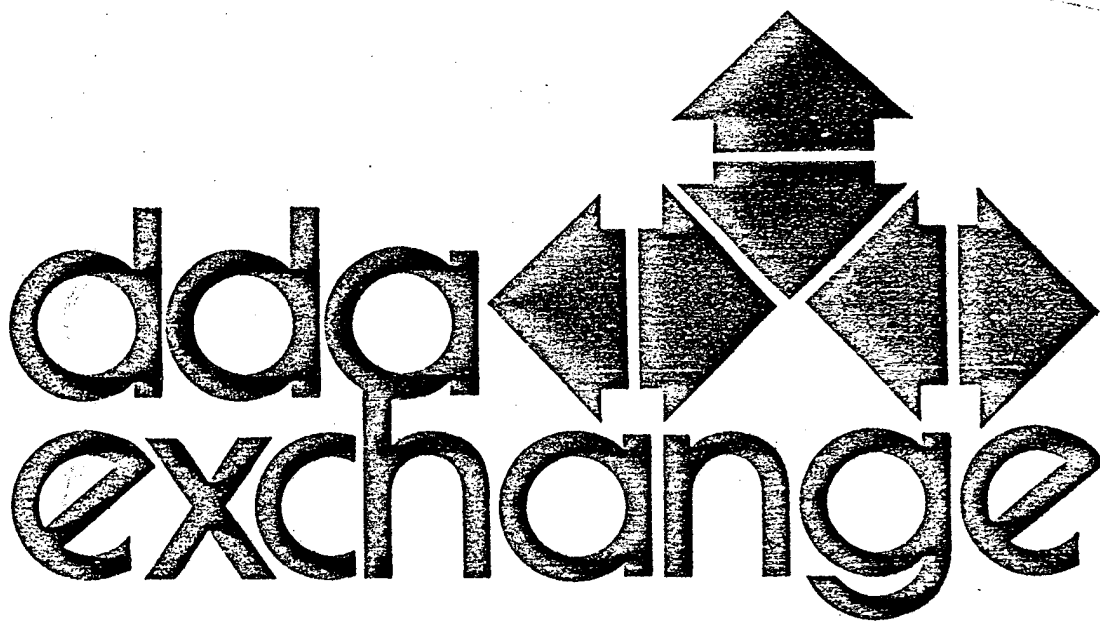


CONFIDENTIAL

DDA EXCHANGE DOCUMENTATION



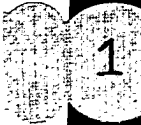
CONFIDENTIAL

DDA EXCHANGE DOCUMENTATION

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I. ORGANIZATION

20 AUG 80

DDA EXCHANGE
EDITORIAL STRUCTURE

Multiple participation and commitment are required to accomplish the purpose for publication of Exchange. The organization of contributors to Exchange, therefore, rests on this thesis.

The Exchange is supported by an editorial structure which consists of the following elements:

EXECUTIVE BOARD
MANAGING EDITOR
SENIOR EDITORS
EDITORIAL BOARD
ADMINISTRATIVE ASSOCIATE

A brief description of the functions and membership of each follows.

EXECUTIVE BOARD

Function: Establishes, monitors, and reviews basic editorial policy. The executive Board sets the purpose; determines the character and overall slant; defines the nature of the content by which the purpose is to be achieved; indicates special mood or tone; and establishes the physical characteristics, timing, distribution, and organization.

Membership:

DDA

ADDA

C/MS

MANAGING EDITOR

Function: monitors and assures appropriate action is taken in the preparation, production, and distribution phases leading to publication of Exchange within the policy framework approved by the Executive Board and the recommendations and/or decisions of the Editorial Board.

Membership:

C/MS

SENIOR EDITORS

Function: serve as managing editor within the individual DDA office of assignment and as a member of the Exchange Editorial Board.

Membership:

A nominee from each DDA office. These editors usually are members of the office planning teams. They function as the arm of the Exchange within an individual office, and arrange for office article submissions.

EDITORIAL BOARD

Function: plan the theme and content of future issues of Exchange, critique past issues of the magazine, monitor reader reaction, seek new ideas and improvements, and make appropriate recommendations to the Executive Board on policy matters.

Membership:

Managing Editor

Senior Editors

Administrative Associate

ADMINISTRATIVE ASSOCIATE

Function: Performs secretarial service to the Executive Board and to the Editorial Board and provides administrative and clerical support to the Managing Editor.

ADMINISTRATIVE ASSOCIATE
DDA EXCHANGE

You will

1. Set up meetings with Associate Editors
with Senior Editors
 - a. Take notes at the meetings
 - b. Prepare draft minutes for C/MAS approval.
 - c. Prepare final copy for:
 - (1) File - Exchange File
 - (2) Chief, M&AS
 - (3) Each Attendee or absentee at the meetings

(NOTE: In your minutes, be sure to note any special assignments given and the date articles should be submitted to M&AS for next issue.

2. Note submission date for articles from Senior Editors and give them reminders if necessary.
3. As articles come in, check preparation.
 - a. If not prepared in ETECS type & format, retype.
 - b. If in ETECS, proof typing and format--be sure classification is typed as well as stamped/written on the final draft.
4. Xerox a hold copy for your use in case of questions from P&PD.
5. Give the final drafts to Chief, M&AS for establishing order of print.
 - a. Prepare necessary index after order is set up.
 - b. Schedule any meetings required with C/M&AS & P&PD.
6. Prepare Form 70 (Printing requisition) for P&PD (Get requisition # from Chief, DDA/Registry).

**In addition to regular index to be printed, prepare a reference index which shows all the articles to appear in that issue.

ADMINISTRATIVE ASSOCIATE

DDA EXCHANGE




Page 2

7. Deliver Form 70 and original draft in ETECS format to P&PD, ETECS room (GJ-56 Hqs.) Graphics go to GD-79 (Linda).
8. Pick up and return when notified the galley proofs from ETECS room.
9. Graphics & Visual Aids will call to bring up the layout for approval.
10. P&PD will call again when final is ready for approval-- pick up copy and call if okay for distribution.
11. P&PD will deliver # copies ordered for you to distribute.

CONFIDENTIAL

11 August 1980

SENIOR EDITORS

OFFICE	NAME	EXTENSION
25X1A OC		 25X1A
ODP		4011
OF		2967
OL		 25X1A
OMS		7724
OS		5311
OTR		2320
OIS		3033

P&PD CONTACTS

Graphics & Visual Aids GD-79 Hqs.		6063
P&PD 154 P&P Bldg.		5593
ETECS Room GJ-56 Hqs.		5700

CONFIDENTIAL

Jul 80

DDA Exchange

A Proposal for Change

I. BACKGROUND

A. Origin

The DDA Exchange has been published quarterly since April 1976. In its initial conception, it was to be . . . "A publication designed to furnish a medium for the exchange of ideas, concepts, information and techniques that are of common interest to the personnel who are engaged in resource management in the DDA." Readership increased so much during the first year that the statement of purpose was altered in order to broaden it, and the distribution was changed to include not only Directorate planning officers but all Directorate personnel. The statement of purpose now reads "A quarterly publication of the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest." Our total readership numbers several thousand, hundreds of whom we estimate are interested non-Directorate Agency personnel.

25X1A [REDACTED] conducted a reader interest survey in 1977. The Exchange emerged with high marks for its role as a communication medium for DDA personnel. The publication has remained essentially unchanged since this survey, I assume because of the good ratings it received.

B. Organization

The Exchange, at least on paper, is supported by the following editorial structure:

Executive Board

Membership - DDA, ADDA, C/MS/DDA, CMO/DDA

Function - sets basic editorial policy

Managing Editor

Membership - C/MS/DDA or designee

Function - takes publishing action based on policy framework

Senior Editors

Membership - one planning officer from each DDA office

Function - managing editor within a DDA office and a member of the Editorial Board

Associate Editors

Membership - EO/DDA, CMO/DDA

Function - Serve as consultants and members of the Editorial Board

Editorial
Board

Membership - Managing Editor, Senior Editors, and Associate Editors

Function - plan the theme and content of future issues and make recommendations to the Executive Board on policy matters.

C. Format

The Exchange has a fluid composition but basically each issue consists of: a quote of the quarter, a COMMENT by a senior Agency official, and a series of articles under department headings. The department headings are:

- FEATURE - one or more articles chosen by the Managing Editor for highlighting
- FORUM - contribution from an office(s) that is generic rather than organizational
- DEFINITION - an article that explains an Agency acronym (GAS, FOIA, etc.)
- EVENTS - actions of interest
- INNOVATION - discussion of trying a new idea (failures included)
- NOTE - a space for the Managing Editor to make any administrative comments

Various other department headings have come and gone since 1976, including DEBATE, FEEDBACK, PERCEPTION, and others. Since the structure varies, not all departments appear each month, and there may be more than one article under a department heading, including the FEATURE department.

Articles and photographs are submitted within each office to the Office Senior Editor, who selects the office contribution(s) each quarter. Submissions are selected, edited, and formatted in the Management Staff and printed and circulated by Printing and Photography Division, Office of Logistics.

D. Policy Decisions

Other than frequency of publication, classification decisions, and circulation directives, there have been few policy decisions connected with the Exchange for some time.

While there is a body of established policy concerning content, I do not necessarily feel bound to it. Very early on (circa 1976), the Editorial Board deemed the following items not appropriate for inclusion in the Exchange:

- letters to the Editor
- personality profiles
- informal essays - think pieces

- reports of findings
- interpretation of trends
- personal experience - was also included on the list, but the decision was not enforced in subsequent issues of the magazine, and articles detailing personal experiences have since been published quite frequently.

None of these early editorial policy decisions appear to have been revisited since 1976 or so.

II. MAJOR POLICY RECOMMENDATIONS

After four years of basically the same editorial structure and format, I feel it might be time to give Exchange a fresh look. This paper documents several proposed policy recommendations. They are:

A. Streamline the editorial structure so that it reflects actual practice. This would only involve the elimination of our two Associate Editors (EO/DDA and CMO/DDA).

AGREE OK DISAGREE _____

B. Develop a current policy statement regarding content of articles. A proposed statement is attached.

AGREE OK DISAGREE _____

C. Solicit articles from non-DDA components, asking that they describe some aspect of their mission (no organization charts) within acceptable security bounds. Include these articles as available and appropriate. Some suggestions are:

- OGCR (maps)
- ORD (anything they can publish)
- [REDACTED]
- NPIC (example of photointerpretation)
- OER (petroleum analysis)

AGREE OK DISAGREE _____

D. Devote a part of most issues to a general theme. Ask for office contributions which in some way support or add to the development of the general theme. Some theme ideas are: Technology, Energy Conservation, Nostalgia (The Good Ol' Days, complete with pictures), DDA in 1990. The use of themes leaves us with a great deal of editorial flexibility and is intended to help us make Exchange a more interesting and a more relevant publication.

AGREE OK DISAGREE _____

*try it - if you
don't shouldnt feel
you have to have
consistent theme all the time*

III. FORMAT AND CONTENT SUGGESTIONS

I plan to continue the process of reinvigorating Exchange by incorporating, over time, additional changes to the format and content of the magazine. These suggestions do not have major policy implications. I plan to meet regularly with the Senior Editors and elicit additional editorial suggestions from them before proceeding. Listed below are some of the ideas that I have for changes to Exchange. We would expect others to be forthcoming from the offices.

A. Changes to Department Headings and Content

1. Eliminate DESCRIPTION, PERSPECTIVE, INNOVATION, and all other headings except for COMMENT and FEATURE.

2. Retain COMMENT section as it currently is.

3. If headings are needed, make them flexible descriptors of article groupings or of theme discussions. Don't force the use of headings if they don't add to the presentation of the article.

4. Introduce a section on Current Events--short paragraphs on recent office happenings of general interest.

5. Introduce a section called Update, designed to add information on a previously reported topic (e.g., an update on Assessment Centers). The Managing Editor will be responsible for inviting these contributions.

B. Use a larger variety of photographs, within security limitations.

C. Add more graphics.

D. Encourage the submission of first person articles rather than impersonal third person pieces.

E. Continue to keep office rhetoric to as low a level as possible.

yes!
right on!

IV. OFFICE RESPONSIBILITIES

As a result of the proposed changes, quarterly office submissions will consist of:

- Current Events - a three- or four-sentence discussion of interesting office occurrences during the quarter
- Articles of Interest - no change from past submissions

- Theme Articles - We would hope each office would attempt to develop an article which supports the theme. If they are unable to write an article appropriate to the theme, we would accept an unrelated submission.

Offices will also be asked, as they are now, to maintain a member of their staff as a Senior Editor of the Exchange.

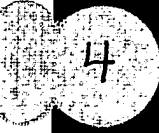
V. MILESTONES IN THE PLAN FOR IMPLEMENTING CHANGES

The steps involved implementing the changes discussed above are few and simple:

- A. Meet with Senior Editors to discuss format and content suggestions and to elicit further ideas in those areas.
- B. Incorporate the changes gradually.
- C. Elicit and evaluate readership reaction to changes to ensure that we don't get out of touch with our readers.

 25X1A

Attachment:
Proposed Policy Statement



SUPPORTING DOCUMENTATION

CAS

8 AUG 1980

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Information Services
Director of Logistics
Director of Medical Services
Director of Security
Director of Training

25X1A FROM: [REDACTED]
Chief, Management Staff, DDA

SUBJECT: DDA Exchange -- Changes and New Directions

1. Recently, Don approved some suggestions we made for changes to the DDA Exchange publication. We requested the changes in order to effect a reinvigoration of the publication. The same general editorial structure and format remain.

2. For your information, a synopsis of the major changes follows.

--We streamlined the editorial structure so that it now reflects actual practice.

--We developed a policy statement on content of articles. (attached)

--We agreed to solicit articles from non-DDA components where appropriate.

--We instituted the idea of a "theme issue". Our October issue, for example, will have the theme -- the DDA in the 1990s.

--We made some format and content changes primarily in order to effect a livelier presentation of articles.

3. Also for your information, we are planning to meet on a scheduled basis with the senior editors from each of your offices in order to exchange ideas, questions, theme possibilities, and the like. The next such meeting is scheduled for 13 August 1980.

4. We anticipate that the proposed changes to Exchange will not involve any additional effort by the Senior Editors nor by those people in your organization who are asked to contribute articles.

5. The DDA Exchange continues to present a positive picture of the DDA, its functions and its work force. We thank you for your office's current cooperation, and request that you take any opportunity you can to encourage your office's continued involvement with the DDA Exchange.



25X1A

Attachment:
As Stated

Distribution:

- 1 - Each Addressee
- 1 - DDA/MS Subject
- 1 - DDA/MS Chrono
- 1 - TBC Chrono

25X1A

~~1~~ - [Redacted] ext. 5226 (8 Aug 80)

8 AUG 1980

MEMORANDUM FOR: DDA Exchange Senior Editors

25X1A FROM: [REDACTED]
Chief, Management Staff, DDA

SUBJECT: Theme Issue of DDA Exchange

1. The October issue of the DDA Exchange will incorporate our first theme presentation -- the DDA in the 1990s.

2. If you can, please submit an Exchange article which addresses the theme. As a suggestion, you might enlist the services of the "prime futurist" of your office or elicit a series of opinions from your careerists. The articles should present a profile of Agency operations from your organizational perspective; for example -- present what data processing or logistics or financial operations will look like in fifteen years, and how that picture will affect the Agency at large. If the theme is not something you can comfortably address, I would still appreciate a regular article from you which incorporates some of the ideas which we discussed at our last meeting.

3. As you may also remember, we have started a new feature called "Current Events" which is a very short -- three or four sentence -- description of a recent office development. I would appreciate a contribution to "Current Events" from you in addition to your article submission.

4. I would like to meet with you on 13 August 1980 at 1530 hours in 7D32 Headquarters, to discuss this first theme publication and other ideas or suggestions you may have for future editions of Exchange. I will need your articles by 1 September 1980 in order to make a mid-October publication date.

25X1A 5. If you have any questions or if I can be of any help prior to the meeting, please call me or [REDACTED] on extension 5226.

[REDACTED]

25X1A

Distribution:

- 1 - Each Addressee
- 25X1A 1 - DDA/MS Subject
- 1 - DDA/MS Chrono
- 1 - TBC Chrono

5

EARLY BACKGROUND INFORMATION

ORGANIZATION

~~1977~~
rescinded 1980

Multiple participation and commitment are required to accomplish the purpose for publication of exchange. The organization of contributors to exchange, therefore, rests on this thesis.

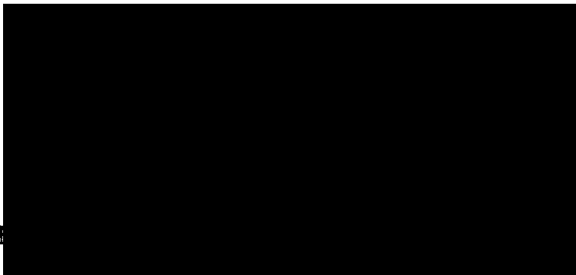
I. EXECUTIVE BOARD

Function: Establishes, monitors, and reviews basic editorial policy. The Executive Board sets the purpose; determines the character and over-all slant; defines the nature of the content by which the purpose is to be achieved; indicates special mood or tone; and establishes the physical characteristics, timing, distribution, and organization.

Membership:

Mr. John F. Blake, DDA

Mr. John N. McMahon, ADDA



II. MANAGING


Function: Monitors and assures appropriate action is taken in the preparation, production, and distribution phases leading to publication of exchange within the policy framework approved by the Executive Board and the recommendations and/or decisions of the Editorial Board.

25X1A

III. SENIOR EDITORS

Function: Serve as managing editor within the individual DDA office of assignment and as a member of the exchange Editorial Board.

Membership:

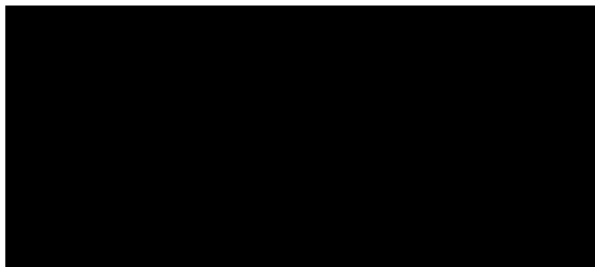
Eight individuals. These are named by the Office Planning Teams (preferably a member of the Office Planning Team). Nominations will be requested at the DDA Planning Team conference 

25X1A

IV. ASSOCIATE EDITORS

Function: Serve as consultants and as members of the exchange Editorial Board.

Membership:



25X1A

V. EDITORIAL BOARD

Function: Plan the theme and content of future issues of exchange, critique past issues of the magazine, monitor reader reaction, seek new ideas and improvements, and make appropriate recommendations to Executive Board on policy matters.

V. EDITORIAL BOARD (continued)

Membership:

Managing Editor

Senior Editors

Associate Editors

25X1A VI. ADMINISTRATIVE ASSOCIATE - [REDACTED] PS/DDA

Function: Performs secretarial service to the Executive Board and to the Editorial Board and provides administrative and clerical support to the Managing Editor.

VII. OTHER PERSONNEL

Reporters)
Columnists) Designated by the Editorial Board
Feature writers)

6

II. CONTENT

JUL 80

APPENDIX
POLICY STATEMENT ON ARTICLE CONTENT
FOR THE DDA EXCHANGE

I. GENERAL

In accordance with its statement of purpose, articles in the DDA Exchange will be designed to present "ideas, thoughts, information, and techniques" of common interest to DDA personnel.

II. ACCEPTABLE CONTENT

Those articles which will be judged acceptable for publication in Exchange will meet the following content criteria:

- A. They will be of common interest to most DDA personnel.
- B. Personal opinions, ideas, or thoughts will be accompanied by a disclaimer which makes allowances for an opposing view to be presented at a later date.
- C. Anonymous articles will be accepted if, in the Managing Editor's judgment, they reflect a prevalent concern of DDA employees.
- D. Opinions which reflect dissent with Directorate policy will be accepted if, in the Managing Editor's judgment, they reflect a prevalent concern of DDA employees with that policy.
- E. Classification level of articles will be SECRET or lower. Proper classification will be attached to paragraphs, titles, and names of individuals.
- F. Names and/or photographs of individuals will be used only with the subject's permission.
- G. Articles detailing a personal experience on the job will relate that experience to a DDA function.
- H. Articles which present personality profiles will be written only at the direct request of the Managing Editor.

III. UNACCEPTABLE CONTENT

Those articles which do not meet the requirements listed in II above will not be published. In addition, the Editor will discourage articles with the following characteristics:

- A. Those which reiterate announcements such as those contained in Headquarters and office notices.

B. Highly technical articles.

IV. SPECIAL CONSIDERATIONS

A. Legality. The sole legal concern regarding Exchange appears to be compliance with the Privacy Act. Adherence to the provision in item I(F) above will allay any Privacy Act problems.

B. Editing. Unless substance is obscured or obvious error exists, no editing for grammar, composition, etc., will be done.

DDA 76-1767

3 April 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Classification of EXCHANGE

1. Because Messrs. Gambino and [REDACTED] raised the question of appropriate classification for the magazine EXCHANGE, the undersigned convened a meeting on 7 April

25X1A

2. Two issues were discussed:

a. How to "quick fix" the current edition so that distribution can be made of the additional copies.

b. Proper classification of future EXCHANGE volumes.

3. The following was decided:

a. On the current issue, increase the size of the "Secret" stamp on the front and back covers to 12-point, rather than 10-point, type. Additionally, it will be green, rather than black. Each page of the magazine will be stamped "Secret."

b. For future issues, classification on the front and back of the magazine will be 12-point type in the color of the EXCHANGE logo. Each page will be classified at the top and bottom. Each article will bear its classification, including "Unclassified," at the end of each article.

4. [REDACTED] will check with Cover and Commercial Staff on the necessity for classifying the magazine at the "Secret" level simply because a list of names is provided

25X1A

which would contain some officers who are under cover. Someone made the point that official cover needed to be classified "Confidential" and non-official cover classified "Secret."

25X1A

5. [REDACTED] is to contact [REDACTED] concerning the number of additional copies of the current edition that need to be fixed for distribution.

25X1A

25X1A

Distribution:

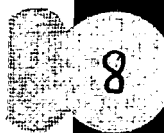
Orig - DDA Subject

1 - DDA Chrono

1 - RFZ Chrono

25X1A

EO/DDA [REDACTED] :lm (8 Apr 76)



SUPPORTING DOCUMENTATION

23 April 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Editorial Board Meeting of Exchange, 19 April 1976

STATINTL

1. The Editorial Board met for the purposes of critiquing the first issue of Exchange and discussing plans for publication of the second issue in July. In attendance were:

[REDACTED]
of Printing and Photography Division, OL.

2. Reader Reaction:

Each of the senior editors reported on preliminary reader reaction to the first issue. Reader reaction is mixed. Excellent, articles too short, informative, no theme, good, high school yearbook, too glossy and slick, not enough personal information, high quality, more pictures were some of the generalized comments. Identification of authors is universally popular. Some of the editors commented that the younger employees particularly found that the publication helped them to relate their job to the "bigger" scene. OJCS personnel savored photos of the [REDACTED] where some STATINTL would soon be working. Although many reader comments were tabled, they cumulatively do not seem to form any pattern as yet pointing the way to change. The single exception is inadequacy of the classification notation. This, indeed, had been called to the attention of the Managing Editor and corrective action had been taken prior to distribution of the magazine outside the Directorate.

3. Privacy Act:

One of the questions encountered in editing the first issue was possible violation of the Privacy Act. To clarify this area, [REDACTED] spoke on the implications of the Privacy Act and the magazine. [REDACTED] stated that the Privacy Act precluded use of information in a publication such as this which

STATINTL
STATINTL

SUBJECT: Editorial Board Meeting of Exchange, 19 April 1976

is obtained from files on the individuals held by the organization without the consent of the individual. He commented that the nature of the magazine and the articles are such that it would appear we would face little danger of illegality in this regard. He felt, however, that courtesy requires that the individuals be contacted for permission for use of their name in an article or use of a photograph. In the event of any question concerning propriety or legality in use of a name or picture of an individual, the Senior Editors should contact [REDACTED] on extension 5226 for advice.

4. Classification:

STATINTL

Another problem encountered, which was also noted by several of the editors, was classification. [REDACTED] spoke to the Group on classification policy. Her remarks are covered in the Memorandum for the Record (Attachment A). The Senior Editors were requested to assure that all manuscripts or graphics submitted for publication bore appropriate classification. Unclassified documents should be so marked. The Senior Editors were reminded that the manuscripts were themselves classified documents and, therefore, should show the number of the classifying official. The published magazine will bear the classification of the most highly classified section under the classification authority of the Managing Editor. In the event the editors have any question on classification, [REDACTED] is available for consultation and advice.

5. Manuscript/Graphics Format:

STATINTL

The meeting at this point was turned over to [REDACTED] to suggest how the senior editors can assist in the printing of the magazine. Attached is a Memorandum for the Record prepared by [REDACTED] (Attachment B). In illustration of the suggestions made by [REDACTED] there was distributed a suggested format for typing the manuscripts (copy Attachment C). It should be noted that this format is a suggestion and is not mandatory.

6. Manuscript and Graphics Selections:

We had anticipated that we would not have much material to publish in the first issue and that we would not have to make selections among contributions. We were pleasantly surprised and pleased that OC and OP submitted several articles. To limit the number of pages in the magazine, which in the

SUBJECT: Editorial Board Meeting of Exchange, 19 April 1976

first issue totaled 56, the Managing Editor was forced to make a selection among these articles. The selection was based, of course, on personal preference, and may not have been chosen by the individual Offices. The Senior Editors agreed that preliminary selection will be the responsibility of each Office. As a rule of thumb, not more than one article will be submitted for each of the major sections of the magazine; that is, "Forum," "Definition," "Innovation," "About DD/A." Although it is hoped that all manuscripts and graphics submitted by the Offices can be published, there is a possibility that further screening will be required to limit the publication to the 50 pages which is considered maximum. It is understood that although an Office might submit up to four articles, an Office need not submit more than one article ("Forum").

7. Letters to Authors:

The question of responsibility for preparing letters of appreciation or letters of rejection had not been discussed at earlier meetings and, therefore, the Managing Editor had, for the first issue, requested each of the Senior Editors to prepare the appropriate correspondence. The Senior Editors concurred with the suggestion that the editors continue to accept this responsibility.

8. Disposition of Manuscripts and Graphics:

Based on telephone concurrence of the Senior Editors, the Managing Editor destroyed all manuscripts and graphics used in the first issue with the exception of some which were returned at specific request. Manuscripts and graphics not published were returned to the Senior Editor. It was agreed to continue this procedure in the future. The Senior Editors will be responsible for identifying those to be returned to him.

9. Editing:

The question arose as to responsibility of the editors to edit manuscripts. The concensus was that unless the substance of the article which carries the author's byline, is obscured or obvious error exists, no editing for grammar, composition, etc., will be done. It was agreed, however, that articles could be adjusted to accommodate spacing problems.

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: Editorial Board Meeting of Exchange, 19 April 1976

STATINTL 10. The next issue is due for publication on 1 July which is a Thursday preceding the 4th of July weekend. The suggested theme for this issue is the Bicentennial. The Managing Editor reported that [REDACTED] has asked Mr. Ed [REDACTED] Historical Intelligence Collection Staff, to write an article on "DD/A, 200 years ago."

11. Manuscripts and graphics selected for publication will be forwarded to the Managing Editor by cob 9 June, and by the Managing Editor to Printing and Photography Division, OL by cob 16 June.

12. In answer to questions, Mr. McMahon was advised that approximately 200 copies were distributed within the DD/A and that, in accordance with Mr. Blake's request that the magazine receive wide distribution, an additional 100 copies were distributed to the DD/A careerists assigned to Headquarters elements in the other three Directorates and the Office of the DCI. In addition to these 300, we still had on hand approximately 25 for possible use. There were no suggested changes in distribution and it was agreed to have 300 copies printed for the July issue.

[REDACTED] STATINTL

Chief, DD/A Plans Staff

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE = INTERNAL USE ONLY

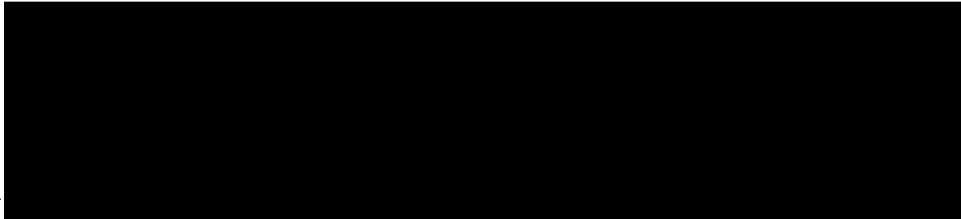
Good
Background
Info on
Policy

13 February 1976

MINUTES : EXCHANGE Editorial Board Meeting
5 February 1976

STATINTL

ATTENDEES:



STATINTL 1. This was the first meeting of the EXCHANGE Editorial Board. It was opened by [redacted] Chairman, who explained the respective roles of the Executive Board, which approves basic policy for format and content, and of the Editorial Board, which plans the theme and content of each issue, critiques past issues, monitors reader reaction, seeks new ideas and improvements. The Editorial Board consists of senior editors individually named by each of the Office Planning Teams, associate editors from O-DD/A, and the Managing Editor.

2. The mock-up of EXCHANGE was reviewed by the Editorial Board. In answer to question: classification will be determined by highest classification of the contents-- subject matter, cover of authors, etc.; the size and shape will be as in the mock-up, but number of pages will vary with each issue depending on content; publication will be quarterly; distribution to each DD/A Office will consist of four copies, one each for the senior editor and each member of the Office Planning Team, plus additional copies for distribution as determined by the Planning Team; distribution to other Offices will be made on request.

3. Each section of the mock-up was then discussed separately.

A. Quotation - agreed

B. Purpose - This was discussed with respect to its limitation to "personnel who are engaged in resource management". It was agreed that everyone in the Agency

ADMINISTRATIVE = INTERNAL USE ONLY

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- 2 -

is involved in resource management, if only the management of one's own time and workload. There was some question as to just who the audience (subscribership) of EXCHANGE should or will be.

C. Staff - The members of the Editorial Board will be listed.

D. Editorial - It was suggested that a more proper heading for this would be "COMMENT" and the first "commentator" be Mr. Bush. This seemed like a good idea to all on the premise that the writer of this column have something to say of current interest. However, after some discussion, it was suggested that perhaps it would be better to wait until the second or third issue to ask Mr. Bush. No definite decision was made as to who would be the "commentator" in the first issue.

E. Forum - This section will consist of a contribution by each Office representing a generic rather than organizational subject. A theme suggestion for the first issue was "why EXCHANGE"? -- how does each Office address the subject of communication? It was agreed that it is more important here to have a good substantive article rather than one which literally sticks to the theme but has little substance. [REDACTED] suggested that we might consider using items from other Government agencies on what they are doing in certain areas.

F. Definition - This column will address one of the many acronyms of the Agency; i.e., SLUC, PDP, GAS, etc. Another title for this column might be "All about..." It was suggested that for the first couple of issues it might be wise to have a couple of lines next to or under the heading describing its purpose. For the first issue, items will be solicited from each Office. The Editorial Board will meet and select one.

G. Events - upcoming, present or past. All Offices who have something to contribute will be asked to. A selection will be made by the Editorial Board.

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-3-

H. Innovation - such as TAP (Typing and Processing) at OTR. Contributions will be reviewed by the Editorial Board.

I. P.S. - It was suggested that this section be named ETC. This will be used when needed for one-time articles such as MBO, etc.

4. In order to determine reader response, it was suggested that a column entitled "Feedback" be used to invite comments and suggestions.

5. Another suggestion was to have a cartoon page.

6. [REDACTED] from Angus Thuermer's office attended the last half of the meeting, upon request, to give some hints for successful journalese. [REDACTED] has been involved in writing the DCI's speeches and the NID (National Intelligence Daily).

Some suggestions she made --

Be lively, but not like TIME -- not current events.

Don't try to conform to anything -- be new, different.

Do not use staccato writing. OCI, OCR, OPR all good at formating -- would be helpful and have good ideas.

Repeat request for feedback -- which usually is not much and not very substantive.

Make readers believe that EXCHANGE is communicating with them and wants them to respond. Establish bona fides.

Vary the article lengths -- a long think piece (labeled as such and placed toward the back of the magazine); an upbeat article; a thoughtful article; etc. -- mix up.

The present titles (Events, Innovation, P.S., etc.) are ambiguous and should be explained. They should be freeflowing and used only if there is a worthwhile article. Use short, lively, interesting subjects.

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-4-

Include subjects that are argumentative, provocative, controversial, of concern - such as morale, one DD/A, etc. A "pro-con" article (secrecy, need to know, are we one Agency or not).

Include guest columns from other Directorates, OGC, IG, etc.

Don't get locked into a format. Be informal and spontaneous.

Future of the Agency a suggestion.

After first issue, go to Bush and ask if he would like to speak to the DD/A through EXCHANGE.

Photographs for articles can be obtained through CRS and P&PD. Use pictures of people and things.

Use bylines -- they encourage participation and opinions that do not necessarily have to be backed by the individual's office.

Be careful not to create an elitist feeling by limiting distribution.

A "Note" section might be included where a brief description of studies, manuscripts, articles, etc. can be included with its location where it is available for reading for those who are interested. This will keep from boring uninterested people in the EXCHANGE magazine but will provide such information to those who are interested.

ended by saying that she would be glad to help in the future with suggestions or ideas.

7. The next Editorial Board meeting was scheduled for 1:00 on 5 March. At this meeting articles will be reviewed for selection.

8. This Board meeting was resumed at 12:45 in the Printing and Photography Building where conducted a tour of the first floor of P&PB for those who were able to attend.

STATINTL

STATINTL

Administrative Associate

Distribution:

1 - Each attendee

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~~DD/A 76-0697~~

CC-M-76-037

11 FEB 1976

MEMORANDUM FOR: Chief, Communications Engineering
Chief of Operations, OC
Chief, Communications Services
Chief, Communications Security Staff, OC



STATINTL

SUBJECT : DD/A Publication - EXCHANGE

1. The Directorate for Administration is sponsoring a publication called EXCHANGE. The purpose of the magazine, which will be published quarterly beginning 1 April 1976, is to provide a forum for the exchange of ideas for all offices of the DD/A. The format consists of a number of sections not all of which will be used each time. Some of these sections are:

- COMMENT- Remarks of senior officials.
- FORUM- Articles contributed from DD/A offices on subjects of common concern or subjects that are instructional and informative.
- DEFINITION- Description of commonly seen but not always understood initials and acronyms; i.e. SLUC, MODE, HATS.
- EVENTS- Reports on current happenings such as inter-office seminars.
- INNOVATION- New ideas developed by one office which may have application to other offices.
- FEED-BACK- Serves a "Letter-to-the-Editor" function.

2. The Managing Editor is Chief, Plans Staff, STATINTL
DD/A. The OC representative is OC-P&B.

3. OC has innumerable topics which would be suitable for publication in EXCHANGE. A few are listed on the attachment. You undoubtedly have many more that you would like to see in print. We ask for your contributions. They should be written in simple, direct, non-technical language. They should identify people or money or things where these resources are factors. (How many people, for example, are aware that it costs \$50.00 just to move a telephone extension from one desk to another.) Although some articles might

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SUBJECT: DD/A Publication - Exchange

merit lengthy treatment, most should be handled in less than 1000 words.

4. Contributions for the first publication need to be in the hands of the editor by 1 March 1976. I encourage OC participation in this DD/A initiative. Please submit your signed contributions to OC-P&B by 26 February. STATINTL


Director of Communications

Attachment:

List of Possible Subjects for OC Articles
in EXCHANGE

Distribution:

- 1 - Each Addressee
- 1 - Managing Editor, EXCHANGE

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ATTACHMENT

OC-M-76-087

11 FEB 1976

Possible Subjects for OC Acticles in EXCHANGE

1. Multimedia Communications - What a Way to Learn! (WCS)
2. Do You Want to Know Where You Stand?
(Techniques of Sub-Panel Counseling) (CMD)
3. APP - Friend or Foe? (OC-S/AD)
4. SKYLINK - Communicating Via Satellite (OC-E,
OC-O)
5. BYCEM - A Management Tool (OC-O)
6. FAN Management Techniques (OC-E)
7. HATS - The Secure Way of Communicating in the
Metropolitan Area (OC-O,
OC-E)
8. ITS - Imagery Transmission System (SECRET)
9. Cable Dissemination - Automating a Mountain of
Paper

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(Blake's checkmarks)
(rescinded July 1980)

STANDING DEPARTMENTS

Yes No

Editorial

✓ _____

A guest editor will be invited to contribute an article each month. ~~Suggest lead off with DDA, then ADDA, and then each office head in order of "time in rank".~~

(written by [unclear])

Quotation of the Month

✓ _____

A feature appearing inside the front cover. Suggest selection of quotation and appropriate illustration be rotated each month among members of the Editorial Board.

Forum

✓ _____

This section provides for contributions each month by each office. Subject matter, authorship, illustrations, etc., to be ~~left to the discretion of each office Editorial Board.~~ *contributed by*

It is suggested that generic titles be used in lieu of organizational titles.

Definition

✓ _____

There is a plethora of alphabet designations for items of interest to the DDA Planning Team but of which little is factually known. Examples are SLUC, PDP, FRS, CTC, KIQ, ICS, FOIA. Suggest Editorial Board make selection of subject and assign responsibility for preparation.

Yes No

STANDING DEPARTMENTS (continued)

Events

This would report actions of interest to the DDA Planning Team. For example, installation of additional computer capability by OJCS, acquisition of new space by OL, etc. Items can be gleaned from the weekly reports and/or can be submitted by the senior and associate editors.

Innovations

Instead of inventing the wheel eight times, an office that comes up with a new idea which it has implemented would describe and evaluate. This column should include failures and well as successes.

MBO

This column could address either or both the techniques and substance of MBO. Contributions could be solicited from ODDA, the DDA offices, or outside DDA.

Letters to the Editor (or Questions and Answers)

This could be the means to stimulate a dialogue among the readership.

P.S.

(Plans Staff Post Script) This would be the column for use by Plans Staff for administrative purposes--

Yes No

STANDING DEPARTMENTS (continued)

P.S. (continued)

announcement of a quarterly meeting of the DDA Planning Team; comment on matters pertaining to exchange. Although a "standing department", the column would be used only when item of sufficient importance to warrant publication.

GENERAL ARTICLES - solicited and unsolicited

"How to do it"	_____	_____
Informative	_____	_____
Personal Experience (e.g. report by DDA on trip [REDACTED])	_____	STATINTL
Personality Profile (if new office director is appointed, bio sketch or interview)	_____	_____
Informal Essay (think piece, for example)	_____	_____
Reports of findings, activities, etc. (e.g. consolidation committee)	_____	_____
Interpretation of concepts, trends, development (e.g. the future role of mini-computers)	_____	_____

5 FEB 1976

Jerry,

A few notes from the last half of the 5 February 1976 DD/A Planning Team meeting which was held in the DD/A conference room:

STATINTL

STATINTL

1. [REDACTED] was the guest during this portion of the meeting and had apparently been invited by [REDACTED] to share her ideas as to how to make the proposed magazine, "Exchange," a roaring success right off the bat. Pat works for Angus Thuermer who is Assistant to the Director and, as I understand it, has done a considerable amount of speech writing for Mr. Colby. She was also in on the creation of the National Intelligence Daily (NID). Needless to say, she is a mighty sharp gal and most interesting to listen to. Some of her ideas and comments were as follows:

- a. Feedback - She stressed the importance of feedback and urged that the team find a way to obtain it (e.g. letters to the editor). She said that "reader reaction" is very important, particularly during the early life of a new publication. Suggested that, in the first issue, editor should specifically ask readers for comments. In recalling the early period of the NID, she said that she obtained little, if any, feedback-- nothing ever substantive--usually only a complaint once in a while. Therefore, she further suggested that the editor might repeat the request for reader comments in the first several issues.

b. Format - Pat said that it would be good to categorize the magazine in sections, but cautioned against locking yourself into a set format which would have to be followed in each and every publication.

c. Style - She suggested that the length of articles be varied as much as possible in each issue but, in general, articles should be fairly short. Whatever the length, though, make them lively. Use variety--update pieces, thoughtful pieces, but if it is a "think" piece and fairly long, label it as such and place it near the back of the magazine. Use pictures whenever possible. Write a humorous article once in a while. Argumentative and provocative subjects are good--attract more readers. Bylines are important, especially if the writers home office does not necessarily endorse his article. Don't try to label your audience--division and staff chiefs may want to pass the magazine around for general reading at lower levels. Don't write extremely technical articles. If one has been written that you think is exceptionally worthwhile, make reference to it by author, subject, date, etc. Might have a "note section" in back of magazine for this purpose. It's good to use short sentences but don't overdo it--don't make your article sound choppy.

d. Subject Ideas - "Occasionally address issues to Headquarters Building subjects--morale items--after all,

one purpose of the publication is to improve morale."

Other ideas might be:

(1) Secrecy - Where is the boundary line?

Thoughts pro and con.

(2) Media Leaks

(3) Security

(4) Freedom of Information

(5) Ask Mr. Bush for an article. Give him the opportunity to speak to all the troops in DD/A. He may not have the time to make the rounds completely.

STATINTL
2. [REDACTED] asked that articles (in draft) be sent to her on or before 1 March. She is shooting for 1 April as first publication date. Next meeting will be on 5 March since all contributions should be in by that date. Per Jim [REDACTED] however, this date is tentative and he will advise further.

[REDACTED]
STATINTL

III. PRODUCTION PROCESS

DDA EXCHANGE

PRODUCTION SCHEDULE

EVENT	DURATION (DAYS)
Senior editors submit articles	
MS proof manuscripts - type in ETECS format	5
P&PD prepares galleys	5
MS proofs galleys	2
P&PD corrects galleys	5
MS sends corrected proof to G&VA for mockup	9
MS approve mockup - send to P&PD	1
P&PD prepares dylux copy	5
MS approves dylux and sends to P&PD	1
P&PD prints and distributes	5

Senior Editors: Deliver manuscripts to MAS.

MAS: Proof manuscripts; retype if necessary into order of publication and prepare necessary indexes.

MAS: CIA-RDP86-00114R00010001000-8

Printing:

5 days

Printing: Deliver galley (1 ea.) to MAS & G&VAS.

MAS & G&VAS: Proof galley (last chance for "major" changes.)

2

G&VAS:

G&VAS:

G&VAS:

9 days

G&VAS:

G&VAS:

MAS: Approve mock-up & return it to G&VAS.

G&VAS: correct out to P

1 day

days

MAS & G&VAS: Approve dylux proof and return to Printing.

Printing: Go to press.

Printing:

Printing: Get approval of final copy and deliver total number of copies to MAS: Distribute.

← print + distribute

10

11

ETECS INSTRUCTIONS

ECRM

FEBRUARY 1974

DOCUMENT M-104

**5000 SERIES
AUTOREADER****E T E C S***(ELECTRONIC Text Editing AND COMPOSITION System)***COPY PREPARATION**

Bonnell
If you have any questions please
call the ETEC area. x5154
GJ56 Hqs.

ECRM, INC. 205 BURLINGTON ROAD, BEDFORD, MASSACHUSETTS 01730

Telephone: (617) 275-1760 • Telegrams: AUTOREADER • Telex: 92-3349

Approved For Release 2001/05/03 : CIA-RDP86-00114R000100010001-8
 DO'S AND DON'TS FOR ETECS COPY PREPARATION

Modified Courier 12 Font ONLY (set to 10 pitch)*

Impression Selector (Set to 3)

Multiple Copy Control (Set to A)

Double or Triple Space Text

DO NOT type page numbers on copy - Stamp or Write in with RED marker

No Time Stamps

No Rubber Stamps (Unless true red ink is used)

Paper Size:

8" wide
 6" minimum length
 48" maximum length

No Staple Marks (holes)

Clean - Original Copy only will be accepted - No Xerox or Carbons

Deletion corrections must be above the height of the tallest character
 (please refer to ECRM Manual; page 8)

To use quotation marks you must type a single quote twice (``)

Black felt-tip markers must be used to delete characters

Do Not X out typos

Do Not use ballpoint pens at any time on prepared copy

DO NOT use White Out or any type correction fluids

Do Not use self-adhesive correction tape

* Do Not type lower case L's in place of the number '1' (one) and vice versa

Do Not use the cap letter O for the number zero (0)

Margins - 1" minimum

Paragraphs should be indented 8 spaces; leave two blank inches at top of each new section

The ECRM scanner will not read true red ink; therefore, any handwritten editor corrections should be made with a red felt marker.

Please refer to the ECRM Copy Preparation Manual for detailed information on how to type and prepare text. You may obtain a copy of this manual from the ETECS room (GJ56 Hqs.)

BEFORE typing ANY tabular work OR tables - PLEASE ASK FOR instruction from THE ETEC AREA.

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COPY PREPARATION

1.0 PURPOSE

This document provides specific instructions for the preparation of typewritten copy suitable for accurate processing by the ECRM Autoreader. It describes general specifications to be followed, commonly-made errors to be avoided and basic editing procedures.

2.0 PAPER CONSIDERATIONS

Standard white bond paper is recommended for copy preparation.

If multiple copies of the manuscript are prepared, the original copy (not a carbon copy) must be used for Autoreader processing.
(or Xerox)

Paper must be 8-1/2 inches wide by a minimum of 6-inches

to a maximum of 48-inches in length. Copy may be prepared

by the standard "cut and paste" method up to the 48-inch
(not correction tape)

maximum. When using this method, a non-water based adhesive should be used to prevent wrinkling or buckling of the copy.

Tape may also be used. In addition, to insure smooth operation
(on back of copy)

of the Autoreader paper feed mechanism, the edge of a

continuation sheet should be "pasted" underneath the edge

of the previous sheet.

Minimum specifications call for 1/2-inch margins on all typewritten copy; however, if possible, it is considered good practice to allow 1-inch margins to accomodate last minute editorial insertions or changes and still insure accurate processing. Allow two blank inches at top of page and at the beginning of each new section.

3.0 TYPING CONSIDERATIONS

3.1 General. An IBM Selectric I or II typewriter with a black, carbon ribbon and a Modified Courier 12 Font should be used. Pitch should be 10 characters/inch and copy should be double or triple spaced to allow room for editorial insertions.

CAUTION

CONSIDERABLE CARE AND GOOD JUDGEMENT SHOULD BE USED IN HANDLING TYPEWRITTEN COPY TO PREVENT IT FROM BECOMING SMUDGED, STAINED, TORN, WRINKLED OR OTHERWISE ABUSED. GOOD, CLEAN COPY INTO THE AUTOREADER INSURES AN ACCURATE OUTPUT. TIME STAMPS OR OTHER SUPERFLUOUS INFORMATION MUST NOT APPEAR ON THE COPY.

Standard typing practices may be used if consideration is given to the following specific points.

3.2 Strikeovers. If an error is made, do not backspace and "X out" the erroneous characters or word. Strike the spacebar several times, re-type the word correctly and continue with your copy preparation. When the paper is removed from the typewriter, glance through the copy quickly, noting where page "gaps" occur in the copy. Using the editing procedures outlined in paragraph 4.0, delete the erroneous words preceding the gaps. If a strikeover occurs accidentally, handle it in the same manner as described above.

3.3 Similar Characters. The typewritten "one" and lower case "l" as well as the "zero" and "o" appear similar; however, they must not be used interchangeably when preparing copy for the Autoreader. Use care to strike the correct key.

3.4 Shifted/Unshifted Comma & Period. The shifted and unshifted comma appear identical on the typewritten page. The same is true for the shifted and unshifted period. The Autoreader does not distinguish between shifted and unshifted characters in these two particular cases; therefore they may be used interchangeably.

3.5 Quotes. Single and double quote characters are recognized as "opening" or "closing" quotes by the Autoreader even though direction is not indicated by the quote characters from the typewriter (i.e. the same character must be used for open and closed quotes, either single or double). Based on common syntax rules used by the system software, quotes are interpreted and the correct single character code is output, for open or closed quotes.

3.6 Fractions. Ten pre-defined fractions may be output by the Autoreader as their single character equivalent. These fractions are defined in the BASIC-PREP Workbook (ECRM Document M-105) and must be of the form 1/4, 1/8, etc. (single digit numerator and denominator). If multiple digit fractions are typed on the copy (e.g. 1/32), the fraction outputs as four or more single characters (e.g. $\frac{13}{64} = 13/64$).

3.7 Hyphen. Hyphens that occur in a line of text are treated normally and output as hyphens. Those occurring at the end of a line to indicate a split word connector are recognized as such by the Autoreader, discarded from the output and the split word is connected normally with no space or hyphen. In the special case where hyphenated compound words are desired and the hyphen happens to be at the end of the line, it will also be discarded. To save it in the output, another hyphen must be typed at the beginning of the next line.

3.8 Ellipsis. To create an ellipsis in the output, a series of three or more periods separated by space must be typed on the copy. A space must also separate the first period from the preceding character and the last period from the next character. Periods typed in this manner will be recognized as an ellipsis and the output will consist of period, EN SPACE, period, EN SPACE, period, etc.

3.9 EM Dash. The code for an EM DASH is recognized whenever a double hyphen is typed with no spaces.

4.0 BASIC EDITING TECHNIQUES.

The following pages illustrate basic editing techniques to be used in the preparation of copy suitable for processing by the Autoreader. Editing is done on a line-by-line basis.

This includes deletion, correction and insertion of characters, words or phrases using a non-scan marker*.
(red felt-tip)
After hand editing, the insertions are typed just below the line to be edited and deletions are drawn through with a black pen.

Since corrections are typed below the line containing the deletions, care must be taken in vertical positioning of the inserted material. If the correction is too close to the line above or below, or if it touches a vertical deletion, the Autoreader may eliminate the information. Do not XXX out mistakes. If you make an error while typing, skip a couple

* A non-scan marker is a pen that contains red ink that is "invisible" to the Autoreader. A suitable pen is a Mark IIX Chiffon sign pen. If there is a question about a pen being suitable, consult ECRM.

of spaces, retype the word, and draw a horizontal line through the unwanted material. Deletions are permitted in correction copy. The corrections are bounded at the beginning by a space-slash and at the end of the correction by a slash-space.

~~Deletions (character and word) may also be accomplished using the deletion symbols that have been selected for the Autoreader System being used. In most cases the # symbol is used to delete a character and the + symbol is used to delete a word.~~

Examples of most editing and typing situations that will be encountered while preparing copy for the Autoreader are presented on the following pages. Consult your ECRM Sales Support Specialist for special options to provide editing capabilities beyond those shown in the examples, if necessary.

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VERTICAL DELETIONS

A vertical strikeout is used to eliminate a single character or space. The deletion mark should start at the center of the character and extend straight upwards through the character. The line should be straight, not slanted, and should not infringe upon other characters. It is very important to remember that the vertical deletion must not extend below the character to be deleted. The overall length of the deletion mark should be approximately 1/6 of an inch.



GOOD - delete starts in center, not slanted,



POOR - delete of "o" extends below character limit,

POOR - delete of "e" extends into the outer limit of the "y"; "y" will be deleted.

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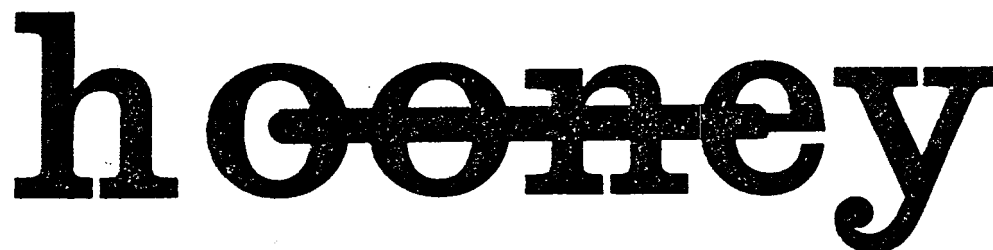
HORIZONTAL DELETIONS

Horizontal strikeouts are used when deleting multiple characters and/or spaces. All of the characters to be deleted should be lined through with a continuous black line. The line should begin at the center of the first character to be deleted and end at the center of the last character to be deleted. It is unnecessary and undesirable to completely obliterate characters by coloring them out. A single, continuous black line is sufficient. By drawing the mark from center to center, unintentional deletion of adjacent characters caused by a mark that is too long will be avoided.

CAUTION

DO NOT DRAW A BLACK LINE THROUGH TEXT UNLESS
THE COPY IS TO BE DELETED.

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honey

GOOD - delete starts in the center of first character and ends in the center of the last character



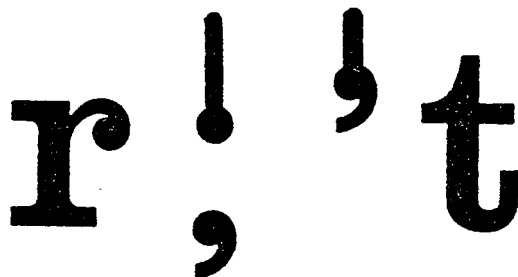
honey

POOR - Strikeout extends too far; "y" will be deleted unintentionally. Strikeout extends into the outer limit of "y"; "y" will be deleted even though not actually touched.

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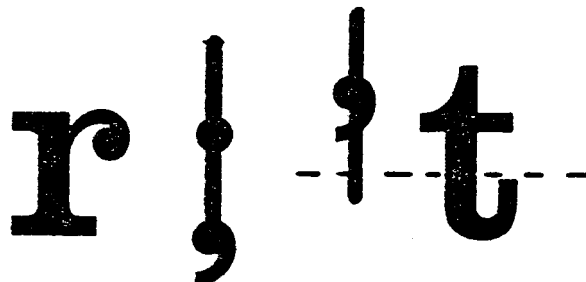
DELETING PUNCTUATION

Punctuation that consists of more than one part (!@=",:;?) must have all parts deleted. Punctuation that doesn't extend into the center of the line must be deleted by having the deletion mark extend to the center of the line.



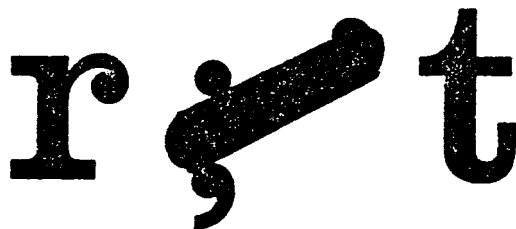
POOR - strikeout does not overlap bottom part of ";", will not be deleted.

POOR - strikeout should be centered in character position for some punctuation.



GOOD - both parts of ";" will be deleted.

GOOD - strikeout in center of line for superscript character.



GOOD - strikeout extends to the center of both symbols and it is in the center of the line.

SINGLE DELETIONS

The two examples shown below illustrate a typical vertical deletion mark that is used to eliminate a single character or a single space. A mark or line that is either "too high" or "too wide" to be a standard character is identified as a deletion by the Autoreader. If a vertical mark is more than two line spaces high; if its lower end is tilted too far away from the intended central position; or if it infringes on other characters, undesired deletions may occur. Practice with the Autoreader will show you that considerable freedom is allowable for hand-made vertical deletions of various widths.

ORIGINAL: A vertical stroke deletes a single character.
 EDITED ORIGINAL: A vertical stroke deletes a single character.
 AUTOREADER OUTPUT: A vertical stroke deletes a single character.

EXAMPLE 1 - Single Character Deletion

ORIGINAL: A vertical stroke de letes an extra space.
 EDITED ORIGINAL: A vertical stroke deletes an extra space.
 AUTOREADER OUTPUT: A vertical stroke deletes an extra space.

EXAMPLE 2 - Single Space Deletion

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MULTIPLE DELETIONS

Examples 1, 2 and 3 illustrate the use of horizontal marks for deletion of groups of two or more characters or spaces. Example 2 illustrates that the Autoreader eliminates words and spaces. Example 3 on the next page illustrates the deletion of spaces at the beginning of a paragraph. A horizontal deletion mark does not have to be vertically centered, but it must touch the characters to be deleted.

ORIGINAL: A horizontal stri stroke deletes words and spaces.
 EDITED ORIGINAL: A horizontal ~~stri~~ stroke deletes words and spaces.
 AUTOREADER OUTPUT: A horizontal stroke deletes words and spaces.

EXAMPLE 1 - Deletion of Two or More Characters.

ORIGINAL: Delete a word and some or all adjacent space.
 EDITED ORIGINAL: Delete a ~~word~~ and some ~~or~~ all ~~adjacent~~ space.
 AUTOREADER OUTPUT: Delete a and some allspace.

EXAMPLE 2 - Deletion Of A Word, Leaving One Space Or No Spaces.

MULTIPLE DELETIONS

ORIGINAL: This was the start of a paragraph
but should not be; please remove the
indentation.

EDITED ORIGINAL: This was the start of a paragraph
but should not be; please remove the
indentation.

AUTOREADER OUTPUT: This was the start of a paragraph
but should not be; please remove the
indentation.

EXAMPLE 3 - Deletion Of An Indention

EDITED ORIGINAL: Deletion of "space" between two adjacent
characters is not possible.
 /i/

AUTOREADER OUTPUT: Deletion of "space" between two adjacent
characters is not possible.

EXAMPLE 4 - Illegal Editing. (results of edit unknown).

INSERTIONS

Insertions and corrections are accomplished by directing the substitution of new text in place of deleted text. As illustrated on the next page, an "editing line" is typed below the line to be corrected. The editing line consists of one or more insertions, each bounded by slashes left and right. The successive insertions appearing on the editing line are destined for insertion in the line above at successive deletion marks. For visual convenience, each insertion may be located directly below its corresponding deletion mark in the line above, although such location is not necessary.

However, the insertions must be typed in the order in which they are to be included.

The extremities of an insertion are bounded (delimited) by space-slash and slash-space pairs, as illustrated in the following example. Specifically, the Autoreader locates delimiters according to the following procedure:

- a) The first space-slash pair on a line identifies that line as an editing line and left-delimits the first insertion.
- b) The next-encountered slash-space pair constitutes the trailing (right) delimiter.

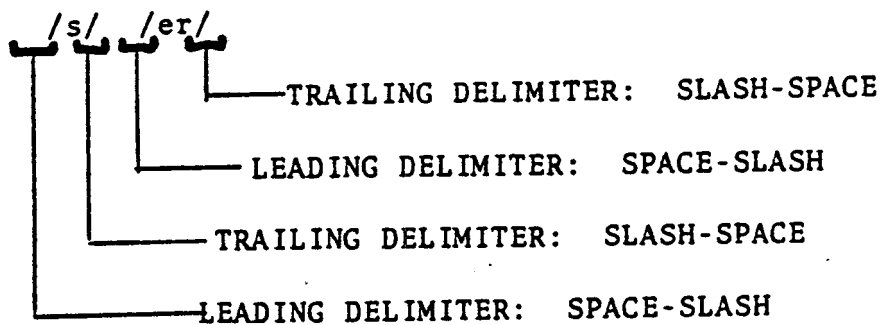
- c) The next-encountered space-slash pair left-delimits the next insertion. The same space may be in a trailing delimiter and also in the subsequent leading delimiter, as indicated by the slash-space-slash combinations shown below.
- d) The cycle is repeated until the editing line is fully delimited.

ORIGINAL: Little Mister Muffet sat on his tuffet,
eating his cruds and wheat.

EDITED ORIGINAL: Little Mister Muffet sat on his tuffet,
/s/ /er/
eating his cruds and wheat.
/er/ /ur/ /y/

AUTOREADER OUTPUT: Little Miss Muffet sat on her tuffet,
eating her curds and whey.

EDITING LINE:



EXAMPLE OF AN "EDITING LINE" - Leading and Trailing Insertion Delimiters

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HANDWRITTEN INSTRUCTIONS

When insertions or corrections are made by hand, rather than directly by the typewriter, the procedure is as follows: First, the editor makes a deletion mark and then writes the correction just above with a non-scan pen as shown in EXAMPLE 1. Next, (red felt-tip) the correction typist overwrites the editor's delete mark with a black pen which can be seen by the Autoreader and then types the appropriate editing line just below the line. Because the editor uses a non-read pen for his corrections/instructions they are not recognized.

In the first example, the spaces were not included within the insertion: therefore, the incorrect insertion was deleted and retyped correctly a little farther to the right.

In the second example, a word was deleted rather than a space, thereby avoiding the use of the vertical deletion mark. Horizontal deletion marks are easier to make and less subject to human error than vertical deletion marks. The horizontal mark is recommended.

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HANDWRITTEN INSTRUCTIONS

ORIGINAL: Modern music is mellowing.

EDITED ORIGINAL: Modern music is ^{*slowly **} mellowing.
~~slowly~~ / slowly /

AUTOREADER OUTPUT: Modern music is slowly mellowing.

EXAMPLE 1

ORIGINAL: Modern music is mellowing.

EDITED ORIGINAL: Modern music ^{*is slowly **} mellowing.
 /is slowly/

AUTOREADER OUTPUT: Modern music is slowly mellowing

EXAMPLE 2

* these words written with a non-scan marker

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"EDITING-LINE" SPACING

An editing line may be separated from the line-to-be-edited by an arbitrary vertical gap. A number of fully-deleted lines may appear in this gap without affecting the intended insertions. Referring to the example below, the insertion "paint" will be substituted for the deleted word "gild", rather than being inserted at the intervening deletion "iss". The deleted character group "iss" is not a proper line-to-be-edited because it does not contain undeleted characters. The arbitrary vertical gap is eliminated in the processing and the resulting output is just as shown.

AUTOREADER INPUT: To ~~gild~~ the lily or ~~paint~~ gold

~~iss~~

 /paint/ /gild/
is silly.

AUTOREADER OUTPUT: To paint the lily or gild gold

is silly.

TRANSPOSITION

Two different ways to indicate the transposition of two adjacent words are shown below. The first way, straight deletion and insertion, is the most straightforward and is the recommended procedure. The second way, insertion and deletion, is somewhat more complicated than the recommended simple horizontal deletion because the vertical deletion mark is used.

ORIGINAL: to now consider the two recent plans here received

EDITED ORIGINAL: to ^{consider now*} ~~now consider~~ the two recent plans ^{received*} here ~~received~~

AUTOREADER INPUT: to ^{consider now*} ~~now consider~~ the two recent plans ^{received*} here ~~received~~
 /consider now/ / received /

AUTOREADER OUTPUT: to consider, now the two recent plans received here

* these words written with a non-scan marker

DELETIONS = INSERTIONS

The shortest possible insertion is "no characters" as shown in Example 1. The "null" is used when an insertion follows a deletion on a line to be edited, as illustrated in Example 2. If the null was omitted from Example 2, the insertion "appeared" would be substituted for the first deletion "shiny" rather than its intended home "cropped up". The null keeps the count of the deletions on the line-to-be-edited equal to the corresponding insertions on the editing line.

ORIGINAL: many shiny new faces

EDITED ORIGINAL: many ~~shiny~~ new faces

 //
 ↑
 ("NULL": NOTHING (NOT EVEN A SPACE)
 BETWEEN THE DELIMITERS)

AUTOREADER OUTPUT: many new faces

EXAMPLE 1 - Insertion Of A Null

AUTOREADER INPUT: Many ~~shiny~~ new faces ~~cropped up~~ in the group.
 // /appeared/

AUTOREADER OUTPUT: Many new faces appeared in the group.

EXAMPLE 2 - Deletion Followed By Insertion

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INSERTION FOLLOWED BY DELETION

When deletion follows insertion, as shown in the following example, a null-string insertion is not required. After the editing line has been matched with corresponding deletions on the line-to-be-edited, any remaining deletion marks are automatically treated as simple deletions.

AUTOREADER INPUT: ~~Groping up~~ in the group were many ~~shiny~~ new faces
/appearing/

AUTOREADER OUTPUT: appearing in the group were many new faces.

HOMELESS INSERTIONS

When the number of insertions provided by an editing line exceeds the number of deletions on the line-to-be-edited, the superfluous "homeless" insertions are discarded, as illustrated below.

AUTOREADER INPUT: The new ambassador ~~emerged~~ from the meeting.
/emerged/ /abc/ /xyz/

AUTOREADER OUTPUT: The new ambassador emerged from the meeting.

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LINE DELETION

A line can always be deleted by hand-overstriking all the text on that line. However, when the paper is still in the typewriter, the line can be eliminated by placing a leading delimiter at the end of that line, as illustrated below.

ORIGINAL: This figure illustrates the deletion of an entire line by the simple expedient of / an entire line. The deletion is accomplished by the simple expedient of placing a leading / by typing a leading delimiter (space-slash) at the end of the line.

AUTOREADER OUTPUT: This figure illustrates the deletion of an entire line. The deletion is accomplished by typing a leading delimiter (space-slash) at the end of the line.

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EDITING LINE DELETIONS

Deletions on an editing line may be accomplished as shown below. Note that an editing line cannot be edited by typing another editing line below it.

EDITED INPUT: They said ~~she~~ couldn't do it ~~but she did~~
 ~~that~~ /~~they~~ we/ /so we didn't even try./ ~~ooo~~

AUTOREADER OUTPUT: They said we couldn't do it so we didn't even try.

SLASHES WITHIN TEXT

Slashes may appear in text or within insertions, provided the context prevents their identification as delimiters. A typical example is shown below.

A space followed immediately by a slash is not permitted within text, but a slash followed by a space is acceptable, because a slash-space is not identified as a trailing delimiter unless its corresponding leading delimiter has been encountered earlier on that line.

ORIGINAL: The slash may be used as a legal character and/or
 ///
 as a delimiter.

AUTOREADER OUTPUT: The slash may be used as a legal character and/or
 as a delimiter.

MODIFIED COURIER 12 FONT

1 2 3 4 5 6 7 8 9 0 - =

q w e r t y u i o p]

a s d f g h j k l ; ' "

z x c v b n m , . /

SHIFT POSITION

! @ # \$ % & * () ^ +

Q W E R T Y U I O P [

A S D F G H J K L : "

Z X C V B N M , . ?

SUPPORTING DOCUMENTATION

MEMORANDUM FOR THE RECORD

19 April 1976

STATINTL
TO [REDACTED]

SUBJECT: Graphics and Format for Exchange

At your request I attended this morning's planning session of the editorial board in order to receive feed-back from the first issue of the publication and to present recommendations for expediting publication make-up and improving graphic supplements. The following suggestions were offered for future issues:

1. Manuscript format should be standardized following the sample sheet distributed to editors at this meeting.
2. Graphics used for reproduction may be in the form of charts, graphs, photos, illustrations or material taken from magazines and other printed matter.

Size of the selected graphics is not important. They will be scaled to fit the magazine during the layout process. Quality is important. The finished product will reflect the quality of the original copy.

Photos, color or black and white, should be sharp, with good contrast. Negatives should be included when possible. Charts, graphs and other items should be good clean black and white originals or should have strong areas of color. Reds and dark colors will reproduce as black, very light colors will not show up. Indications should be made for areas that need retouching, cropping or other work, and instructions included as to whether the graphics may be cut up, painted on or otherwise altered if necessary.

Graphics assistance is available from Printing and Photography Division. Photographers are on hand to take special shots that may be required. Request this service by submitting form 70 C. Problems with charts, graphs and illustrations can be handled through Graphics and Visual Aids Staff, GD-79, extension 6063.

[REDACTED] STATINTL

Replaced by ETECS

input but these instructions remain

(4" line)

At present, work is well along at the Center on team studies of the CIA field station of the future and on an examination of the impact of compartmentation in the Agency. Officers from the DBO, DDA and DDI are participating. Planning is under way for a study of the CIA estimative intelligence process. It is envisioned that about ten fellows will be working at the Center at any one time. Several additional fellows will be needed for new projects during 1976.

Nominations for projects and personnel for the Center are being solicited from interested individual officers and from Agency components.

A series of group discussions, seminars, and conferences among Agency officers on professional intelligence issues is also being sponsored by the Center. So far, these have mainly concentrated on issues associated with intelligence analysis, including its multi-disciplinary aspects. Day-long conferences on such processes as intelligence requirements are currently being planned.

The column on the left was typed from Exchange and totals about 150 words. Please submit articles in this format using elite type if possible. Type double spaced with triple space between paras. Indent two spaces for paras.

Article titles in all caps should be flush with left hand margin. Article sub-titles in initial caps should be flush with left-hand margin. The by-line should be flush with left-hand margin.

At the end of each article the classification should be shown

Spell out Director of Finance, Director of Logistics, etc.

Spell out names of divisions and branches, but use OC, OF, OL, etc.

Spell out the numbers from one to ten and use numbers for 11 and above.

Spell out names of days and months.

When referring to the below items, type as shown:

FY 1976, FY 1977, TQ - etc.

Exchange

Indicate on your article which section of Exchange it is to appear in.

Requests for photography should be submitted on Form 70C.

LAYOUT AND DESIGN

layout & design

- A. PRODUCTION SEQUENCE
- B. TEXT SPECIFICATIONS
 - . Body Type
 - . Display Type
 - . Italics
- C. COVER
- D. QUOTE, PAGE 1
- E. MASTHEAD PAGES, PAGE 2 AND 3
- F. PHOTOS AND GRAPHICS
- G. DYLUX CHECKLIST
- H. SPECIFICATION GUIDELINES AND EXAMPLES

For additional information consult [REDACTED] Graphics and Visual Aids Staff, 25X1A
GD-79 H.Q. , x6063.

A. PRODUCTION SEQUENCE

1. Receive master list of articles from M&AS.
2. Receive photos and graphics from M&AS.
3. Assign photography, gather morgue photos.
4. Get names and information for captions from M&AS.
5. Produce graphics as required.
6. Receive and check galley proofs from ETECS.
7. Compare and coordinate corrections with M&AS copy.
8. Write instructions for changes, return to ETECS for "clean copy".
9. Prepare dummy layout on grid sheets from ETECS "clean copy".
10. Crop and scale photos and graphics, write instructions for offset camera.
11. M&AS approval of layout, make revisions.
12. Set Compugraphic type as needed.
13. Send complete package to PPD Planning Staff, [REDACTED] 5593. STATINTL
14. Final layout check and instructions for finished layout in Composing Branch.
15. Order 2 Dylux proofs, (one for M&AS check)
16. Check Dylux, coordinate changes with M&AS.
17. Indicate instructions for corrections, OK for press proof.
18. Check Press proof, OK for final run.
19. Review finished product, note problems, coordinate with M&AS and PPD for future reference.
20. Do no shortcut on these steps. Insist on all phases of production and checking. Shortcuts will result in errors.

B. TEXT SPECIFICATIONS, continued.

DISPLAY TYPE

Avant Garde medium, set on Compugraphic typesetter in G&VAS. Always use lower case, no caps. Exception on cover logo.

1. Main titles, (Comment, Feature, Forum, etc.) in 60 pt.
. example 1.
2. Office names (Finance, Security, Logistics, etc. as in Forum section), in 24 pt.
. example 2, 3.
3. Staff, Index, inside logo, in 48 pt.
. example 9, 10.
4. All main titles appear 1 pica above column top, flush left.
. example 1.
5. Cover logo set in 96 pt. Chartpak transfer lettering.
. example 6.
6. Cover date in 24 pt.
. example 6
7. Cover classification in 18 pt.
. example 6.

ITALICS

1. Use when referring to names of published material.
2. When referring to DDA Exchange.
. example 1.
3. For special emphasis within an article.
4. For question portions of question and answer sequence of paragraphs.
. example 2.

B. TEXT SPECIFICATIONS

BODY TYPE

1. All body type to be Newton Medium, 10 pt., set solid. Including numbers, notes, by-lines, captions, classifications, etc.
. example 1, 2, 3, 4.
2. 10 pt. space between paragraphs and headings. Including titles, captions, by-lines, etc.
. example 1, 2.
3. All type, flush left and right, 1 em paragraph indent on articles.
. example 1, 2, 3, 4.
4. Sub paragraphs indented 1 em from left margin, no indent at paragraph beginning. Start paragraph with 3 pt. bullet. Do not use numbers, letters, asterisks, dashes, etc. to indicate paragraph sequence.
. example 2
5. Substitute hyphen for slash in Agency component notations, i.e., DDA/PS becomes DDA-PS, DDA/OC becomes DDA-OC. Use slash when referring to person's position, i.e., the DD/A, DD/OTR, D/OL, EO/DDA, C/M&AS.
. example 1, 2.
6. Article titles flush left, all caps.
. example 1, 2, 3.
7. By-lines, flush left, initial caps, Roman face.
. example 1, 2, 3.
8. Captions, flush left, upper and lower case. Hairline rule 10 pts. below body copy. Caption appears 10 pts. below hairline rule.
. example 11.
9. Editor's notes, heading, all caps followed by colon. 10 pt. space between article and heading. 10 pt. space between heading and note. 1 em paragraph indent on note. Heading flush left.
. example 4.
10. 20 pt. space between article endings and beginnings when they appear adjacent to one another, as in Forum section.
. example 3.
11. All columns of text are flush on top margin. Copy may be ragged at bottom.
. example 3, 4.

E. MASTHEAD PAGES, continued.

4. Page 3, column B. Index listing. Main headings, flush left, all caps. Article headings, indent 1 em, upper and lower case.
. example 10.
5. See Section B., Display Type, for main title information.

F. PHOTOS AND GRAPHICS

1. Assign photography through P&PD by submitting form 70C. Scheduling is done by Photography Branch, x7202. H.Q. Photographer [REDACTED] x7365. STATINTL
2. All photos and graphics to be scaled to column sizes. May appear in 1, 2, 3, or 4 column format.
. example 11, 12, 13, 14, 15, and master layout grid.
3. All 1 column sizes to appear on outer side of pages only.
. example 1, 7, 11.
4. Photos and graphics with light backgrounds may be outlined with hairline rule.
. example 12, 15, 16.
5. Mount photos and graphics on lightweight board, indicate cropping instructions on tissue overlay. List photo number, article, and page number for reference. Specify column size.
. example 17.
6. Request return of all photos from P&PD for future use.
7. Cartoons and sketches are not acceptable.
8. Graphics or photos of poor quality should be done over or rejected for use.

G. DYLUX CHECKLIST

Dylux proof is last chance for changes, however, most corrections should be made before this stage. Insist on Dylux proof of entire publication, as it will appear when printed, cut and folded to size. A thorough proofing is very difficult otherwise. Following are the most common areas for errors to appear:

1. Alignment and placement. Applies to all titles, captions, body text, index listings, etc. Check flush left placement, alignment of column listings, horizontal and vertical placement.
2. Spacing. Check for correct spacing between articles, paragraphs, titles, by-lines, captions and rules, staff and index listings, editor notes, etc.

G. DYLUX CHECKLIST, continued.

3. Typeface. Check for improper use of italics, especially in by-lines and photo captions, incorrect sizes, wrong font or typeface, improper use of caps.
4. Form. Check for typo errors, correct sequence of copy, grammar, format for subparagraphs, listings and index sections. Quote and masthead pages should follow specifications.
5. Photos and graphics. Check for proper column sizing, placement, cropping to specifications, need for borders. Make sure borders are square, corners are neat. Check captions.

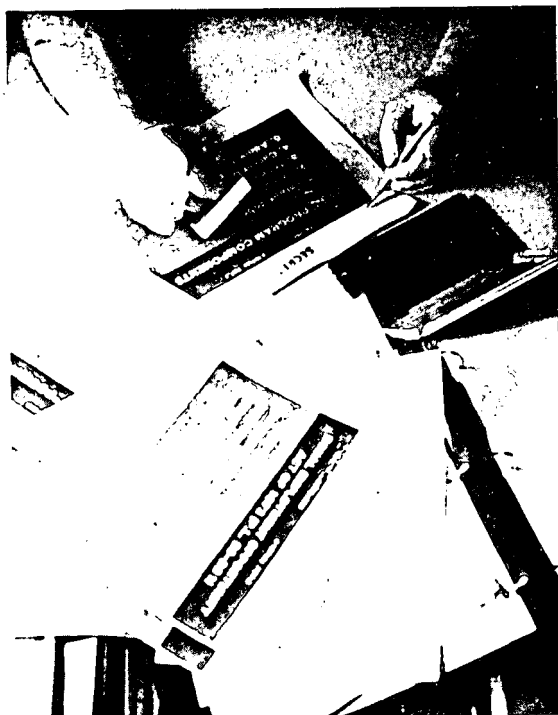
EXAMPLES

text specifications

example 1

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feature



SECURITY CLASSIFICATION
CONSCIOUSNESS RAISING

██████████ A-I-DDA

25X1A

Do you know why seemingly innocuous memoranda and purely administrative documents, like this copy of *Exchange*, require national security classification? Do you know what "E2 IMPDET" means at the bottom right corner of classified documents? If you aren't quite sure, you are not alone—probably many Agency employees would hedge their answers to these questions.

Over the last few years the need for education in the use of national security classification has become a stark reality. With the amendments to the Freedom of Information Act in 1974, the Agency began reviewing documents for release to the public. This intensive search and retrieval process has surfaced the widespread abuses of the classification system committed over the years because of a lack of

example 2

CONFIDENTIAL

personnel

JOB ANALYSIS—KEY TO BETTER MANAGEMENT

OP-PMCD Staff

Why is Job Analysis Important to Managers?

Gaining a clear understanding of what makes up a job, what a worker is responsible for doing, and what he or she needs in order to do it, is basic to your responsibilities as a manager. Job analysis can help you gain this understanding.

What is Job Analysis? What is its Purpose?

Job analysis is the systematic process of collecting and making certain judgments about all of the pertinent information relating to the nature of a specific job. The purpose of job analysis is to provide a job related basis for management decisions that involve recruiting, selection, placement,

training, advancement, compensation, and other personnel functions. It is a dynamic process—an ongoing effort to assure an accurate and reliable basis for personnel management decisions.

Job analysis can be carried out through a variety of techniques designed to obtain and present information about a job. Among the basic facts about the job that can be derived through job analysis are these:

- what must get done to achieve objectives—the functions of the job;
- what the worker does—the tasks involved in the job;
- what methods, techniques, or tools are used in performing the work;
- what products or services will result;
- what skills, knowledges, and abilities are needed to perform the work; and,

example 3

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several areas for improvement or innovation; one identified need was for an orientation course for new employees in the technical and office-worker fields. OTR has since begun such a course. On the whole, Agency managers registered a vote of confidence in the Agency's training program with the task force.

Another measure comes from an in-depth review of all Agency training activities by a three-man investigating team from the House Appropriations Committee's staff. The team has recently completed its study over a six-month period. Their findings are not available to the Agency until the Appropriations Committee has reviewed their report. However, the team, which includes one member who was the director of training of another major government organization until his retirement in August 1975, concluded that the Agency has a first-rate training program.

Finally, the Agency rank and file have indicated, in the Agency personnel management survey published last December, that they are satisfied with the training they obtain and believe they have adequately utilized it in better performance in their jobs. (UNCLASSIFIED)

logistics

PROFILE: THE COURIERS



25X1A

The product of this Agency is essentially information. Raw data is received from a multitude of sources in many forms which must be transformed into useful information for distribution to our consumers. The conveyors of that product, from its raw

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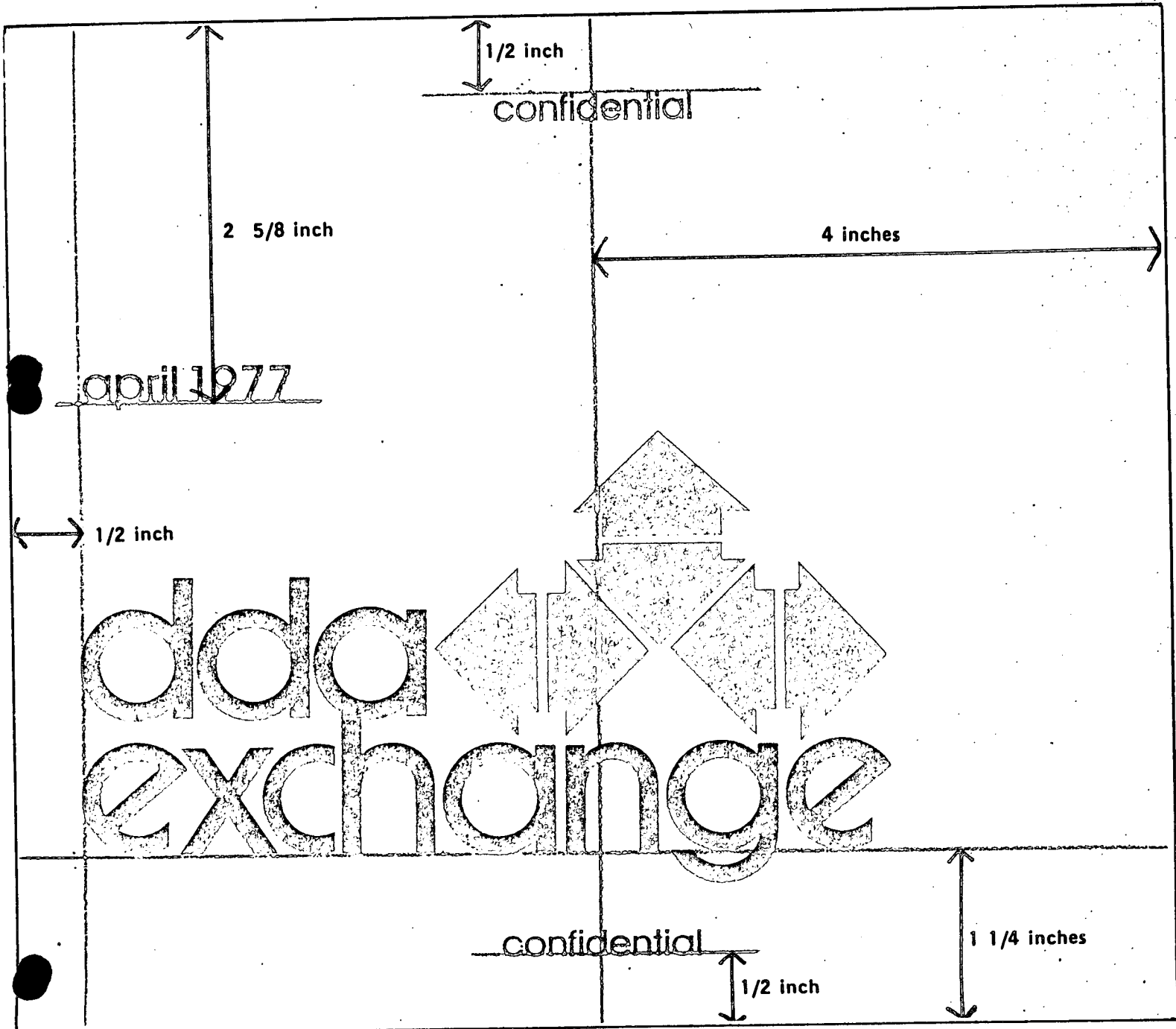
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cover
example 5



example 6

confidential

april 1977



confidential

quote

example 7

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"Coming together is a beginning; keeping together is progress; working together is success."

Henry Ford

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example 8

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All is straightforward to him who can understand, all is plain to the man who has knowledge.

Proverbs



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masthead pages

example 9

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help!
see
page 58



VOLUME 2, NO. 2

A publication designed to furnish a medium for the exchange of ideas, concepts, information, and techniques that are of common interest to the personnel who are engaged in resource management in the Directorate of Administration.

NATIONAL SECURITY INFORMATION

Unauthorized Disclosure Subject to Criminal Sanctions

Classified by 000288
Exempt from General Declassification Schedule
of E.O. 11652, exemption category:
§5B(1), (2), and (3)
Automatically declassified on:
date impossible to determine

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example 10

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staff

index

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	M&AS-DDA	5226		

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Next 2 Page(s) In Document Exempt

SECRET

25X1A

25X1A



the Government's accepted projection of a six percent rise in the rate of inflation. Although the SLUC program has not attained its primary goal of establishing a new construction fund, it certainly has made managers aware of space costs and the need for better space management and utilization.

The Real Estate and Construction Division-OL has been given the migraine-inducing task of preparing the SLUC budget; reviewing the SLUC billings for accuracy in assignments, square footage figures, and overall costs. You, the Agency managers of this space, can help lighten this task by your timely advice to RECD of your individual requirements for new space and the prompt disposal of space no longer required.

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OL

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SECRET

Intelligence Star



Intelligence Medal of Merit

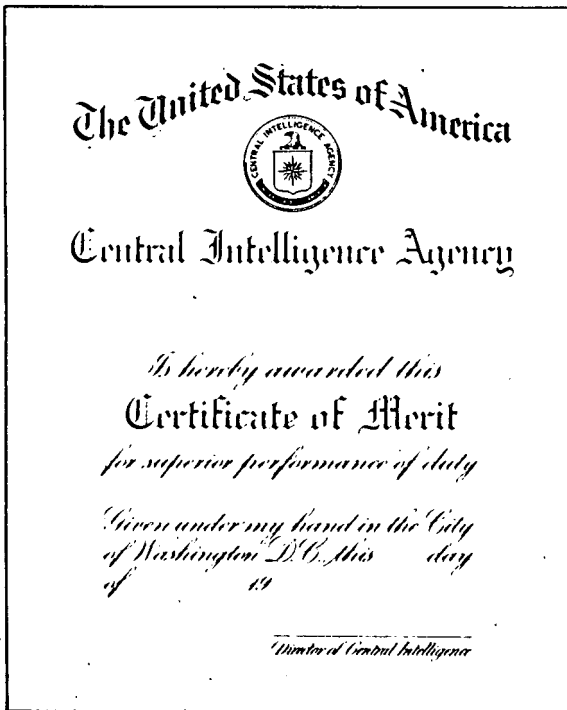


SECRET

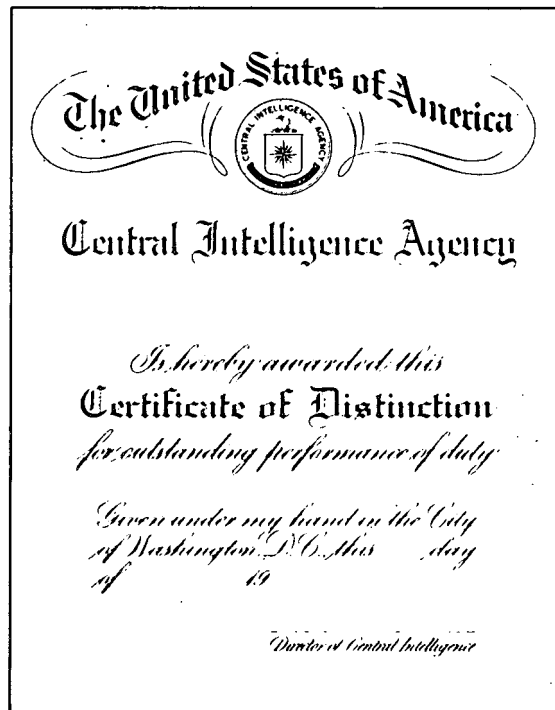
example 15

SECRET

Certificate of Merit



Certificate of Distinction

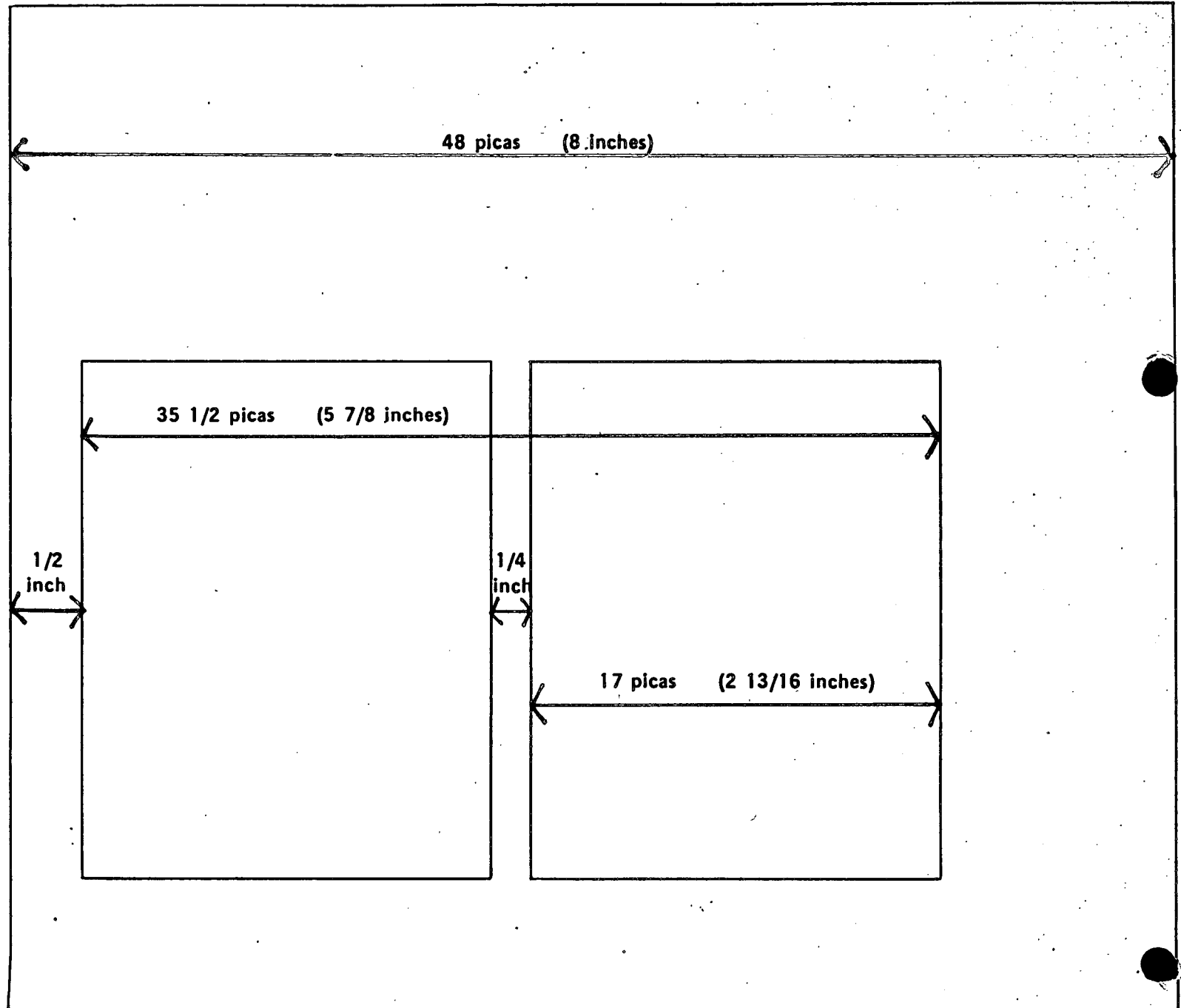


SECRET

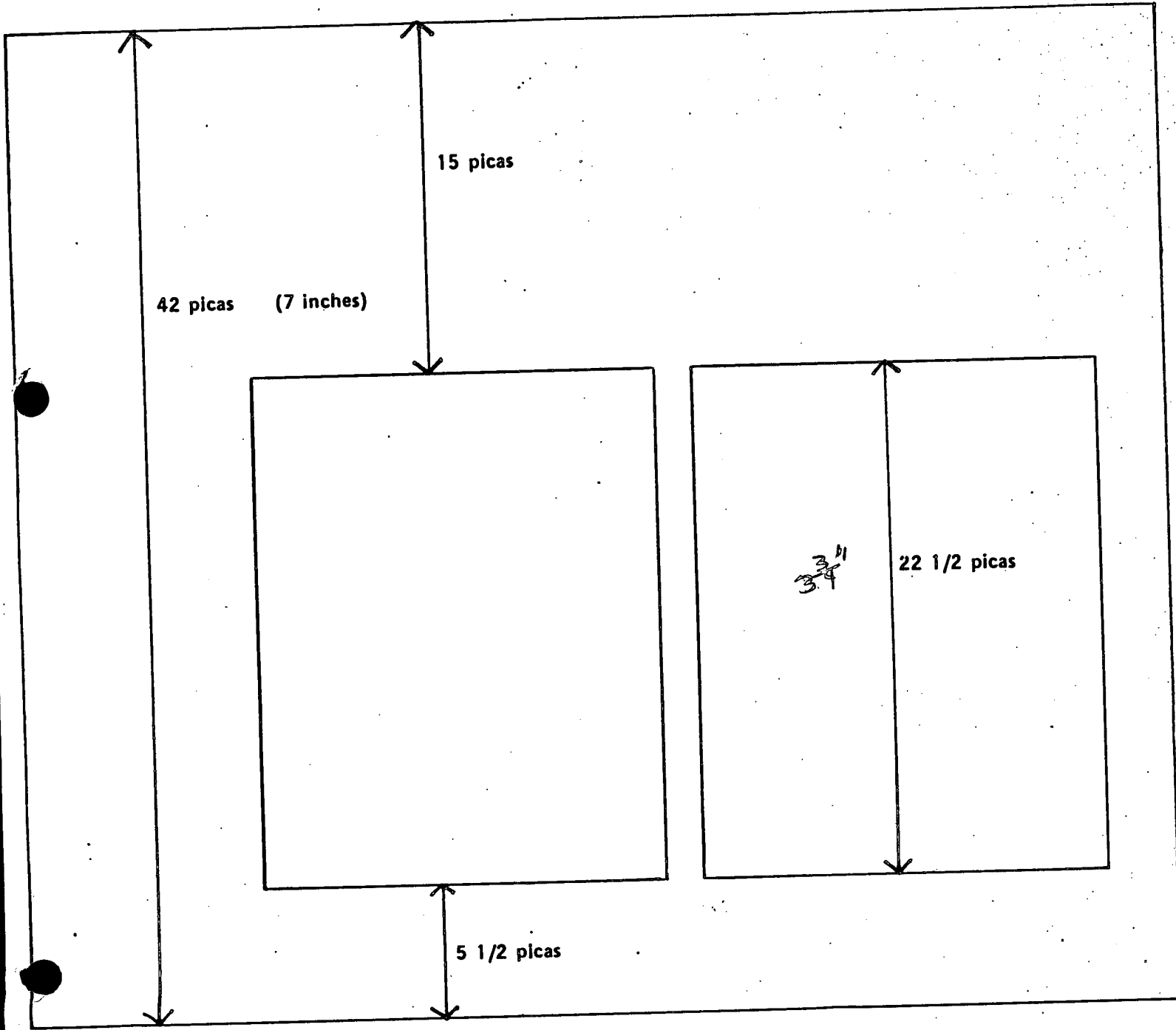
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Next 1 Page(s) In Document Exempt

MASTER LAYOUT GRID



master layout grid



IV. DISTRIBUTION

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C/ADD/SB/PDS/OCR/NFAC

C/DSB	GF34	HQS
AO/OIA/NFAC	1H1107	HQS
C/ADMIN/OGCR	1S316	213
C/OER/ADMIN	6F20	HQS
C/SR/AD	4F21	HQS
	3F50	HQS
	5G15	HQS
SA/OER/NFAC	4F21	HQS

C/ADMIN/OSWR/NFAC

R;

>^

>t xchange cefile 61 90

CURATOR
NFAC/MAG - OCO/NFAC

C/PPG/OCO/NFAC	7G15	HQS	5
PDB/OCO/NFAC	7E47	HQS	
HIC/OCR/NFAC	1E41A	HQS	
	6F19	HQS	
D/OPPPM	5E13	HQS	2
DD/R&P/OPPPM	806	AMES	12

C/USSR DIV/OCR/NFAC

C/RD/OPPPM	806	AMES	12
DD/SP/OPPPM	5E13	HQS	25
DD/P&C/OPPPM	1022	AMES	6

MANAGER, NORTHWEST FEDERAL C.U.

OPPPM/PMCD	1J33	HQS	2
	1022	AMES	6
	2D26	HQS	

CHAIRMAN, FINE ARTS COMMISSION

DTR	936	C O C	
C/AD/TR	936	C O C	
TR/PB	936	C O C	2
TR/B&F	936	C O C	
TR/REG	936	C O C	
TR/LB	936	C O C	
TSD/TR	936	C O C	
C/TR/CIMS	936	C O C	
TR/ISC	936	C O C	
TR/MS	936	C O C	
DD/OT/TR	936	C O C	2
TR/IS	936	C O C	45
CSI/TR	936	C O C	
CTS/TR	936	C O C	
LSB/TR	936	C O C	3
	936	C O C	25X1A
LLC/TR	936	C O C	

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TR/LY	936	C O C	
TR/RMO	936	C O C	
O/D/ODP	2D0105HQS		
C/AS/ODP	2D0105HQS		
C/SPS/ODP	2D0105HQS		2
C/MS/ODP	2D0105HQS		2
DD/P/ODP	2D0105HQS		
OD/P/ODP	2D0105HQS		3
SPD/P/ODP	2D0105HQS		4
ED/P/ODP	2D0105HQS		4
PD/P/ODP	2D0105HQS		6
DD/A/ODP	2D0105HQS		
AD/A/ODP	2D0105HQS		
CD/A/ODP	2D0105HQS		3
DD/A/ODP	2D0105HQS		2
TS/A/ODP	2D0105HQS		
BD/A/ODP	2D0105HQS		2
IS	936	C O C	45
DD/PTOS	202	[REDACTED]	25X1A
DD/PSI	4E58	HQS	
C/CD	3E54	HQS	
C/HSB	1E20	HQS	8
C/TSD	202	[REDACTED]	25X1A
C/PSD	202	[REDACTED]	8
C/SSD	4E27	HQS	5
PSI/FOC	4E58	HQS	22
[REDACTED]	202	[REDACTED]	25X1A
C/RECEPTIONIST	1E20	HQS	12
C/SAG	4E13	HQS	2
C/POLYGRAPH BR	1F16	HQS	3

25X1A

R;

>^
>t xchange cefile 121 150

C/ST&OB	3E44	HQS	5
C/ICB	3E29	HQS	5
C/AS	4E70	HQS	4
C/SSC	207	[REDACTED]	25X1A
C/ISSG	202	[REDACTED]	2
C/IRG	4E21	HQS	3
C/SRD	GE31	HQS	8
	305	HQS	
C/SEG	4E21	HQS	2
D/FIN	616	KEY	2
OF/AD/CM	616	KEY	2
AD/L	616	KEY	
OF/AD/PP	616	KEY	2
OF/CD	6L6	KEY	7
OF/CSAD	616	KEY	4
OF/MON	616	KEY	3
OF/AD	616	KEY	3

COMM. SEC. GROUP

CONFIDENTIAL

CONFIDENTIAL

OF REGISTRY	616	KEY	2
OF/A&CD	616	KEY	6
OF/AD/DBM			
O/D/OC	2B07		25X1A
OC-FND	2B07		12
OC-DND	2B07		35
OC-ED	2B07		8
OC-HRD	2B07		8
OC-CSD	2B07		5
OC-SSD	2B07		3
OC-P&B	2B07		
OC-PS	2B07		
			25X1A

R;

>^

OC-SSD/ICB	2B07		25X1A
O-D/L	2G20B		3
OL/PMS	2G20B		3
	2G20B		
OL/P&TS	2G20B		
OL/SS	2G20B		
OL/LSD	3E14		10
OL/P&PD	158		15
OL/PD	2G20B		4
OL/RECD	2G20B		3
OL/SD	2G20B		14
OL/R&SB	2G20		
OL/B&F	2G20B		
OL/SAB	2G20B		
OL/P&PS	2G20B		2
D/MS	1D4054HQS		4
P&SS	1D4054HQS		2
OMS/FOD	1D4054HQS		3
R&SS	1D4054HQS		4
PD	1D4054HQS		2
APC	1D4054HQS		
CAD	1D4054HQS		2
LABORATORY	1D4054HQS		2
NURSING BRANCH	1D4054HQS		2
NURSE	1L14		25X1A
PSS	706	C O C	3
SPD	100	AMES	
CCCR	1D4054HQS		
	1D4054HQS		
	1D4054HQS		
	1D4054HQS		
	1D4054HQS		
	1B-19		25X1A

25X1A

L&PLD/OGC ATTN: [REDACTED]

25X1A

5X1A

C/ADMIN/OSO/DDS&T
-EOF-

R;

>^

CONFIDENTIAL

16

INSTRUCTIONS FOR USE OF
MAILING LABELS SYSTEM

(ALL PROGRAMS ARE ON DISK DDA 110)

B
 >labels
 TO ENTER LABELS DATA
 TYPE THE WORD CAMEXEC
 R WHEN IT RESPONDS AND ASKS FOR COMMAND TYPE THE WORD LABELS
 IT WILL THEN ASK YOU FOR WHICH LABELS FILE YOU WANT AND
 IT WILL LIST WHICH FILES ALREADY EXIST ON YOUR DISK
 TYPE THE FILE NAME OF AN OLD FILE TO UPDATE OR GIVE
 A NEW NAME IF YOU ARE CREATING A DIFFERENT SET OF LABELS
 WHEN FINISHED HIT RETURN TO EXIT MENU
 AND WHEN IT ASKS FOR COMMAND TYPE SIGNOFF
 THEN... WHEN READY TO GET PRINT OF LABELS
 TYPE THE COMMAND BC JOB LABELS AND ANSWER QUESTIONS
 TO CHECK STATUS WHILE PRINTING TYPE BC S
 R;

>camexec
 CAM STARTED
 ENTER COMMAND
 labels

FILENAME	FILETYPE	FM	FORMAT	LRECL	RECS	BLOCKS	DATE	TIME	LA
1	1	8/26/80	13:38	DDA107XCHANGE	CEFILE	A5 F		80	

THE ABOVE IS A LIST OF THE CAMEXEC FILES ON YOUR MINIDISK.
 TO UPDATE AN EXISTING LABEL FILE, ENTER A FILE NAME FROM THE LIST.
 TO CREATE A NEW LABEL FILE, ENTER A NEW NAME NOT ON THE ABOVE LIST.

ENTER FILE NAME.
 xchange

> ODP EXCH MAILING LIST SYSTEM
 DATA ENTRY MENU

1. ADDRESSEE/TITLE: _____
2. OFFICE DESIGNATOR: _____
3. ADDRESS: _____
4. BLDG: _____
5. COPIES: _____

USE THE TAB KEY TO MOVE FROM PLACE TO PLACE ON THE MENU>
 TO EXIT THE MENU, HIT RETURN.

ENTER COMMAND
 signoff
 CAM TERMINATED
 R;
 ^

CMS

```
>bc job labels
ENTER THE NUMBER OF COPIES YOU WANT
>1
** ENTER CLASSIFICATION FOR THIS JOB **
>secret
ENTER NAME OF THE LABEL FILE (E.G. DFS, WP, ETC.)
>xchange
** JOB ( NAME= R20SVJCS 57 CARDS ) SENT TO VMJES3 VIRTUAL FOR PROCESSING **.
PUN FILE 8909 TO VMJES3 COPY 01 NOHOLD
R;
```

```
14:29:50 MSG FROM VMJES3:
  * GC03 JOB G757 R20SVJCS LABELS SENT TO NETWORK AT 14:29 PRY= 8 *
>
```

```
>bc s
** REQUEST SENT TO VMJES3 VIRTUAL FOR PROCESSING **
R;
```

```
14:30:30 MSG FROM VMJES3:
  * GC03 JOB G757 R20SVJCS LABELS SENT TO NETWORK AT 14:29 PRY= 8 *
  * GC03 JOB 2073 (G604) R20TJ9CS LABELS PRINTING AT 13:47 PRY= 4 *
  * GC03 JOB 2065 (G602) R20T57CS LABELS COMPLETED AT 14:24 PRY= 4 *
>
```


V. ARTICLE INDEX

DDA EXCHANGE

"COMMENT" AUTHORS

Apr 76	Blake	DD/A
Jul 76	Bush	DCI
Oct 76	Malanick	ADDA
Jan 77	Knoche	DDCI
Apr 77	Blake	DD/A
Jul 77	Turner	DCI
Oct 77	Wells	DDO
Jan 78	Dirks	DD/S&T
Apr 78	Bowie	D/NFAC
Jul 78	Waller	IG
Oct 78	Hetu	OPA
Jan 79	McMahon	DDO
Apr 79	Wortman	DD/A
Jul 79	Carlucci	DDCI
Oct 79	Ware	D/EEO
Feb 80	Clarke	D/NFAC
May 80	Hitz	OLC
Aug 80	Lipton	COMPT
Oct 80	[REDACTED]	ORD
Feb 81	Lehman	C/NIC

25X1A

SAMPLE COMMENT REQUEST MEMO

MEMORANDUM FOR: Director of Research and Development, DDS&T

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: "Comment" for October 1980 Issue of DDA
Exchange

1. The DDA Exchange is a quarterly Directorate publication that is widely circulated to both DDA and non-DDA Agency employees. In the time that we have been publishing the magazine, four years now, many of the Agency's senior officers have contributed the lead article "Comment". Attached for your perusal is the last copy of the Exchange that we published.

2. I think that a "Comment" from you in our next quarterly publication would be very appropriate. We have adopted a theme presentation for the October issue -- the DDA in the 1990s -- and we have requested each of our regular contributors to address the theme by "blue skying" a little on their projected operations fifteen or twenty years from now. I think that from your vantage point, you could provide an interesting perspective on the DDA in the 1990s. The choice of subject matter is entirely yours; however, as a suggestion, you might address the impact of the introduction of high technology (video, fiber optics, and the like) on areas where DDA offices currently provide information handling services. Can we count on a "Comment" from you?

3. The "Comment" article should be sized at about a thousand words so as to leave sufficient room for your photograph and an appropriate caption. In order to meet our next publication schedule, we will need your contribution by 15 September 1980. We would appreciate it if you would send your material to the Managing Editor, DDA Exchange, 7D18 Headquarters.

Don I. Wortman

Attachment:
As Stated

This file is

COMMENT SCRIPT

and is on minidisk DDA 110
(Imogene's).

DDA EXCHANGE
QUOTE OF THE QUARTER

- Apr 76 Plan ahead . . . it wasn't raining when Noah built the Ark.
General Features Corporation
- Jul 76 All our actions should be regulated by one uniform Plan - and that Plan should have one object only in view, to wit, the good of the service. Where this is the case, although there may be a diversity of opinion, there can be no real obstruction. - I hope all of these little rubs will be done away by your prudent management.
George Washington
- Oct 76 . . . just as it is more exciting to build a new boat than to scrape away the barnacles year after year, there is a tendency to give higher priority to a new dramatic policy initiative than to consider the programs we already have to see how they can be improved- - to scrape away the "barnacles", that build up over time around almost program or agency.
President Ford
- (Memorandum for D/OMB dated July 24, 1976, that inaugurates the Presidential Management Intitatives program in the Federal Government.)
- Jan 77 All is straightforward to him who can understand, all is plain to the man who has knowledge.
Proverbs
- Apr 77 Coming together is a beginning; keeping together is progress; working together is success.
Henry Ford
- Jul 77 A mind stretched by a new idea never returns to its original dimensions.
- Oct 77 Today is not yesterday. We ourselves change. How then can our work and thoughts if they are always to be the fittest, continue always the same.
Carlyle

- Jan 78 No way of thinking or doing, however ancient, can be trusted
without proof.
Henry David Thoreau, Walden
- Apr 78 I can say to you with real confidence that I doubt that
anywhere else in the business world or in government will you
find more dedicated, more capable public servants than in the
CIA and the other associated intelligence organizations in
our country. They have an admirable record, and with this I
am confident we have the foundation on which to rebuild
public confidence which is much deserved.
Turner
- Jul 78 All human progress, like baseball, involves a certain amount
of risk. You can't steal second while keeping one foot on
first.
- Oct 78 Men do not stumble over mountains, but over molehills.
Confucius
- Jan 79 Tell me and I'll forget
Show me and I may remember
But involve me and I will understand
OTR
- Apr 79 No quote
- Jul 79 The rung of a ladder was never meant to rest upon, but only to
hold a man's foot long enough to enable him to put the other
foot somewhat higher.
Thomas Huxley
- Oct 79 You'll get no laurel crown for outrunning a burro.
Martial
- Feb 80 What is now proved was once only imagined.
William Blake

May 80 Laws should be like clothes. They should be made to fit the
 people they are meant to serve.

Clarence Darrow

Aug 80 Never ask of money spent
 Where the spender thinks it went.
 Nobody was ever meant
 To remember or invent
 What he did with every cent.

Robert Frost

Oct 80 I hold that man is in the right who is most closely in league
 with the future.

Henrik Ibsen

Feb 81 Only one-third of the people of the world are asleep at any
 given moment. The other two-thirds are awake and probably
 stirring up mischief somewhere.

Dean Rusk, 1966

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> These two items (comment authors and quotes of the
quarter) are now kept as script files on DDA 110
(Imogene's minidisk). Filenames are:

EXCHCOM SCRIPT
EXQUOTE SCRIPT

INSTRUCTIONS FOR USE OF
ARTICLE INDEX SYSTEM

(ALL PROGRAMS ARE ON DISK DDA 110)

>index

TO ENTER ARTICLE INDEX TYPE EXINDEX AND ANSWER QUESTIONS
TO EXIT MENU TYPE XXX IN AUTHOR BLANK
TO GET A COPY OF INDEX TYPE EXINDPRT AND ANSWER QUESTIONS
CAM STARTED
EXECUTION BEGINS...

>AUTHOR _____

TITLE _____

OFFICE _____ ISSUE MONTH _____ ISSUE QUARTER _____

ISSUE YEAR _____ PAGE _____

USE THE TAB KEY TO MOVE FROM PLACE TO PLACE ON THE MENU
WHEN ALL INFORMATION IS ON MENU HIT RETURN
TO EXIT MENU TYPE XXX IN AUTHOR SPACE

>exindprt

ENTER SORT CRITERIA
A FOR SORT ON AUTHOR
O FOR SORT ON OFFICE FIRST AUTHOR SECOND
T FOR SORT ON TITLE

>a

DMSSRT604R ENTER SORT FIELDS:
EXECUTION BEGINS...

R;

>

22

VI. MINUTES OF EDITORIAL BOARD MEETINGS

5 November 1976

MEMORANDUM FOR THE RECORD

SUBJECT : DDA/Exchange Senior Editors Meeting, 3 Nov 1976

ATTENDEES: [redacted] Managing Editor, DDA/MAS

[redacted] OL

[redacted] OTR

[redacted] O/DDA

[redacted] A

[redacted] Admin Associate

1. [redacted] opened the meeting by congratulating all the Offices on their contributions to the October issue. Editors were then introduced as follows:

[redacted] OL, replacing [redacted] who has been reassigned from OL/P&PS to OL/P&PD

[redacted] OMS, replacing [redacted] who is now in full-time training

The undersigned was introduced as the new Administrative Associate replacing Ms. [redacted]

2. [redacted] noted that one of the Offices had requested a critique of Exchange from their Management Advisory Group, and a major point raised by that group was the question of the expense of the "glossy" style publication as opposed to a lower quality paper. Subsequently, OL/P&PD was asked by the senior editor to do a cost analysis and prepare a report for the Editorial Staff of Exchange. Their representative, [redacted] was in attendance and gave a cost comparison done by P&PD along with a sampling of the Exchange produced with the lower quality paper. [redacted] stated that if the use of color on the cover were abandoned, the

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savings for 400 copies would be approximately \$15. A total savings for the use of lower grade paper for the cover and interior of the magazine would approximate \$12. Handling cost savings on the "cheaper" issue would total about \$10 (removing extra drying/handling required for the glossy finish). The final figures indicate a savings of only about 9¢ per copy when the cheaper paper is used, and it was agreed that the small extra expenditure was justified in presenting a more appealing magazine to entice more readers.

3. A copy of the Exchange distribution list was given to each of the editors for their information and review. Ms. [REDACTED] requested that the editors notify the undersigned if a change in distribution for their Office is required.

4. [REDACTED] stated that the DDA Staff held a meeting before each publication to decide on a topic and possible author for the ensuing issue. The other incumbent editors were asked to share any experiences they might have had in the 9 months of publication for the benefit of the new editors present.

a. [REDACTED] OTR, stated that so far, members of the OTR Staff have voluntarily submitted articles for publication with no solicitation. He also noted that the magazine was gaining popularity and is now being used as "orientation" reading material in some of the training courses sponsored by OTR; and he asked if the editors had any objection to this use of the publication. [REDACTED] and [REDACTED]

[REDACTED] all agreed that it was an excellent idea--a wider distribution/use of the magazine is desirable.

b. [REDACTED] reported that Exchange is gaining more popularity in the Office of Personnel, and that some individuals have expressed an interest in doing a series of articles for the magazine.

c. According to [REDACTED] obtaining articles from the Office of Finance employees has been some what of a problem. He stated that the Exchange is being distributed to [REDACTED]

d. [REDACTED] reported the publication is getting a positive reaction in OC, and that more copies have been requested throughout the Office. Articles are being submitted voluntarily and he has a few in reserve.

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4. [REDACTED], as a new editor, asked if there might be interest in a series of "profile" articles on the various positions in Logistics, such as "Profile of a Courier." It was agreed that there would, indeed, be interest and that she should follow through on the idea. [REDACTED] if a tribute to a retiree was an acceptable subject for Exchange, but [REDACTED] stated that earlier in the life of the magazine it was decided to avoid personal articles.

5. [REDACTED] asked that articles for the January 1977 issue be submitted to DDA/MAS by 3 December 1976, and that they be prepared in the ETECS format and typing font whenever possible. (This supercedes previous instructions to prepare in 4 inch columns, etc.) [REDACTED] gave a short briefing on preparation of material for ETECS. [REDACTED] also reminded those present that an article containing the name of an employee under cover must be classified.

6. Mr. Blake requested a review and evaluation of the magazine in connection with the April anniversary issue. Ms. [REDACTED] requested the editors to make whatever recommendations and suggestions they might have as to how this should be done.

STATINTL

[REDACTED]
Administrative Associate
DDA Exchange

23 April 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Editorial Board Meeting of Exchange, 19 April 1976

1. The Editorial Board met for the purposes of critiquing the first issue of Exchange and discussing plans for

STATINTL



of Printing and Photography Division, OL.

2. Reader Reaction:

Each of the senior editors reported on preliminary reader reaction to the first issue. Reader reaction is mixed. Excellent, articles too short, informative, no theme, good, high school yearbook, too glossy and slick, not enough personal information, high quality, more pictures were some of the generalized comments. Identification of authors is universally popular. Some of the editors commented that the younger employees particularly found that the publication helped them to relate their job to the "bigger" scene. OJCS personnel savored photos of the [redacted] where some would soon be working. Although many reader comments were tabled, they cumulatively do not seem to form any pattern as yet pointing the way to change. The single exception is inadequacy of the classification notation. This, indeed, had been called to the attention of the Managing Editor and corrective action had been taken prior to distribution of the magazine outside the Directorate.

STATINTL

3. Privacy Act:

One of the questions encountered in editing the first issue was possible violation of the Privacy Act. To clarify this area, [redacted] spoke on the implications of the Privacy Act and the magazine. [redacted] stated that the Privacy Act precluded use of information in a publication such as this which

INTL
INTL

SUBJECT: Editorial Board Meeting of Exchange, 19 April 1976

is obtained from files on the individuals held by the organization without the consent of the individual. He commented that the nature of the magazine and the articles are such that it would appear we would face little danger of illegality in this regard. He felt, however, that courtesy requires that the individuals be contacted for permission for use of their name in an article or use of a photograph. In the event of any question concerning propriety or legality in use of a name or picture of an individual, the Senior Editors should contact [redacted] on extension 5226 for advice.

TINTL

4. Classification:

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Another problem encountered, which was also noted by several of the editors, was classification. [redacted] spoke to the Group on classification policy. Her remarks are covered in the Memorandum for the Record (Attachment A). The Senior Editors were requested to assure that all manuscripts or graphics submitted for publication bore appropriate classification. Unclassified documents should be so marked. The Senior Editors were reminded that the manuscripts were themselves classified documents and, therefore, should show the number of the classifying official. The published magazine will bear the classification of the most highly classified section under the classification authority of the Managing Editor. In the event the editors have any question on classification, [redacted] is available for consultation and advice.

TINTL

5. Manuscript/Graphics Format:

STATINTL

The meeting at this point was turned over to [redacted] to suggest how the senior editors can assist in the printing of the magazine. Attached is a Memorandum for the Record prepared by [redacted] (Attachment B). In illustration of the suggestions made by [redacted] there was distributed a suggested format for typing the manuscripts (copy Attachment C). It should be noted that this format is a suggestion and is not mandatory.

TINTL

ATINTL

6. Manuscript and Graphics Selections:

We had anticipated that we would not have much material to publish in the first issue and that we would not have to make selections among contributions. We were pleasantly surprised and pleased that OC and OP submitted several articles. To limit the number of pages in the magazine, which in the

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SUBJECT: Editorial Board Meeting of Exchange, 19 April 1976

INTL

10. The next issue is due for publication on 1 July which is a Thursday preceding the 4th of July weekend. The suggested theme for this issue is the Bicentennial. The Managing Editor reported that [REDACTED] has asked Mr. Ed [REDACTED] Historical Intelligence Collection Staff, to write an article on "DD/A, 200 years ago." STA INTL

11. Manuscripts and graphics selected for publication will be forwarded to the Managing Editor by cob 9 June, and by the Managing Editor to Printing and Photography Division, OL by cob 16 June.

12. In answer to questions, Mr. McMahon was advised that approximately 200 copies were distributed within the DD/A and that, in accordance with Mr. Blake's request that the magazine receive wide distribution, an additional 100 copies were distributed to the DD/A careerists assigned to Headquarters elements in the other three Directorates and the Office of the DCI. In addition to these 300, we still had on hand approximately 25 for possible use. There were no suggested changes in distribution and it was agreed STA INTL have 300 copies printed for the July issue.

[REDACTED]
Chief, DD/A Plans Staff

12 January 1976

MINUTES : Executive Board Meeting, EXCHANGE Magazine STATINTL
9 January 1976 STATINTL

PRESENT : Messrs. Blake, McMahon, [REDACTED]

REFERENCE: Agenda (attached)

INTL I. Design. The meeting opened with [REDACTED] giving a brief summary of events that have occurred since she first received approval to begin work on a DD/A publication. Mr. [REDACTED] "unveiled" the mockup of the publication which P&PD/OL produced. It was introduced as the first effort which the P&PD people had a free rein with since the recent report by the Federal Design Improvement Program/National Endowment for the Arts. The Executive Board approved the mockup, with the exception of classification. Mr. Blake stated that each issue must be classified according to the highest classified article within.

II. Purpose. Mr. Blake rewrote the statement of purpose to read as follows:

"A publication designed to furnish a medium for the exchange of ideas, concepts, information, and techniques that are of common interest to the personnel who are engaged in resource management in the Directorate of Administration."

III. Organization. The draft organizational description was approved as submitted.

IV. Content.

A. Editorial. Guest editor approved, but rather than "time in rank", it was preferred to request someone involved in a project of current interest.

B. Quotation of the Month. Approved.

- 2 -

C. Forum. Approved -- except Mr. McMahon changed "Subject matter, authorship, illustrations, etc., to be left to the discretion of each Office Editorial Board" to "....., etc., to be contributed by each Office Editorial Board".

D. Definition. Approved, but use in order of highest interest priority.

E. Events. Approved

F. Innovations. Approved

G. MBO. Approved

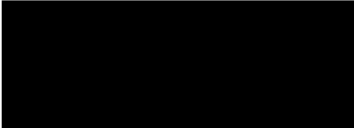
H. Letters to the Editor. Dropped

I. P.S. Approved

J. General Articles. No. Such a column could lead astray of the purpose of the publication.

V. Publication Dates and Distribution. It was agreed that a quarterly schedule would be best to start with. Distribution will be as proposed (DD/A Planning Team members, guest editors, authors of articles with by-lines, O/Comptroller/AG, and Executive Board). Additional copies will be provided upon request to personnel from all Directorates. One hundred copies of the first issue will be printed.

STATINTL


Administrative Associate
EXCHANGE Magazine

Agenda

exchange Executive Board Meeting

9 January 1976

Policy Considerations

I. DESIGN

Review of physical properties--size, cover, logo, typography, paper stock, column spacing, length of articles, illustrations, colors, classification, etc.

II. PURPOSE

Review statement of purpose which will be included as lead-off statement in each issue of exchange.

See attached PURPOSE.

III. ORGANIZATION

Review proposed assignments of responsibilities for publication of exchange. See attached ORGANIZATION.

IV. CONTENT

Selection of "standing departments" and review of types of features. See attached CONTENT.

V. PUBLICATION DATES AND DISTRIBUTION

Review of publication frequency--monthly, bi-monthly, quarterly, non-scheduled. Review of distribution-- DDA Planning Team members, guest editors, authors of articles with by-lines, O/Compt/AG, Executive Board, and additional copies as requested, by DDA Planning Team-members.