because he does not have the advantage of talking to the requester but must check the coding reliability against a general descriptive request title.

5. Intellofax Card - The Intellofax IBM card should be revised so that it would contain some additional meaningful coded information. Quite often information is requested for a particular time period, e.g., 1955 steel production. This could be taken care of by punching in the date of information in addition to the date of publication. There would also be considerable value in allotting 2-4 columns on the IBM card to designate equipment types by means of code, e.g., Soviet Fagot aircraft.

B. Expanded IPI in lieu of Intellofax

1. Advantages:

a. A printed bibliography issued in multiple copies to each interested office in CIA and other IAC Agencies would be readily available to analysts. Copies of documents could be ordered by telephone. This would greatly overcome the distance problem in using present Library Intellofax facilities.

b. Analysts would have available in a printed publication a complete listing by subject and area of available intelligence documents.

2. Disadvantages:

a. A printed index to intelligence documents would be a very large publication. The Analysis Branch is currently indexing over 200,000 documents a year. The Consultants estimate that this could be cut to 150,000 if the number of nodexes were increased and the "duplication of indexing effort between Intellofax and the Registers" were eliminated. If Register collection interests were deleted from Intellofax indexing, the number of entries per document could be reduced slightly. The number of documents indexed, however, would be reduced insignificantly since very few documents would contain information completely covered by present Register collection activities. The nodex standards are now considered too liberal by some. Any further increase in these standards would necessitate screening by the research analysts. Based on the above, it is doubtful that the number of documents would be reduced to 150,000.

Intellofax coding currently averages 4 subject entries per document. A printed index would need both subject and area entries. Therefore, based on present coding figures, the number of entries per document in a printed index would average 8 (4 subject and 4 area). The IPI averages 3 entries per article, but the IPI indexes only finished intelligence which generally covers one subject and area per monograph. It is not unusual for raw intelligence documents to cover several subjects and areas.

By using a broad index approach, a printed index for both raw and finished intelligence could probably be limited to 4 entries (2 subject and 2 area) per document. Using the Consultants' figure of 150,000 documents per year, the total number of entries would be 600,000 per year or 50,000 per month.

The IPI averages 24 entries per page and the Bibliography of Agriculture averages 48 entries per page. Both publications are approximately the same size (IPI 8x10 1/2", B of A 8 1/4 x 10 3/4"), however, the Bibliography of Agriculture makes more efficient use of space by putting the entries closer together. The Bibliography of Agriculture does not have as many subject headings as the IPI, and it has no area headings. Both the subject and area headings in the IPI require a considerable amount of space.

Based on the Bibliography of Agriculture average of 48 entries per page with 50,000 entries a month and 600,000 entries a year, a published bibliography of raw intelligence would have 1,041 pages a month or 12,492 pages a year. These pagination figures do not include the present IPI entries, FBIS materials, or books which the Consultants recommend should also be included in the expanded IPI. Assuming the number of entries could be cut to 3 per article, the pagination would come to 781 pages per month and 9,373 pages annually. For comparison of size, the Washington Telephone Directory has 1,400 pages. An annual cumulation of this index would be three times as thick as Webster's unabridged dictionary or 4 times as thick as a five-year cumulation of the Cumulative Book Index.

These size figures are important for the following reasons:

1) An index of this magnitude is difficult to use due to pure bulk. With a general subject approach, it would not be unusual to find several hundred entries under one subject/area heading.

2) One annual cumulative issue would use up one safe drawer. A four-year cumulation would take a full safe for storage space. Safe storage space is always at a premium, and space restrictions may be even more severe in the new building.

b. Analysts who use the Intellofax system generally are interested in discrete items of information, e.g., uranium production, coal prices, Soviet policy toward France regarding disarmament. A general subject heading approach such as Readers' Guide to Periodical Literature or the IPI cannot bring out discrete items but must use general subject headings such as atomic energy, fuels, and foreign policy. If a large printed index attempts to be specific, e.g., the ISC, it becomes so complicated that it can only be used by an indexing expert familiar with its composition. Proper annotation can help alleviate this general index approach problem, but it does not solve it, since the analyst must still search through hundreds of entries, and the annotation will never be specific enough to take the place of a thorough index. Full annotations also increase the size factors. The printed index thus becomes somewhat unreliable since the user must search many entries for discrete items of information, and he has no assurance that he has not missed information of value. Therefore, the printed index has less reliability than the present Intellofax system, and for this reason most items which appear in the IPI are still Intellofaxed because the ISC can index in greater depth than the IPI.

c. A printed bibliography could be printed within 1-2 weeks by either creating a separate printing operation or by the addition of 4-8 employees in the Printing Services Division. The Printing Services Division could not at this time handle an additional job of this magnitude on a priority basis with its present staff. The time lapse between document publication and the citation of the document in a printed monthly index is estimated as follows:

Time lapse between document publication and receipt in CIA	Up to 3 weeks
Time lapse between time of receipt and indexing and compiling of entries	1 - 5 weeks
Printing time	1 - 2 weeks

Based on the above estimate, the most recent entries would refer to documents published 3 weeks prior to the appearance of the index and the oldest entries would be 10 weeks old. Measures can be taken to expedite Intellofax processing time, but with present indexing and compiling procedures, little can be done to expedite (2-7 weeks) indexing, compiling, and printing time for a monthly index.

25X1A

25X1A

3. Other considerations

25X1A

25X1A

a. The Printing Services Division estimated that offset printing costs ███ for the first 100 pages and ███ for each additional 100 pages. The monthly issue of a 1,041 page publication in 500 copies would cost ███████ Twelve monthly issues would cost ███████ A cumulative issue costing the same amount would bring total printing costs to approximately ███████

25X1A

25X1A

Personnel needs and costs are difficult to estimate, but the following figures seem realistic based on present Intellofax needs. Thirty indexers averaging GS-9 would cost ███████ 20 typists averaging GS-5 would cost ███████ An additional ███████ could

25X1A

25X1A   TTR/3-24

easily be expended on supervisors, editors, and compilers. Printing
costs plus personnel costs would come to ▮▮▮▮▮ The Consultants
estimated total cost was ▮▮▮▮▮ For comparison, the annual cost
of the Intellofax system is approximated below. Equipment costs are
given only for the Machine Division because the equipment costs for
the other operations would be similar for any indexing system.
Costs of the aperture card system are not included.

25X1A

Operation	No. of Personnel (average grade)	Cost
1) Code		
2) Type Intellofax Mat		
3) Print Intellofax Card		
4) Machine Division (Key Punch, Processing Cards, Reference Service, Preparation of Intellofax Tape)		
5) Machine Division (Equipment Rental and Typewriter and Facsimile Purchase Costs)		
6) Library Reference Service		

      b. An index containing citations to all information reports
would pose security problems, particularly if it had to be contracted
to a commercial indexing or printing firm.

      c. If an index to information reports is feasible, it does not
seem practical to also include books and FBIS materials as recommended
by the Consultants. Including these materials would not only greatly
increase the size factor, but these materials are different in
subject form and content from information reports and take different
types of indexing. In addition, analysts interested only in FBIS
materials or books would not want to search hundreds of raw informa-
tion report entries to find pertinent citations.

   C. Card Catalog

      The card catalog as a replacement for or auxiliary to the Intellofax
system has been considered by the task team because the Consultants recommended
it or the printed bibliography as the retrieval system choices available to
OCR.

      The task team feels that a card catalog would be far superior to a
printed bibliography because it would have greater depth and could have more
complete annotations. Citations to documents would be entered in a card

catalog approximately 4 weeks sooner than they would appear in a printed bibliography. The annual cost of a card catalog not derived as a by-product of the Intellofax system would be approximately ███████ as compared to an annual cost of ███████ for a printed bibliography.

25X1A

25X1A

The discrete searching capability of the Intellofax system is considerably greater than that of a manual card catalog system. For this reason a card catalog could never be used as a satisfactory substitute for a machine system such as Intellofax.

In its investigation the task team has been impressed with the advantages which can be derived from supplementing the Intellofax system with a card catalog. A card catalog would satisfy quick and non-discrete information needs while the Intellofax system would be used for more detailed searches when time was not a prime factor. Use of the catalog would materially reduce the number of expensive machine run searches. The card catalog could be used to satisfy many requests during week ends and off-duty hours when Intellofax personnel would not be readily available. Some requesters would prefer to make a rough search in the catalog prior to requesting an Intellofax run. In making this first rough search, guide cards and cross references would provide them with clues to allied subjects in their fields which they might not otherwise utilize in making a machine run request.

25X1A

A card catalog could be provided for an annual cost of ███████ as a by-product of the Intellofax system. This cost would be more than off-set by savings in the operation of the Intellofax system as machine runs are reduced by the use of the catalog.

25X1A

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* The cost of an independent card catalog has been estimated as follows:

Operation	No. of Personnel	Cost
1) Indexing		
2) Typing Entries		
3) Maintaining Catalog and Providing Reference Service		

** The estimated cost of a card catalog using duplicate Intellofax IBM cards

Operation	No. of Personnel	Cost	25X1A
1) Printing Additional IBM Cards			
2) Punching Additional IBM Cards			
3) Maintaining Catalog and Providing Reference Service			

Additional space would be required to house a card catalog. Approximately 4,500 IBM cards are entered into the Intellofax system daily. It is anticipated that less ISC subject headings would be needed in the catalog than in the Intellofax system, e.g., use of subject modifiers in a catalog would be impractical. However, it would be advantageous to have a separate area file with full subject subdivision in the catalog. Therefore, figuring one fourth less subject entries, but a complete area file the total input to the catalog could reach 6,000 entries a day (1,000 documents averaging 3 subject and 3 area entries). The present 5-year cumulation of Intellofax cards is housed in IBM file cabinets 6 feet high (14 drawers) which take up 455 square feet including aisle space. A card catalog would have to be stored in lower file cabinets ($4\frac{1}{2}$-5 feet), but short IBM cards ($3\frac{1}{2}$ x 5 inches) similar to the present source cards would be used in place of the long punch card. Therefore, if the input to the card catalog were comparable to the input to Intellofax, the card catalog could be filed in the same space as the Intellofax file (455 square feet). Figuring that the card catalog would have one third more input than Intellofax, the space requirements for the catalog would be approximately 605 square feet for a five-year collection.

The complexities of any future data processing systems (Minicard) increase the need for a quick manual searching device since the Minicard system eliminates the concise bibliographic references and presents forseeable servicing problems. The benefits derived from the establishment of a card catalog as a supplement to Intellofax may apply equally well to Minicard.

CARD CATALOG
To replace
INTELLOFAX SYSTEM

Advantages	Disadvantages
1. Researchers are familiar with library catalogs and would derive satisfaction from making their own search rather than having it made for them as is done with the Intellofax system.	1. A card catalog does not have the depth inherent in a machine-searching system
2. Can be used directly by the analyst thus eliminating the delay for an Intellofax tape.	2. A card catalog housed in the Library would be inconvenient for remote users.
3. Guide cards and cross reference aids would give the analyst clues to subjects allied to his field which he might not think of in discussing a machine run request.	3. A card catalog does not have the speed of a machine-searching system in obtaining discrete items of information.

4. Catalog cards could be repro-
   duced by the new photo system,
   and bibliographies could still
   be made available to consumers.

5. A card catalog would require
   less expenditure of funds.

6. The catalog would be used for
   requests during weekend and
   off-duty hours when Intellofax
   personnel would not be available.

CARD CATALOG *
Instead of
PRINTED BIBLIOGRAPHY

Advantages

1. A card catalog has more depth
   and higher intellectual level
   than a printed bibliography.

2. A card catalog would be housed in
   the Library where specialists
   would be available to aid users.

3. A card catalog has more flexibility
   than a printed bibliography. Cards
   can be arranged in various sequences,
   such as subject, area, series, to
   satisfy the individual needs of the
   research analysts.

4. More annotations can be made on the
   catalog card.

5. Citations to documents would be entered
   in a card catalog approximately 4
   weeks sooner than they would appear
   in a printed bibliography.

6. Bibliographies would be bulky,
   unwieldy, and require a large
   amount of secure space in analysts'
   offices.

Disadvantages

1. Unavailable to remote users.
   The printed bibliography can be
   used by the analyst in his own
   office.

* Assuming that the Intellofax system would be discarded

SECRET

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CARD CATALOG
To Supplement
INTELLOFAX SYSTEM

Advantages

1. The catalog can be produced
   inexpensively by adapting the
   present Intellofax IBM card
   to catalog use.

2. Researchers are familiar with
   library catalogs and would
   derive satisfaction from making
   first rough searches themselves
   rather than having it made for
   them as is done with the
   Intellofax system.

3. If the catalog were arranged
   according to the ISC, there would
   be an ISC index available to aid
   users.

4. Use of the catalog would cut down
   materially on expensive machine
   run searches.

5. The catalog would be used directly
   by the requesters to satisfy quick
   and less complete information
   needs.

6. The catalog would be used for
   general searches and crash projects;
   and the Intellofax system for deep,
   introspective searches.

7. Guide cards and cross reference
   aids would give the analyst clues
   to subjects allied to his field
   which he might not think of in
   discussing a machine run request.

8. The catalog would be used for
   requests during weekend and off-duty
   hours when Intellofax personnel
   would not be available.

Disadvantages

1. Additional space would be re-
   quired to house a card catalog.

2. Until such time as the card
   catalog reduced the requests for
   machine runs, it would require
   additional personnel and expendi-
   tures to maintain it.

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III. Task Team Recommendations

A. Modify the Intellofax system for raw and finished intelligence materials as follows:

1. Adopt a revised and improved ISC.

2. Put more emphasis on expanding the bibliographic entry on the IBM card to reflect all of the coded information.

3. Reorganize the Analysis Branch on a subject/area specialty basis. Increase the specialty knowledge of coding personnel through limited external training or internal rotation. Examine measures that could be taken to ensure greater continuity of personnel in the coding operation.

4. Find ways to keep the coding analysts better informed on Agency information needs and priorities, e.g., periodic briefings, making available gaps in intelligence papers.

5. Improve the Intellofax reference service by assigning on a rotational basis a senior coder from the Analysis Branch to the Reference Branch to advise on the selection of codes on a machine run. (Task Team #2- Intellofax is studying this.)

6. Redesign the Intellofax IBM card to rid it of punched data of marginal value, e.g., the last four digits of the source locator. Code both the date of information as well as the date of publication. Allot 2-4 columns on the IBM card to designate by means of code the various equipment types, e.g., Soviet Fagot aircraft and Soviet Knife Rest radar.

B. The task team believes that there is no substitute for the extensive searching capability of a good machine indexing system. With the adoption of the improvements recommended above, most of the complaints against the present system would be corrected. However, a machine system cannot give the rapid service of a card catalog or a printed bibliography, and it denies the requester the advantages of making the first rough search himself. Therefore, it is recommended that in addition to the Intellofax system, a card catalog or printed bibliography be adopted for raw and finished intelligence. The catalog or printed bibliography would be used for general searches and crash projects, while the modified Intellofax system would be used for deep, introspective searches.

The printed bibliography has one major advantage over the card catalog; it can be used by the analyst in his own office. The card catalog has other advantages, however, that make it superior to the printed biblio-graphy, i.e., higher intellectual level, more annotations, etc. Therefore, it is recommended that a combination Intellofax and card catalog system for raw and finished intelligence reports be established.

It is feasible, at least on a trial basis, to have Intellofax document analysts indicate to the Machine Division on the Intellofax code sheet those codes for which an additional IBM card should be reproduced. The subject and area code can be printed by IBM machines in the upper left-hand corner of the card next to the bibliographic entry. The punched data would then be cut off and the card would be filed by the printed subject and area codes. In order to facilitate use of the card catalog, copies of the revised ISC index should be readily available and there should be liberal use of guide cards similar to those recently entered in the book catalog. The senior member of the document catalog maintenance staff would be available to aid and instruct users on the use of the catalog. A card catalog would satisfy quick and less complete information needs of requesters, but the machine capabilities of the improved Intellofax system could be exploited when time was not a factor or when only discrete aspects of certain subjects were required.

C. Intelligence research analysts have long requested that OCR provide an index to FBIS Reports. Agency analysts spend considerable time maintaining FBIS files in large part because there is no index to this material. The value of FBIS Reports can be judged by the fact that they constitute a large percentage of the source material used in CIA finished intelligence studies. FBIS Reports, which are more like newspaper and periodical articles and briefs than raw intelligence documents, would seem to logically lend themselves to a New York Times or Readers' Guide published index approach. Therefore, it is recommended that a study be made to determine the best indexing system and format for a monthly published index to the FBIS Daily Summaries and the Economic Abstract Cards. FDD Summaries might also be included in this index. If the present OCR staff can not handle an additional job of this magnitude, the index could be contracted to a governmental or non-governmental agency such as the ███████████████ 25X1A

As indicated elsewhere in this report, the improved Intellofax system with the addition of a card catalog capability seems superior to a printed bibliography for raw intelligence reports. However, if a printed index for FBIS Reports proves successful, a re-evaluation of a printed index for raw intelligence should be made since it may be possible to overcome obvious disadvantages or the disadvantages may not prove as serious as they appear at present. The real advantages or disadvantages for a printed bibliography for raw intelligence can only be assessed through trial. A published index to FBIS Reports which would have many of the characteristics of a raw intelligence index, i.e., large volume and broad index approach, presents an excellent trial medium.

D. Continue the IPI on its present basis, i.e., an index to finished intelligence and intelligence periodicals.

TTR/3-31

PART FOUR

"(6) it is feasible to make photostat
copies of single copy enclosures
for Acquisitions Branch customers."

I. Consultants' Findings

A. "Many important items not only for the intelligence agencies, but for other government agencies, are sent in by the Publications Procurement Officers in single copies. A facility should be established in the Acquisitions Branch for the prompt reproduction of these items whether they be books, periodicals, newspapers, or documents, so that a better dissemination can be made to meet the needs of the government."

B. "Provision should be made as part of the Acquisition routines to make such photographic copies as are necessary for the users while providing for the immediate control of the copy received in the intact hard copy collection of OCR."

II. Task Team Findings

A. During the period June-December 1957, of the items received in the Acquisitions Branch, 4,524 were reproduced to meet requirements within the government. This represents a sizeable reproduction load. Promptness is an important aspect of any such program. At present, the reproduction is accomplished in the Alexandria plant.

B. It is questionable whether the addition of a reproduction function administered by the Acquisitions Branch would completely solve the problem. A better solution would be to establish a branch plant of the Printing   25X1A
Services Division near or in ███████████ to perform the work.

III. Task Team Recommendations

A. Greater efforts should be made in emphasizing to the PPO's the need
to procure multiple copies.   25X1A

B. A branch reproduction operation, similar to the organization in "K" Building, should be established in or near ███████████ The branch's main function would be limited to assisting the Library in handling the reproduction of publications received in an inadequate number of copies.

TTR/3--Appendix A

8 October 1957

To   : CIA Librarian

Subject: The ISC revisions and their possible effect on book cataloging.

1. It is believed that, as far as the cataloging of books is concerned, consideration should be given at this time to a shift from the ISC to the Library of Congress system of classification and subject-headings.

2. The ISC is currently being examined by an ADHIP committee for the purpose of revision; the Army Map Service area code has been so examined by another committee and will be replaced and/or supplemented with a new area code. If the Catalog Section is to profit from the new area code, which is a much-desired improvement on the AMS code, it should begin to use the new code when cataloging books. However, to use the new area code would require that the Section would also be forced to re-catalog the entire holdings of approximately 79,000 titles and to re-label that portion of the total CIA Library's holdings of 172,447 volumes which is on the shelves rather than on loan. If the revision of the ISC should be substantial, even if the Catalog Section continues to use the AMS area code, a large percentage of the CIA Library's holdings will have to be re-cataloged and re-classified in order to keep abreast of the Document Division practices.

3. Advantages and disadvantages of the ISC and Library of Congress systems are:

   a. Advantages of the ISC:

      1. The ISC was specifically designed to cover the topics with which the Agency is concerned.
      2. Books and documents are subject-headed by the same system.
      3. The index to the ISC is, in effect, the key to two different catalogs; the subject and area files for documents and the subject and area files for books. Both files are thus joined into one subject and area catalog for the entire processed collections of the CIA Library and the Document Division.
      4. Tape-runs can be made to provide analysts with a bibliography in a relatively inexpensive manner which does not involve typing copies of catalog cards or preparing bibliographical lists in different formats.

b. Disadvantages of the ISC:

    1. The ISC is a classified list of subject headings for
documents, and as such is awkward as a classification
system for books. The fundamental difference in the
coding of documents and books is that books on similar
subjects should be placed physically adjacent to each
other, whereas documents are kept in the numerical
order of accession. No check is necessary before using
a code for a document, whereas the codes used in the past
for other books must be compared for every new book.

    2. As far as can be ascertained, no documents are ever
received for such sweeping topics as "The conflict between
East and West", "Taxes and fiscal policy in underdeveloped
countries (as a source for funds for development)", etc.
In order to cram what is a purely book subject into a
document code, the ISC is often bent and twisted, and
either additional codes are added in gross to indicate
significant subjects or one amorphous general code is
used. The Catalog Section has developed a whole set of
ad hoc interpretations for certain codes which are not at
all in complete agreement with the interpretations of the
codes as used by Document Division.

    3. Since the Catalog Section groups books by continent and
then by country, it can not use related areas and it can
not indicate bloc groupings such as the Arab League or the
Satellite Bloc of Eastern Europe.

c. Advantages of the Library of Congress systems:

    1. The LC classification system was designed specifically for
books. While it has its own internal weaknesses, e.g.,
rifles in US, SK, and VF, its use would eliminate much of
the present difficulties brought about by forcing
specifically book subjects into a document code.

    2. The LC subject-heading list is an alphabetic word and/or
phrase index to the subjects covered by the books in a
collection. Its straightforward alphabetic nature seems
easier to understand than a coded numerical listing.

    3. It should not be difficult to work out a system of photo-
graphic duplication so that a bibliography of the catalog
cards could be prepared easily for an analyst.

d. Disadvantages of the LC systems:

    1. The LC subject-heading list is a straightforward word
and/or phrase list, and, by its very nature, creates a
wide separation of like subjects and seeming subdivisions,
e.g., Unemployment benefits and Supplemental Unemployment
Benefits; Electronic data processing and Information
storage and retrieval systems.

2. LC cards are not available at the time that the Catalog Section is processing the books for 45 to 55% of recent books in English, 65 to 85% of recent books in Russian, and 75 to 80% of recent books in French, German, etc. However, the percentage of titles which are available would reduce the original cataloging load of the Section by 10 to 15%.

3. LC cards for books in Cyrillic languages are printed in Cyrillic characters and are transliterated by the LC system rather than the BGN system used by the CIA. To have cards for Russian books which would be uniform in appearance, the Catalog Section would either have to use a Russian typewriter for the books in Russian which it would give original cataloging or not use the available LC cards in Cyrillic characters. Any attempt to change LC transliteration into BGN transliteration without reference to the books themselves would be impossible, e.g., "ia's" into "ya's."

4. The LC systems are deficient in certain areas important to the Agency, e.g., communism, intelligence, security, etc. The LC system of classification and the list of subject-headings would require some re-working before they could be as suitable as the ISC. Area breakdowns can not be used with every subject listed in the LC subject-heading list. Furthermore, certain subjects would be meaningless if reversed, e.g., Russia--Statistics and Statistics--Russia are two entirely different concepts and to use and/or reverse both subject headings would make logical nonsense. As a result, there can not be a complete area catalog.

4. If the revision of the ISC results in a code skewed more to the requirements of the other IAC agencies and the needs of their documents and less to the cataloging of books--since the CIA is the only agency which uses the ISC for book cataloging--a shift should be made to the LC systems of classification and subject headings. If the revision of the ISC results in a code which can be utilized more effectively and efficiently for the cataloging of books, the ISC should continue to be used. One standard system for both books and documents has advantages which would be lost by shifting book cataloging to the LC systems. Furthermore, any revision of the LC classification system and subject-heading list to provide for those subjects of peculiar interest to the CIA, e.g., communism, intelligence security, etc., which are adequately covered only by the ISC, would have an unsuspected effect. Customarily, since using LC cards involves almost complete acceptance of the bibliographic detail as given, e.g., the descriptive cataloging, the classification, the subjects, and the added-entries, the work of processing those books for which there are LC cards is done by clerks rather than by catalogers and there is thus

a substantial economy in the cost of cataloging. If each LC card must be scrutinized, the classification altered, and the subjects replaced by others from the CIA special subject-heading list, the work can be done only by professional catalogers. It would often be cheaper to ignore the LC cards and do original cataloging for the book. Furthermore, in addition to the large percentage of recent books for which no LC cards are available at the time the Catalog Section is processing them, no LC cards are available for classified materials or for large blocs of commercial directories, etc. Cards for older, as well as serial, Russian materials present the special problem of handling Cyrillic type-face and differing systems of transliteration, as well as the additional problem of providing a translation of the title into English—a job which no typist could be expected to do.

25X1A

/s/

Chief, Catalog Section
Acquisitions Branch

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TTR/3--Appendix B

15 October 1957

MEMORANDUM FOR: Deputy Assistant Director, CR

SUBJECT: Cataloging Problems Requiring Policy Decision

25X1A

1. Attached hereto are two proposals that have been the basis of some discussion in the Library. They were prepared by ▮▮▮▮▮▮▮▮ The memorandum of 4 October is primarily one of procedure: paragraphs 1 and 2 can go into effect as soon as practical. Paragraph 3 is a warning to me that help may be required. Paragraph 4 will be delayed. There are some objections to the 3x5", short IBM card: harder to handle vertically, no holes in them for threading onto drawer rods, etc.   25X1A

2. The 8 October memo of ▮▮▮▮▮▮▮▮ explains the pros and cons of the Intelligence Subject Code versus the Library of Congress system of subject cataloging. It is my recommendation that we continue to use the Intelligence Subject Code for our classification of books because it reflects the needs of intelligence most closely. If the current review of the ISC results in an extremely complicated, out-size list of headings we may reconsider. I am impressed by the fact that ▮▮▮▮▮▮ 25X1A recently ran a machine listing of the ISC headings he used for books and estimated that he has utilized about 75%.

3. Any revision of the Intelligence Subject Code will require recataloging portions of our collection. It is good economy to consider revising the area cataloging at the same time revisions are made to the subject cataloging. When the ISC revision is adopted, we will revise our cataloging both subject and area-wise, working closely with Selection staff to review materials that may be obsolete. This will take time, but it would result in a more efficiently arranged catalog and collection.

4. The move of the Catalog Section to M Bldg. soon, together with approval of the points raised in this memorandum will cover most of the following recommendations in the Library Consultants' Survey: 33 - 39.

25X1A
/s/
▮▮▮▮▮▮▮▮▮▮
Librarian

Attachments (2)

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TTR/3--Appendix C

14 January 1957

MEMORANDUM FOR: Chief, Reference Branch, CIA Library

SUBJECT   : Proposed changes in the ISC.

1. The attached is an extract from a memorandum prepared for the CIA Librarian by the Catalog Section.

2. ███████ asked me to send a copy to you, and suggested that it be used as the basis for informal discussion with me.

25X1A

25X1A /s/

███████████

Chief, Catalog Section

One of the problems of subject cataloging is that the subject heading list is also used as a classification system. Since various aspects of the same thing are treated as different subjects, there is often the necessity for a tedious search of the shelf-list to determine where other similar books have been placed. (E.G., a bomber as a commodity is 743.17; a bomber as part of the materiel of the armed forces is 373.1 or 461.2; research and development on a bomber is 666.202. A handbook prepared by the manufacturer on the design and operation of a bomber currently in use by the Air Force could be classified in at least 3 places.) A large part of the difficulty could be solved if:

(1) All commodities would be listed in the 700 section only.

(2) The 200, 300, and 400 sections would contain only organizational information about the armed forces; the 500 section would be general theory of tactics and strategy; and the 600 section would be pure science and general scientific and/or technical research.

(3) The military aspects of the commodities would be reflected by slash-action codes in addition to those already used with part of the 700 section, e.g., A for Air Force, D for Navy. Research and development would be indicated by an R; weapon theory and usage by W.

(4) The classification of the book about a bomber would be general, e.g., V/8--743.17--.B7; the subject heading would be specific and detailed, e.g., A-R-2-5/743.17, which would be read as: Airplanes--Bombers--Product specifications and description (including research and development)--U.S. Air Force.

Classifying books about commodities in one place and making use of additional detailed, specific aspect subdivisions of the subject would be an improvement not only over the present system but also, in many ways, over the present Library of Congress system. For example, the LC puts books about rifles in three places: US, SK, and VD; it puts books about electric furnaces in five places within three of the letter classes: QD, TK, and TN. The subject-headings are simple and direct: "Rifles" and "Electric furnaces," but there are no specific subdivisions of these subjects and the catalog user is referred to nine other places in the alphabetical catalog (eight of these are to specifically named types of rifles, e.g., Lee-Enfield.) Furthermore, since geographic subdivision of neither subject is provided for, the LC does not distinguish between Russian and British rifles, whereas such a distinction seems necessary in this agency.

Large areas which are important to this agency are not covered adequately by either the system of classification or the subject-headings used by the LC. "Communism" appears in the LC classification system only to be subdivided by country; as a subject, it has three subdivisions in addition to geographic breakdown. The LC catalog requires that the researcher have the specific name--and often the specific name chosen by an LC cataloger--of a communist-front organization before it is possible to locate material about front organizations. Other areas less well covered by the LC systems are contemporary politics and government, foreign relations, intelligence and security, and international organizations. Specific commodities and technical research and processes are more up-to-date in the CIA system.

The LC catalogs do not contain any classified publications; they are slow in showing entries for extremely recent books; they use an entirely different system of transliteration for Russian; they do not contain translations of titles in English for books in foreign languages. The physical format of LC cards is diametrically contrary to the physical format of the IBM cards used by the CIA library; the requisite for the CIA to use LC cards would be to throw out the entire work done by the catalog section for the past eight years. Furthermore, it would then be no longer possible to make tape runs and there would no longer be an area file.

The files for both subjects and areas are maintained by the Reference Branch rather than by the Catalog Section. Physically, they are as difficult to use as it is possible to imagine; to use the bottom two drawers of the file cabinets requires that the researcher practically lie on his belly and twist his head to read cards printed in the contrary direction. If the subject and area files were transferred to files similar to those used for the author and title cards, the researcher would no longer have the same physical difficulty. If the card index to the ISC were moved from its present location of being twenty feet from the subject files, a researcher could find his subject and all related subjects by word and phrase and then could easily work from a short list of numbers in the numerical files. Guide cards in sufficient numbers to facilitate finding specific codes could then be inserted in both the subject and area files.

SAMPLE LIST OF U. S. GOVERNMENT LIBRARIES

USING THE LIBRARY OF CONGRESS CLASSIFICATION SYSTEM

Note 1: This list is not complete. Data was obtained from
Special Library Resources, Volume II, published by
the Special Libraries Association, 1946.

Note 2: AFCIN, ACSI, and ONI do not maintain large book
collections. The books which they receive (mainly
as enclosures to intelligence reports) are forwarded
to interested offices in their respective services,
or are retained occasionally and filed by the
ID number.

1. State Department Library

2. Civil Service Commission Library

3. Department of the Interior, Fish and Wildlife Service Library

4. Department of the Interior, Law Library (modified L.C.)

5. Bureau of the Budget Library

6. U. S. Maritime Commission Library

7. Department of the Navy, Bureau of Ordnance Library

8. Department of the Navy, Hydrographic Office Library

9. Department of the Navy, Naval Ordnance Laboratory Library

10. Army Map Service (LC for books, magazines, etc.; Williams for maps)

11. National War College Library

12. Department of Health, Education & Welfare, National Library of Medicine

13. Department of the Army Library

14. National Research Council Library

15. Federal Trade Commission Library

16. Public Housing Administration Library

17. Federal Deposit Insurance Corporation Library

18. U. S. Coast Guard Academy Library

C-O-P-Y   TTR/3--Appendix E

FIRST DRAFT

Annex #1: Arithmetic of a hard-copy system

The Survey Case: "A hard copy file for the five years 1/ of documents
   new   old   would occupy not over 3,000 square feet including space
footage   footage   for readers and for photostat cameras for making copies
 3,000   of the intact hard-copy file." p. 121

   500   "The microfilm room would presumably still be necessary
                      and would require another 500 square feet approximately."
                      p. 121

   500   "A card catalogue representing all the cards in the
                      punched card storage, but in standard card catalog form
                      would occupy approximately 500 square feet." p. 121

         1,340   "In addition to these, the machine operation involves the
                      rooms in which the aperture cards are stored, and those
                      where the machine for enlarging aperture cards are
                      stored, as well as the reading machines for microfilm
                      reading of aperture cards. This involves 1,340 square
                      feet of which 580 square feet is film storage, 600
                      square feet is the copying unit, 160 square feet is the
                      microfilm reading room." p. 121

         7,000   "The hard-copy file and the card catalog for access to
                      the documents, together, would occupy only about 3,500
                      square feet 2/ instead of the 7,000 plus square feet
                      now used for the machine operation." p. 121.

           865   "In addition, there is the IAC room in Q Building, which
                      occupies 865 square feet of space, and which would be
                      included in the hard-copy file noted above, so the total
                      saving in space by going from the machine system to a
                      normal card catalog system plus a hard-copy file for five
                      years of documents, would be approximately 5,000 square
                      feet of space." p. 122

         6,500   "Space required for the present Documents Division is
                      about 9,700 square feet, of which about 6,500 square
                      feet is directly chargeable to the documents indexing
                      operation." p. 122

 4,000   "The present IPI staff of 4.5 man-years indexes somewhat
                      more than 20,000 documents per year. 3/ Allowing for
                      eight times this staff would call for a staff of thirty-
                      four to prepare the expanded IPI. In order to provide

for higher quality of indexing and fuller annotation
and better analysis, this staff might possibly be set
at fifty people. Basing the space required on 80
square feet per person, this would require about 4,000
square feet of space, which would release another 2,500
square feet.

Total

8,000   15,705

1/ p. 146 the Survey recapitulates "A room of approximately 3,000 square
feet would provide for three to five years of hard copies of all
documents received, plus a reasonable number of Photostat Expediters,
so that analysts could make copies of items they wanted without delay."
Comment: The two year qualification as to capacity involves at current
rate of receipt 758,000 documents. Note as underlined that the
"analysts" would now reproduce their own copies - our current rate of
printing is 35,000 prints per month plus wastage - 420,000 plus per
year.

2/ The Survey's allowance for the first three space requirements listed
above totals 4,000 square feet.

3/ The flow charts prepared by Management Office for the use of the Survey
state, Chart I, that the IPI staff of 4 (Section Head with other duties,
two indexers and a typist) processed 4,596 documents during 1956. On
this basis the Survey proposal for an indexing staff of 50 must be
multiplied by four.

Evaluation of Survey allowance of 3,000 square feet for storage: of 5 years
of hard-copy document receipts.

Assumptions:

We project the 1956 rate of growth of 378,874 documents for the 5 years
involved.

Records Management advises us to allow 2,000 pages per linear foot of
storage space.

We calculate the square footage requirement for stack storage as follows:

3 foot shelves, 7 shelves per single-face section, 6 sections in
a stack unit and double faced - thus, 42 shelves per side, 84
shelves per double face range, 252 linear feet of storage minus
10% or 25 linear feet for dividers and manila folders required to
hold documents in place, yielding 225 linear feet net storage
capacity per range.

About one half of our document receipts are of legal-size format -
14" x 8.5". We will store all documents on their sides on 10"
shelves. We therefore require 2 x 14" or 28" plus 2" stack bracing

or 30" for the range and contents and we would allow 42"
aisles to accommodate staff and book trucks. 72" or 6' wide
x 20' (6 3' sections and one 2' end aisle) equals 120 square
feet per range unit.

These assumptions on stack storage are completely accurate for the
present "M" Building Library facilities. We believe the 7 shelf
height will hold for any other building because of the inconvenience
of access to the 8th shelf. (In fact, browsing among documents on
the lowest and on the 7th shelves will, in our opinion, prove
totally unpopular.) (Assuming approval of user access by Security
Office.)

Some saving of end aisle space will no doubt prove possible in a new
building. Narrowing the 42" stack aisles which must accommodate
stools, ladders and book trucks in addition to staff must surely
prove to be a questionable economy.

Our camera operation cites an average of 5.4 pages per document filmed
in Jan-Mar 1957. We apply this figure across-the-board to our entire
take and adjust the results to allow for oversize enclosures and
finished intelligence studies as follows:

> A recent Analysis Branch sample showed 1 page of enclosure per
> 2 pages of cover document received, specifically in one week
> we processed 3,729 docs @ 5.4 p. or 20,136 p. of which 599
> documents included enclosures totalling 10,844 pp. If we scale
> this down to an average of 6,000 or 60 pages per enclosure and
> assume 30,000 enclosures per year we get 1,800,000 pages
> additional take per year.

378,000 documents @ 5.4 p. ea equals 2,041,000 pages annual growth rate.
30,000 enclosures @ 60 p ea   "   1,800,000   "   "   "   "
                     total   3,841,000   "   "   "   "

3,841,000 pages equals @2,000 pp per linear foot - 1,920 linear feet
growth per year.

1,920 linear feet divided by 225 linear feet (capacity per 6-section
stack) equals 8.5 stack ranges per year x 120 square feet per stack
equals 1,020 square feet required per year or 5,100 square feet to
house a five-year collection.

In addition, we require: 1 sorting room   300 square feet
                   1 Kardex log room   300 square feet
                   1 copy room for 3
                     expediters, etc.   300 square feet
                   1 room for users   300 square feet
                   1 yr allowance for
                   growth factors   1,020 1/ square feet
                        Total   2,220

Revised 5 year total space requirement - 5,100 plus 2,220 equals 7,320 square feet.

Additional comments:

1. Management of Hard Copy Storage:

> This collection will grow at several hundred points. There is no way to predict the individual rates of growth. Steady shifting of collection to accommodate growth variations is inevitable. Assuming that we could start with 2,000 feet of stack space or enough for two years, the problems of management in the third through fifth year plus the costs of retirement will certainly prove difficult even granting that the additional annual allowances of space are forthcoming as needed. Another way of saying this is that a 5-year collection cannot be tightly packed into a 5-yr capacity storage area; the more any space allowance for growth is pared down by assuming dual use of initial area, the more staff is required to maintain an orderly collection through time by large-scale shifting of documents.

2. Housing in Filing Cabinets:

Assuming a growth of 1,920 linear feet of documents per year plus a one-year space allowance for growth and manipulation and assuming further that Security Office recommended cabinet filing for security and safety reasons our equipment and space needs would be the following:

> 5 drawer cabinets, 10 linear feet per cabinet or 192 cabinets per year; 5-year requirement 960 plus 192 for growth or 1,152 cabinets. Assuming 12 cabinets housed per 100 square feet of space gives a total space requirement of 9,600 square feet.

3. Staff Requirements - hard-copy storage:

Survey comment: "Assuming that only the present 60,000 documents were pulled from the shelves, the reshelving of these documents, which should be done by OCR staff rather than by the analysts, even at the low rate of 60 items per hour, would require only about a half man-year to keep this hard-copy file in order. An additional 350,000 documents would have to be shelved currently as received and this would require an additional 3-1/2 man - years. Since it may be anticipated that the use of the documents would increase greatly if hard copies were available for immediate consultation and since there might be cases in which the analyst might well sit at a table and have the documents brought to him, it would probably be well to provide for a peak-load staff of seven or eight clerical attendants to bring documents from the shelves and to keep them filed and in order.

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"Since the entering of items as received and claimings of items not received should be absorbed in the acquisition process, this would substitute seven or eight stack attendants for the group of about 20 who are involved in the IAC Unit, the Copy Unit and the Aperture Card Unit of the Machine Division. It would also make it completely unnecessary for the Search Unit of the Circulation Section to handle incoming requests for documents which is the largest part of their job, so that unit could be eliminated." pp. 146-47.

Recap Unit	present T/O	Recommendation	
Search Unit	11	abolish	
IAC Unit	5	abolish	
Copy Unit	7	abolish	set up 8 man stack unit
Aperture Card Unit			
Mounting	3	abolish	
Keypunch	.63 1/	abolish	
Card processing	.9 1/	abolish	
	27.5	use 8, save 19.5	

Our comment:

1) The Survey assumes that analysts will come to the storage center - at present? and in the new building? 50% of our requests come by mail, today. An estimated three-quarters of our requesters know exactly what document(s) they wish to see. Surely under any system it will constitute better service to send the documents to them on their deadlines as we have been doing for many months. This would in no way prevent analysts who prefer to call in person from doing so. Question: Do Agency and IAC customers receive service by mail? If so we staff to pull requested documents from the shelves, to copy them (if reproducible) and to maintain minimum records. Since many document identifications are partial we also staff a Control Section to complete the identification.

2) The Survey omits from this discussion the problem of achieving an inviolate collection of IAC enclosures - (Discussed in the OCR reply to recommendation #80). As we see it at the present time up to one/third of the enclosure traffic is unobtainable at reasonable reproduction costs. Any requested enclosure which is not in the proposed hard-copy collection means a special retrieval sequence at high cost.

3) The Survey anticipates that "the use of the documents would increase greatly if hard copies were available..." and makes no mention here of the reproduction costs which they presumably will have the

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analyst bear since they give us no staff for this purpose. Our guess is as good as theirs on what this might involve. At present we print about 35,000 paper copies from aperture card film each month. We bear an added wastage cost of perhaps 10 - 15%. An estimated 5% of the documents are either partly or totally illegible for machine copy purposes. Copying is a purely clerical matter. The analyst who wanted 100 pages of text would never achieve a trained clerk's production rate of 4 - 5 prints per minute. We doubt that he would stick with the machine through one fifteen-minute session of copying and feel certain that he would call for help immediately on the first page of poor copy he met up with. We would plan on manning the copy machines full-time. Three machines means a T/O of 3 with no allowance for error nor for the predicted increase in traffic.

4) The Survey states that their assumed rate of reshelving of documents at 60 per hour is low. They indicate no document library where we can go to see such performance. These are documents, not books, and will be housed at the rate of about 400 per linear foot. Re-filing is a matter of slipping despatch 68 in between 67 and 69; unlike refiling in cabinets shelving will often involve pulling the whole lot of documents near the filing point in order to return the given document without damage. One rough check on their estimate can be made in terms of space maintenance per man. They allocate 8 clerks to a 3,000 square foot area which comes to about 380 square feet per clerk or 3 possibly 4 ranges of shelving. We estimate 6,000 plus square feet of storage area plus constant shifting of collection, plus service of mail requests. At 380 square feet of assigned area per clerk we would require a T/O of 16 - which compares not unrealistically with the 8 or 9 we employed in 1953 for an incomplete hard copy collection in cabinets a fourth smaller in annual rate of growth and a third smaller in rate of use.

5) The Survey assumes that logging in and claiming of documents not received can be absorbed by their new Acquisitions operation. At a rough calculation this means the reallocation of 5 existing jobs. 378,000 documents per year processed in no sequence are to be logged by source post before delivery to the storage area. This surely means for example the sorting out of all the London despatches received on the given day and their arrangement by despatch number. Assuming that 1 man can do the sorting at the rate of 1,500 per day or about 200 per hour. Assume 2 checkers can mark Kardex cards at 750 per day or about 100 per hour. Minimum requirement 3. Deduct 25% from the time of staff on duty for leave and training and make no assumption about fluctuations in load and staff turn-over and the Survey's regular allowance of 60% staff for peak load is certainly justified in this instance giving a total sort and checking in T/O of 5.

In summary: the Survey appears to have taken a rather superficial approach to the staffing up of a hard-copy document operation. We doubt that any realistic estimates can be established for some of the costs at this time, in which case a liberal and long-range allowance for extra T/O would certainly need to be included in any final plans for such an operation. Against the Survey proposed T/O of 8 stack clerks we would lay the following for first comparison:

Sort and check (Acquitisions)   5

File - Survey space 3,000 square feet, T/O 8
    OCR estimate 6,000 square feet
       T/O minimum 12, probable 16   12

Copy service - 3 machines   3

Search Unit (i.e. customer service)
    4 search book requests 1/

    6 search document requests - mail, tele-
    phone and in-person 2/ (includes super-
    visor)   6
    1 mail clerk   1
                     27   3/

1/ Agree that this can be absorbed in the new building on the assumption that Acquisitions personnel will have ready access to book catalog and stacks. The fact remains that many requests come in incompletely identified for purchase purposes or for books that need not be purchased because loan copies are immediately available from our shelves. This is an optimistic assumption.

2/ Even were a directive issued which required library users to call in person there will be many requests for assistance in locating files, reaching high shelves, explaining missing items, etc. We would assume present load pattern (including mail and phone requests) and start with 6 analyst assistants.

3/ The Survey justifies 3 of its T/O of 8 to handle peak load. This cushion of 37% is present in the above rough figures and partially so in our present-day operation. One man-year or 261 work days minus 8 holidays equals 253 or @8 hours per day, 2,024 gross man-hours per year. Omitting turnover vacancies and apprenticeship costs, the employee is unavailable 17 days due to annual leave, 10 days due to sick leave and 12 days (5% of 253) for agency training for a total of 39 days leaving 214 days of duty at 7 hours per day or 1491 hours. This represents a 25% deduction and leaves a productivity potential of 75% of gross hours on duty before present high rate of turnover is taken into consideration.

C-O-N-F-I-D-E-N-T-I-A-L

C E N T R A L   I N T E L L I G E N C E   A G E N C Y

OFFICE OF CENTRAL REFERENCE

SELECTION	TASK TEAM REPORT NO. 4	TTR/4

28 February 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT   : Final Report on Selection of Publications, Task Team No. 4.

1. Membership   25X1A

25X1A   The Task Team membership consisted of: 25X1A

▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ Chairman, Document Division, OCR

▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ Fundamental Science Division, OSI

2. Method of Task Team Operation

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a. Each member read the Consultants' Report. The group discussed its own terms of reference, then decided to interview all personnel engaged in selection. Each member studied background papers on the development of selection criteria and each investigated, separately, selection in the branch libraries in K Building and Barton Hall and also in selected OSI and FI divisions. The members also discussed with officials in their offices, and the Chairman in ORR, various approaches to the development of selection standards, primarily as a basis for judging the current standards.

b. The Team met and each member expressed his thoughts on the whole range of topics in the terms of reference. There was substantial agreement on issues and conclusions. Each member submitted his contribution for the report on whatever he desired. The Chairman integrated them into a draft. The Team met again and suggested modifications of form and substance. The draft was reviewed by the Coordinator, and a rewritten version was finally approved by the Team for submission.

3. Recommendations

The recommendations contained in the body of the report are that:

a. A proposed selection policy and criteria be drafted covering at least the elements described as being necessary for comprehensive and concrete guidance to the selection staff and in consonance with one or more approaches described for the development of selection criteria. See page TTR/4-11.

C-O-N-F-I-D-E-N-T-I-A-L

b. The draft selection policy and criteria be submitted to CRAG for review, final approval, and publication, initially and periodically thereafter, in order to obtain widespread and consistent guidance from user components. See page TTR/4-5.

c. The committee of Library selection consultants be designated a channel subordinate to and an extension of CRAG representation. See page TTR/4-5.

d. Branch Libraries be abolished when the new building is occupied, and their materials turned over to appropriate specialized collections where such exist. See page TTR/4-11.

e. Specialized book collections maintained at Office, Division, or Branch level be cataloged or otherwise described for the library system so as to be available to other components through Reference Branch. See page TTR/4-11.

f. Methods be adopted, as suggested or otherwise, whereby space and cataloging manpower limitations will not be severe restrictions on selection. See page TTR/4-11.

g. The selection function remain in Reference Branch, but that the Selection Officer continue to utilize the linguistic and bibliographic capabilities of Acquisitions Branch. See page TTR/4-12.

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Attachment:
    Final Report of Task Team Four

PROJECT FOUR: SELECTION OF BOOKS AND OVERT SERIAL PUBLICATIONS

I. PROBLEM

    A. To study book and document selection criteria and determine the proper location of the selection function in the organizational structure; specifically to determine if:

        1. The Agency staff participates in the selection process.

        2. There is a satisfactory selection policy.

        3. The selection function should be in Acquisitions Branch or in Reference.

    B. The frame of reference of this report in relation to the Consultants' Report is described in Appendix B.

II. Does the Agency staff participate in the selection process?

    A. CONCLUSIONS:

        1. At the time of the Consultants' study, the Agency did not participate in the selection process in a regular, organized manner.

        2. The recently instituted method of utilizing subject experts as consultants for selection has given little evidence so far that it will in itself make more than a minor contribution to selection.

        3. A high level committee of office representatives, such as CRAG, to periodically review, approve, and publish Agency selection policy and criteria will provide more comprehensive and consistent guidance to selection.

        4. The reference librarians are strategically located to consider user needs for additional library materials as developed in requests for information addressed to them.

    B. FINDINGS:

        1. The CIA Librarian concedes that Conclusion 1 above is valid in his rebuttal paper on book acquisition policy. Participation was obtained, in a sense, by having the selection staff review publications purchase orders for materials to be added to office collections. The CIA Librarian admits that "this is at best, however, an incomplete method of communication."

        2. The CIA Librarian has addressed a memorandum, dated 28 October 1957, to Agency offices requesting them to designate subject experts to assist in the formulation and implementation of a selection policy. It also described a procedure for obtaining the advice of the experts in making the final selection of a publication.

a. The experts have no guidance on how to make a selection for the Library in contrast to their own office collections and branch libraries.

b. The methods may be successful in obtaining identification of specialized publications needed for the current missions of the components represented. The initiative for specialized publications should come from the experts rather than await their advice for the final selection. The selection aids available to the Selection Officer in specialized scientific fields are inadequate.

3. The Central Reference Advisory Group (CRAG) can be an effective instrument for obtaining wider participation in the selection process. Its function would be to:

a. Provide broad, general guidance on policy, criteria, and procedures. It would perform two continuing duties:

(1) Review and updating of policy and criteria. It would ensure that they were wholly satisfactory and responsive to the components represented. Modifications and additions could be submitted by individual representatives on their own initiative at any time. Review and re-endorsement, on the other hand, should be undertaken at prescribed intervals, perhaps annually, as a formal function of the group.

(2) Dissemination to the selection staff of research programming and project planning papers. Many Agency components and other Library users engage in precise intermediate and long-range planning of future activity. An example of a programming paper is the Annual Progress Report of the Economic Intelligence Committee. If the reference function is to be dynamic in anticipating requirements, the selection function must, by the same token, be one lap ahead of the reference librarians. The documentation needed for the Library to develop periodic, precise selection requirements for scheduled projects should be a direct responsibility of CRAG.

b. Suggest specific subjects and titles voluntarily, but the group should not become a regular channel for all publications individuals may desire.

4. The individual Library user is the originator of the need for specific titles. The reference librarian is the natural point of contact of the user; he is strategically placed for a customer relations role.

a. There need not be required a specific act to enable individual users to participate directly in selection. Good service in fulfilling reference requests, which in themselves reflect research needs, will lead to identification of selection needs.

b Although Agency components currently spend about 50% of a publications procurement budget, far too many individual users are not aware that they may request procurement of needed publications. The reference librarian can make this fact more generally known.

.. RECOMMENDATIONS:

1. The two methods of CRAG guidance and reference librarians' discussion of user needs during normal, routine contacts are not incompatible or mutually exclusive.

2. It is r   ....

a. A draft selection policy and criteria be submitted to CRAG for its review, final approval, and publication.

b. The committee of Library selection consultants be designated a channel subordinate to and an extension of CRAG representation.

VII. Is there a satisfactory selection policy?

A. CONCLUSIONS:

1. The selection policy is not satisfactory in the sense that:

a. There are selection standards and practices for which there is no official endorsement.

b. The written statements of policy, criteria, and procedures are incomplete.

c. The current method of developing selection criteria does not provide for all of the selection interests of the Agency.

d. Limitation of space and cataloging manpower has restricted selection.

e. The branch library collections are inadequate for reference center service.

2. The selection policy is satisfactory in the sense that:

a. Selection is oriented to Agency and not IAC interests.

b. There has been no attempt to integrate office collections into one central collection.

c. A strong reference and bibliography collection has been emphasized.

B. FINDINGS:

1. The term "satisfactory" is susceptible of many meanings. The Task Team finds that the current policy and criteria are primarily inadequately articulated and incompletely developed. Although it is not necessary that all details be spelled out in written form, there are some practices which are sufficiently important to warrant official approval or disapproval.

    a. Written and de facto standards.

        (1) The broad selection policy, dated 20 February 1951, quoted on page 11 of the Consultants' Report, is apparently the first formal statement of its kind. Prior to that time, the Library acquired reference works, by gift and purchase, concentrating on the works necessary to the reference librarian's trade. The policy quoted was probably a summary of existing practices. The next major paper on selection is dated 18 June 1956. The 2 October 1957 paper is a minor revision thereof. See Appendix A. They are primarily reports on criteria and methods, essentially a summary of practices developed over the years. The CIA Librarian's rebuttal paper on acquisition policy, cited in paragraph II, B, 2 above also contains a broad statement of policy. The major premises and principles of those papers may be paraphrased as follows:

            (a) Space and economy are limiting considerations. In addition, there are important research libraries located nearby.

            (b) Reference works are selected on the basis of their pertinence to the interests of the Agency, using as a guide generally the subjects listed in the Intelligence Subject Code.

            (c) The collection of publications should be current and basic and should cover as many areas of CIA responsibilities as the Library has knowledge.

            (d) Books for the general collection are selected on the basis of established area priorities and specified subject categories

            (e) Emphasis is placed on all publications relating to the USSR, and the same consideration is given to the Satellite States.

            (f) Books on non-Bloc areas are selected to provide recent significant studies and all standard background books.

            (g) Books, the content of which is identified by subject and not related to an area, are selected in relation to the general subjects of the Intelligence Subject Code.

            (h) New publications are selected by reviewing bibliographies, library journals, and other selection aids; by scanning book purchase orders; and by screening books received from Publications Procurement Officers and materials received from other internal sources. This is conventional library selection technique.

(2) There are certain principles and practices which are not prescribed in officially endorsed policy. Although the AD/CR approved the criteria contained in Appendix A, there is no evidence that the standards described below have been reviewed and approved by higher authority. The de facto standards may be stated as follows:

(a) The Selection Officer does not choose materials in so called exotic languages, that is, Oriental and other non-Roman alphabet languages except Russian. In addition, she selects only English language serials for the main library.

(b) Acquisitions Branch procures all serials obtainable from the USSR and Mainland China even if there are no particular requirements therefor. The same is true for the rest of the Bloc except that coverage is more selective for East Germany and Poland.

(c) Acquisitions Branch provides FDD with the opportunity to select publications in exotic languages to fulfill its exploitation requirements.

(d) Substantial reliance is placed on important research libraries nearby for "historical material" in fields covered by them, but no consideration is given to the holdings of other IAC agency libraries except occasionally State Department.

(e) Area priorities are not adhered to rigidly and are sometimes ignored.

(f) Space limitations account for a rigid weeding program.

(g) Circulation Branch decides how many copies of a publication to purchase based upon prospective needs of borrowers.

(h) The branch librarians make their own selection decisions, limiting the branches to small reference collections. They scan book purchase orders from components they serve and also re-order annuals.

b. The selection staff needs more comprehensive and concrete guidance from higher authority. Considering the uncertainities involved, the selection librarians appear to merit commendation for their performance. In order to constitute reasonable guidance, a statement of selection standards should contain certain elements. There should be:

(1) A common understanding among the selection staff, advisers on selection, and Library users of the Library's role in CIA, its relationship to its users, and the quality of the collections desired.

(2) A definition of what are "current" publications in contrast to "historical" materials and what constitutes a "live" collection as a basis for weeding.

(3) A statement on how and to what extent the proximity of important research libraries is a factor in selection.

(4) Guidance on how much foreign language material is to be selected for the main library. The number of books being cataloged in English and foreign languages is about equal. Only about 22% of the book circulation is in foreign language.

(5) Guidance on when to shift subject and area emphasis, e.g., to areas threatened by Soviet infiltration.

(6) Specification on how or to what extent the Intelligence Subject Code and various collection guides are to be used as selection aids.

(7) Formal delineation of the respective interests of the Library and the Registers with regard to materials of direct interest to the Registers. Papers have been drafted at the selection working level but not officially adopted as policy.

(8) Provision for deposit of specified categories of publications as part of the Vital Materials program.

(9) A prescribed method of regular follow-up on procurement orders not fulfilled. The results of several attempts made so far have been disappointing. This is a deficiency of the PPO system.

(10) A current statement of the Selection Officer's powers and responsibilities, administrative channels to be used to achieve the objectives of the program, and the distribution of functions which are in fact distributed.

c. Formulations of selection doctrine tend to be philosophical or vague in the same measure as theories of intelligence. There are, also, varying interpretations of the role and functions of CIA in the intelligence community. These, in turn, condition definitions of the mission of the CIA Library. There may be said to be three approaches to the development of selection standards. A considered combination of these approaches may provide best for the short and long-range interests of the Agency.

(1) Present method. The current selection criteria are intended to delimit broad subject categories in terms of space and time, that is, with area priorities and emphasis on "current" materials. The subject categories are refined by successive definitions of the terms used.

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(2) Liberal procurement. There have been in recent years annual selection budgets for the main library of ▇▇▇▇▇▇▇▇ The library spends almost as much money for salaries of personnel engaged or assisting in selection. It may be false economy to apply restrictive selection criteria.

(a) Books and periodicals are cheaper than people. The cost of a book is less than that of a short information report even though the latter does not represent a direct expenditure by CIA. If one considers publications as simply another form of intelligence materials, it seems parsimonious not to procure in a liberal manner. Obtain for the intelligence analyst as much as he can use. The cost will be a very minor portion of the intelligence collection budget.

(b) Both the U.S. and Great Britain publish only about 23,000 original editions a year. Of that number, only about 13,000 could have any possible relevance to intelligence. Of the number published in English, French, and German, Only about 25,000 a year could have any possible relevance to intelligence.

(3) Analogy to intelligence requirements. The Library would develop publications requirements for scheduled projects just as other activities plan the collection of information. The method for doing so is described in paragraph II, B, 3 above.

d. OCR has had no control over the amount of space allotted for Library use. Space has been and remains a limitation on selection. Books selected for the main library are ipso facto cataloged. Not all items selected need be cataloged and not all of them need be shelved on Library stacks.

(1) There are methods whereby space can be used flexibily. Many books could be retired to warehouse shelving in Records Center when relatively inactive. More specialized publications can be assigned to appropriate branch libraries and collections of Agency components and retired when inactive. Some publications can be disseminated in accordance with requirements by Acquisitions Branch or treated as documents by Document Division.

(2) There are under consideration methods of reducing cataloging costs, such as using Library of Congress cards and simplified techniques otherwise. Materials purchased under a liberal concept, for which there is no immediate need, can be withheld from Library shelving until the need becomes apparent. An example of such a need is the current increased OSI interest in Soviet education.

e. The branch libraries are useful primarily as a channel for ordering books from the main library and as information centers for Library facilities. Their collections of materials are inadequate as reference centers. Most offices perfer to try to acquire what they need for their own office collections. More often than not, they prefer to use specialized research libraries in the area.

2. Current standards and practices on matters discussed below are considered correct and desirable.

a. The Library's primary function is as a service to CIA even though it offers its services to personnel of other IAC agencies. Its usefulness to others is greatest when it is most successful in orienting itself precisely to the needs and interests of CIA. It is in its character as the CIA Library that it becomes identifiable, and its particular values comprehensible, to the outside user.

b. Special book collections maintained by branches or higher components in various parts of the Agency aggregate an important CIA asset. Most of them are highly specialized, and because they are maintained by the user, self-interest insures a jealous concern with their continuing high quality.

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(1) Notable among such collections are several devoted to specialized areas of science in OSI, the local geographic and directory materials in CS/SR/6, and the biographic directories in OCR/BR. The foreign language materials held in ██████ Branch Library, although a part of the CIA Library, are functionally similar to this group of special collections because of their very close relationship to OO/FDD and their responsiveness to the requirements of that Division. Although these collections differ widely in the extent and intensity of coverage and in other respects, they have certain characteristics in common: The overall Agency interest in these materials is concentrated, probably from 80 to 99 per cent, in the component maintaining the collection. The amount of materials on the specialized area covered is probably greater than would be warranted in the CIA Library itself.

(2) These materials, however infrequently, can fulfill informational needs of other Agency components. It appears that the more complete knowledge the selection staff has of the nature, scope, and purpose of these collections, the better assistance it can give in suggesting titles for inclusion in the collections. Conversely, the more the reference librarians know about these collections, the better equipped they will be to refer to such collections when other researchers seek information that might be found in them.

(3) These independent collections, based on substantial self interest of the maintaining components should be given some form of official auxiliary status within the Agency Library framework. This status should carry with it the privilege of receiving assistance from the selection staff on a continuing basis. It should carry the obligation of servicing, assisting, or opening the collections to, other Agency personnel referred to them by the reference librarians on subjects covered by each collection. The reference librarians' knowledge of such collections could vary from complete cataloguing (the SR/6 collection is now catalogued by the Library) to a general statement of the scope and coverage at which the collection aims.

Lastly, the main library, if this system is put in effect, could and should reduce duplication of titles in the main library and in the special collections to an absolute minimum.

c. It is undoubtedly true, as the CIA Librarian has written, that "there is no way whereby an intelligence library can anticipate what area of the world becomes crucial overnight," and, he might have added, subject matter too. In addition, it is not possible to anticipate always which particular publications will be of value for known interests or, indeed, to procure those so identified. A strong reference and bibliography collection provides the best assurance, in so far as it is possible, for broad range of coverage and catholicity of needs.

C. RECOMMENDATIONS:

1. It is recommended that:

a. Selection standards be drafted that will cover at least the elements described in paragraph III, B, 1, b above and be in consonance with one or more approaches to the development of selection standards described in paragraph III, B, 1, c above. (As suggested by the Coordinator, the CIA Librarian has been given an extract of those elements so that he may initiate immediately the drafting of a selection policy and criteria.)

b. The de facto selection practices described in paragraph III, B, 1, a (2) above be explicitly approved or disapproved.

c. Methods be adopted whereby space and cataloging manpower limitations will not be severe restrictions on selection.

d. Branch libraries be abolished when the new building is occupied, and their materials turned over to specialized collections where such exist.

e. Specialized book collections maintained at Office, Division, or Branch level be cataloged or otherwise described for the library system so as to be available to other components through Reference Branch.

IV. Should the selection function be in Acquisitions Branch or Reference Branch?

A. CONCLUSION:

1. The selection function should be in Reference Branch, in order to:

a. Make the Library collections the expression of the full interests of the Agency.

b. Keep the selection activity physically and organizationally close to the reference activity.

c. Ensure the effective and expeditious review and selection of materials appropriate to the collections that come into the Agency through intelligence document channels.

B. FINDINGS:

1. In addition to its procurement function, there are some selection activities performed by Acquisitions Branch which make it appear logical for selection to be placed in that Branch. There are more persuasive reasons, however, for retaining selection in Reference Branch.

   a. The selection staff of Reference Branch and the personnel of Acquisitions Branch perform the following functions respectively:

      (1) Selection staff. It identifies, orders, and screens publications for the main library; it searches the catalogs and bibliographic tools. It is curator of the bibliographic collection, serves as Agency representative at the U.S. Book Exchange, and renews subscriptions to serials for the main library. It helps weed the general collection.

      (2) Acquisitions Branch. It has four roles: procurement of foreign publications for all departments of the Government; procurement of all publications for CIA; a reference facility for CIA with regard to publications in "exotic languages"; and a branch library for FDD. The Branch also provides selection assistance by translating title pages in languages in which the selection staff has no competence.

      (3) In its role as the Foreign Publications Branch within State's Bureau of Intelligence Research, Acquisitions Branch has duties which dilute its responsibilities to CIA.

   b. The importance of the reference staff to selection is described in paragraph II, B, 4 above. It should be possible for the individual user to discuss his needs with the selection staff as a normal part of reference service. In addition, the reference librarians constitute an adjunct selection staff by screening assigned selection aids.

   c. The flow of incoming documents contains some materials which may be appropriate for selection. The present practice is to lay aside those materials at the point of entry for examination by an assigned member of the selection staff. It is essential that they be screened promptly so as not to delay dissemination. This can be done most expeditiously by proximity to the point of entry.

C. RECOMMENDATION:

1. It is recommended that the selection function remain in Reference Branch and that the linguistic and bibliographic capabilities of Acquisitions Branch continue to be utilized by the Selection Officer.

Attachments:

Appendix A: Selection Policies of the CIA Library

Appendix B: Task Team Frame of Reference

TTR/4--Appendix A

2 October 1957

MEMORANDUM FOR: CIA Librarian

THROUGH   : Chief, Reference Branch

SUBJECT   : Selection Policies of the CIA Library.

The revised report on the criteria and methods used for the selection of

books for the CIA Library is submitted for your information.

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Chief, Selection Section

30 September 1957

CRITERIA FOR THE SELECTION OF BOOKS FOR THE CIA LIBRARY.

INTRODUCTION

The following report will discuss the policies used for the selection of books to be added to the CIA Library. Most of these policies have evolved over the years since the Library was started and are based on a practical approach to the needs of the Agency, with the due consideration to the wealth of library resources in the Washington area. It is acknowledged that these policies cannot be considered hard and fast. Flexibility must be admitted to allow for changing needs and interests.

The fields of interest of an intelligence agency are so diverse that a library servicing such an agency could conceivably add almost every new domestic and foreign publication to its collection with the expectation that eventually all would prove useful to someone. That, of course, is impossible. The Library has limited space for storage of books; money is always a consideration; and important research libraries are available in the area. Limitations have had to be imposed. The primary emphasis has been on the collection of material on the USSR, the Satellites, China, and perimeter areas in the fields of interest to the Agency. Secondary emphasis has been placed on the collection of material on the subjects of intelligence, espionage, and scientific warfare. Other subjects will be discussed in the body of the report.

I. SOURCES

New publications are selected for the Library by checking the book notices in the standard foreign and domestic bibliographies, library journals, publishers' catalogs, and other selection aids. The Selection Officer and the Assistant Selection Officer check all English language publications. Foreign language publications are checked by the language specialists in the Information Section of the Reference Branch. A list of periodicals regularly checked for new publications follows:

1. American Documentation
2. ASLIB Book-list
3. ASLIB Information
4. Biblio
5. Bibliografia Hispanica
6. Bibliografiya Jugoslavije
7. Bibliographie de Belgique
8. Bibliographie de la France
9. Boletim Bibliografico Brasileiro
10. Boletim Bibliografico Mexicano
11. Bookseller
12. College and Research Libraries
13. Dansk Bogfortegnelse
14. Deutsche Nationalbibliographie (Series A)
15. Deutsche Nationalbibliographie (Series B)
16. Journal of Documentation
17. Knizhnaya Letopis
18. Library Association Record
19. Library of Congress Information Bulletin

20. Library of Congress Quarterly Journal of Current Acquisitions
21. Library Journal
22. New Technical Books
23. Nieuwe Uitgaven in Nederland
24. Oesterreische Bibliographie
25. Public Affairs Information Service Bulletin
26. Publishers' Weekly
27. Retail Bookseller
28. Schweizer Buch, Series A
29. Schweizer Buch, Series B
30. Special Libraries
31. Stechert-Hafner Book News
32. Subscription Books Bulletin
33. Svensk Bokforteckning
34. Technical Book Review Index
35. UNESCO Bulletin for Libraries
36. Weekly Accessions List, Department of State
37. Wilson Library Bulletin

All Agency book purchase orders which are received in the Search Unit are scanned daily by the Selection Section for titles of interest to the Library. Books ordered by all offices of the Agency are examined and screened for cataloging in the Acquisition Branch of the Library by the Selection Officer and the Assistant Selection Officer. In addition, analysts and other readers are encouraged to inform the Selection Officer of publications which they recommend for the Library collection.

Many books come to the Library constantly on a "no-order" basis. Much of the foreign language material is received from the Publications Procurement Officers in the foreign posts. These books are screened every week by the Selection Officer who spends a day in Y Building for that purpose. Enclosures to documents are examined daily by the Assistant Selection Officer for publications which should be cataloged for the Library. In addition, much material is received from the Map Library, the Branch Libraries, and the Book Desk. All of this is searched and screened in the Selection Section.

II. REFERENCE AND BIBLIOGRAPHIC COLLECTIONS

The Reference Branch endeavors to maintain an up to date collection of reference works to provide facilities for bibliographic and information research for the Agency. Reviews and announcements of new reference publications are usually found in professional library journals and in publishers' trade announcements. The basis for selection of new reference books is their pertinance to the interests of CIA, using as a guide generally the subjects which appear in the Intelligence Subject Code. The Reference Collection provides the following types of publications:

A. Bibliographies. The Library places emphasis on providing both general and special bibliographies, national and trade bibliographies, index and abstracting services, accession lists, lists of dissertations, etc. Files of these are bound and kept in the Bibliographic Room. Back issues and missing issues are procured when possible through the United States Book Exchange.

B. <u>Directories and Yearbooks</u>. The Library provides as far as possible the most recent editions of the following types of domestic and foreign directories and yearbooks:

> General place directories
> Telephone directories
> Specialized directories of subjects or classes of people
> General trade directories
> Specific trade directories
> Directories of societies and institutions
> Directories of telegraphic addresses

C. <u>Encyclopedias</u>. The Library provides the standard general encyclopedias both foreign and domestic and the specialized encyclopedias of interest to CIA.

D. <u>Dictionaries</u>. The Library provides an extensive collection of dictionaries. The emphasis is placed on bilingual dictionaries from the foreign language to English. However, monolingual and polyglot dictionaries are also provided. Both general and subject dictionaries are procured.

E. <u>Biographical Reference Works</u>. The Library provides both foreign and domestic Who's Who publications of a contemporary nature.

F. <u>Material about Libraries</u>. The Library provides publications relating to libraries and to library science. This includes all new publications relating to automation in the field of data processing.

G. <u>Treaty Collections</u>. International and various countries, old and recent.

III. <u>GENERAL COLLECTION</u>

A. The books in the CIA Library are arranged by area and subject and the approach to the selection of books to add to the Library is also by area and subject. The areas in order of importance are: USSR, Satellite States, Communist China, Middle East, Southeast Asia, Western Europe and the British Commonwealth, Africa, North and South America, the Arctic and Antarctic Regions.

Emphasis is placed on all publications relating to the USSR. Books in English on all phases of Russia's history, development, economy, science, culture, and politics are purchased. Books in the Russian language which are screened in Y Building are considered from the point of view, so far as can be ascertained, of the Agency's interests. Recent technical books, collections of scientific papers by academicians, books on industrial management, agronomy, communications, meteorology, mining, regional travel, Russian history, geography, automobiles, tractors, locomotives, construction industry, weapons, civil defense, nuclear energy, laws, guide books, etc. are all retained for the Library. Books not added to the Library have included books of a purely theoretical nature (such as an elementary textbook of physics or chemistry), books on archeology, art, descriptions of other countries, literature of other countries, some but not all agricultural and medical books, technological books on subjects not of major interest to the Agency (i.e. meat packing), and novels.

The same consideration is given to the Satellite States and to those publications received from them.

Books on other areas in the world are purchased with the idea in mind of having all recent significant studies and all standard background books on those areas. Naturally, more books are considered for the presently disturbed areas than for other areas, but no country should be entirely neglected.

An exception is noted here. Since the major interest of CIA is in the field of foreign intelligence, the Library has not selected books on the domestic politics or the current sociological scene in the United States. Many of these books are important and in demand. When requests have multiplied for a book of this nature and it is not feasible to borrow it, the volume has been purchased.

B. Until the inception of the Historical Intelligence Collection the Library purchased all books on the subject of intelligence, espionage, guerrilla warfare, evasion and escape, and cryptography. Most of the volumes have now been transferred to the Historical Intelligence Collection and now titles are selected by Mr. Pforzheimer The Selection Section notifies Mr. Pforzheimer of such titles which it may find.

C. Other subjects.

The general subjects of the Intelligence Subject Code are considered in ordering books for the Library. The Selection Section tries to purchase books of merit with some lasting worth, excluding the trivial and ephemeral. It is not possible to list here every topic upon which the Library purchases books. Some points will be noted about certain topics.

In the field of political thought books on Marxism and Communism are emphasized. Books on international organizations are important and useful.

Books on the armed forces of foreign countries are purchased. The official United States histories of World War II are selected but not the unit histories. The memoirs of the more important general officers are included.

All books on the phases of scientific warfare particularly foreign books are desired. Guided missiles is presently a subject of interest.

Most scientific books of a highly technical nature are ordered by the offices of OSI and by Branch 5. The Library confines itself to certain reference books and general scientific works.

The Library is interested in economics in general, commodities, commerce, labor, finance, and all phases of economic conditions in all countries. This is a major field of interest and is emphasized for all countries.

In the area of languages, the Library confines itself to providing a good supply of dictionaries. There are a few grammars, but most publications of this nature are in the Office of Training.

Fiction is purchased sparingly. There is a collection of spy stories which is now added to by Mr. Pforzheimer for the Historical Intelligence Collection. An occasional novel of intelligence significance is purchased. Recent examples include Simon de Beauvoir's The Mandarins for its depiction of the appeal of Communism to the French intellectual and Vladimir Dudintsev's Not by Bread Alone for its startling impact upon the Russian reading public.

Individual biography is considered only in the case of important world figures, ex-Communists, and other persons of interest to intelligence.

Travel books are purchased selectively. So many books of this nature come from the presses every year that a fairly strong hand must be maintained to include only the best and most representative of this type of publication.

Books in the fields of art, literature, music, religion, and philosophy are not generally purchased.

All books which are written by employees of CIA are purchased whenever such books and authors are known. In this case the subject matter is the lesser consideration.

TASK TEAM FRAME OF REFERENCE

1. The Task Team has not attempted to address itself to all of the statements made
    by the Consultants on selection. It is assumed that what is desired is a sound
    concept of selection and not a judicial finding. The following comments will
    explain the Team's frame of reference, especially as related to the Consultants'
    Report.

    a. The Consultants' Report speaks of "book and document selection" and a selection
        policy for "all types of intelligence material." Those terms have been
        construed to refer to books and overt serial publications in their
        characteristic of being merely distinctive forms of intelligence materials.
        Despatches, information reports, and other intelligence documents have been
        excluded from consideration because they represent a separate, complex problem.

    b. There has been no attempt to investigate thoroughly the adequacy of OCR
        collections. This would entail an intensive evaluation of many individual
        titles. One can say, however, that the Library collections, augmented by
        individual office collections and research libraries nearby, are probably
        adequate. The Consultants used a sampling method of comparing the number
        of titles purchased versus the number of titles listed in the Cumulative
        Book Index.

    c. There has no attempt to estimate the budget required for an expanded selection
        policy. The Task Team Six is directly concerned with fiscal policy. This
        Team has discussed with Team Six various aspects of publications budgeting
        including the implications of increased selection. Team Six will discuss
        various selection premises and related costs; it has suggested that there
        is enough money available to double the amount of selection for the Library.

    d. The Consultants recommended in paragraph 23 that selection be placed in
        Acquisitions and in paragraph 32 that it be placed in Reference. These have
        been construed as alternative proposals with the intent that the activity
        be integrated with related functions.

C-O-N-F-I-D-E-N-T-I-A-L

SECRET

CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

ACQ-OPS	TASK TEAM REPORT NO. 5	TTR/5

21 February 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT: Final Report on Acquisitions Branch - Operations,
Task Team No. 5

1. Membership

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███████████████ Special Register, OCR
                 CIA Library, OCR
               ▌ CIA Library, OCR
             Special Register, OCR

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2. Method of Task Team Operation

   a. The Task Team studied the Library Consultants' report, the
Library's rebuttals, and other materials available to the Task Team.

   b. Specific areas of examination were assigned each member of
the Team.

   c. Task Team topics were clarified and redefined, as necessary.
(p. TTR/5-4)

   d. Orientation tours were made of all branches of the CIA Library
and detailed discussions were held with numerous Library and Document
Division personnel.

   e. Two visits to the State Department Library were made for
purposes of comparison ... principally in connection with the Consultants'
charge that work output in the Acquisitions Branch, CIA Library, is
below standard.

   f. Task Team papers were prepared through individual and group
effort.

3. Summary of Recommendations

   a. Implementation recommended now:

      (1) All "search" activities requisite to procurement
purchase action should be transferred to the Acquisitions
Branch, CIA Library. (p. TTR/5-10)

TTR/5-2

(2) The book and serial collections now held by the Acquisitions Branch, CIA Library, should be reduced in size. (p. TTR/5-12)

(3) The Inter-Agency Unit, Circulation Branch, CIA Library, should be transferred (personnel and functions) on an interim basis to the Liaison Division, OCR, to serve as the nucleus of a central, non-expenditure procurement element. At the time OCR cost-free procurement has been consolidated within this element, the element should be assigned to the Acquisitions Branch, CIA Library. (TTR/5-15)

(4) The Domestic Section, Acquisitions Branch, CIA Library, should not be moved to ██████████ now simply to consolidate the procurement elements of the Acquisitions Branch. (p. TTR/5-22)   25X1A

(5) Under the present organization of OCR, the dissemination activities of the Acquisitions Branch, CIA Library, and the Document Division, OCR, should not be merged. Similarly, the distribution activities of these two OCR components should not be merged. (p. TTR/5-27)

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██
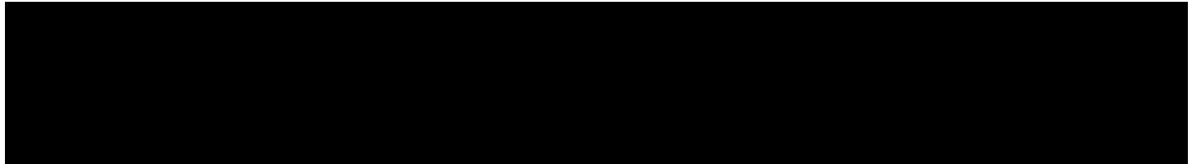
b. Implementation recommended only upon collocation of CIA Library elements:

(7) The periodical log maintained by the Information Section, Reference Branch, CIA Library should be discontinued. (p.TTR/5-7)

(8) The responsibility for answering all reference and bibliographic questions should be placed with the Reference Branch, CIA Library. (p. TTR/5-8)

(9) A Central Serials element should be established under the jurisdiction of the Acquisitions Branch, CIA Library, to maintain central records of serial receipts and distribution. (p. TTR/5-8)

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(10) The Oriental Book Collection and the Foreign Serial Collection, now kept at ██████████ should be incorporated into the holdings of the main Library. (p. TTR/5-12)

(11) The circulation and charging of all Library books and periodicals should be handled by the Circulation Branch, CIA Library. (p. TTR/5-14).

TTR/5-3

4. Summary of Findings   (not requiring recommendations)

    a. The basis of the Consultants' charge that work output per
employee is sub-standard in the ordering and receiving activities of
the Acquisitions Branch, CIA Library, is invalid. (p. TTR/5-21)   25X1A

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    b. The intent of the Consultants' recommendation that ▆▆▆▆▆▆
▆▆▆▆ Acquisitions Branch, CIA Library, be reduced in size has been
fulfilled by subsequent reorganizations. (p. TTR/5-33)

25X1A   ▆▆▆▆▆▆▆▆▆▆▆▆▆
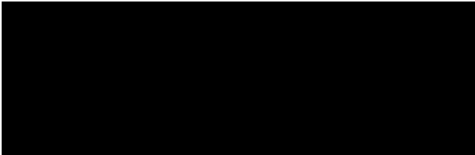
                         Task Team No. 5

Attachment:
  Final Report Task Team No. 5
  Appendices A through F

TTR/5-4

I. Project FIVE as Originally Issued

To study the Acquisitions Branch workload and production: ▓▓▓▓▓▓ 25X1C
the continuance of ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓
25X1C ▓▓▓▓▓▓▓▓▓▓▓ specifically to determine if:

    (1) Acquisitions Branch functions overlap those
        of Reference and Circulation.

    (2) Acquisitions Branch work output is below standard.

25X1A   (3) the Domestic Section should be moved to ▓▓▓▓▓▓▓▓ 25X1A
        ▓▓▓▓▓▓ now.

    (4) distribution and dissemination processes should
        be clearly split and separately administered.

▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓ 25X1A

II. Redefinition of Topics #2 and #4

A. Topic #2: (Acquisitions Branch work output is below standard)

Task Team #9 is assigned the topic of workload in the Catalog
Section, Acquisitions Branch. The work output charge made by the
Consultants concerning the other three Sections of the Acquisitions
Branch pertains to the ordering and receiving activities of these
Sections.

Topic #2 was therefore altered to read:

> The work output for ordering and receiving activities
> in the Domestic, Foreign, and Dissemination Sections,
> Acquisitions Branch, is below standard.

B. Topic #4: (Dissemination and distribution processes should be split)

The functional organization of the Acquisitions Branch is such that
dissemination and distribution processes are separately carried out.

This recommendation of the Consultants ("Distinguish between the
dissemination and distribution processes" ... page xxiii, Consultants'
report) apparently stems from the fact that certain dissemination and
distribution functions were, at one time, performed within a single
Acquisitions Branch element - ▓▓▓▓▓▓▓▓▓▓▓ Foreign Section.

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SECRET

TTR/5-5

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██████████████ was abolished in mid-1957. Its <u>dissemination</u> function remained with the Foreign Section; its <u>distribution</u> function was assigned to the Dissemination Section (which, in spite of its name, 25X1A performs the <u>distribution</u> process in ████████

A second Consultant recommendation, however, mentions the dissemination and distribution processes: "Transfer the dissemination function to the Acquisition and Dissemination Division /and/ the distribution function to the Administrative Division ..." (page xxx, Consultants; report). This recommendation relates primarily to the Document Division rather than the Acquisitions Branch and is listed by the Consultants with their other recommendations on the Document Division. The recommendation does suggest, however, that the dissemination and distribution functions of the Acquisitions Branch, might, under the Consultants' proposed reorganization of OCR, be combined with counterpart functions of the Document Division.

In view of this implication and the anticipated needs of Task Team #17 (OCR reorganization), the OCR Task Team Coordinator changed Topic #4 of Task Team #5 to read:

<u>Define the dissemination and distribution functions of the Acquisitions Branch and the Document Division and study the feasibility of merging like functions.</u>

SECRET

TOPIC #1

Acquisitions Branch functions overlap
those of the Reference and Circulation
Branches.

METHOD

The Consultants were largely inexplicit in defining which Acquisitions Branch functions overlap those of the Reference and Circulation Branches.

The Task Team, accordingly, undertook to determine the areas of overlap. We found that Acquisitions Branch functions may be considered to overlap those of the Reference and Circulation Branches as follows: (1) logging in of periodicals, (2) servicing requests for information, (3) searching for bibliographic and purchase data, (4) circulating books and periodicals, (5) maintaining book and serial collections, (6) procuring intelligence publications, and (7) selecting for the Library collection. Each of these overlapping functions is discussed below with the exception of selection, which is being covered by Task Team #4.

It should be noted that, early in its study of this topic, the Task Team found it necessary to distinguish between overlapping functions and duplication of efforts. The Task Team found that functions may and do overlap without necessarily involving duplication of effort.

POINTS OF OVERLAP

1. Logging in of periodicals

The Domestic and Dissemination Sections, Acquisitions Branch, log in all periodicals procured for the Agency through their respective channels. This receipt logging permits Acquisitions Branch to know what it has received - and not received - and also provides simultaneously the distribution symbol for the office to which each item is to be sent. These logs are kept in the Stadium and at ███████████

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The Information Section, Reference Branch, logs in all periodicals forwarded by the Acquisitions Branch to the "M" Building Library for Library retention. This log is maintained so that the Reference and Circulation Branches may readily know what periodicals the "M" Building Library has received. Approximately 600 subscriptions are currently received by the main Library. Many of these are daily, weekly, or bi-weekly publications and thus require several thousand log entries each month. Approximately 30 man-hours per month are invested in the main-tenance of this log by the Information Section. This log is kept in "M" Building.

FINDINGS

a. Both overlapping function and duplication of effort occur in the above procedure.

b. The logs kept by the Acquisitions Branch would satisfy the needs of the Reference and Circulation Branches if readily available to these Branches.

c. So long as the "M" Building Library and the Acquisitions Branch are housed in separate buildings, however, these duplicate logs are deemed an operational necessity.

RECOMMENDATION

The periodical log currently maintained by the Information Section, Reference Branch, should be discontinued when all Branches of the Library are located in a single building in close proximity to one another. (Once the Library Branches are so collocated, the Central Serials file recommended below /page TTR/5-8/ would make the present double-logging of serials unnecessary.)

2. Servicing Requests for Information

The Information Section, Reference Branch, is the Library component charged with answering questions of all types placed by Library patrons.

The Domestic, Foreign, and Dissemination Sections, Acquisitions Branch, nonetheless, quite often service information questions relating to their areas of particular responsibility. Bibliographic, receipt and distribution, and occasional research questions are answered by the Acquisitions Branch. These questions may be placed directly by the Library patron or they may come to the Acquisitions Branch through the Reference or Circulation Branches. There are several hundred such questions answered each month by the Acquisitions Branch.

The Domestic Section and the ▆▆▆▆▆▆ Sections, Acquisitions Branch, possess a good many bibliographic tools. These tools are necessary to the Acquisitions Branch in that they must ascertain that the bibliographic data on purchase orders, operations memoranda, etc., are complete and correct. These Acquisitions Branch components therefore have the capacity to answer many bibliographic questions. Patrons who have been dealing with these components on acquisition matters sometimes place requests for bibliographic information directly with them, even though such data could often be obtained through the Information Section, Reference Branch.

Similarly, the receipt and distribution records maintained by the Domestic and Dissemination Sections enable the Acquisitions Branch to answer questions on Agency receipts and distribution ... most of which could not be answered elsewhere.

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SECRET

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The rather sizeable collection of foreign periodicals and books (see page TTR/5-10) maintained by the ████████ elements together with their specialized tools and language potentials result in a reference capability which supplements that of the Information Section, Reference Branch. These ████████ elements can and do answer some substantive or research-type requests through searches of materials under ████████ control. Such requests are usually placed directly by Library patrons. Internal coordination between the Reference and Acquisitions Branches to avoid possible duplication of effort is normal in these cases, however.

FINDINGS

Most of the requests for information answered by the Acquisitions Branch concern areas of Acquisitions Branch special competence. Although it is true that a good number of these requests could be handled by the Reference Branch, it is very rare that both the Acquisitions Branch and the Reference Branch undertake to answer identical aspects of any given request. There is, therefore, duplication of function here but no significant duplication of effort.

RECOMMENDATIONS

So long as the components of the CIA Library are housed in separate buildings, we feel that efforts to consolidate the Library's servicing of requests for information must remain partial at best. At the time that all Branches of the Library are located together, however, we recommend that:

a. The responsibility for answering all reference and bibliographic questions be placed with the Reference Branch. (Questions on the receipt and distribution of serials should be handled as indicated in recommendation b below.) The language competence of the Reference Branch staff should be extended to include Oriental languages.

b. A Central Serials unit be established, under the jurisdiction of the Acquisitions Branch, to maintain central records of serial receipts and distribution. This Central Serials effort should also include "standard distribution items" - items issued by Federal Agencies on a recurring basis and for which distribution is already fixed. All questions concerning Agency serial receipts and distribution actions should be answered by this Central Serials unit.

3. Searching for Bibliographic and Purchase Data

For the purposes of this paper, the search function is considered to comprise three types of searching: (1) searching for bibliographic identifications, (2) searching for copy "availability", and (3) searching for purchase information (i.e., organization from which item is to be purchased, mail address, and item price).

SECRET

The Circulation Branch is the primary Library component charged
with the search function for all incoming purchase and loan requests.
This Branch is engaged in all three of the types of searching indicated
above. "Availability" searching does not overlap with activities of the
Acquisitions Branch, however.

In the case of searches made in support of the Domestic Section,
Acquisitions Branch, the searching performed by the Circulation Branch
covers both the bibliographic identity and purchase information types of
searching and is, by intent, complete.

In their support of the Foreign Section, however, the Circulation
Branch does not attempt complete searching of either bibliographic or
purchase data. This circumstance results from a ▇▇▇▇▇▇ preference
and ability to do much of its own searching through use of its special
bibliographic tools and language competence.

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The Acquisitions Branch is engaged in bibliographic and purchase
data searching as follows:

Domestic Section

Approximately half of the purchase requests serviced by the
Domestic Section are handled via the cash-procurement mechanism.
No additional searching is required on these items.

The other half of the purchase requests received by the
Domestic Section, however, are handled by means of standard
purchase order forms and memoranda. The Domestic Section reviews
all such purchase requests for accuracy and completeness of
data and finds it necessary to re-search an estimated 10 to 15%
of these orders. Changes effected normally lie in the area of
purchase data, as defined above. Because its bibliographic tools
and the experience of its staff are oriented towards purchasing,
it is entirely normal that this Section should be best equipped
to recognize and correct deficiencies in purchase request data
as received by the Section.

Foreign Section

Because of its special tools and foreign language competence,
much of the searching requisite to the purchase of foreign materials
is performed by the Foreign Section, ... particularly for Russian,
Chinese, Japanese, and Arabic items. This Section reviews the
identification data on all items processed and does engage in
considerable initial and/or supplementary searching. It is estimated
that at least half of the purchase requests received by this Section
require addition and/or correction of data by Foreign Section
personnel.

FINDINGS

Both duplication of function and duplication of effort exist in the present arrangement of this search activity. Although a good deal of the searching done by the Acquisitions Branch is supplementary to that done by the Circulation Branch, there is nonetheless considerable evidence of duplication of effort here. The Acquisitions Branch is responsible for the accuracy and completeness of its purchase orders and memoranda. If a mistake is made, the corrective action falls upon the acquisitions staff. It is to be expected that their knowledge of current purchase channels and prices be superior to that of the Circulation Branch or any other element not actively engaged in the purchase function.

RECOMMENDATIONS

a. Serious consideration should be given to the transfer to the Acquisitions Branch of all searching activities requisite to purchase action by that Branch. The Task Team feels such a transfer would eliminate the duplication of search effort inherent to the present arrangement. The Task Team further feels that such transfer might be effected prior to the anticipated collocation of all components of the Library.

b. The task of disseminating purchase requests to the various parts of the Acquisitions Branch as well as to other components of the Agency (OO/C, OL, etc.) may, it would seem, satisfactorily be left with the Circulation Branch. However, purchase request routing instructions should be checked for correctness and currency and then typewritten (they are now in semi-legible longhand) so that these instructions can be more readily used by Circulation Branch personnel engaged in this dissemination activity. (If, in practice, it should prove that the Circulation Branch cannot properly disseminate these purchase requests without becoming involved in the search process, this dissemination function should be transferred to the Acquisitions Branch.)

4. Maintaining Book and Serial Collections   25X1A

The Circulation Branch is the primary component of the Library charged with the maintenance of book and serial (periodical and newspaper) collections.

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The Acquisitions Branch, however, does maintain ███████████ the Library's collections of both Oriental books and foreign serials. In addition, ███████████ keeps a collection of foreign books received in response to guide-type requirements (no pre-determined distribution) and which have not been selected by the Library or FDD for inclusion in their respective collections. (The latter collection is termed the "Reject Book Collection" by the Acquisitions Branch.) Also, the Domestic Section, Acquisitions Branch, maintains a small "stock" collection of English language books for order-filling purposes.

The Oriental Book Collection now numbers 23,000 to 25,000 Chinese, Japanese, and Arabic language volumes. This collection incorporates the former Washington Document Center (WDC) Oriental collection, comprising some 18,000 to 20,000 volumes. These WDC Oriental books, with very few exceptions, have not been cataloged by the CIA Library and are therefore not reflected in the Library's main catalog in "M" Building. However, a card file control of these books does exist at ███████ This card file is arranged by subject within area and by author. **25X1A**

Books added to this WDC collection subsequent to its transfer to the CIA Library in 1953 have been cataloged by the Library and in two ways: (1) the great majority are given the "EPP" (Ephemeral, Pamphlets, Propaganda) treatment, i.e., author and title control within area of publication but no subject control; (2) the remaining volumes are cataloged by author, title, and limited subject. Duplicate catalogs for these books are maintained in both "M" Building and in ████████ (An Acquisitions Branch number /AB Number/ catalog is also maintained at ████████ on the entire Oriental Book Collection.) The Oriental Book Collection and duplicate card catalog are housed in ████████ primarily because of the Oriental language capabilities of the ████████ staff and the proximity of FDD, the principal users of these books. **25X1A 25X1A 25X1A 25X1A**

The Foreign Serial Collection covers approximately 3,000 serial titles. Almost half of these are Oriental language materials. Most of the remaining titles originate in the USSR or European Satellite areas. At present, all Russian and Oriental serials received are permanently maintained in this collection; European Satellite serials are selectively maintained. This collection is kept at ████████ for the same basic reasons the Oriental books are housed there. **25X1A**

The Reject Book Collection numbers 10,000 to 12,000 volumes ... the great majority of which are Russian. These books are not cataloged. A file of 3x5 identification cards, arranged by title, is maintained, however. The monthly Russian Book List covers most of the Russian books in this collection. Books requested from this collection as a result of consumer use of the Russian Book List are normally cataloged by the Catalog Section prior to delivery to the requester.

The Domestic Section Collection contains some 1,700 books, most of which are duplicate or extra copies of cataloged items. The collection is composed of "returns" from Agency offices, "hard-to-get" items, and extra purchase copies of high-interest items on which requests are anticipated. This collection is used, principally, to fill requests for books on an expendable basis. About half of the volumes of this collection are "sterile", i.e., carry no call numbers.

FINDINGS

    a. Virtually none of the titles held in the Oriental Book Collection,

TTR/5-12

the Reject Book Collection, and the Foreign Serial Collection (c.f., Finding **b** immediately below) is duplicated in the "M" Building collections.

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b. Approximately 20 Russian serials are held both at ▓▓▓▓▓▓▓▓ and "M" Building. "M" Building has found these particular Russian serials of such value as to require copies close at hand.

c. Foreign language bibliographic materials - in large part duplicative - are kept at both buildings. These materials are necessary to the functions performed in both buildings.

d. There is, of course, duplication of function in the case of each of the above findings but no serious duplication of collections.

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e. Duplicate catalogs on Oriental books received since 1953 are kept at both "M" and ▓▓▓▓▓▓▓▓▓▓

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f. The ▓▓▓▓▓▓▓ Oriental Book Collection, Foreign Serial Collection, and Reject Book Collection appear excessive in size for their value and the use made of them. The Domestic Section Collection serves its intended purpose but it, also, can be reduced in size.

RECOMMENDATIONS

a. When the CIA Library becomes centrally housed, the Oriental Book Collection and the Foreign Serial Collection, as then constituted, should be incorporated into the main Library holdings. This merger will, of course, eliminate the question of overlap in these collections and will obviate the need for the duplicate card catalog on Oriental

25X1A Books now kept at ▓▓▓▓▓▓▓▓▓▓▓

b. The recommendations which follow are essentially gratuitous in that they do not fall within the scope of the present topic. They are recorded here, however, as of possible interest to OCR management.

(1) The Oriental Book Collection should be reduced in size. A very substantial reduction of this collection could be accomplished without serious impairment of services through disposing of the c. 18,000 Japanese books received from the Washington Document Center. These Japanese books are very rarely used.

(2) A reduction in size of the Foreign Serial Collection may eventually be forced by considerations of space, manpower, and procurement costs. The Task Team accordingly feels some selectivity on Russian and Oriental serials (all such receipts are now maintained in this collection) might prove advantageous. It is recommended that users of this collection be asked to suggest to the Library areas of curtailment. Consideration should also be given to greater dependence upon the serial holdings of the Library of Congress.

Present CIA holdings of Russian and European Satellite serials are largely duplicated at the Library of Congress. Retirement after a fixed period of time of CIA serials now maintained in depth might also prove feasible.

(3) It is recommended that competent personnel be sent from consumer Offices to screen materials in the Reject Book Collection in accordance with their respective needs. Materials selected by this screen should be given the requester on an expendable basis. The remainder of the Reject Collection should be sent to the Library of Congress for disposition. This screening by other Offices should be repeated periodically as the collection rebuilds in volume. Disposal of new receipts via the Library of Congress should be delayed long enough to cover most requests from consumer use of the Russian Book List.

(4) The Domestic Section Collection should be reduced in size by transferring all items carrying call numbers either to the main Library collection when space becomes available or to the Library of Congress, as appropriate. (The Domestic Section Collection would then be composed of "sterile", hard-to-get, and high interest extra purchase items.)

5. Circulating Books and Periodicals

The Book and Periodical Unit, Circulation Branch, is responsible for circulating Library books and periodicals and maintaining charge records on items loaned.

The book and periodical collections held by the Acquisitions Branch, however, do involve the Acquisitions Branch in circulation and charging activities as follows: 25X1A

25X1A   Requests for ███████ periodicals may be received at ██████
         ██████ either directly from the patron or via the "M" Building Library.
In either case, the periodical requested is routed directly to the
25X1A   patron by the Acquisitions Branch and a record of charge made. (Reference
Branch requests for periodicals are normally telephoned to ████████   25X1A
         ███ makes out a manual charge. The Circulation Branch, however,
25X1A   forwards its requests ████ by sending over its standard loan form and
25X1A   ████████ simply maintains a file of same.)
                                                                          25X1A
25X1A   In the case of requests for ██████████ books which have been
cataloged, the book is sent by ██████████ personnel directly to the   25X1A
person requesting the item and a charge record is filed.
                                                                          25X1A

If the book requested has not been cataloged, ████████████
forwards the book to the Catalog Section, Acquisitions Branch for
cataloging. (Exception: uncataloged Oriental books are sent directly

25X1A

to the patron.) A notation on a 3x5 card, however, showing where the item was sent and the date is made at ▋▋▋▋▋▋▋ After cataloging, the book is sent to the Circulation Branch where it is charged out to the patron through normal Circulation Branch procedures.

Requests for books serviced by the small collection held in the Domestic Section, Acquisitions Branch, are normally requests for retention and the materials are sent directly to the patron on an expendable basis. In those cases, however, when Domestic Section materials are circulated on an accountable basis, the items are sent to the Circulation Branch for charging and delivery to the patron.

FINDINGS

It is true that the Acquisitions Branch is engaged in the circulation function; duplication of effort, however, is not an important issue here. The only facet of this functional overlap which might be construed as duplication of effort is the 3x5 card file circulation notations made by ▋▋▋▋▋▋▋▋ on books circulated from the "Y" Building collections.

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RECOMMENDATION

When the Library elements have been collocated in one building, the circulation and charging of all books and periodicals should be handled by the Circulation Branch. (The 3x5 card file now maintained at ▋▋▋▋▋▋ ▋▋▋▋▋▋ will be unnecessary when this move takes place.)

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6. Procuring Intelligence Publications

At present the following OCR components are engaged, as indicated, in the function of procuring intelligence publications:

  a. Circulation Branch, CIA Library, is responsible for the procurement of documents on an ad hoc basis from the State Department and the Air Force. It is also responsible for procuring certain ▋▋▋▋▋▋ ▋▋▋▋▋▋▋▋▋▋▋▋

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  b. Acquisitions Branch, CIA Library, is responsible for the procurement of Defense Department manuals, handbooks, technical publications, etc., available through the Defense Department and/or the Government Printing Office.

  c. Document Division is responsible for effecting changes in requirements for documentary series and servicing requests for CIA material ▋▋▋▋▋▋▋▋▋▋▋

25X1C

  d. Liaison Division is responsible for procurement of publications from the Army, Navy, and non-IAC agencies.

It is evident that the functional overlap between these Branches of the Library (the compass of this Task Team's responsibility) must eventually be resolved within an Office-wide context rather than a mere Library context. Considerable study has already been - and continues to be - given this problem by the top management of OCR.

FINDINGS

In that both the Acquisitions and the Circulation Branches are engaged in procuring publications from the Department of Defense an overlap in function clearly exists. However, there is little, if any, duplication of effort here in that the types of Defense Department issuances to be procured by each are clearly delineated.

RECOMMENDATIONS

The Task Team, inescapably, thought about this problem to some degree outside the limits of its responsibility - i.e., within an OCR-wide context. The following recommendations result from a no more than general examination of this problem but are given here for whatever value they may have:

 a. The number of components engaged in the procurement function should be kept to the minimum.

 b. The Document Division should handle both the initial procurement of government serials and changes in the numbers of copies ordered.

 c. All procurement involving the expenditure of funds should be carried out by the Acquisitions Branch, CIA Library.

 d. All procurement not involving the expenditure of funds should be centered in one OCR component... except as noted in c) above.

 e. As a transitional measure, the following is recommended:

  (1) that the Inter-Agency Unit, Circulation Branch, be transferred (personnel and function) to the Liaison Division to serve as the nucleus of a central procurement unit;

  (2) that procurement functions now carried out by the Liaison Officers be transferred, as feasible, to this central unit;

  (3) that this unit, at the time all non-expenditure OCR procurement has been consolidated in this unit, be finally assigned as most appropriate within the OCR structure as it exists at that time - preferably to that component charged with the over-all acquisitions function.

TTR/5-16

TOPIC #2

The work output for ordering and receiving
activities in the Domestic, Foreign, and
Dissemination Sections, Acquisitions Branch,
is below standard.

SOURCES OF INFORMATION

Consultants' sources:

1. A letter dated 10 May 1957 from Arthur Berthold, Ass't Chief,
   Library Division, Department of State, to ▬▬▬▬▬▬ 25X1A
   ▬▬▬▬▬ (Appendix A).   25X1A

2. ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬
   ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬
                                                      25X1A

3. A paper titled "Work Load Categories of Publications Procurement
   for CIA", dated 7 May 1957, prepared by ▬▬▬▬▬▬
   (Appendix C).   25X1A

Additional sources: (Utilized by the Task Team)

                                                              25X1A

1. Acquisitions Branch Monthly Reports for Fiscal Year 1956.

2. Data on foreign and special procurement from ▬▬▬▬▬▬
   Chief, Acquisitions Branch, CIA Library (Appendix D).

3. Data on domestic procurement from ▬▬▬▬▬▬ Chief,   25X1A
   Domestic Section, CIA Library.

4. "Title" and "item" classification for the tally listed in
   Appendix A from Mr. Roger Gifford, Department of State,
   Library Division.

DEFINITION OF TERMS

   "Item received" - one physical unit of material received; i.e., one copy
of a book, periodical, newspaper, etc., received. (Receiving workload is
measured in items received.)

   "Title ordered" - one bibliographic unit ordered; i.e., one complete
bibliographic identification recorded and dispatched for purchase action.
(Ordering workload is measured in titles ordered.)

   "Subscription placed" - an agreement to purchase one copy of each issue
of one periodical for a specified period of time. (Subscriptions placed do
not measure either ordering or receiving workload. They are more properly
a measure of monetary commitment.)

TTR/5-17

INTRODUCTION

The Consultants stated that: "The output of work per staff member in the Acquisitions Branch is lower by at least one-third than that normally found in research libraries, including comparable acquisition jobs such as State Department Library..." (Consultants' report, page 44, Finding #2). 25X1A (Although the State Department Library was stressed, the Consultants also used the ███████████████████ for comparative purposes.)

The Task Team studied the Consultants' method of computing work output and the workload figures used. We accepted the Consultants' basic methodology, in so far as it (1) undertook to measure work output in terms of volume of material processed and (2) sought to compare the procurement activities of other libraries, procuring almost exclusively for themselves, with that portion of the CIA procurement effort conducted on behalf of CIA recipients only. We did find, however, considerable distortion in both the Consultants' workload figures and the manner in which these figures were used.

Our comparative analysis of workload figures has been limited to the CIA and State Department libraries for the following reasons: 25X1A

25X1A
    1. the Consultants stressed the comparison with State ███████████

25X1A
    2. the work output per staff employee was higher for State than ███████ as computed by the Consultants;

25X1A
    3. the procurement functions of State are more akin to those of CIA than is the case ███████████.

In compiling CIA Library workload figures, we have, where possible, used the Library's official monthly reports as our data source. For items not covered in these reports, we have procured figures from the Chief, Acquisitions Branch and/or the Chief, Domestic Section, Acquisitions Branch, as appropriate. Workload figures for the Department of State Library were supplied through the kind assistance of Messrs. Arthur Berthold and Roger Gifford of that library. In so doing, these officers provided the Task Team with a careful analysis and explanation of the workload figures supplied to the Consultants on the procurement activities of the State Department Library (Appendix A).

This report (1) examines the Consultants' method and workload figures, (2) recomputes work output per staff member for the CIA and State Department libraries, using the Consultants' method with corrected workload figures, and (3) computes work output per staff member for CIA and State using corrected workload figures and the Task Team's method which distinguishes between order activities and receipt activities.

TTR/5-18

THE CONSULTANTS' METHOD AND WORKLOAD FIGURES

The method employed by the Consultants in arriving at their findings was, very generally, to compare the procurement components of CIA's Library with those of the State Department and ▮▮▮▮▮▮▮▮libraries and to do so in terms of work units accomplished/per person/per year. More specifically, the Consultants' method was: 25X1A

    1. to define roughly similar procurement activities at each library;

    2. to compute work units accomplished by these activities;

    3. to estimate manpower consumed in performing these units; and finally,

    4. to compute an annual work-unit figure per employee for each library and to use these resulting figures as the relative measure of work output.   25X1A

The Consultants recognized that the acquisitions elements at ▮▮▮▮▮▮▮ State are servicing the needs of their respective agencies only, whereas CIA's Acquisitions Branch services a large number of government agencies in addition to CIA. The Consultants sought to compensate for this difference by limiting the CIA work processed and manpower input figures to that portion of the Acquisitions Branch effort concerned with procurement for CIA recipients.

The Consultants procured statements from each library of their FY 1956 work processed and manpower figures. (The sources of these figures are attached to this report as Appendices A, B, and C.)

The Consultants then divided, for each library, the total number of items processed by the number of people involved. By this method, they arrived at the following figures:

25X1A

State	4764 units/per person/per year	(15 persons)
▮▮▮▮	4189 units/per person/per year	(18 persons)
CIA	2614 units/per person/per year	(26 persons)

The many differences of mission, operating procedures, and types and volumes of materials handled in the libraries compared make it impracticable to attempt numerical comparison of work output on any basis other than that chosen by the Consultants - namely, the volume of material processed. It is felt, however, that the Consultants have arrived at an erroneous conclusion because of both data omissions and errors in interpretation of the basic data used in their computations.

The error in interpretation by the Consultants occurred because the data for State and CIA are not expressed in like units. Both the State and CIA figures (Appendices A and C) supplied to the Consultants contain workload figures expressed in units of "items" (receipt units), of "titles" (order units), and of "subscriptions" (monetary units, most properly). These very different types of units cannot be intermixed and added to one another on a straight arithmetic basis, as did the Consultants, without invalidating results. For example, a library might order Life magazine at five different times during the course of a fiscal year with an average of 3 copies requested in each order. In terms of units, this would represent 5 titles ordered, 15 subscriptions placed, and 780 items received. An intermixing of such differing units in arithmetic computations clearly invalidates the resulting totals.

To arrive at total work units, the Consultants simply added the figures on State and CIA (Appendices A and C, respectively) without regard to the basic differences in the types of units given. The following indicates something of the distortion caused by this action:

Most of the State Department work units (Appendix A) are expressed in "items received" units. The figure on periodicals (12,275), however, is a "subscription" figure, which measures neither ordering nor receiving workload. Task Team consultations with State Department personnel reveal that the ordering workload here was 2,515 units (includes newspapers) and the receiving workload figure was 216,138. In that the Consultants did not distinguish between types of units, we do not know which of these two workload figures they might have preferred. The fact remains, however, that the figure they did use (subscriptions) does not measure workload for either the ordering or receiving functions.

In addition to the distortion resulting from failure to distinguish between the various types of figures which both CIA and State furnished to the Consultants, there is the further problem that the CIA figures were incomplete in terms of the use made of them. Although newspapers, for example, are reflected in the State figures, they were not included in the CIA tabulation. Yet, CIA both orders and receives a huge volume of news-papers.

RECOMPUTATION OF WORK OUTPUT (Consultants' Method)

The Consultants' method of computing work output per staff member was, as indicated above, to divide manpower into a single workload figure, purportedly representing the acquisitions function. The most legitimate single figure to use with such a method would seem to be the "items received" figure; i.e., the measure of the total take or "payload" resulting from the acquisitions effort.

The "items received" figures for acquisitions components of the State and CIA libraries for FY 1956 are: (see Appendix E for breakdown)

        State 257,279 items received
        CIA   922,148 items received

These figures, when divided by the manpower totals used by the Consultants for both libraries (State: 15 persons; CIA: 26 persons) give work output figures as follows:

        State 17,152 units/per person/per year
        CIA   38,159 units/per person/per year

On the basis of this single-figure computation, then, the work output per person in the Acquisitions Branch is more than double that of State.

COMPUTATION OF WORK OUTPUT   (Task Team Method)

    The Task Team has reworked this work output problem, remaining to the extent possible within the Consultants' basic frame of reference.

    However, to avoid the pitfall of adding together dissimilar types of work units, we have distinguished between the ordering function and the receiving function in our computations - a distinction the Consultants did not make. This distinction, of course, gives us two sets of workload figures and comparative measurements for each of these two functions. Figures used, recorded in detail in Appendix E, were compiled as indicated on page TTR/5-17 above.

    After consultation with State Department personnel, we have reduced the State manpower figure to 13 (a reduction of 2 from the Consultants' figure). We have used the same manpower figure for CIA which the Consultants used, refining it only to distinguish between ordering and receiving personnel.

    Comparative work output figures, computed as above, are:

                Ordering activity
        State 1,966 units/per person/per year
        CIA   3,264 units/per person/per year

                Receiving activity
        State 36,754 units/per person/per year
        CIA   68,424 units/per person/per year

These figures indicate that, in the ordering function, CIA personnel are processing 66% more work units/per staff member/per year than their State counterparts...and, in the receiving function, 86% more work units are being processed per employee in CIA than in State.

FINDINGS

1. The Consultants' basis for their charge that work output per employee is sub-standard in the <u>ordering</u> and <u>receiving</u> activities of the Acquisitions Branch, CIA Library, is invalid.

2. The figures computed by the Task Team may be interpreted to mean:

(a) that CIA Acquisitions Branch employees are actually more efficient in the performance of their duties than their State Department counterparts;

(b) that a bias, attributable to mass handling of material by CIA, results in speedier processing of material;

(c) that, since these figures represent per person averages based on numerical totals for material actually processed, it is possible that CIA employees simply had more work to do, and that under a relatively comparable workload, State employees could perform equally well;

(d) that a combination, of undetermined proportions, of the three foregoing possibilities explains the differences in the CIA and State output per person figures.

SECRET

TTR/5-22

TOPIC #3

25X1A

<u>The Domestic Section should be moved
to</u> ████████ <u>now</u>.

25X1A

The principal objective in the minds of the Consultants in recommending that the Domestic Section be moved from the Stadium to ████████ was the acquiring of space in the Stadium into which the Reference and Circulation Branches of the Library might be moved. This move of the Reference and Circulation Branches was a part of the Consultants' plan to establish a central OCR information or customer service point. If it should be decided to establish such a central contact point in the Stadium (this concept is now being studied by Task Team #11), it may, of course, become necessary that the Domestic Section be relocated.

25X1A

Aside from the possible dictates of OCR reorganizations, however, there is little reason to move the Domestic Section to ████████ The principal gain in such a move would result from having all procurement components of the Acquisitions Branch located together. There would probably be certain management advantages in such a consolidated housing.

However, the Domestic Section is now more favorably located in relation to (1) the rest of the Library, (2) the downtown book market which its personnel must visit daily, (3) the Agency components receiving the bulk of its services, and (4) the Machine Division which participates in its accounting controls.

25X1A

25X1A

An alternative move to accomplish the physical consolidation of the Acquisitions Branch would be to move the ████████ components to the Headquarters area. A very serious objection to this plan, however, arises from the fact that this would separate the ████████ operation from its primary customer for foreign publications ... the Foreign Documents Division, OO.

25X1A In addition, the ████████ elements of the Acquisitions Branch are uniquely dependent upon FDD to supplement the foreign language capabilities of their personnel.

FINDINGS

25X1A

25X1A

(1) The advantages of the Domestic Section's present location in the Headquarters area clearly outweigh those of its collocation with the ████████ ████████ Sections.

25X1A

(2) The advantages of keeping the ████████ Sections in close proximity to the Foreign Documents Division outweigh the gain to be derived from consolidating the Acquisitions Branch in the Headquarters area.

25X1A

RECOMMENDATION

It is recommended that the Domestic Section <u>not</u> be moved to ████████

SECRET

TOPIC #4

Define the dissemination and distribution
functions of the Acquisitions Branch and
the Document Division and study the
feasibility of merging like functions.

DEFINITION OF TERMS

"Dissemination" - the intellectual process of determining who is to
receive a publication. (This involves the scanning of text and the corre-
lation of contents with the needs of consumers.)

"Distribution" - the mail-room process of getting a publication into
the delivery system. (This may involve locating distribution symbols in a
file but does not require scanning for contents or knowledge of consumer
needs.)

A. NATURE OF THE DISSEMINATION FUNCTION (Acquisitions Branch and
Document Division)

1. Acquisitions Branch

a. Serials

Approximately 80% of the foreign serials, and 100% of the
domestic serials are received as a result of specific orders placed
by someone in this or the other agencies which the Acquisitions
Branch services. No dissemination is involved in this take because
the recipients are known.

Twenty percent of the foreign serials received are gratis
or sample copies, however, for which there is no previously estab-
lished dissemination pattern. Therefore, the area coordinator (in
the Foreign Section) disseminates the initial issue of gratis and
sample copy materials. Dissemination is made to Office, Division,
and/or Branch levels. The Acquisitions Branch area coordinator's
knowledge of consumer needs derives more from his handling of
purchase requests than from any formalized compilation of dissemi-
nation requirements as spelled out specifically for dissemination
purposes by the various Agency components. The dissemination of
these foreign serials, of course, requires of persons performing
this function a collective familiarity with a very wide range of
foreign languages. (To a very limited extent, serials are dissemi-
nated by the Dissemination Section although most of the handling
of serials by this section falls into the category of "distribution"
as defined in this paper.)

Offices receiving serials disseminated as above are requested
to indicate to the Acquisitions Branch their interest in receiving

TTR/5-24

future copies of similar material. In the case of sample copies, the receiving offices are asked to submit subscription orders if a continuing subscription is desired. From these actions, a record of distribution is determined for future issues.

b. Books

All books received in the Domestic Section result from orders placed; therefore no "dissemination" action is required. However, only 20% of the books received in the Dissemination Section are ordered material. The other 80% of the books are selections of the Foreign Service Publications Procurement Officers.

The disposition of these books is determined as follows:- The Library Selection Officer and an FDD Screening Officer scan this take for their respective interests. It is estimated that 25% of these non-ordered books are selected by this scan for incorporation into the Library and FDD collections. Most of the remaining publications, with the exception of Russian and Far East materials, are disseminated by the appropriate area coordinator, or by the Book Unit, Dissemination Section, to offices known to have interest in the subject and/or area content. Dissemination is usually based upon the item's title and/or table of contents. Familiarity with numerous foreign languages is necessary in performing this function. The Russian and Far Eastern publications for the most part are not, at present, disseminated but are added to the ▮▮▮▮▮▮ collections.

25X1A

2. Document Division

Dissemination in the Document Division is limited to documents.

Dissemination in this Division is performed by professional dissemination officers and is more highly organized than is dissemination in the Acquisitions Branch.

Each Document Division disseminator has a disseminator's guide book containing the reading requirements served on the Division by the various components of CIA. Dissemination in the Document Division does not involve foreign languages.

Documents to be disseminated are sent to these officers from the Screening Unit of the Processing Branch, Document Division. The documents are received in batches - a batch being from two to eighteen documents of common source (State, Air, etc.) and packaged in an envelope. With the varied requirements of Agency offices in mind, as recorded in the disseminator's guide book, the disseminator scans each document in each batch received. He arrives at a dissemination pattern for each document based on its content. He records this dissemination pattern on a "ladder-type" card attached to each document. When the dissemination

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for each of the documents of a batch has been determined and recorded, the documents are placed into the envelope and the batch is sent to the Processing Branch for distribution. Dissemination is made to Office, Division, and/or Branch echelons.

B. NATURE OF THE DISTRIBUTION FUNCTION (Acquisitions Branch and Document Division)

    1. Acquisitions Branch

       a. Serials

          Kardex files are maintained by the Acquisitions Branch as a record of both receipt and distribution for ordered serials. The records also serve for follow-up work, reference questions, and in the Domestic Section, for fiscal purposes. These files are arranged in the Domestic Section alphabetically by title, and in the Dissemination Section alphabetically by title within country.

          Serials received are logged into the Kardex files and then mailed to the distribution points shown in those files. Distribution of foreign serials requires the ability to recognize for identification purposes serial titles and dates in many foreign languages. To a considerable extent, however, this can be performed through eye-familiarity with type-patterns and serial formats. Distribution is effected to Office, Division, and in some cases to Branch levels. Distribution of gratis and sample materials received in ███████ is made in accordance with the dissemination determinations of the area coordinators.

25X1A

       b. Books

          Books received as a result of Agency-originated orders are matched up with the Library purchase request form on which the requester's name, office, and room number are indicated. The flimsy or carbon copy of this request form is attached to the book and serves as routing slip.

          Books received as a result of non-CIA requests are matched up with the outside agency memoranda requesting purchase and are forwarded in accordance therewith.

25X1A

          Distribution of non-ordered books ██████████████ is effected in compliance with the dissemination pattern as determined by the area coordinators.

    2. Document Division

          The Processing Branch of the Document Division receives the documents from the disseminators for distribution action. The documents

are distributed according to the dissemination card attached to each report. Distribution is normally not made to any organizational echelon lower than division. Familiarity with foreign languages is, of course, not required here.

FINDINGS

The following are the pros and cons, as we see them, of merging dissemination and distribution functions of the Acquisitions Branch with the counterpart functions of the Document Division:

Dissemination Merger - Pro

1. Library and Document Division dissemination would be under a single line of supervision. This might facilitate operational uniformity and reduce supervisory overhead.

2. Dissemination of books would become more regularized. Books would flow through the same dissemination "thought routines" as documents.

Dissemination Merger - Con

3. The office reorganization effected to accommodate merging disseminators might result in the separation of indexers from disseminators. This would disrupt the concept of interchangeability between indexers and disseminators now stressed in the Document Division.

4. Books and documents are not easily compatible from the point of view of physical handling.

Distribution Merger - Pro

5. All mailing operations would be under one line of supervision, which should facilitate uniformity in mail handling, and possibly reduce overhead.

6. All receipt and distribution files for serials would be in one place. This Central Serials file would comprise the Domestic and Dissemination Section files, and the Document Division Standard Distribution File.

Distribution Merger - Con

7. Coordination between ordering and receiving personnel would be more difficult because of their separation into different organizational components.

SECRET

RECOMMENDATIONS

   1. In terms of the present organization of OCR, we do not see sufficient advantage in merging these functions to justify such action.

   2. Whether or not such merging would be desirable under a different OCR organizational structure is properly left to Task Team #17. We do feel, however, that this merger concept, as regards present Acquisitions Branch and Document Division activities, at least, does not merit per se a significant influence on the formulation of OCR organizational changes which may come under future advisement.

Next 5 Page(s) In Document Exempt

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C-O-P-Y   TTR/5--Appendix A

In reply refer to
LR   May 10, 1957

Dear John:

   According to your request of May 9th, we are forwarding the following
information on the Library Division's work rates. These figures reflect
the situation during fiscal year 1956.

   Acquisitions:

      A staff of 15; the operations cover selection, ordering, receiving,
   recording of serials, etc. Materials ordered and received consisted of
   the following:

      1. Books and Pamphlets:

          a. Ordered............................ 6,132

          b. Gratis..............................27,519

      2. Research documents........................ 7,381   *33,651*

      3. Periodical subscriptions:

          a. Ordered............................. 2,411   *11,361*

          b. Gratis............................. 8,950 (estimated) *12,275*

      4. Newspapers................................. 914

      5. Microfilm reels........................... 109

      6. Foreign Service , etc.....................18,052

25X1A   Total   71,468

                                               - 12,275
                                               59,193

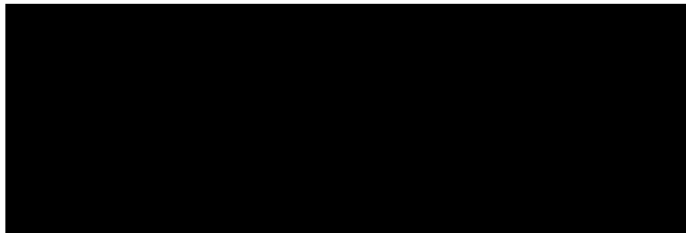   *15 |71,468*
                                               4.764

SECRET

The five positions on the serial record and the two on selection and receiving spent about 20% of their time (1.4 positions) on ordered materials and about 80% of their time on handling blanket order and gratis materials and on problems relating to service, such as routing, inquiries about serials, etc. Also, about two-thirds of the orders are not for the Library and are not received by the Library.

Cataloging:

The hourly rate of cataloging for all types of cataloging is 2.44 titles and 4.52 items. Since, however, this is a composite figure, we are also indicating the appropriate rates for each of the three types of cataloging, viz.

	Titles	Items
1. New or original cataloging.	1.78	2.24
2. Recataloging.	1.05	3.15
3. Additions cataloging.	4.48	8.18
Overall rate	2.44	4.52

Interlibrary Loan:

The interlibrary loan function is performed by one position, and the total transaction in FY-56 was 15,593 items. Of these, we borrowed 3,200 items and we lent 12,393 items.

Reference:

The reference staff consisted of 6 postitons which handled a total of 36,532 reference requests in FY-1956.

Sincerely yours,

Arthur B. Berthold
Assistant Chief, Library Division

OLI:LR:ABBerthold:blg 5/10/57

C
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      Y

25X1A
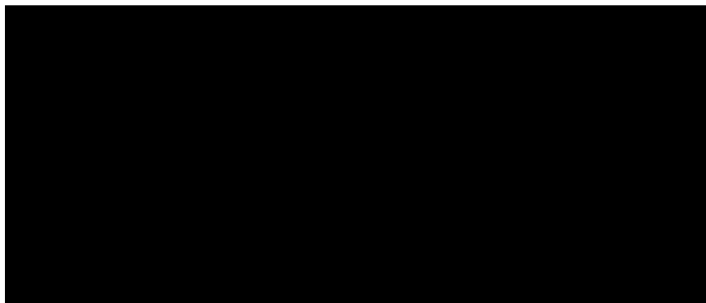
The number of volumes received in the
year July 1955 - June 1956 from all
phases of the Order Department, i.e.
purchase, gift, and exchange, totals
75,403. The number of personnel en-
gaged in the operation is equivalent
to 18. The average number of volumes
per unit of personnel is 4,189 volumes.

Personnel 18   *73,308*
Number of vols. acquired ~~75,403~~
Equated to 4,189 vols. per unit
   of personnel.

(signed)

Head, Order Dept.

*2095 —
subscriptions*

C
O
P
Y

WORK LOAD CATEGORIES OF PUBLICATIONS PROCUREMENT FOR CIA
(July 1955 - June 1956 Statistics)

	PERSON-EQUIVA-LENTS	ORDERS (Communi-cations)	SERIALS Titles	Subscrip-tions: route issues	BOOKS Titles	Volumes
1. State & IAC functions	14					
2. Newspaper contract & Defense Establishment items	1					
3. Training Duty	3					
4. Reference, circulation and aids-to-selection work	7					
Not order work for CIA	25					
FOREIGN PROCUREMENT						
5. Russian Subscriptions	1½	58	1,020	3,260		
6. Russian Books	2½	85			6,500	6,400
7. Chinese & Oriental Serials	3	45	750	900		
8. Chinese & Oriental Books	1	62			900	1,000
9. Other Foreign Subs. via State	4	312	2,450	4,500		
10. Other Foreign Books via State	2	533			3,300	4,500
11.		2	1,500	915	1,500	
12.		1	1,300			1,300	1,800
DOMESTIC PROCUREMENT						
13. Domestic Subscriptions	3½	2,478	1,380	6,000		
14. Books via Purchase Order	2	1,600			1,996	8,113
15. Books for Cash	3½	160			4,500	28,000
TOTALS						
a. CIA Order Work: Persons:	26					
b. State Communications: total, 3,800, of which CIA Orders:	--	1,095				
c. Order letters & order forms:	--	7,038				
d. Foreign Serials for CIA:	-- -- -- -- --	4,635	9,560			
e. Domestic Serials for CIA:	-- -- -- -- --	1,880	6,600			
f. Foreign Books for CIA:	-- -- -- -- -- -- --			12,600	15,000
g. Domestic Books for CIA:	-- -- -- -- -- -- --			5,896	36,813

25X1C

25X1A

Revised 7 May 1957

51,813
16,160
67,973

C
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   Y

TTR/5--Appendix D

CIA Receipts - FY 1956

	Foreign		Special Procurement	
	Orders	Receipts	Orders	Receipts
1). Books and Pamphlets				
a) Ordered	3,013	3,013	2,611	2,611
b) Gratis	—	—	—	—
c) Field (PPO) Selection	—	22,342	—	—
2). Research Documents	—	—	—	—
3). Periodical Subscriptions				
a) Ordered	3,321	3,321	390	390
b) Gratis	—	—	—	—
4). Newspaper Subscriptions	4,980	4,980	735	735
5). Microfilm Reels	—	283	—	—
6). Foreign Service	—	—	—	—
7). Defense Publications	—	—	—	—
8). Miscellaneous (press Summaries, press releases, publishers' catalogs, posters, etc.)	—	109,290	—	118,903
9). Exchange (G.P.O. items and other U.S. Governmental publications procured for transmittal to Foreign Service posts for exchange purposes.)	8,149	8,149	—	—

SECRET   SECRET

TASK TEAM #5
Table of Workload Figures   TTR/5--Appendix E

	STATE		CIA					
	ORDER UNIT	RECEIVE UNIT	DOMESTIC SECTION		FOREIGN SECTION	DISSEMINATION SECTION	TOTAL FOR CIA	
			ORDER	RECEIVE	ORDER	RECEIVE	ORDER	RECEIVE
	Ⓔ (6 people)	Ⓔ(7 people)	Ⓕ (4½ people)	Ⓕ (5½ people)	Ⓕ(7 people)	Ⓕ(9 people)	(11.5 people)	(14.5 people)
	TITLES	ITEMS	TITLES	ITEMS	TITLES	ITEMS	TITLES	ITEMS
1 Books & Pamphlets								
A) Ordered	Ⓔ 4379	Ⓒ 6132	ⒶⒼ13932	Ⓖ 34109	Ⓓ 5624	Ⓙ 12359	19556	46468
B) Gratis	-	Ⓒ 27519	-	-	-	-	-	-
2 Research Documents	-	Ⓒ 7381						
3 Periodicals								
A) Ordered	Ⓔ 1984 }	Ⓗ 216138	-	Ⓖ151691	Ⓓ 3711	Ⓙ 97873	3711	249564
B) Gratis	* }		-		-	-	-	-
4 Newspapers	Ⓖ 531	-	Ⓑ -	-	Ⓓ 5715	Ⓙ435229	5715	435229
5 Microfilm Reels	Ⓖ 27	Ⓒ 109	-	-	-	Ⓓ 283	-	283
6 Foreign Service	Ⓖ 4875	-	-	-	-	-	-	-
7 Defense Publications	-	-	ⒶⒼ 400	Ⓖ 20059	-	-	400	20059
8 Miscellaneous	-	-	-	-	-	Ⓙ232396	-	232396
9 Exchange	-	-	-	-	Ⓓ 8149	Ⓓ 8149	8149	8149
Totals	11796	257279	14332	205859	23199	786289	37531	992148

UNITS PER PERSON

	ORDER	RECEIVE
STATE	1966	36754
CIA	3264	68424

25X1A

A This is a Purchase Order or "P" No. (P.No. for Cash Purchase) count and assumes a minimum of 1 Title per purchase order.
B CIA Domestic newspapers are purchased on an annual contract basis.
C Figures from Appendix A
D Figures from Appendix D - Prepared by ███████████ Chief, Acquisitions Branch. Figures represent Operations Memos and equate to order units, except for figures in items 1c, 5, & 8 (Appendix D) which are receipt units.
E Figures from Mr. Roger Gifford, Library Division, Department of State
F Figures obtained by functional separation of a total of 26 persons based on proportions established for total personnel in ordering and receiving activities.
25X1A   G Figures from ███████████ Chief, Domestic Section, Acquisitions Branch, CIA Library.
H Figure includes an unspecified quantity of "Misc" items - Supplied by Mr. Roger Gifford.
J Figures from official Monthly Reports, Acquisitions Branch, CIA Library

Next 1 Page(s) In Document Exempt

S-E-C-R-E-T

C E N T R A L   I N T E L L I G E N C E   A G E N C Y

OFFICE OF CENTRAL REFERENCE

FISCAL POLICY	TASK TEAM REPORT NO. 6	TTR/6

26 March 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT: Final Report on Fiscal Policy for Publications Procurement -
Task Team No. 6

1. Membership

The Task Team consisted of the following members:

25X1A [redacted] Organization and Methods Examiner, Management Staff
Liaison Officer, Liaison Division, OCR
25X1A [redacted] Assistant Chief, Administrative Staff, OCR

2. Method of Task Team Operation

The following procedures were followed by the Task Team in reviewing the
fiscal policy for publications procurement and evaluating the Library
Consultants' findings and recommendations pertaining thereto:

a. Review by all members of the Task Team of the Consultants' Report, the
OCR rebuttals, and other basic supporting documents.

b. Assignment of various phases of the problem to individual Task Team
members for investigation and reporting.

c. Collection of data - the interview method was used for the most part
although considerable time was spent in reviewing files and records,
in examining procedures, and in studying published literature on
library operations. A list of persons interviewed is attached as
Appendix C.

d. Discussion of reports from Task Team members, establishment of Task
Team position, and preparation of draft report.

25X1A
e. Submission of final report to AD/CR.

3. The recommendations contained in the body report are summarized as follows:

a. The publications procurement budget for FY 59 should be maintained at
[redacted] (p. TTR/6-3,4,& 5)

S-E-C-R-E-T

b. An overflow stack area should be established to handle expansion during the period prior to the move to the New Building. (p. TTR/6-5,6,7 & 8)

c. The experience of the NSA Library in moving to new quarters should be investigated as an aid in planning the CIA Library move to the New Building. (p. TTR/6-8)

d. The CIA Librarian should undertake to write and coordinate an Agency regulation on the procurement of domestic and foreign books, periodicals, and newspapers for Agency use. (p.TTR/6-10)

e. The Central Reference Advisory Group should investigate the system of certifying purchases within Agency components to insure that adequate controls exist. (p. TTR/6-9 & 10)

f. The policy on budgeting for publications procurement as adopted by the Central Reference Advisory Group should be retained. (p. TTR/6-9)

g. The budget for expendables and the budget for the main collections should not be separate; the existing procedure of centralized budget preparation and execution should be retained. (p. TTR/6-10,11 & 12)

h. The Office of the Comptroller should be requested to provide technical guidance in the setting up and maintenance of the fiscal records in the Acquisitions Branch. (p. TTR/6-12 & 13)

i. The General Counsel and the Office of the Comptroller should be consulted concerning the legality of the cash procurement procedure. (p.TTR/6-14)

25X1A
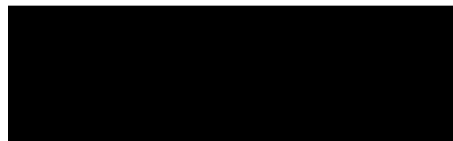
Chairman, Task Team Six

Attachments:
Task Team Report
Appendix A - Policy on Budgeting for Publications Procurement (CRAG 2-58)
Appendix B, Part 1 - Origin and Validity of Consultants' Statistics on CIA
　　　　　　　　　　Library Publication Procurement Expenditures
　　　　　　Part 2 - Analysis of the Validity of the Consultants'
　　　　　　　　　　Comparison of CIA Library Publication Expenditures
　　　　　　　　　　with University Library Publication Expenditures and
　　　　　　　　　　the Conclusion Which They Derived Therefrom
　　　　　　Part 3 - Task Team Analysis of the Consultants' Term "Normal
　　　　　　　　　　Research Libraries"
　　　　　　Part 4 - Task Team Speculation on the Basis and Rationale of
　　　　　　　　　　the Consultants' Recommendation about the Size of the CIA
　　　　　　　　　　Book Budget
　　　　　　Part 5 - Analysis of CIA Library Expenditures to Procure
　　　　　　　　　　Publications, FY 58
Appendix C - List of Persons Interviewed by Task Team Six

S-E-C-R-E-T
TTR/6-3

PROJECT SIX: FISCAL POLICY FOR PUBLICATIONS PROCUREMENT

I. PROBLEM

To study all aspects of publications expenditure including the book
budget, cash procurement, and fiscal controls; specifically to determine
if:

A. The budget for publications is too low.

B. The rate of purchase is in any way affected by staff and space
    limitations.

C. The present budget philosphy should be revised.

D. The budget for expendables and the budget for the main collections
    should be separate.

E. The fiscal controls and procedures in Acquisitions Branch need changing.

II. TASK TEAM FRAME OF REFERENCE

A. The Task Team has assumed that it is CIA and OCR policy to provide
    the library services which the components of CIA may require, and,
    to the extent possible, which other agencies in the intelligence
    community may require, at a cost which meets the requirements of
    national security as well as the requirements for economy in Government.

B. In studying the size of the publications procurement budget, the Task
    Team confined itself to determining the adequacy of that budget to
    fulfill the existing and known publication procurement needs of the
    Agency, including the Library. The Task Team did not try to determine
    the adequacy of the Library to fulfill the intelligence research and
    operational needs of the CIA and the intelligence community.

C. The Task Team considered and used "book budget" as an inclusive term--
    covering books, newspapers, and periodicals. We believe that the
    Consultants used the term in the same manner.

D. The Task Team has proceeded on the basis that books, newspapers, and
    periodicals are materials which are vital to both intelligence
    research and operations. (The Consultants held this same view.)

III. Is the CIA Budget for Publications Procurement Too Low?

25X1A   A. CONCLUSIONS

25X1A   1. _____ is more than ample to fulfill the estimated CIA
                  requirements for publications procurement in FY 58.

               2. The _____ FY 59 publications procurement budget is sufficient
                   and necessary to fulfill the FY 59 requirements of the program, as
                   presently estimated.

S-E-C-R-E-T

B. FINDINGS

Task Team Evaluation of the Consultants' Findings

1. The evidence which was offered and the methodology which was
employed by the Consultants to indicate that too little money
is spent on developing the Library collections is based upon a
comparison with university libraries. Such libraries are not
truly comparable with the CIA Library.

   a. The data about CIA Library expenditures for publications
   to develop its collections which were cited by the Consultants
   requires clarification and correction. (See APPENDIX B Part 1.)

   b. Comparing the annual CIA Library expenditures for books and
   binding with such expenditures by university libraries and
   comparing libraries, generally, without establishing their
   basic similarities is inconclusive. (See APPENDIX B, Part 2.)

   c. The term "normal research libraries", as used by the Consultants
   compounds the fallacy of their comparative library approach.
   (See APPENDIX C, Part 3.)

25X1A 2. The Consultants' reasons for recommending that the CIA book budget
should be about ▮▮▮▮▮▮ out of which OCR should spend a minimum of
25X1A ▮▮▮▮▮▮ to develop its collections, are insufficient to support
the recommendation. (See APPENDIX B, Parts 2,3, and 4.)

Task Team Appraisal of the FY 58 Publications Procurement Budget

25X1A 3. The current ▮▮▮▮▮ FY 58 publications procurement budget was
developed and approved primarily on the basis of the Consultants'
recommendation. This sum is ample to fulfill the FY 58 publica-
tions procurement requirements of the Agency in the opinion of
the Task Team. (See APPENDIX B, Part 5.)

4. The CIA Library is not now spending a minimum of ▮▮▮▮▮▮▮ 25X1A
25X1A ▮▮▮▮▮▮▮▮▮▮▮▮▮ to develop its collections, as those
"collections" were defined by the Consultants. (See APPENDIX B,
Part 5.)

Task Team Judgment on the FY 59 Publications Procurement Budget

25X1A 5. ▮▮▮▮▮▮▮ FY 59 publications procurement budget was prepared on
the basis of previously established and time-tested procedures
which have now been formalized in CRAG document No. 2-58.
These procedures are based on the principle that the publications
procurement budget is the sum in money terms of the publications

procurement requirements of Agency components, including the
Library. It is coincidental that the ████████ FY 59 budget is **25X1A**
the same amount as that recommended by the Consultants. The
Librarian used the same criteria to recommend that sum as did
the Task Team to judge its adequacy - but these criteria are
entirely different from those which were used by the Consultants
in their determination that the book budget should be ████████ **25X1A**

C. RECOMMENDATION   25X1A

The CIA publications procurement budget for FY 59 should be maintained
████████

IV. Is the Rate of Purchase in Any Way Affected by Staff and Space Limitations?

A. CONCLUSIONS

1. Space and staff limitations are not a factor in the decision to
   purchase books deemed to be of basic importance to the collections.
   Space limitations are a factor in the weeding program and in
   decisions to purchase books of low priority or marginal interest.

2. Weeding is a necessary function of normal Library activity.

3. More space is needed to house the expanding Library collections.

B. FINDINGS

1. In pointing out gaps in the CIA Library collection, the Consultants
   stated that "lack of space is indicated as the principal reason
   for the relatively slow growth of the book collection and for the
   absence from the shelves of much obviously basic material." To
   alleviate the crowded space conditions, the Consultants found that
   a program of weeding the present collection had been instituted in
   the Library. The Consultants felt that the time spent in weeding
   could be more profitably used in the selection program and that
   members of the Agency staff should be utilized in building the
   book collection. The Consultants concluded that the "decision not
   to purchase needed books is frequently based on space and staff
   limitations".

2. A survey of available spaces in the Main Library and the four
   Branch Libraries was undertaken by the Task Team to determine the
   extent of crowding in the stack areas. The findings of the survey
   were as follows:

   a. 85-90% of the available shelf space is filled.

   b. 40% of the Library collection is charged out on loan (13% for a
      definite loan period and 27% on indefinite loan).

c. Expansion of stack space in presently available areas can be made only by reducing reading area or office type space. In some instances, safety regulations prohibit the addition of stacks because of floor weight restrictions.

d. A weeding program has been and is being carried out in the Main Library and the Branch Libraries in order to make room for new accessions.

3. The results of the survey indicate that available space in the Library is approaching capacity. However, the assertion by the Consultants that the rate of purchase for additions to the collections and the absence of certain basic materials is primarily based on space limitations does not appear to be valid. An analysis of expenditures for additions to the Library collections showed that the rate of purchase has remained nearly constant for the past five years in spite of increasingly crowded conditions. This would seem to indicate that the rate of purchase was determined by basic Library policy as to the size and content of its collection. Similarly, there is no evidence to show that absence from the shelves of materials that the Consultants considered to be of basic importance is primarily the result of lack of shelf space. The determination of what materials are of basic importance is made on the basis of established selection criteria, and an examination of the selection program indicates that materials are procured without regard to space when deemed of importance to the central collections.

4. The Consultants' claim that staff limitations affect the rate of purchase cannot be substantiated, and no evidence was offered as to how they arrived at this conclusion. The rate of purchase is determined by the Selection Section of the Reference Branch consisting of two Selections Officers. Increasing the size of this staff would not, per se, increase the rate of purchase since this is a result of basic Library policy.

5. The Consultants' recommendation that the Agency staff should actively participate in the book selection for the central collections has been implemented. In a memorandum from the CIA Librarian to all major components of the Agency in October 1957, it was requested that each component appoint members of its staff to act as consultants in the selection program. This program has had a promising beginning and is serving as a means for utilizing the knowledge of all members of the Agency staff in adding books to the collection.

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6. The weeding program, which has been carried out in the Main Library as well as the Branch Libraries, is a direct result of lack of shelf space. Most of the materials being discarded are duplicate copies of books no longer in demand, volumes superceded by more recent editions, and outdated periodicals. The ███████ Branch Library is presently negotiating to dispose of a 30,000 volume collection of captured Japanese

materials, and, if successful, will gain enough space to
handle their expansion needs until the move to the new
building. In the opinion of the Task Team, the weeding
program is a normal and necessary procedure which not only
eliminates material from the collection that has outlived
its usefulness, but which provides a good means for judging
the value of the present holdings.

7. Although the Task Team was unable to substantiate the
   Consultants' finding that the rate of purchase of <u>needed</u>
   books is affected by staff and space limitations, an
   analysis of the present stack spaces clearly indicates that
   continued growth of the Library collection will be limited
   by space considerations. Assuming that adequate space has
   been provided for an expanded collection in the new building,
   the immediate problem is how to provide for continued growth
   during the next two-three year period prior to the move to
   the new site. Several alternatives are worth considering:

   a. Expand shelf space in presently available areas by
      rearrangment of the stacks to make room for more
      shelving, utilization of reading spaces for stack
      areas, and continuation of a vigorous weeding program.
   b. Establishment of an overflow stack area in newly
      acquired spaces.

8. The Task Team has discarded the first proposal since it does
   not appear likely that enough space can be gained by this
   method to handle the normal expansion rate of the collection
   for the next two-three years. The most critical space
   problem exists in the Main Library, which is almost 100%
   utilized, and immediate efforts should be made to obtain
   more space to house this collection. The Records Management
   Staff is presently surveying the Fourth Wing of M Building
   to determine if more shelf space can be obtained by a
   rearrangement of the stacks. Preliminary results of this
   survey do not look promising. Conversion of reading room
   space to stack areas is not desirable and expansion of the
   weeding program would in the long run be self-defeating.

9. The Task Team has concluded that the establishment of a new
   stack area to handle the overflow from the Main Library offers
   the best solution to the present space problem. Since space
   is not available for a greatly expanded collection in M
   Building, the following alternatives are suggested:

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   a. Utilize existing spaces in ████████████ If the 30,000
      volume captured Japanese collection is disposed of,
      there will be space to house an overflow in the existing
      stacks. There is also a vaulted area of approximately 300
      square feet presently being used as the Acquisitions
      Branch conference room which could be converted to stack
      spaces.

b. Utilize existing spaces in the Stadium. The Catalog Section moved out of an area of approximately 1500 square feet. Although this space has been reallocated to other units, room could be made available for a stack area in the Stadium.

c. Request the Office of Logistics to negotiate with PBS for additional space not presently occupied by CIA.

10. The decision as to what alternative to choose is dependent upon an estimate of the space required in the next two-three years. This estimate, in turn, is dependent upon the policy determination as to what the rate of purchase shall be during this period.

11. One additional finding of the Task Team should be noted. In discussions with NSA Library personnel, many of the problems encountered by NSA in their move from widely dispersed quarters to a central building appeared similar to those which will be faced by CIA in its move to the new building. One result of their move was that a large number of books on loan to user offices were returned, thus greatly expanding the on-the-shelf holdings of the central Library facility. This and other experiences seem worthy of further investigation by members of the CIA Library Staff in planning the move to the new site.

C. RECOMMENDATIONS

1. An overflow stack area should be established to handle expansion during the period prior to the move to the new building.

2. The experience of the NSA Library in moving to new quarters should be investigated as an aid in the planning of the CIA Library move to the new building.

V. Should the present budget philosophy be revised?

A. CONCLUSIONS

1. The OCR budget philosophy for publications procurement, as set forth in the Central Reference Advisory Group issuance entitled "Policy on Budgeting for Publications Procurement" (CRAG 2-58 dated 13 January 1958), is a clear statement of OCR responsibility and procedures in this field. (See APPENDIX A)

2. The budget philosophy as adopted by CRAG establishes a satisfactory method for the development and execution of the book budget.

3. The book budget is and has been under the control of the Assistant Director, OCR. This is contrary to a finding of the Library Consultants.

B. FINDINGS

1. In connection with implementing certain of the Consultants'
   recommendations, an examination of the budget philosophy
   for publications procurement was undertaken by Management
   Staff and Acquisitions Branch officials prior to the formation
   of the Task Teams. As a result of their investigations, a
   draft policy statement was prepared and submitted to the AD/CR.
   After the Task Teams were organized, Task Team Six was requested
   to review the draft and make any necessary changes. Minor
   changes were suggested by the Team and the redraft was coor-
   dinated with the O/DD/I, Office of the Comptroller, and
   certain cognizant officials in user offices. The final
   version was submitted to the AD/CR and adopted by CRAG at
   its first meeting on 18 January 1958.

2. In connection with the OCR budget philosophy, the Library
   Consultants stated that "the book budget is not under the
   control of the Assistant Director, OCR, which is contrary to
   normal research library practices." Although no evidence
   was offered to support this statement, it appears likely that
   the Consultants were referring to the procedure whereby OCR
   requests user Offices to participate in the development of
   the book budget by submitting estimates of their future
   requirements. Since OCR has the responsibility for procuring
   required books and periodicals as a centralized procurement
   service and must bear the cost of these requirements, the
   Consultants concluded that OCR does not have control of the
   book budget. The statement of policy as adopted by CRAG
   clarifies this point by stating that "OCR will be responsible
   for the preparation of the budget estimates for the CIA
   publications procurement program", and "will establish and
   control the sub-allotments for the operating components".
   The total funds for the program are allocated by the Comptroller
   to OCR and the administering of these funds is the responsibility
   of OCR officials. Should insufficient funds be available for
   the operation of the total program, a procedure exists whereby
   OCR may obtain additional funds from the user offices to meet
   their requirements. This procedure is necessary only when the
   total requirements for the program have been underestimated or
   when the budgeted allocation has been limited by higher authority.

3. In OCR's annual presentation of the book budget, the Task Team
   found that OCR has experienced difficulty in justifying the
   program to the Office of the Comptroller. Most of the review
   concerns the system of the control ("How many copies of the N.Y.
   Times are bought and why?") rather than the relative importance
   of books, newspapers, and periodicals to the intelligence effort.
   The attitude of the Office of the Comptroller seems to be that
   since user offices are not expending their own funds for
   publications, there is a lack of restraint in requesting publica-
   tions for office use; i.e., there is excessive wastefulness in
   the program. The Task Team found that a control system does exist

in which an authorizing official in each Agency component
(Publications Procurement Certifying Officer) reviews requests
for book purchases and certifies their validity. If control is
the questionable feature, then the system of certifying purchases
within Agency components should be reviewed to insure that the
validity of the requests are certified by competent authority,
rather than attempting to control the program by budgetary
limitations. The Consultants condemned this process as shortsight-
edness and pointed out that "when the total spent for books is
compared with the grand total needed to operate the Agency, the
sum becomes insignificant indeed." The Task Force concurs in
this finding.

4. Much of the difficulty encountered in the operation of the
   publications procurement program stems from a lack of understanding
   by operating components of the purpose, scope and procedures of
   the program. The CRAG issuance was an effective starting point
   in clearing up misunderstandings and establishing policy and
   procedures for the preparation of the book budget. As a follow-up
   to this action, the Task Team feels that the publication of an
   Agency regulation on the total publications procurement program
   would be most helpful in giving the activity a firmer base from
   which to operate, and in developing a clearer understanding by
   Agency employees of this activity.

C. RECOMMENDATIONS

1. The CIA Librarian undertake to write and coordinate an Agency
   regulation on the procurement of domestic and foreign books,
   periodicals, and newspapers for Agency use explaining the purpose
   and scope of the publications procurement program, detailing
   responsibilities of OCR and user offices, and providing procedures
   for publications procurement.

2. The Central Reference Advisory Group investigate the system of
   certifying purchases within Agency components to insure that
   adequate controls exist.

3. The policy on budgeting for publications procurement as adopted
   by the Central Reference Advisory Group be retained.

VI. Should the budget for expendables and the budget for the main collections
be separate?

A. CONCLUSIONS

1. Creation of separate budgets for expendables (in the operating
   offices) and for the main OCR collections will not automatically
   increase the funds available for the OCR collections.

2. Separating the budget for expendables and the budget for the main
    collections would further complicate the bookkeeping procedures of
    the Acquisitions Branch, and would hamper the effectiveness of a
    centralized procurement service.

3. The procedure for developing the book budget as adopted by CRAG is
    a workable system incorporating the advantages of centralization
    and, at the same time, maintaining adequate controls.

B. FINDINGS

1. The Consultants presupposed a large sum of money, labeled "CIA
    Publications Procurement" from which purchases are made for the
    operating components, after which the remaining money is used
    for the OCR collections. The Consultants believed that if the
    operating offices control their own funds for purchase of publica-
    tions and reduce the volume of such purchases, the smaller amount
    of expenditure, when subtracted from the total amount for "CIA
    Publications Procurement" will leave a larger residue for use by
    OCR to supplement its main collections. In fact, if there were
    two separate budgets (i.e., one for each of the operating offices
    and one for OCR), each would have to be justified in accordance
    with normal budget jusitification procedures. Thus, OCR would have
    to justify funds for its main collections in the same manner as
    at present. Whether or not this would result in an increase in
    such funds would depend solely upon the quality of OCR's justifica-
    tion rather than upon the amounts requested by operating offices
    in their budgeting.

2. The procedure whereby offices would prepare separate budgets for
    their publications requirements could be effected in several ways:

    a. The offices could set up separate allotment accounts for
        publication procurement and authorize the Deputy Chief,
        Acquisitions Branch to obligate against the authorization.
        This would result in the establishment of 50-60 new allotment
        accounts with consequent increased bookkeeping responsibilities.

    b. The authorized funds obtained by offices as a result of their
        budget justifications could be transferred to a centralized
        allotment account controlled by OCR. If an office should require
        more funds for publications procurement, it would be <u>required</u>
        to transfer additional funds to OCR. Under the present system,
        increased requirements in one office can be met from surplus funds
        in other offices, i.e., the present system is more flexible.

    c. The accounting responsibilities of the Acqubitions Branch could
        be decentralized to the Office of the Comptroller and the Acquisi-
        tions Branch act as a procurement agent only. This would result
        in increased paper work and a slow down in the procurement
        procedure that would greatly hamper the effectiveness of the
        program.

3. The statement of policy and procedure on budgeting for publications procurement, as adopted by the Central Reference Advisory Group in January 1958 (see APPENDIX A), is a better system for achieving the desired objectives than the system of separate budgets for expendables and the OCR collections. It has the advantages of greater flexibility, centralization of accounting, and better utilization of library expertise resulting in a more economic administering of the program. If the procedure seems too cumbersome, it is because of the requirements of higher authority for adequate controls and sufficient justification of the program.

C. RECOMMENDATIONS

1. The budget for expendables and the budget for the main collections should not be separate. The existing procedure of centralized budget preparation and execution should be retained.

VII. Do the fiscal controls and procedures in Acquisitions Branch need changing?

A. CONCLUSIONS

1. The Management Staff survey of the record-keeping procedures for publications procurement, as carried on by the Deputy Chief of the Acquisitions Branch, has succeeded in partially reducing the burden of record-keeping in the Branch.

2. The fiscal controls and procedures should be further studied by Agency experts in the field of accounting.

3. The cash procurement procedure is being utilized to its fullest practical extent under present operating conditions.

4. The legal status of the cash procurement operation needs clarification.

B. FINDINGS

1. The Consultants recommended that "the proposal of the Management Staff to undertake a detailed study of fiscal control and bookkeeping as now practiced by the Acquisitions Branch" be implemented. This was accomplished in part in the summer and fall of 1957 and culminated in the publication of a Management Staff Report entitled "Accounting for OCR Publications Procurement" dated 14 October 1957. The objectives of the study were:

   a. "To reduce the burden of the Deputy Chief, Acqusitions Branch, CIA Library, in managing the fiscal records for Agency publications procurement."

   b. "To devise a more efficient subscription renewal procedure for foreign publications and domestic annual publications."

2. As a result of this study, members of the Management Staff have been working with members of the Acquisitions Branch to implement certain of its recommendations. The main accomplishments to date are as follows:

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a. The bookkeeping and management ███████████████ activity has been delegated from the Deputy Chief, Acquisitions Branch to the Chief, Special Procurement Unit.

b. A procedure has been devised and is in the process of being installed for machine accounting for foreign subscriptions.

c. Steps are being taken to improve the procedures for machine accounting for other foreign procurement and covert procurement.

d. A more economic system has been devised for creating and maintaining the cyrillic list of Russian publications.

e. Some accounting reports previously prepared manually by the Deputy Chief, Acquisitions Branch, and Chief, Domestic Section have been converted to automatic machine methods.

3. Although improvements have been effected in IBM accounting systems for the Branch, the major problem of simplifying manually kept fiscal records has not been completely solved, and the Deputy Chief, Acquisitions Branch, continues to devote a major portion of his time in preparing and maintaining budget and fiscal records. Guidance from the Office of the Comptroller is required to perform a technical analysis of accounting operations in this Branch. This would have the dual advantage of improving the bookkeeping procedures and of establishing closer contact between the Office of the Comptroller and the Acquisitions Branch.

4. In their study of the acquisition program, the Consultants found that "full utilization of the cash purchase procedure is not made", and recommended that "more books and other materials be purchased through the cash procurement procedure". As an example of the suggested changes they recommended that it should be possible "for personnel buying with cash also to buy from ██████████████

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25X1A

5. Purchasing publications for cash ██████████████████████ in the United States is dependent upon the establishment of field agents to do the buying. The matter of domestic procurement through the use of agents in the field, is currently being studied by Task Team Seven. Should such a system be adopted, it is possible to make cash available in the field for publication procurement. At the present time, the Graphics Register has an arrangement with the ████████████████████ whereby cash advances are made for the purchase ████████████████ A similar arrangement could be made for publications if agents are established in the field.

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6. Cash procurement, as presently practiced in the Domestic Section, has one main advantage — less red tape. The alternative method of domestic procurement by the purchase order procedure, takes more time and people because of the greater volume of paper involved, larger typing workload, and more detailed accounting procedure. The main elements of the cash procurement system are:

    a. Cash is made available to the Domestic Section through the   25X1A
       use of an unvouchered revolving fund amounting to ▉▉▉▉

    b. Its use is limited to items available in the local book market

    c. Requirements of law and Agency regulations limit greater use of this procedure.

7. In their study of the cash procurement operation, the Management Staff questioned the procedure on the grounds that Agency regulations prohibit the use of unvouchered funds for "administrative convenience". Since they feel that the use of this fund is mainly a matter of "administrative convenience", they are proposing that it be changed to vouchered funds by either:

    a. Abolishing the revolving fund and establishing a modified version of the purchase order system, or

    b. Establishing a vouchered imprest fund as a replacement to the unvouchered revolving fund.

8. The Task Team feels that the abolishing of the revolving fund and establishing a purchase order procedure is not a good solution since it would increase the work load of the Domestic Section. Establishment of a vouchered imprest fund would retain all the advantages of the present system and resolve the legal questions involved. However, Agency regulations limit imprest funds to

25X1A ▉▉▉ although "exception to this limitation may be requested with   25X1A
justification on the basis of the particular situation involved".
Since no less than ▉▉▉ is needed to run the operation, an exception to the regulation would have to be obtained from the Office of the Comptroller in order to set up the fund. No efforts have been made by OCR or members of the Management Staff to discover if such an exception is possible. Inasmuch as the legality of the procedure is in doubt, some solution to the problem should be made in the near future.

C. RECOMMENDATIONS

1. The Office of the Comptroller should be requested to provide technical guidance in the setting up and maintenance of the fiscal records in the Acquisitions Branch,(with the major objective to relieve the Deputy Chief, Acquisitions Branch of some of his bookkeeping duties).

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2. The General Counsel and the Office of the Comptroller should be
    consulted concerning the legality of the cash procurement procedure.
    Should it be determined that this is a misuse of unvouchered funds,
    steps should be taken to establish a vouchered Imprest Fund of ████

                                                        25X1A

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TIR/6--APPENDIX A

CRAG 2-58
13 January 1958

CENTRAL INTELLIGENCE AGENCY

CENTRAL REFERENCE ADVISORY GROUP

Policy on Budgeting for Publications Procurement

At its 7 January organization meeting, the Central Reference Advisory Group adopted the attached statement of policy on budgeting for the procurement of publications.

I have directed responsible OCR officers to implement it, in consultation with responsible officers in the various components of the Agency, at the earliest practicable date.

Paul A. Borel
Assistant Director
Central Reference

Distribution:

DD/I
DD/S
IAD's
Chief, FI

7 January 1958

POLICY ON BUDGETING FOR PUBLICATIONS PROCUREMENT

1. General:

The Office of Central Reference is responsible for providing books, periodicals, and other publications required for use by all components of the Agency.[1] Development of the publications procurement program, including the preparation and execution of the budget, will be accomplished by OCR after coordination with CIA operating officials.[2]

2. Budget Preparation:

a. OCR will be responsible for the preparation of the budget estimates for the CIA publications procurement program for all phases of the budget cycle (preliminary estimates, operating budget, revised estimates). These estimates will be based on:

(1) past expenditures as reflected in the records maintained by OCR;

(2) known trends in the publications procurement program; and,

(3) new or discontinued requirements of the Agency.

b. Preparation of the budget will include separate estimates for operating components of the Agency, the OCR central collection, and the foreign publications selection program.[3]

_____   **25X1A**

[1]CIA Regulation ███████████

[2]Operating officials include: Chiefs of Senior Staff and Area Divisions under the jurisdiction of the DD/P; Assistant Directors under the jurisdiction of the DD/I; Staff Chiefs, the Comptroller, the General Counsel, and Directors of Offices under the jurisdiction of the DD/S; and the DD/C.

[3]Selections of foreign publications by State Department Publications Procurement Officers in response to Agency written requirements

c. OCR will be responsible for the coordination of individual estimates for operating components with CIA operating officials at each phase of the budget cycle (see attached sample correspondence). Operating officials will propose revised estimates, if necessary, based upon anticipated changes in their requirements.

d. Submission of the total Agency publications procurement budget will be made by OCR through the Deputy Director (Intelligence) to the Comptroller.

e. The Comptroller will allocate the approved Agency publications procurement funds to OCR. OCR will establish and control the sub-allotments for the operating components and notify them of the approved amounts.

3. Budget Management:

a. As publications are ordered by operating components, OCR will charge the costs to their sub-allotments. Publications selected by PPO's, or ordered for the OCR collection will be charged against the OCR sub-allotment.

b. When the funds for an operating component are nearing exhaustion by purchases against its sub-allotment, the component will be notified. On exhaustion, additional purchases for that component will be at the option of OCR, unless the component makes supplementary funds available to OCR.

S-E-C-R-E-T   TTR/6--APPENDIX A-4

DRAFT form letter

(____February 1958)

MEMORANDUM FOR:

ATTENTION:

SUBJECT: Publications Procurement Budget: Sub-Allotment

                  for _____.

        The following report of sums involved in procuring publications
required by your component during the first half of the fiscal year is
submitted for your information.

        Budget sub-allotment $_____

        Newspapers, 12 months $_____

        Foreign subscriptions ordered   _____

        Other subscriptions and books,
            July-December   _____

        Subscription renewals due,
            January-June   _____

        Total funds committed $_____

        Balance available for new selections,
            January-June $_____

                                          Paul A. Borel
                                          Assistant Director
                                          Central Reference

S-E-C-R-E-T

DRAFT form letter   (_____April 1958)

MEMORANDUM FOR:

ATTENTION:

SUBJECT: Publications Procurement Budget: Sub-Allotment

                     for _____.

    1. Budget estimates for FY 59 and FY 60 to provide for procurement
of publications required will be necessary about (15 May 1958). Recent
OCR experience in serving the requirements of your component is
summarized below, as are OCR estimates for FY 59 and FY 60, based upon
the probable availability of publications. If no significant change in
the requirements of your component for publications during those years
are anticipated, your concurrence is requested. If, on the other hand,
you expect a significant change, a revised estimate is requested.

    2. Summary of expenditures and obligations:

         Spent, FY 57 $_____
         FY 58 budget, current sub-allotment   _____
         Net obligations, 9 months, FY 58 $_____
         Estimate, 4th quarter, FY 58 $_____

    3. Estimates for FY 59 and FY 60:

         Estimate FY 59 $_____   Revised Estimate $_____
         Estimate FY 60 $_____   Revised Estimate $_____

CONCUR: _____

                                   Paul A. Borel
                                   Assistant Director
                                   Central Reference

S-E-C-R-E-T

DRAFT form letter

MEMORANDUM FOR:

ATTENTION:

SUBJECT: Publications Procurement Budget: Sub-Allotment

                  for _____.

    1. Expenditures and net obligations to serve the requirements of your
component for publications during the fiscal year just completed total $_____.

    2. The budget sub-allotment to serve the requirements of your component
for publications during the current fiscal year is $_____.

                                        Paul A. Borel
                                        Assistant Director
                                        Central Reference

S-E-C-R-E-T

PART I

ORIGIN AND VALIDITY OF CONSULTANTS' STATISTICS ON CIA LIBRARY PUBLICATION
PROCUREMENT EXPENDITURES

The Consultants stated in their report (pp. 36-37):

25X1A

"... an analysis of OCR expenditures indicates that only one
third of the total funds allocated for the purchase of books is
actually used to stock OCR collections. For example, in FY 1956,
████████ were spent for OCR and Library Division requirements. This
included the purchase of U.S. daily newspapers, domestic and foreign 25X1A
subscriptions, and books. In addition, ████████ was spent for books
ordered by user divisions. This means, however, that the book
actually is on a shelf in the user division and that OCR has only   25X1A
a catalog card record of it. Thus, a total of ████████ out of a
grand total of ████████ was spent for the development of OCR
resources. In other words, ████████ was spent by OCR at the   25X1A
direction of others and the effectiveness of this money is not
related in any way to the development of OCR collections. It
should be noted also that ████████ of the ████████ actually expended 25X1A
was for expendable items purchased for DD/P or DD/I, in the main,
and for other user divisions."

25X1A

25X1A

25X1A

1. The statistics in the above statement were extracted by the
Consultants from a table entitled: "CIA Library Expenditures to Procure
Publications, FY 56 Experience and Estimates FY 57 and FY 58" which was
compiled for them by the Deputy Chief, Acquisitions Branch, CIA Library,
from his records of individual CIA unit expenditures; actual and estimated.
The table is copied below in its entirety:

(see next page)

S-E-C-R-E-T

TTR/6--APPENDIX B-2

TABLE I

CIA Library Expenditures to Procure Publications
FY 56 Experience and Estimates FY 57 and FY 58

25X1A

Kind of Requirement	FY 1956	FY 1957 Estimate	FY 1958 Estimate

LIBRARY AND BRANCH LIBRARY REQUIREMENTS

1. U.S. Daily Newspapers
2. Subscriptions, Domestic and Foreign
3. Books Ordered
4. SUB-TOTAL: All accountable inventory (newspapers
          and periodicals are not cataloged)

OTHER OFFICES' REQUIREMENTS

5. Books ordered, cataloging permitted
6. SUB-TOTAL: Procured for accountable inventory
7. U.S. Daily Newspapers
8. Subscriptions, Domestic and Foreign
9. Books ordered
10. SUB-TOTAL: Procurement of items ordered

FOREIGN INTELLIGENCE COLLECTING (Instructions, not orders)

11. Hong Kong Collecting   25X1A
12. Moscow Collecting
13. All other Posts' Collecting
14. Spent (total) for publications received

OTHER CHARGES

15. Newspaper clippings for DCI/Historical File (Grogan)
16. Charges to Library budget for procurement not
    authorized by Library, in headquarters and in
    fields:
17. TOTAL SPENT . . . .
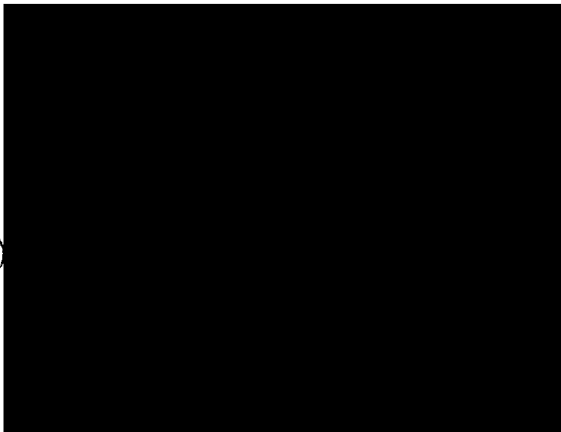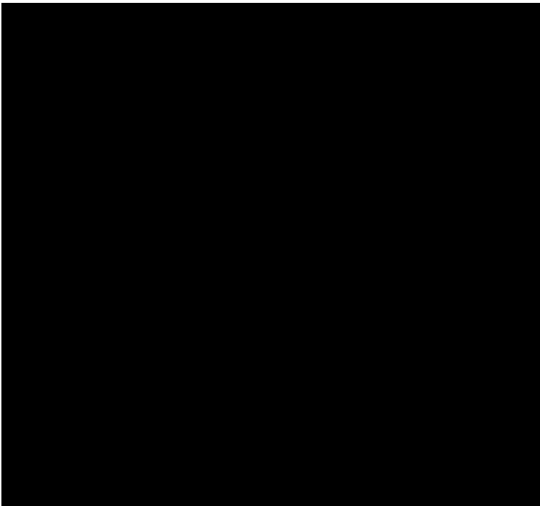
    2. The Task Force has concluded that the FY 56 column of statistics in the
Table and the manner of their grouping by "Kind of Requirement" (the specific parts
of the Table which were used by the Consultants in the above-quoted statement) are
valid and pertinent to an evaluation of the Consultants' statement:

        a. We audited the basic publication expenditure records which were used
            by the Acquisitions Branch to construct the FY 56 column in the Table
            and confirmed that the statistics in that column were properly and
            accurately compiled.

b. The Task Force reviewed andanalysed the "Kind of Requirement" grouping of expenditures (left column of the Table) and found it to be soundly conceived and executed:

    (1) It provides an efficient means of distinguishing between expenditures for accountable inventory (non-expendables - which may be considered as part of the Library collections) and those for the non-accountable inventory (expendables - which may not be considered as additions to the Library collections).

    (2) It provides summary information about the division of expenditures between the three broad categories of publications which are procured - books, newspapers, and periodicals.

    (3) It illustrates three of the four related but distinct publication procurement functions of the Acquisitions Branch:

        (a) Procurement agent for the CIA Library and its components
        (b) Central procurement agent for CIA
        (c) Intelligence information (in the form of publications) collecting unit for CIA

3. The Task Force accepts the aforerepresented Table of expenditures as a useful tool for evaluating the CIA book budget.

4. In our opinion the following elements of the Consultants' statement deserve clarification:

25X1A   a. ". . . a total of ███████ . . . was spent for the development of OCR resources." Technically, this statement is inaccurate. The Task Force believes that it would be more accurate to amend the statement thusly:

25X1A   ". . . a total of ███████ . . . was spent (in FY 56) for the development of the Library collections."

25X1A   (1) The ██████ figure is the sum of:

        (a) The expenditures for US daily newspapers, books, and periodicals (domestic and foreign) which were required by the CIA Library (Main Library and Branches) and added (or may be considered to have been added) to its holdings and,
        (b) the expenditures for books which were ordered by non-Library/OCR Divisions and other CIA components and which

25X1A   the CIA Library was permitted to catalog.

25X1A   (2) The ██████ total does not include:

        (a) The expenditures for publications which were procured for the CIA Library but which were not added to its collections for one reason or another (publications which were consumed in the course of use, obtained for exchange purposes, etc.). The expenditures for these items are included in lines 7,8, and 9 of the Table.

(b) The expenditures for US daily newspapers and domestic and foreign periodicals which were required by non-Library/OCR components - such expenditures are included in lines 7 and 8 of the Table.

(3) The Task Force submits that if it was the intention of the Consultants to cite a publications procurement expenditure total for the "development of OCR resources"; then the amounts of money which were spent by both the Library and other OCR components for the publications mentioned above would have to be added to the ▮▮▮▮ total. This, of course, could be done on the grounds that expendable publications which were procured for OCR Divisions contributed in some way to OCR resources, e.g.,

25X1A

(a) Expendable periodicals which are procured for and used by the Library Reference and Catalog Branches in the everyday discharge of their services probably contribute to the efficiency and capability of these units and, therefore, may be considred to augment OCR resources.

(b) Foreign periodicals which are procured for IR, BR, etc., and which are clipped or exploited in some manner for incorporation in their specialized files may be considered as contributions to OCR resources.

(4) The Task Force does not believe, however, that the Consultants were attempting either to cite or calculate the total amount of money which was spent for publications which contributed to OCR resources. Rather, we believe that it was their intention to emphasize only the total amount of money which was spent in FY 56 for publications which enhanced the Library collections.

25X1A

b. The Consultants' statement that ". . . in FY 1956, ▮▮▮▮ were spent for OCR and Library Division requirements . . ." is also technically incorrect. To be correct the statement should read: ". . . in FY 1956 ▮▮▮▮ were spent for Library Division requirements . . ."

25X1A

(1) The ▮▮▮▮ figure represents the amount of money spent only by the Library Division for publications which may be considered to have become a part of their collections. The figure does not include money spent for the publications requirements of other OCR components.

25X1A

(2) The expenditures for books which were required by IR, BR, GR, LD, MD, SR, and the OAD are largely included in the line 5, ▮▮▮▮ entry. The expenditures for US daily newspapers which were required by these same non-Library/OCR Divisions are primarily included in the ▮▮▮▮ (line 7) entry. The expenditures for domestic and foreign periodicals which were required by non-Library/OCR Divisions are in most instances included in the line 8 entry - ▮▮▮▮

25X1A

25X1A

25X1A

25X1A

5. The Task Force suggests that the expenditures which are listed in the Table under the heading "Foreign Intelligence Collecting" could validly be added to the ▮▮▮▮▮ figure to produce an entirely new and higher total of expenditures for the development of Library collections. We invite consideration of the fact that publications which were procured on an instruction basis by Publication Procurement Officers and certain Foreign Service Officers, who act as publications procurement officers, are in the main and for substantial periods of time within the record and physical control of the CIA Library. These publications are collected in Hong Kong and Moscow primarily; in other areas of the world, to a lesser extent. The ▮▮▮▮▮▮▮ (sum of lines 11, 12, and 13 in the Table) that was spent in FY 56 to procure them could be added to the ▮▮▮▮ total which we accepted above. This would raise the publication expenditure for the development of Library collections to ▮▮▮▮ - and would provide in our opinion a truer total than the ▮▮▮▮ However, the Task Force has chosen not to pursue this line of reasoning in assessing the Consultants' basic statement about CIA Library publication expenditures. We believe that the introduction of a new total expenditure vice the ▮▮▮▮ total would not alter the weight of the Consultants' finding sufficiently to affect the validity of the recommendation which they subsequently based upon it, to wit: ". . . increase the money. . . for the development of its (OCR's) collections from the present level of ▮▮▮▮ to a minimum of ▮▮▮▮▮▮

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25X1A

25X1A

25X1A

25X1A

6. For the purpose of this evaluation the Task Force accepts the ▮▮▮▮▮▮ figure, as clarified above, as the total FY 56 CIA expenditures for publications which may be considered to have "developed" the Library collections.

25X1A   25X1A

PART II

ANALYSIS OF THE VALIDITY OF THE CONSULTANTS' COMPARISON OF CIA LIBRARY PUBLICATION EXPENDITURES WITH UNIVERSITY LIBRARY PUBLICATION EXPENDITURES AND THE CONCLUSION WHICH THEY DERIVED THEREFROM

The Consultants stated in their report (p. 37):

"A comparison with other research libraries indicates the inadequacy of the /CIA/ book budget. The best comparison is based on statistics published in College and Research Libraries. These figures usually include the total spent   25X1A
for books and binding. OCR spends about ███ a year for binding and there-
fore, if we add this figure to ███ a comparable figure is ███ This   25X1A
then, compares with the expenditure of Harvard University in 1955-56 of   25X1A
$595,374 for books and binding. A smaller institution, Duke University, spent
in the same year $224,963; Columbia University spent $329,483 in the develop-
ment of its library collections; the University of Illinois spent $491,554;
Yale University Library spent $480,495. Actually the level of expenditure   25X1A
for the CIA collections compares to ████████████████
████████████ These figures indicate that the level of expenditure   25X1A
is entirely too low for the needs of an agency doing intelligence research
with the full-time effort of approximately 1,200 highly skilled research
analysts."

They summarized this statement (p. v):

"The total number of dollars spent for books, newspapers, and
periodicals as additions to the OCR collections is low as compared
to normal research libraries."

1. It is obvious from the statistics which are cited above that the
University of Illinois, Harvard, Duke, Columbia, and Yale Universities spent
a much greater amount of money in FY 56 for books, related materials (newspapers
and periodicals), and binding than did the CIA Library for similar purposes.
Nevertheless, the Task Force believes that such a comparison of expenditures is
invalid, as evidence that the CIA Library spends too little money to develop its
collections or that the CIA book budget is inadequate.

2. Comparing the CIA Library expenditures for books with such expenditures
by university libraries is inconclusive, we believe, unless it is established
or assumed in some substantial way (other than the fact that they are both
libraries) that these libraries are all similar in purpose, nature, and size
(book stock). Otherwise, it seems to us to be a rather futile exercise which
is very much like trying to compare the expenditures of a university press
(such as the Harvard University Press) with the expenditures of the CIA Printing
Services Division - without accounting for the obvious dissimilarities in their
mission, functions, and operations.

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25X1A

3. The Consultants did not suggest in their report that the CIA Library expenditures for books each year be a certain amount because the CIA Library is or should be a Harvard or Yale Library. We believe that this is evident in the Consultants' recommendation that the money available to OCR for the development of its collections should be increased from ▓▓▓▓ to a minimum ▓▓▓▓▓▓▓▓▓▓ This recommended level of expenditure for books and binding is still below that which was expended in FY 56 for such purposes by the Harvard, Yale, Columbia, Illinois, and Duke University libraries.

4. We are convinced that the annual expenditures for books and binding of the various university libraries cannot be compared, one with another, to produce any meaningful conclusions:

a. For example: The 6,000,000 volume Harvard University Library (the oldest and largest university library in the U.S.) spent nearly $600,000 in FY 56 for "books" and binding. ($115,401 or about 19% of the $600,000 was spent on binding alone). The 4,000,000 volume Yale University Library (the second largest university library in the U.S.) spent nearly $500,000 in FY 56 for essentially the same purposes. Could it be consluded, without consideration of other facts, that the book and binding expenditures of the Yale University Library are either "too low" for the needs, present and future, of the Yale clientele, or that the Yale Library book budget is inadequate? The Task Force says no.

b. For example: The Harvard University Library, in expending about 24% more money in FY 56 for "books" and binding than did the Yale University Library, added over 100% more volumes and acquired over 1000% more newspapers than did the Yale Library. Does this mean that Harvard Library is providing either adequate service to its clientele or better service than Yale is providing to its clientele? The Task Force does not believe that the above statistics necessarily support either conclusion.

c. For example: The Johns Hopkins University Library with a 1,076,266 book stock spent $94,449 in FY 56 for books and binding; the Indiana University Library with a 1,059,850 book stock spent $293,000 (estimate); the Texas University Library with a 1,166,295 book stock spent $178,115; the University of California at Los Angeles Library with a 1,159,728 book stock spent $382,620; and the New York University Library with a 1,066,333 book stock spent $132,990. Can it be determined from this data which university library expended either an adequate amount for books and binding or the proper amount to meet the needs of its clientele? We do not believe that it can.

25X1A

5. The Task Force does not consider it useful even to try to compare the CIA Library with other U.S. Government libraries.

a. The total book budget of the National Security Agency (NSA), for FY 58 is ▓▓▓▓▓▓ NSA has a 65,000 volume Library. The

25X1A

CIA book budget for the same year is ▮▮▮▮▮ Seemingly
there ought to be some similarity between the NSA and CIA
as far as the number of analysts which are employed and the
type and level of research which is performed. But it is
obvious that the dissimilarities predominate to such an
extent that the budgets of the two organizations do not even
closely approximate each other. The Task Force submits that
it is not worthwhile to attempt to establish a valid basis
for comparing the CIA Library with the NSA Library. It
appears to us that it would be like trying to develop a
non-alchemic base for comparing apples and grapefruit -
simply because they are both fruit which grow on trees.

b. The Department of Agriculture (USDA) Library (the National
Library of Agriculture with a collection of approximately
1,100,000 volumes) spent about $40,000 in FY 57 for books
which were added to its collection. The CIA spent about
25X1A ▮▮▮▮▮ in the same year for what may be considered to be
for the same purpose. Yet it cannot be said fairly, in
our opinion, that the USDA Library did not spend enough
on the development of its collections - for 70% of the books
which it accessions each year are obtained through the
operation of exchange arrangements.

c. In FY 57, the Department of State Library (containing
nearly half a million books and pamphlets - and possibly   25X1A
the best collection in the world on US foreign relations)
spent about $60,000 on books which were added to its
collections in contrast to the ▮▮▮▮▮ which was spent by
the CIA Library. It is not apparent to the Task Force that
any particularly useful conclusion about either the CIA
Library or the State Department Library can be drawn from
these facts alone. Certainly it does not shed any light on
which organization (if either) had either enough money to
spend for books or spent enough money for books.

PART III

TASK TEAM ANALYSIS OF THE CONSULTANTS' TERM: "NORMAL RESEARCH LIBRARIES"

1. In our opinion it is quite clear that the Consultants considered that
Harvard, Yale, Columbia, Illinois, and Duke Universities were in their view:
"normal research libraries". Since the Consultants were comparing and
attaching considerable importance to the annual book and binding expenditures
of selected libraries, we believe that the Consultants would also consider
that university libraries which spend for such purposes more than $224,963
would also be "normal research libraries". Then, please consider Table II
below containing FY 56 data which we have extracted from "College and
Research Libraries", January 1957, Volume 18, No. 1:

TABLE II
(FY 56 Data)

	Book Stock	Volumes Added	Total Expenditure for Books & Binding
*California (Berkeley)	2,142,801	85,299	$464,057
*California (LA)	1,159,728	64,998	382,620
Chicago	1,925,754	43,038	192,867
Columbia	2,164,652	63,640	329,483
*Cornell	1,812,826	71,432	295,520
Duke	1,243,691	46,500	224,963
*Florida	700,274	62,758	247,260
Harvard	6,085,761	129,995	595,374
Illinois	2,978,597	98,427	491,554
*Indiana	1,059,850	w.a.	293,000 (est.)
Johns Hopkins	1,076,266	18,437	94,449
*Michigan	2,411,628	63,661	354,834
*Minnesota	1,841,437	60,264	314,082
New York Univ.	1,066,333	35,492	132,990
*Northwestern	1,224,720	44,672	230,557
Ohio State	1,148,346	47,748	183,848
Pennsylvania	1,501,586	43,358	220,370
Princeton	1,407,179	37,618	169,631
Texas	1,166,295	36,044	178,115
Wisconsin	1,065,940	66,794	203,321
Yale	4,073,946	63,476	480,495

a. The Consultants would probably consider that the libraries which
are asterisked (*) in Table II are also "normal research libraries" -
because each of them spent more than $224,963 on books and binding.

b. We invite attention to the fact which is illustrated in Table II
that the criterion which the Consultants selected as a measure
of "normalcy" - amount of annual expenditures for books and
binding - permits a 700,274 book stock library (Florida University)
to be as normal as the Harvard, Yale, Duke, Columbia, and Illinois
libraries. Yet these latter libraries have book stocks which
range in size from 1,243,691 to 6 million plus.

c. At the same time, however, such a criterion excludes from
consideration as "normal research libraries" each of the following
university libraries which have over 1,000,000 book stocks; Chicago,
Johns Hopkins, New York University, Wisconsin, Pennsylvania,
Princeton, Texas, and Ohio State.

2. It is relatively clear in our opinion that the Consultants did not
consider the Brown University and Iowa State College libraries to be "normal
research libraries". The book and binding expenditures of these libraries were
about the same as that of the CIA Library. In Table II it may be seen that
even a 1,000,000 plus book stock library (Johns Hopkins U.) could be considered,
if the Consultants criterion continues to be used, as much of a sub-normal
research library as the CIA Library - because it spent ▇▇▇▇ on books and   **25X1A**
binding in contrast to the ▇▇▇▇ spent by the CIA Library.
                                                                                   25X1A

3. The Task Team concludes therefore, that the term "normal research
libraries", as used by the Consultants, does not contribute to determining
either the size or adequacy of the CIA book budget.

S-E-C-R-E-T   TTR/6--APPENDIX B-11

PART IV

TASK TEAM SPECULATION ON THE BASIS AND RATIONALE OF THE CONSULTANTS' RECOMMENDA-
TION ABOUT THE SIZE OF THE CIA BOOK BUDGET

The Consultants recommended:

"The book budget should be increased to approximately $500,000
a year" (p.xxiv) and ". . . every effort /should/ be made to
increase the money available to OCR for the development of
its collections from . . . ▮▮▮▮ to a minimum of ▮▮▮▮▮   25X1A
(p. 37)   25X1A

1. In our opinion the Consultants indicated quite plainly two
principal reasons why they recommended an increase in the total size of
the CIA book budget and an increase within that total budget in the amount
of money which could be spent by the Library to develop its collections:

a. They were convinced that the expenditures of the CIA Library
to develop its collections were entirely too low.

b. They considered that an inordinate part of the total budget
is spent on "expendables" which do not enhance the Library
collections. In this connection they believed that firmer
controls on "expendables" would probably result in economies
which could then be used to develop a central and integrated
Library collection. (pp. v, xxiv, 16, 24-25)   25X1A

2. It is fairly clear to us by implication why the Consultants
recommended the approximate ▮▮▮▮ total budget figure:

To arrive at the approximate ▮▮▮▮ total budget figure it   25X1A
appears to us that the Consultants subtracted ▮▮▮▮ (the   25X1A
amount which may be considered to have been spent by the
Library in FY 56 to develop its collections - see line 6,
Table I) from the ▮▮▮▮ total CIA Library expenditures   25X1A
to procure publications in FY 56 (line 17, Table I) and got
▮▮▮▮ We presume that they added the ▮▮▮▮ which   25X1A
they recommended as a minimum level of expenditure by the
Library to develop its collections - for a sum total of   25X1A
▮▮▮▮ This is "in the vicinity of ▮▮▮▮ (p. 37). We
are guessing beyond this point - but we feel that the ▮▮▮▮   25X1A
difference between ▮▮▮▮ and the ▮▮▮▮ figures would in   25X1A
the Consultants' opinion provide room for the Library to spend
more than the minimum ▮▮▮▮ which they recommended.

25X1A (left margin, multiple)

3. It is a complete mystery to us just how and why the Consultants
specified the ▮▮▮▮ figure. Inasmuch as the Consultants used the book
and binding expenditures of university libraries as a yardstick, the Task   25X1A
Team has speculated on the possibility that the Consultants visualized
that the CIA Library should be like or nearly like those U.S. university
libraries which spend about ▮▮▮▮ a year for books and binding. Table
III below contains data (1955-56) about such university libraries:

TABLE III
(Extracted from "College & Research Libraries")

Library	Total[1] Enrollment	Volumes Added	Newspapers	Periodicals	Book Stocks	Total Expenditures/ Books & Binding
Chicago	7,429	43,038	84	6,128	1,925,754	$192,867
Iowa	9,331	41,218	121	5,321	898,041	196,357
Louisiana State	10,508	34,204	98	8,345	690,529	208,001
Wayne	18,498	47,344	109	3,970	560,579	202,252
Wisconsin	18,230	66,794	20	12,041	1,065,940	203,321

[1] Including "extension" students

This line of speculation has not provided the Task Force with either a logical explanation or reason why there is any magic to ▓▓▓▓▓▓▓ figure which was cited by the Consultants.   25X1A

     a. It may be seen in Table III that the university libraries which spend ▓▓▓▓▓▓▓ a year on books and binding are neither alike nor close approximations of each other:

25X1A

         (1) The university which expended the least money for books and binding (Chicago) has the largest book stock.

         (2) The university which is serving the most students (Wayne) has the smallest book stock.

         (3) The university which expended the most money for books and binding (Louisiana State) has less than half the book stock of the university which has the largest book stock (Chicago), and added the least number of volumes.

     b. We believe that we have demonstrated elsewhere in this report that it is unsound to make conclusions of most any kind solely on the basis of annual expenditures for books and binding.

     c. We are able only to wonder whether the Consultants had in mind a 1,925,754 book stock CIA Library like the University of Chicago, a 560,579 book stock Library like Wayne University, a CIA Library which would add in a year 34,204 volumes (as did Louisiana State) or 66,794 volumes (as did the University of Wisconsin).

25X1A

     2. In the absence of any statements in the Consultants' report which either state specifically or provide a base for deducing ▓▓▓▓▓▓▓▓ figure was selected, the Task Team has been forced to conclude that the figure is a pure "guesstimate" and of no more particular value than an amount which could be drawn out of a hat. (See APPENDIX B, Part V, however, for our analysis of what the Consultants probably intended should be done with ▓▓▓▓

PART V

TASK TEAM : ANALYSIS OF CIA LIBRARY EXPENDITURES TO PROCURE PUBLICATIONS, FY 58

Background: Shortly after the Consultants submitted their report, the
               CIA Librarian recommended ███████ publications procurement   25X1A
               budget for FY 58 - a direct result of the Consultants'
               recommendation that it should be at that level. The AD/CR,
               the DD/I, and other CIA and non-CIA budget-reviewing officials
               approved this recommendation.

     1. This brief analysis of CIA Library publication procurement expendi-
tures for FY 58 (as currently estimated) is to determine, if possible, the   25X1A
answers to the following questions, in whole or in part:

     a. Should the FY 58 publications procurement budget ███████

     b. Is the Library spending a minimum ███████ to develop its   25X1A
         collections as the Consultants suggested?

                                   25X1A

Should the FY 58 Publications Procurement Budget ███████

     2. It is academic to raise this question in the light of the fact that
the FY 58 budget was approved in that amount. We have found that the
principal reason that it was developed in that amount was simply because
the Consultants recommended it. For that reason and because we hold that
the evidence which the Consultants offered as the base for that recommendation
was invalid, we have felt obligated to examine the question further to see
if there are logical reasons for ███████ publications procurement budget. 25X1A

     3. In our opinion the ███████ FY 58 publications procurement budget is   25X1A
more than ample to fulfill the CIA publications procurement requirements
for this fiscal year. Table IV, below, which was prepared by the Deputy
Chief, Acquisitions Branch, at the request of the Task Team , to update
Table I, and which is a kind of budget execution statement that expresses
the CIA publications procurement requirements in money terms, clearly   25X1A
indicates that ███████ is more than sufficient for FY 58. It may be
seen that only ███████ approximately, out of the authorized ███████   25X1A
will actually be expended by 30 June 1958.

                           S-E-C-R-E-T

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TABLE IV

CIA Library Expenditures to Procure Publications
FY 57 Experience and FY 58 Estimates

26 February 1958

Kind of Requirement

LIBRARY AND BRANCH LIBRARY REQUIREMENTS:	25X1A	FY 57	FY 58 Estimate
1. U.S. Daily Newspapers			
2. Subscriptions, Domestic and Foreign			
3. Books Ordered			
4. SUB-TOTAL: All accountable inventory (newspapers and periodicals are not cataloged)			

OTHER OFFICES' REQUIREMENTS:

5. Books ordered, cataloging permitted
6. SUB-TOTAL: procured for accountable inventory

7. U.S. Daily Newspapers
8. Subscriptions, Domestic and Foreign
9. Books Ordered
10. SUB-TOTAL: Procurement of items ordered

FOREIGN INTELLIGENCE COLLECTING
(Instructions, not orders)

11. Hong Kong Collecting
12. Moscow Collecting
13. All other Posts' Collecting
14. Spent, total, for publications received

OTHER CHARGES

15. Newspaper Clippings for DCI Historical File (Grogan)
16. Charges to Library Budget for Procurement Not Authorized by Library, in Headquarters and in Field:
17. Total (FY 57, Spent: FY 58, est. net expenditure)

25X1A

S-E-C-R-E-T

25X1A   25X1A

4. If only [ ] is going to be spent for publications procurement in FY 58, then why should the budget be [ ] The Task Team has concluded that there is no reason why the budget for this year should be [ ] except that the Consultants said it should be so.

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25X1A

5. The [ ] difference between the original estimates of the cost of the FY 58 publications procurement program (the budget) and the probable costs of the program (Table IV) cannot be attributed either to any loss of Library skill in estimating publication procurement costs or to any radical changes in CIA requirements for publications, for the difference is extraordinary. Please see Table V, below:

TABLE V

Publications Procurement Budgets Authorized ($ Thousands) and
Actual Publication Procurement Expenditures

FY	Final Budget	Actual Expenditures	Difference	% of Budget Actually Expended
1953				
1954				
1955				
1956				
1957				
1958				

25X1A

25X1A

Is the Library Spending a Minimum of [ ] to Develop Its Collections as the Consultants Suggested?

25X1A

25X1A

6. Now that the book budget is at the [ ] level, is the Library spending a minimum of [ ] to develop its collections as the Consultants suggested? The Task Team has found that the answer to this question is plainly no, if the term "collections" is defined as the Consultant defined it.

25X1A

7. First, let us review what the Consultants proposed about the [ ] The Task Team believes that a fair idea as to how the Consultants intended the [ ] to be spent may be deduced from a number of statements which they made in their report:

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25X1A

a. Overall Purpose: Develop Collections[1]

Within a [ ] book budget " . . . every effort /should/ be made to increase the money available to OCR for the development

25X1A

of its collections from the present level. . . to a minimum of ▇▇▇▇▇▇ (p. 37)

b. Particular Purpose: <u>Develop Library collections by buying more books (and possibly more newspapers and periodicals)[1] at an accelerated rate.</u>

(1) ". . .OCR falls short of minimum strength for the support it should give the intelligence community. Analysts in the Agency have repeatedly commented upon the weaknesses of OCR's book collection." (p. 13)

(2) "Top leadership in OCR has been remiss in not pointing to the inadequacy of the book collection and to the need for additional funds with which it might be built at a more rapid rate than is possible on the present budget." (p. 5)

(3) ". . . a more intensive book acquisition program /should be/ initiated. (p.5)

(4) The book collection has grown at a slow rate.(See p. 15)

(5) Much obviously basic material is not in the Library shelves. (See p. 15)

(6) ". . . a core collection of basic books should include much of the monographic material not now in OCR on areas of primary and secondary interest to the Agency." (p. 14)

(7) There are gaps in the Library collection. (See p. 14-15)

(8) "Analysts in the Agency have repeatedly commented upon the weakness of OCR's book collection." (p. 13)

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25X1A

8. Now, please see Table IV. Line 6 in that Table shows that ▇▇▇▇ will probably be spent in FY 58 for publications that the consultants would credit to the Library collections. This sum is only ▇▇▇▇▇▇ more than the ▇▇▇▇▇ which was spent for these purposes in FY 56 and which was so disparaged by the Consultants - yet the FY 58 book budget is ▇▇▇▇▇ ▇▇ larger than the FY 56 budget. Thus it is clear that the Library is not spending ▇▇▇▇▇ on its collections (as defined by the Consultants) as suggested by the Consultants. However, if, as we have suggested elsewhere, the "Foreign Intelligence Collecting" expenditures may be considered to be for the Library collections, then the total would be raised to ▇▇▇▇

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[1] It is not clear whether the Consultants considered newspapers and periodicals to be included in the term "books". The Task Team has taken the position that "books" included newspapers and periodicals and we have tried to be consistent about this point.

The Task Team emphasizes that it has considered the determination as to whether or not the Library should spend ████████ on its collections annually to be beyond its terms of reference. This is a question which requires measuring the adequacy of the CIA Library to meet intelligence needs. It involves inter alia, a definitive appraisal of the Library collections and the function of the Library, in CIA and in the intelligence community.

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<u>LIST OF PERSONS INTERVIEWED BY MEMBERS OF TASK TEAM SIX</u>

<u>O/DD/I</u>

Assistant to DD/I (Administration)

<u>CIA LIBRARY</u>

Librarian
Deputy Librarian
Chief, Acquisitions Branch
Deputy Chief, Acquisitions Branch
Chief, Domestic Section, Acquisitions Branch
Chief, Cash Procurement Unit, Domestic Section, Acquisitions Branch
Chief, Purchase Order Unit, Domestic Section, Acquisitions Branch
Chief, Selection Section, Reference Branch
Assistant Chief, Selection Section, Reference Branch
Chief, Catalog Section, Acquisitions Branch
Chief, Services Section, Circulation Branch

<u>ORR</u>

Chief, Administrative Staff

<u>OCI</u>

Executive Officer

<u>Office of the Comptroller</u>

Acting Chief, Budget Division

<u>DD/P</u>

Area Case Officers

<u>Department of State</u>

Librarian
Deputy Librarian

<u>National Security Agency</u>

Deputy Librarian
Chief, Collection Division
Chief, Acquisitions Branch

<u>Department of Agriculture</u>

Librarian

Chairmen and Members of Task Teams Four, Five, and Seven

C E N T R A L   I N T E L L I G E N C E   A G E N C Y

OFFICE OF CENTRAL REFERENCE

PUBLICATIONS PROCUREMENT	TASK TEAM REPORT NO. 7	TTR/7

28 April 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT   : Final Report on Publications Procurement, Task Team No. 7

25X1A   1. Membership

██████████████████ - Chief, Foreign Documents Division, OO
██████████████████ - Chief, Map Library Division, ORR
██████████████████ - Deputy Chief, Collection Staff, OSI
██████████████████ - Special Assistant to DD/I (HIC)
██████████████████ - Chief, CIA Library, OCR

2. Method of Task Team Operation

The Task Force first identified the basic types of need within CIA for
foreign publications. It then reviewed and considered present and possible
alternative methods for meeting these needs. The deficiencies of the present
acquisition system were identified, the headquarters operations were inspected
and reviewed with the responsible officers.

3. Conclusions

1. As presently constituted and operating, the planning, administration
and operations of the foreign publications procurement system fails in
several important respects to meet legitimate agency needs. These failures
stem from inadequacies in headquarters guidance and direction as well as   25X1A
from inadequacies in performance on the part of the PPO's.

2. Although certain specific steps, as recommended below, may be
feasible ███
with the Department of State on PPO matters, the working out of satisfactory
operational relationships depends primarily on the initiative, imagination,
and persistence of Agency personnel concerned with the publications procurement
program.

3. The performance of some of the full time PPO's attains an acceptable
level at some posts; the performance of ad hoc PPO's is generally minimal.
The weaknesses in performance of both full time and ad hoc PPO's are due in
varying degrees to conflicting duties, poor selection of officers, Department

and Mission attitudes toward procurement functions, and inadequate travel
funds.

4. Despite the weaknesses of the present system, no practicable
alternative now exists which will meet even to the extent presently
achieved, the wide range of needs of the Agency for foreign publications.

5. In the long run, it is contrary to the best interests of CIA to
continue to rely so heavily upon another agency of the government for
meeting its basic library needs, and for obtaining the material essential
to carrying out the exploitation of foreign publications by FDD (an assigned
service of common concern).

4. Recommendations

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1. The CIA Library should develop a clear, specific acquisition
policy which, inter alia, would form the basis for further specific guidance
to PPO's in the field.

2. Consideration should be given to means for developing closer
coordination between acquisition and selection functions.

3. Every effort should be made to develop initiative and flexibility
on the part of area coordinators in furnishing guidance and direction to
full time and ad hoc PPO's in the field. Specifically increased authority
should be given to the area coordinators in the Acquisition Branch in furnish-
ing guidance and direction to full time and ad hoc PPO's in the field.

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5. Steps should be taken to provide promptly funds for commercial
air shipment of important or urgently needed publications.

6. Fullest possible use should be made of commercial facilities,
both domestic and foreign for the purchase of specific published items
desired by CIA, in order to relieve the PPO's and the Foreign Service of
administrative workload.

7. The requirements of FDD for the receipt and opportunity for
exploitation of material received should receive a higher priority than
that presently accorded in determining the distribution of such material.

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