

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Five-Year Plans

FROM: EXTENSION NO.
 DDA/MS
 7D18 HQ

DATE 6 January 1982

TO: (Officer designation, room number, and building) DATE RECEIVED FORWARDED OFFICER'S INITIALS COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	TO:	DATE		OFFICER'S INITIALS	COMMENTS
		RECEIVED	FORWARDED		
1.	EO/DDA				<p>To 1, 3, 5: Attached herewith are the Office Five-Year Plans in book form, per your request. I am submitting the plans now, at the 50 percent completion mark, so you may have ample time to peruse them, and to present the current status of the planning exercise which is as follows:</p> <p>A. Four Office plans have been approved. I feel these plans are excellent and fully support the major issues and goals which you have identified for the five-year period.</p> <p>B. The four plans which have not been approved are currently undergoing various stages of revision. They should all be ready for your signature early next week.</p> <p>C. The quarterly meetings are scheduled as follows:</p> <p>19 Jan. Tues. @ 11:00 a.m. OTE 20 Jan. Wed. @ 9:00 a.m. OMS 21 Jan. Thur. @ 10:00 a.m. OIS 22 Jan. Fri. @ 10:00 a.m. OC 25 Jan. Mon. @ 10:00 a.m. OS 26 Jan. Tues. @ 11:00 a.m. OF 27 Jan. Wed. @ 9:00 a.m. OL 28 Jan. Thur. @ 11:00 a.m. ODP</p> <p>The meetings are scheduled for one hour and are to be held in the conference room of the host Office. The Office Director will give a brief introductory overview of the strategy base for the plan.</p> <p style="text-align: center;">-over-</p>
2.					
3.	ADDA				
4.					
5.	DDA				
6.					
7.	DDA/MS <input type="text"/>				
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

STAT
 STAT

STAT

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:		EXTENSION	NO.	
			DATE	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1.				This will be followed by individual presentations of each objective selected for tracking during 1982 by the individual responsible. <div style="border: 1px solid black; width: 150px; height: 50px; margin: 10px auto;"></div> Attachment As Stated
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

STAT

Depends on start time.

PROCEDURES FOR IMPLEMENTING

A DDA THREE TO FIVE YEAR PLANNING PROCESS

1. September

DDA publishes a guidance paper containing the following major items:

- Overall mission of the Directorate
- Planning assumptions
- Goals for the Directorate

for first yr. & remaining from yr period. info already ext.

2. October

Offices propose a list of specific annual objectives for each year of the next three-to-five year period. These objectives should be designed to meet the overall DDA goal and should use the planning assumptions to provide the picture of the Agency operating environment in three-to-five years.

3. Oct-Nov

DDA amalgamates office-level objectives and publishes a DDA Three-to-Five year Plan. (Outline attached).

Offices develop implementation strategies for their objectives and publish individual office three-to-five year plans.

DDA also selects those FY-82 office objectives which he wishes to track in management conferences throughout the year.

4. Dec, Mar, Jun

Management conferences are held to track objectives. Offices submit paperwork in the attached format. Conferences will provide a feedback mechanism for the planning cycle.

14 September 1981

DDA MISSION:

Responsible for providing comprehensive, timely support for the Agency's intelligence, operational, and related activities. Provides guidance and counsel on administrative matters to the DCI and DDCI, the Executive Committee, and the other Deputy Directors.

Planning Assumptions - 5 Years

The Agency has been shortchanged for the past 10-15 years. A major recapitalization is needed and will begin with the next budget year. ~~The era of "Doing More With Less" is over,~~ though there will be a continued emphasis on cost effectiveness and efficiency.

The Agency will adopt a multiyear, target-oriented program approach as a budgetary strategy. It is likely that support requirement will be incorporated into a total program concept. It will be our responsibility to ensure that our requirements are included in these programs.

A growth in the support area will occur, but most probably it will not be in proportion to the growth in other Agency activities.

A surge capability for quick response to intelligence demands will be developed and will need a support structure which is equally flexible.

The Agency population will increase significantly. Corresponding additional support demands will follow.

Activity in support of a new building on the Headquarters compound will continue.



25X1

25X1

New technical collection systems will continue to be developed.

which will req. contracting, research support
The emphasis on increased analytical capabilities (languages, country expertise, amalgamation of multiple source data) will continue.

Increased emphasis on timely response^s from all support components will be expected.

We can be expected to increase our support of joint Intelligence Community activities.



25X1

We will be required to support a quick reaction ^d anti-terrorism capability in the military.



25X1

SECRET

*New bldg -
Separate*

14 September 1981

DDA GOALS:

1. Resolving the Agency's space problems and needs to include the maximum, effective utilization of our existing facilities; the acquisition of additional space to meet our present and future requirements; and the ^{improving} efficient operation and maintenance of our facilities.

2. Establish an ~~effective~~ career development system which includes sound career management principles, with appropriate attention to affirmative action programs, and realistic succession planning for senior positions as well as a professional development program.

3. While enhancing administrative support and services to all Agency components, continue to pursue cost reduction and efficiency measures.

4. Emphasize recapitalization of resources to ensure that the Directorate will be in a position to meet projected missions and functions.

? [5. Ensure appropriate coordination at all levels in support of multi-Office activities.

6. Create an atmosphere which encourages imaginative, innovative ideas to solve standard problems.

7. Since security is everyone's business and not simply the concern of the Office of Security, develop sound measures and practices by which ~~security~~ discipline will be enhanced.

Team approach

*atmosphere
environment*

Develop + maintain

8. Be prepared for unanticipated requirements which would call for supporting surge collection and analysis efforts.

9. Increase Directorate awareness and emphasis of R&D programs.

10. Emphasize Directorate's ^{Provide} mission as a service of common concern to all Agency activities and de-emphasize activities which are solely self serving.

DDA must do.

11. Establish a quality control mechanism for the DDA to receive feedback from all recipients of Directorate products and services on the quality of Directorate performance.

12. Ensure that requests for additional resources beyond the approved budget ceiling are preceded by a clear and definitive effort to offset increases with savings from ongoing current programs or functions which may no longer be needed or have outlived their original purposes.

13. Establish ^{disaster} emergency plans to carry out essential functions in event of emergencies.

Duplication

ROUTING AND TRANSMITTAL SLIP

Date

15 SEP 1981

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DDA/EXO		15 SEP 1981
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

John - per your request!



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

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

5041-102

☆ U.S. GPO: 1978-0-261-647/3354

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