

**ROUTING AND TRANSMITTAL SLIP**

Date

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DDA	<i>[Signature]</i>	AUG 1983
2.		
3.		
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Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

✓  
 Suggest you scan highlights only before EXCOM - looks okay to me. Also suggest you call [redacted] + inform him that they did a good job. John

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)  
 Prescribed by GSA  
 FPMR (41 CFR) 101-11.206

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**ROUTING AND TRANSMITTAL SLIP**

Date

26 August 1983

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. <i>cc/</i> Deputy Director for Administration		29 AUG 1983
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
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**REMARKS**

*max* Attached are drafts of your Directorate's Overview section and the Agency Overview for the 1985 Budget Submission to OMB on 15 September.

I would appreciate your review of both drafts and any comments or suggestions you may have on them. Although I realize the deadline is short, we need your views by opening of business Wednesday, 31 August.

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<b>FROM:</b> (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.
Daniel A. Childs, Jr., Comptroller	

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## THE AGENCY PROGRAM

1985-1989

The CIA program for 1985 supports the need of US policymakers for more and better intelligence on a broad array of international problems for the balance of the 1980s. We foresee a steady challenge to US interests and influence from the Soviet Union, continuing opportunities for both cooperation and stress in US relationships with our allies, chronic and often externally manipulated instability in the Third World, and persistent problems with issues such as terrorism, narcotics, and nuclear proliferation that transcend geographic boundaries and political alignments. These issues will occupy US policymakers and CIA well into the 1990s, presenting an agenda that requires the Agency to steadily improve the timeliness, quality, and relevance of its intelligence support to the policy process.

The Soviet Union remains the principal threat to US security and shows no sign of altering either its basic military and economic objectives or its global challenge to the US. Despite the problems posed by economic stagnation, the leadership in Moscow is expending a major share of national resources to improve an already complex and sophisticated strategic arsenal and to further strengthen its conventional military capabilities. The Andropov regime is also continuing Soviet policies and behavior in Eastern

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Europe, Afghanistan, and Central America that seek to counter threats to Moscow's historic influence or to gain a strategic foothold in new territory. It is also clear that the Soviets intend to expand their influence elsewhere in the Third World, directly and through their surrogates, and to exploit differences and potential divisions between the US and its allies in Western Europe and Japan.

Recent elections in the United Kingdom, West Germany, and Japan have reinforced governments that support US objectives, but political crosscurrents in Western Europe and East Asia still confound the creation of a stable consensus on allied relationships. The effects in Western Europe of economic recession, generational change, as well as pacifism and environmental activism will continue to influence policy in unpredictable ways. These developments, combined with Soviet efforts to stimulate and capitalize on frictions among Western Europeans allies, in turn, affect US interests. Japan will continue to challenge US industry in high technology and international trade and will remain an uncertain partner on Pacific defense issues. In sum, the status of our alliances calls for a better understanding of the fundamental, long term forces that will shape our future relations with Western Europe and Japan.

Instability will continue in the Third World, including open warfare involving local and outside forces in virtually every region. The recent conflict in Lebanon, and the Iran-Iraq war testify to the perennial volatility of the Middle East, and represent a continuing threat of disruption to oil supplies vital to the West. In South and East Asia, the Soviet intervention in Afghanistan represents a long term military commitment, while the Vietnamese occupation of Kampuchea carries a similar message about Hanoi's effort to maintain hegemony in Indochina. In both

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Central America and Africa, the Soviets, the Cubans, and other surrogates seek to establish a durable presence that will provide Moscow tactical and, over the longer term, strategic advantage.

The need to anticipate and understand economic developments in the Third World that affect the industrialized economies has been graphically demonstrated by the debt problems of Mexico, Brazil, and the Philippines. The problem of Third World debt, however, is only one of several critical concerns that transcend geographic boundaries. The Soviet Union's illegal acquisition of US technologies--directly and via Western Europe and Japan--contributes to its military capability and to its general economic base. Nuclear proliferation also represents a potentially destabilizing development in US relations with allies, such as Pakistan, as well as with potential antagonists. Understanding these issues requires a solid knowledge of international economics and commerce, security policies, and political relationships. We also need detailed intelligence and sophisticated analysis about the countries and groups that have the technologies and motives to create or influence these problems.

The same intelligence needs apply to the problems of narcotics and terrorism. The narcotics business is a pivotal element in the politics and economies of several Latin American, Middle Eastern, and Asian states, where we follow and assess production, trafficking, and the web of national and international connections supporting these activities. Terrorism of all kinds commands a similar intelligence priority. Improvement in our collection and analysis of terrorist organizations, and in our capability to help support an effective counterterrorist effort, is a focus of the 1985 program.

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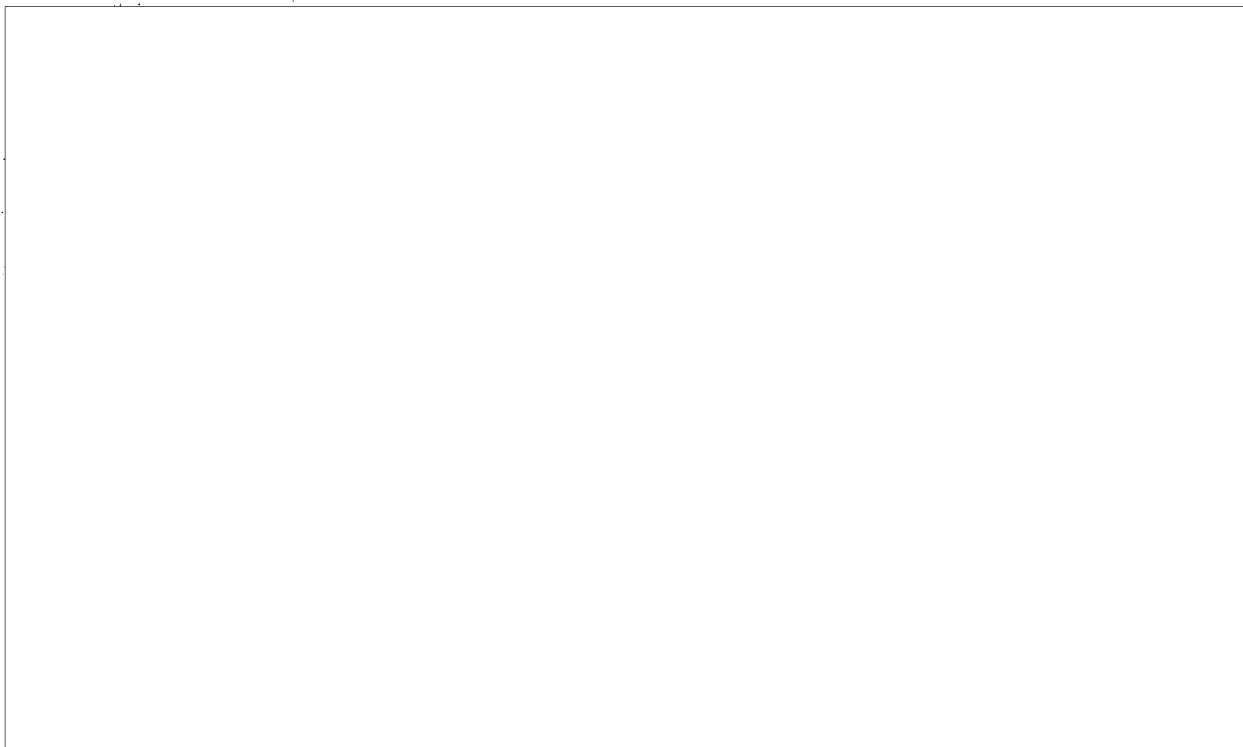
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To meet these needs we have constructed a recommended program for 1985 that calls for [REDACTED] It represents a careful balancing of the diverse and often competing requirements for improved collection, processing, analysis, and support to the intelligence process. For the Agency, most of these efforts--like the substantive intelligence concerns they address--are not new. Rather, they comprise a set of goals that we are already working to meet through a measured investment in the capabilities needed to meet the challenges we foresee in the 1990s.

The Goals of the 1985 CIA Program

Our 1985 program emphasizes five objectives that are designed to enable the Agency to respond to the needs of the policymakers and the changes in the intelligence environment in the decades ahead. These are:

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In formulating the 1985-1989 CIA program, we were guided by both the DCI's substantive guidance for the NFIP, which includes the goals set forth in the 1985 Intelligence Capabilities Study, and the CIA Strategic Plan, 1982-1992. In particular, we have emphasized initiatives that entail qualitative improvements in skills, technology, and management, and have

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25X1 carefully examined our major acquisition programs in line with the DCI's  
 admonition to prevent unwarranted cost growth. We have structured our  
 initiatives to create a balanced capability to handle the output of new  
 25X1 [REDACTED] and to apply this  
 intelligence promptly and effectively to the full range of priority policy  
 concerns. And, we have provided for a support structure that can sustain an  
 activity level at CIA commensurate with the policy community's growing  
 demand for more and better intelligence.

### The 1985 Program Ranking

The program for 1985 gives precedence to the ongoing initiatives that  
 have been reviewed and approved by the DCI and already have resources  
 committed to them. All but three of the ongoing programs rank well within  
 25X1 DCI Guidance, and these three [REDACTED]  
 25X1 [REDACTED] are clustered around the DCI Guidance  
 mark. The 25 ongoing initiatives in the 1985 CIA program call for  
 25X1 [REDACTED] Three of our ongoing programs--  
 the construction of the new Headquarters building, the Communications System  
 Recapitalization, and the NPIC Upgrade--account for almost 60 percent of  
 25X1 this total cost [REDACTED] The funding requirements  
 25X1 for both the NPIC Upgrade [REDACTED] and the new  
 Headquarters building--in particular its associated support cost  
 25X1 [REDACTED]--have been revised since last year, although  
 25X1 overall our ongoing initiatives decrease by over [REDACTED] in 1985 from  
 their previously approved levels.

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Production and Analysis

Eleven new production and analysis initiatives, which include  
25X1 [redacted] in 1985, represent the final major  
installments in a multiyear program to increase the depth and breadth of  
analytical coverage. The priority given the SAFE program reflects the  
importance attached to providing contemporary data handling tools tailored

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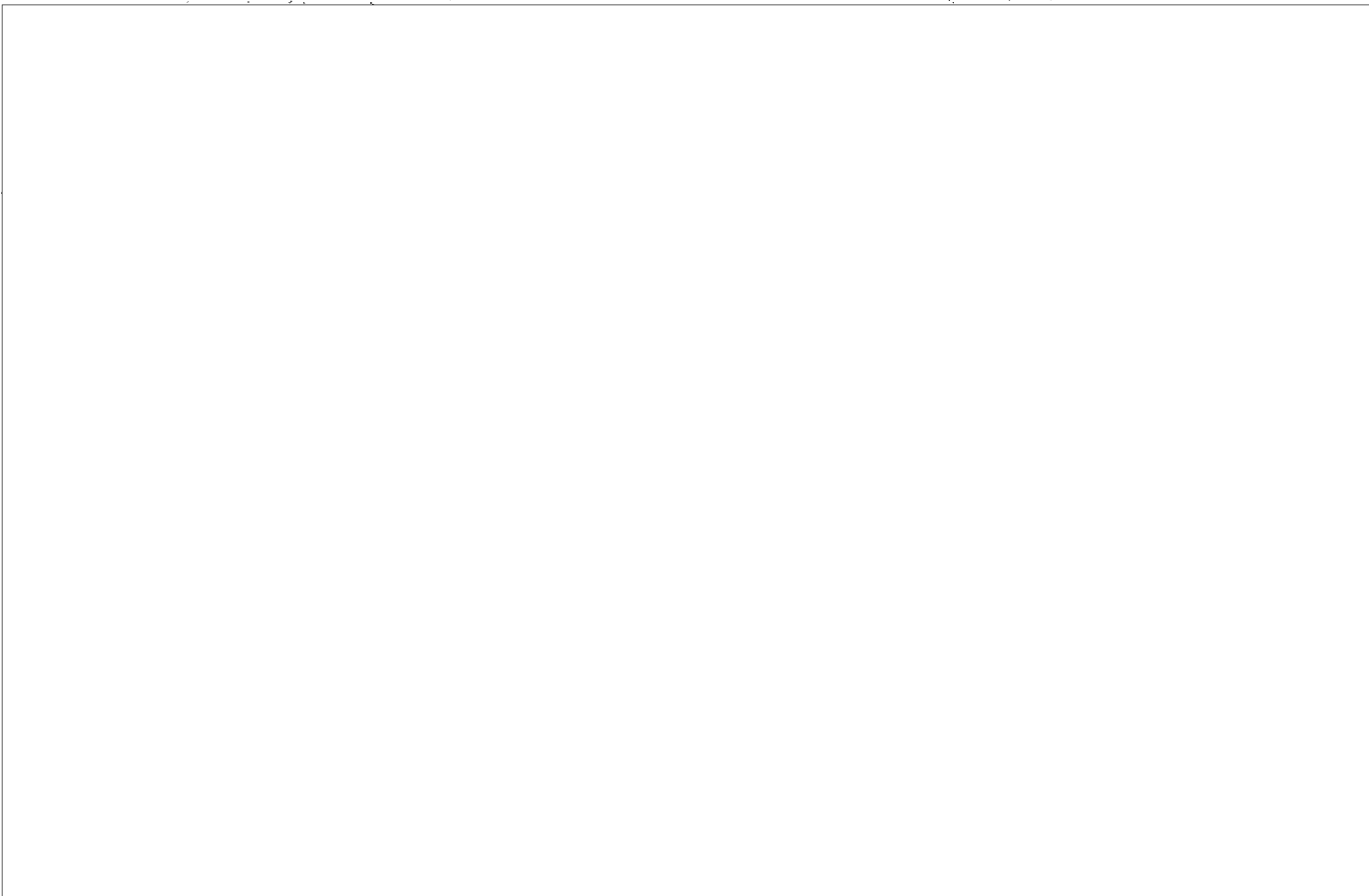
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for intelligence analysts. SAFE is already in use in 20 DDI branches; in 1985, we will extend its capabilities and purchase additional hardware to make it available to more analysts.

The DDI's multioffice theme initiatives continue to focus on policy priorities on the Third World, including the implications of its debt crises and the impact of external intervention on regional stability; on Soviet strategic, technological, economic, and political developments; on the economic, military, and counterintelligence dimensions of technology transfer; on the spectrum of issues affecting our relationships with our NATO allies and Japan; and on the problems of narcotics and international terrorism. We also add reference specialists to assist our research program and resources to improve support to task force and crisis management operations. In the DDS&T, ORD plans to establish a center for the study of artificial intelligence to monitor advances in the field that can be adapted to our special needs.

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To support the growing level of collection activity with secure and effective information handling technology, we are continuing the CRAFT and ALLSTAR ongoing initiatives. The pace of CRAFT installations abroad projected in 1985, and performance of the system to date, indicate that the program- [redacted] will remain on schedule. The ALLSTAR program, which calls for [redacted] [redacted] in 1985, seeks to ensure that the capacity of the DDO's centralized information system is not outstripped by the demands from the intelligence and policy communities.

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Support

Effective line intelligence activities require an adequate support structure. Our 1985 program gives priority to a set of cost-effective investments to underwrite continued expansion in CIA's substantive responsibilities and to maintain the quality of Agency-wide services. Eight ongoing initiatives [redacted] provide resources to continue the recapitalization of the global communications network, to ensure that management and other related needs for the construction of our new Headquarters building are met, to modernize financial and logistic information systems, and to improve other support functions at Headquarters and abroad. The ranking of both our new Headquarters building [redacted] and its associated support initiative testify to the priority given our need for adequate, effectively organized space.

Twenty-seven new initiatives, which require [redacted] [redacted] seek to meet a variety of needs including the requirements for a larger security staff to handle the backlog of clearance and other investigations [redacted] the shortfalls in communications personnel in the US and abroad [redacted] and the need for personnel and resources to keep training in step with the requirements of a larger professional staff [redacted] We are also

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25X1 seeking [REDACTED] for three standard support

25X1 requirement initiatives in 1985; these ensure that our centralized services match the size and complexion of the CIA program. Finally, the 1985 program includes an initiative to back-up CIA's communications and data processing in the event emergencies curtail the performance of our primary systems

The Outyear Implications

The proposed program for 1985-1989 creates an intelligence capability with the depth and balance to ensure the President and his advisors have the intelligence needed to deal effectively with the issues they are likely to face in the decade ahead. It emphasizes continued capital investment in our operational and support infrastructure to overcome the neglect of the 1970s, and proposes carefully selected new initiatives to fill the remaining gaps in our capabilities so that we can meet the challenges of the 1990s.

Our capital investment program is central to this plan. In the imagery processing and analysis arena as well as in the Agency's SIGINT effort, we must have systems in place that will enable us to cope with the information expected from new collection systems. This is mandatory to serve our needs on strategic weapons developments, arms control verification, and crisis management--subjects that will remain priorities well into the 1990s. The NPIC Upgrade, IDEX, [REDACTED] and a number of sensitive collection projects, are all major parts of this important ongoing investment program.

The expansion in our corps of analysts to cover a wider range of developments in the Soviet Union, the Third World and among our allies will allow us to produce analysis quickly and with the quality to meet expected



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policy demands. The completion of the SAFE program is integral to this goal. So too are the enhancements to production technology, professional training, and the resources used to supplement our skills with outside expertise.

Improved and expanded human source collection is another essential element of our program, as is the development of new supporting technologies for covert communications and for other operational tools required to counter the enhanced skills and increasingly aggressive activities of hostile intelligence services. The CRAFT and ALLSTAR systems will become fully operational during the decade, giving us the ability to securely and efficiently handle the flow of data associated with the DDO's expanding collection and counterintelligence activities. [REDACTED]

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Finally, the investment initiatives for our support infrastructure underpin all the improvements in CIA's line intelligence functions. The communications network recapitalization, the completion of a new Headquarters building, the application of new management systems, and the augmentation of information handling services deal with previously neglected areas. Without attention to these needs, our principal missions would face major hurdles.

We believe that our recommended program represents a prudent long term investment strategy that is essential if we are to provide US policymakers the support they will need to cope with the national security environment of the 1990s.

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## ADMINISTRATION DIRECTORATE

The Administration Directorate program for 1985 includes the resources to carry out the activities of the Office of the Deputy Director for Administration and his immediate staffs, and the eight Directorate functional offices. Also included are funds for Standard Level User Charges. The 1985 program is designed to provide the centralized support services required to meet the needs of all Agency components. The program not only maintains the service levels programmed for 1984, but also continues the ongoing longer term efforts to improve the Agency's support infrastructure. It proposes resources both to augment and improve existing levels of support, and to undertake new activities designed to redress existing shortfalls, <sup>and</sup> or to meet anticipated new or expanded support requirements.

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The Administration Directorate's primary goal is to provide timely, responsive, efficient, and cost-effective centralized support services needed by the Agency's intelligence collection and production activities. The Directorate's major objectives for 1985 include:

- Maintaining the existing momentum of the Headquarters construction project leading to a new Headquarters building with occupancy scheduled for late 1987.
- Continuing the major communications recapitalization program, while at the same time responding to steadily increasing requirements for worldwide communications services.

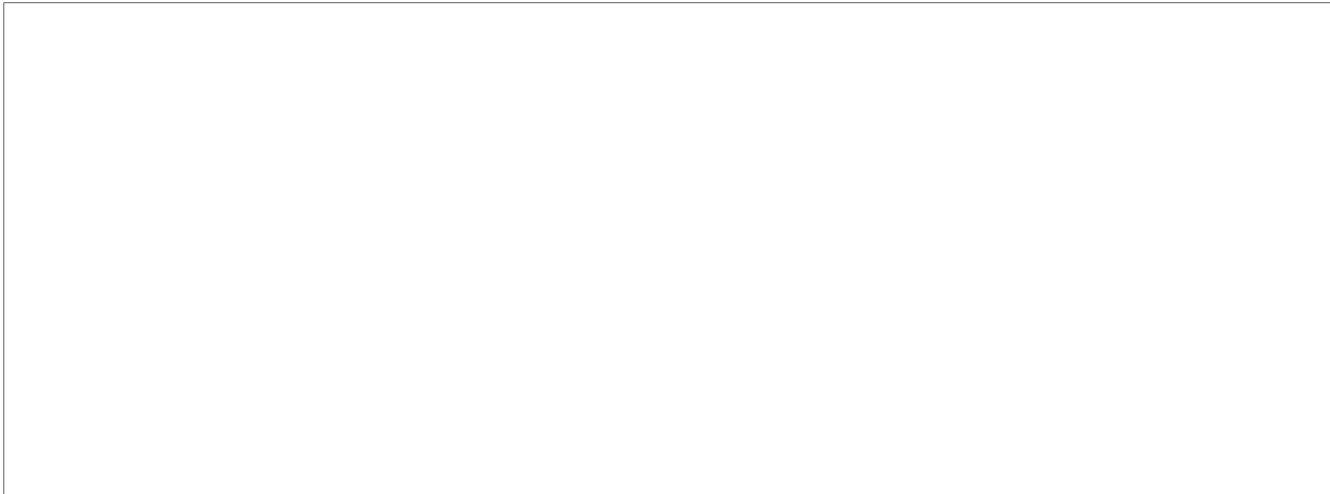
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- Further improving the Agency's overall security posture, with particular emphasis on counterintelligence (e.g., through the reinvestigation program) and overseas security.
  
- Upgrading and modifying centralized training programs to respond more effectively to professional development needs and to current and projected requirements for language, operational, analyst, office automation, and information systems training.
  
- Providing fully responsive logistical support services to meet current and projected Agency requirements.
  
- Ensuring the continued availability of centralized data processing services that respond to the Agency's increasing requirements for new applications and computer services.
  
- Maintaining fully responsive financial systems and controls and continuing ongoing efforts to upgrade and improve existing <sup>inefficient</sup> systems to meet current and future requirements.

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The Agency's program for 1985 also includes, for the second year, new initiatives--known as Standard Support Requirements--for the Administration Directorate. These initiatives include the resources required by the DDA to provide centralized administrative support for the activities proposed in other 1985 new initiatives. The Standard Support Requirements initiatives are designed to avoid the numerous DDA unfunded requirements of recent years. There are three such initiatives, [redacted]

[redacted] included in the Agency's 1985 program for the DDA. These initiatives include the resources needed by the DDA offices to provide centralized administrative services in support of 55 Agency new initiatives totaling [redacted]

DCI Guidance

All Directorate base activities and ongoing initiatives are included in the Agency program at the DCI Guidance level. Also included are seven new initiatives totaling [redacted] and the first Standard Support Requirements initiative. [redacted]

The DDA's 1985 Program includes nine ongoing initiatives. The resources required in 1985 for these ongoing activities are as follows:

(Thousands)

	<u>Positions</u>	<u>Funds</u>
SAFE	[redacted]	[redacted]
New Headquarters		
Building Support		
Commo Network Recapitali- zation		

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COMIREX Automated

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Management System

(CAMS)

Automated Compensation

and Information

System (ACIS)

Logistics Information

Management System

(LIMS)

CPU Upgrade

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[Redacted]

Capability

DDA Total

New Headquarters

Building

Total-Ongoing Initiatives



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[Redacted]

The total estimated cost of the DDA ongoing initiatives is up almost

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[Redacted]

over the previously approved 1985 funding profiles. The major 1985 increases are in New Headquarters Building Support

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[Redacted] to reflect further refinement in the nonconstruction costs of

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the new building, LIMS [Redacted] to cover a projected 1984 shortfall in

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system development costs, and for ACIS [Redacted] to provide a quality

assurance contract. [Redacted]  
The new initiatives included within DCI Guidance provide increased resources for communications, security, finance, logistics, and medical services; the Standard Support Requirements initiative includes resources

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25X1 for the full range of DDA administrative services to support new Agency activities through this level. [ ]

25X1 The first of two communications new initiatives included within DCI Guidance is a proposal requiring [ ] in 1985--with significant additional funds required in the out-years--for a Local Area Network (LAN) in the new Headquarters building. The LAN is a replacement for the previously planned information distribution system; also included are resources to support a study of a LAN to replace the hard-wired distribution network in the existing Headquarters building. The second communications new initiative provides [ ] to address a number of operational shortfalls in the existing communications capability. Included are positions to facilitate domestic field station installations and maintenance, to staff new overseas stations and bases, and to provide adequately for increased training on new systems being introduced into the worldwide network. Funds are included for equipment to replace obsolete

25X1 [ ]

25X1 The personnel security program is expanded by [ ] (and  
25X1 [ ] to address the serious shortfall in the Agency's security clearance processing capability. These resources will enable the Office of Security to respond in a more timely manner to the clearance caseload projected for 1985 and to reduce the current investigative and polygraph backlog in the reinvestigation program. [ ] are included for the Office of Finance to maintain the existing outdated payroll system pending the availability in 1987 of the new automated payroll system (i.e., ACIS). A total of [ ] for the  
25X1 Office of Data Processing will provide for the development of an integrated

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applicant tracking system and for long overdue modifications and upgrading of the several financial and budget systems that support the management and control of Agency funds. [redacted]

The logistics staff is increased by [redacted] to support a new paramilitary training facility. This facility, currently being established by the DDO, will become operational in late 1983 and will be managed by the Office of Logistics (operating funds are included in

[redacted] A modest increase, [redacted] is requested to further improve the Office of Medical Services' evaluation process to help ensure that only the most qualified and suitable applicants are selected for Agency employment. Also included within the DCI Guidance level are [redacted] [redacted] in the first Standard Support Requirements (SSR) initiative. These resources cover those administrative and related services needed to support intelligence activities proposed in 17 Agency new initiatives totaling [redacted]

Over Guidance

A total of [redacted] in 15 new initiatives are added to the Directorate program at this level. These initiatives, which cover the full range of centralized administrative services, respond to current and projected support requirements and provide--in two SSR initiatives--the additional resources needed to support new or expanded Agency activities proposed in the program through the Over Guidance level.

[redacted]

The Office of Communications program is increased by a total of [redacted]

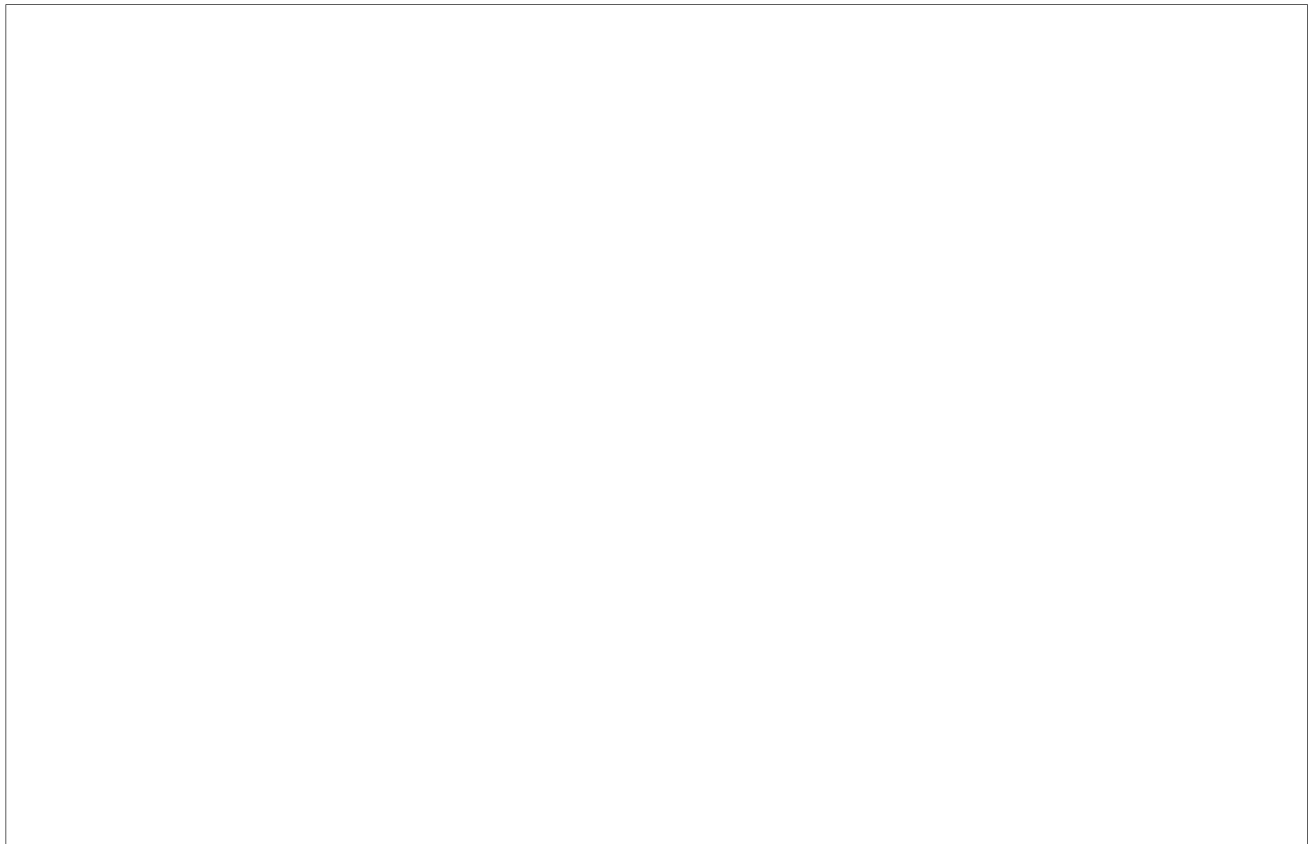
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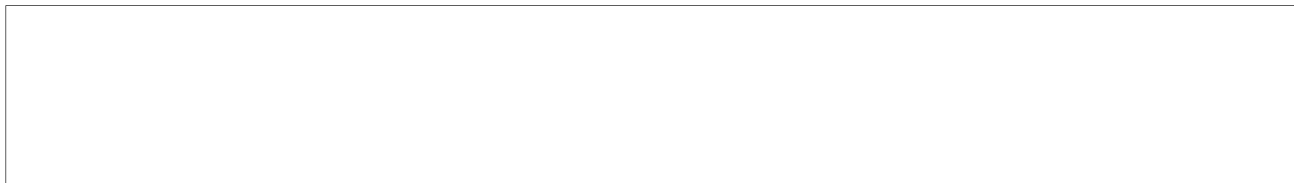
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addition, funds are included to undertake a requirements study for a computerized switching system for the existing Technical Control Facility in the Headquarters Building. The last communications initiative is a proposal for an alternate US Base Station. This proposal--considered in previous years, but not implemented due to constraints on overall Agency resources--seeks to establish a joint communications/ADP facility outside the Headquarters area, either in the CONUS or on US territory abroad. It would provide a self-contained complex designed to ensure the survivability of the Agency's communications network and data processing capability in the

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Three new initiatives for the Office of Logistics provide

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and a total of  to respond to existing support require-

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25X1 ments which cannot be met with base-level resources. The [ ]  
25X1 [ ] are required to expand the present staff to accommodate the  
existing procurement workload and thus improve this important logistics  
25X1 function. A total of [ ] is provided for equipment and software to  
upgrade the central printing plant's Electronic Text Editing and Composition  
System--largely in response to DDI intelligence production requirements.  
25X1 Also included is a request for [ ] to permit the Office of  
Logistics to take over from the General Services Administration the  
operations and maintenance of the Headquarters power plant. This will  
ensure a level of service and reliability that fully responds to the  
25X1 Agency's needs. [ ]

25X1 The Agency's security program is augmented by the addition of [ ]  
25X1 [ ] will serve to  
further expand the existing information security staff in order to address  
computer security problems. These needs are particularly pressing for  
contractor systems, which store and process sensitive classified national  
25X1 security information. The remaining [ ] will be  
directed toward physical security improvements. The positions are required  
to expand the "blue blazer" staff which supplements the GSA-provided Federal  
Protective Service for Agency-occupied facilities in the Headquarters area;  
the funds provide for replacing the Headquarters security communications  
system, improving alarm and access control systems, and procuring electronic  
25X1 surreptitious entry detecting devices. [ ]

25X1 The 1985 DDA program also includes [ ] for increased  
25X1 training, finance, word processing, and medical services support. [ ]  
25X1 [ ] help to meet shortfalls in the existing training  
curriculum and to upgrade and expand classroom facilities and related

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25X1 training support; [ ] are provided for the  
Office of Data Processing to focus increased attention on planning,  
analysis, evaluation, and control of the increased application of word  
25X1 processing equipment in the Agency; [ ] are provided to  
meet the existing audit and certification workload in the Office of Finance;  
25X1 and [ ] are provided for the Office of Medical  
Services to expand the Agency's general health program--particularly the  
25X1 Alcohol Program--and to replace obsolete medical equipment. [ ]

To address the counterintelligence threat to the Agency, the program  
25X1 requests [ ] for a variety of activities that  
address a broad range of counterintelligence-related deficiencies. Included  
25X1 are resources for the Office of Security [ ] for  
25X1 the Office of Communications [ ] and for the  
25X1 Office of Training [ ]

Finally, the DDA program includes the two remaining Standard Support  
25X1 Requirements initiatives--a total of [ ]  
25X1 [ ]--which provide the increased administrative services needed to  
support those new or expanded activities proposed in 38 Agency new  
25X1 initiatives [ ]

We also present three initiatives that do not require resources for  
1985 but which will call for funds in 1986. The first is a non-recurring  
25X1 requirement for [ ] in 1986 for the construction of additional special  
purpose storage facilities at the Central Depot, the second is a one-time  
25X1 requirement for [ ] to install a state-of-the-art microprocessor in  
the 1,200 Delta Data terminals used throughout the Agency in order to extend  
25X1 their useful life, and the third requests resources [ ]  
25X1 [ ] in 1986 with

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additional positions required in the out-years) to expand the existing limited program for protecting the health and safety of the Agency's employees.

Out-year Implications

There are no significant out-year resource implications for the DDA program through the base level--other than for the normal increases required for currently estimated inflationary costs. Several of the DDA ongoing initiatives, however, have significant changes--other than for normal inflation increases--in their out-year funding profiles.

The most significant out-year impact results from a reduction in the resource level required for the New Headquarters Building Construction ongoing initiative. With all construction funds provided in 1984 and 1985  only modest funds----are required for 1986 and 1987, with no construction funds programmed for 1988 and beyond.

The cost estimate for the new building's companion initiative--New Headquarters Building Support--has increased by  for the 1985-1988 period. This initiative peaks in 1985, with its annual funding requirements significantly reduced through 1989. Partially off-setting these reductions are the out-year costs of the new Headquarters Building LAN initiative. Although this proposal, which is a singularly important adjunct to the new Headquarters building construction project, requires only

for 1985, it will require  in 1986 and  in 1987. The total requirement for the 1985-1989 period is estimated at

The funding profile for the communication recapitalization program is relatively level through 1988 with a reduction of some 20 percent   in 1989 as the major modernization effort approaches a conclusion

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25X1 and costs begin to reflect annual maintenance needs. Funding of the DDA  
portion of the SAFE Project is level through 1988, with an increase of  
25X1 almost [ ] in 1989 for ongoing operations and maintenance. This  
increase represents a transfer of this activity from the DDI--where such  
costs are reflected through 1988--to the DDA with no significant net change  
25X1 in the funding level for total Agency SAFE program. The CPU upgrade will  
require an increase of [ ] in 1988 over the previously approved  
funding level to accommodate the transition of systems to the new  
Headquarters building. The remaining ongoing initiatives have no  
25X1 significant out-year resource implications. [ ]

There are no significant out-year implications for most DDA new  
initiatives--other than for the full year costs in each succeeding year for  
increased staff and for normal inflationary costs. The two exceptions are  
the new Headquarters Building LAN (discussed above) and the Communications  
proposal for an alternate US Base Station. This latter proposal includes  
25X1 [ ] in 1985, but will require an additional [ ] during the  
1986-1988 period before leveling off to an operations and maintenance cost  
25X1 of about [ ] annually for 1989 and beyond. Also, as noted  
previously, there are three initiatives in the DDA program for which no  
resources are requested for 1985, but which will require modest resources in  
25X1 the out-years. These three "zero" initiatives will require some [ ]  
million in 1986, with lesser amounts required in 1987 and beyond.

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