

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Centralized Equipment Maintenance

FROM:

EXTENSION:

NO

Executive Officer to the DDA
7018 Hqs Bldg.

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. Director of Logistics

#1 - FOR ACTION

We've twice tried to put this to bed, but it keeps coming back up.

By 6 March 1985 please:

a. Prepare a response for the DDA's signature on the "25 percent" reduction stated in the EXDIR's attached 7 February 1985 note.

b. Provide [redacted] DA Planning Officer, on extension [redacted] with the name of an Office of Logistics officer whom you wish to assign to help solve [redacted] maintenance problems. (See the attached 20 August 1984 memorandum from [redacted] to the DDA.)

[Signature]

ATTN:

1. DDA 84-250/11

2. DDA 84-250/

ORIG:DA/PO [redacted] be:15 Feb 85
Distribution:

- 0 - PRS Adse w/att.
- 1 - DDA Subj w/att.
- 1 - DDA Chrono w/o att.
- 1 - DDA/PO Subj w/att.

FORM 1-79

610

USE PREVIOUS EDITION

SECRET

DD/A Registry

84-2507/11

Executive Registry

85- 640/1

7 February 1985

NOTE FOR: DDA

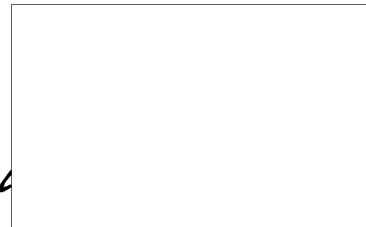
FROM : ExDir

Harry,

Thank you for your memo on the centralized maintenance issue. I agree with much of what you say, but come to a different conclusion. It's clearly our responsibility to seek competition, which does in fact complicate the repair and replacement problem. It's also obvious--certainly you know better than any of us--how strenuously some of our Agency customers resist standardization. I also concede that attempting to use Agency personnel to perform repair and replacement on all the kinds of products we use in our building is a practical impossibility. Finally, I'm respectful of your statement that we really have made some progress in our standardization over the years.

I like your suggestion in paragraph 3 that the best approach relevant to standardization would be "greater standardization within a competitive framework." I acknowledge that we need more cooperation and submergence of individual desires if we are to get this done. I am confident that your folks could develop a sensible program which would help us reduce the thousand odd maintenance and repair contracts that we have with over 200 different vendors.

I know it's a tough task, but I think this one needs some more constructive thought. I believe if we look at it, we can find a thoughtful way to reduce the dimension of this problem by, say, 25 percent over a 2-3 year time period. Will you give it another try? In the meantime, I will respond separately to the originator of this suggestion.



SECRET

COPY

S E C R E T

DDA 84-2507/9

25 JAN 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater
Deputy Director for AdministrationSUBJECT: Centralized Equipment Maintenance

- REFERENCE:
- a. AIM Note to DDA from EXDIR, dtd 2 January 1985, Same Subject
 - b. Memo to DDA from D/CPAS, dtd 20 August 1984, Subject: Proposal for a Centralized Agency Maintenance Organization
 - c. Memo to DDCI from C/ADPSU, CPAS/DI, dtd 5 December 1984, Subject: Proposal for Centralizing Equipment Maintenance

Jim:

1. In response to your AIM message of 2 January 1985, any proposal to increase standardization of equipment within the Agency and to centralize repair and return is inhibited by the following factors:

a. We do have a responsibility to seek competition. While this complicates the repair and return problem, I strongly believe that within common sense limits it does permit the Agency to get the most from its limited dollars.

b. Agency customers, particularly at the working level, often resist standardization. Additionally, officers in the Agency, when personally affected, will often insist that the Office of Logistics purchase a particular model or from a particular manufacturer.

c. Attempting to use Agency personnel to perform repair and return on material purchased is practically impossible considering resource constraints and the diversity of equipment in the inventory. In spite of our continuing efforts to consolidate requirements, the Agency presently has approximately 1,000 maintenance and repair contracts with over 200 different vendors.

2. Notwithstanding the magnitude of the problem, one of the bright spots is that over the years some real progress has been made in standardization--office furniture, IBM typewriters, WANGs overseas, and

S E C R E T

S E C R E T

certain technical equipment used by the Office of Communications and the Office of Data Processing. The Office of Logistics attempts to standardize whenever the category is large enough, and when the major customers will cooperate. More could be done in the area of personal computers (PCs), office equipment and supplies, etc., but this would dictate that requirement offices be given considerably less flexibility in their choice of equipment, a move they have consistently fought, including several DDI offices. []

3. The best approach relative to standardization would be greater standardization within a competitive framework. Much could be done, but it would require a higher level of cooperation and submergence of individual desires and parochial interests than we have achieved to date. There has to be a balance between competition and standardization if it is to meet legal requirements, operational objectives, and cost effectiveness. We will again issue to all office heads in the Agency a notice or memorandum seeking their support of standardization of equipment. []

4. We followed through in October 1984 with [] on their referenced proposal for a centralized Agency maintenance organization. At that time, a member of my staff met with [] As a result of that meeting, [] was to provide us a list of his component's maintenance problems so that we can assist him in improving maintenance for systems/equipment for which his organization is responsible. We need to know what the problems are before we can call upon DA expertise to help him solve them. We have not yet received this list. []

5. I recommend that our above initiative be continued, and have drafted the attached memorandum from you to [] if you agree.

Harry E. Fitzwater

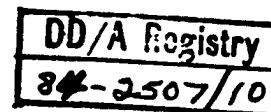
Attachment:
As stated

ORIG:DA/PO [] cmm:16 Jan 85

Distribution:

- 0 - Adse w/att.
- 1 - ER w/att.
- 1 - DDA Subj w/att.
- 1 - DDA Chrono w/o att.
- 1 - DDA/MS Subj w/att.
- 1 - DDA/MS Chrono w/o att.
- 1 - D/L w/att.

S E C R E T



MEMORANDUM FOR: Chief, ADP Support Unit, CPAS/DI

FROM:

Executive Director

SUBJECT: Proposal for Centralizing Equipment Maintenance

REFERENCE: Memo to DDCI from C/ADPSU, CPAS/DI, dtd 5 December 1984,
Same Subject

1. I want to thank you for your proposal on centralizing equipment maintenance as discussed in the reference. I know that maintenance of equipment is a drain on manpower and funds, and I am eager to learn of proposals such as yours for improving the way we do maintenance.

2. It is my understanding that a member of the Directorate of Administration (DA) Planning Staff met with you in October 1984, and that subsequent to the meeting, you had the action to provide to them a list of your maintenance problems so that the appropriate DA offices can be brought into play. They have not yet received your list. Dean Brown, the DA Planning Officer, will be in touch with you in this regard.

cc: DDI
C/CPAS/DI

ORIG:DA/PO cmm:16 Jan *5

Distribution:

- 0 - Adse
- 1 - ER
- 1 - DDA Subj
- ~~1 - DDA Chrono~~
- 1 - DDA/MS Subj
- 1 - DDA/MS Chrono

9 January 1985

MEMORANDUM FOR: Executive Director

VIA: Deputy Director for Administration

FROM: Daniel C. King
Director of LogisticsSUBJECT: Centralized Equipment Maintenance

Jim,

1. In response to your AIM message to the Deputy Director for Administration (DDA), any proposal to increase standardization of equipment within the Agency and to centralize repair and return is inhibited by the following factors:

a. We do have a responsibility to seek competition. While this complicates the repair and return problem, I strongly believe that within common sense limits it does permit the Agency to get the most from its limited dollars.

b. Most Agency customers, particularly at the working level, resist standardization. Virtually every officer in the Agency, when personally affected, will insist that we purchase a particular model or from a particular manufacturer. We are committed to being operationally responsive and, as a result, are rarely in a position to refute stated requirements without being branded as either nonsupportive or attempting to interject ourselves in operational decisions. During our efforts to standardize on WANG, these attitudes existed at the office level with major exceptions being insisted on by the Deputy Director for Intelligence (DDI) and others.

c. Attempting to use Agency personnel to perform repair and return on material purchased is practically impossible considering resource constraints and the diversity of equipment in the inventory. In spite of our continuing efforts to consolidate requirements, the Agency presently has approximately 1,000 maintenance and repair contracts with over 200 different vendors. As an aside, in order to expedite service on the smaller but far more numerous variety of office equipment, the Office of Logistics (OL) has a



OL 0001-85

SUBJECT: Centralized Equipment Maintenance

25X1 system called "100S" which permits the requester to contact a commercial contractor directly to order the required service with simplified billing and payment procedures to follow. [redacted]

2. Notwithstanding the magnitude of the problem, there are some bright spots:

a. Over the years some real progress has been made at standardization--office furniture, IBM typewriters, WANGs overseas, and certain technical equipment used by the Office of Technical Service, Office of SIGINT Operations, and Office of Communications (OC). We attempt to standardize whenever the category is large enough and when the major customers will cooperate. More could be done in the area of personal computers (PCs), office equipment and supplies, etc., but this would dictate that requirement offices be given considerably less flexibility in their choice of equipment, a move they have consistently fought, including several DDI offices.

25X1 b. The Director of Communications and I are now making a joint proposal to the DDA for an integrated system to support the repair and return of certain types of equipment used worldwide. [redacted]

25X1 [redacted] However, it could also cover the other types of equipment we are discussing here. The resources to achieve such a system, however, would be large and we hope Harry will seek a reserve release for this purpose. [redacted]

25X1 3. We in OL believe that the best approach would be greater standardization within a competitive framework. Much could be done but it would require a higher level of cooperation and submergence of individual desires and parochial interests than we have achieved to date. OL has a crucial role in this process in that there has to be a balance between competition and standardization if it is to meet legal requirements, operational objectives, and cost effectiveness. Having said that, perhaps a group to achieve this would best be chaired by someone outside of OL who has less of a vested interest in the outcome. [redacted]

25X1 4. In the short term, we will again issue to all office heads in the Agency a notice or memorandum seeking their support of standardization of equipment. [redacted]

Daniel C. King

25X1

SUBJECT: Centralized Equipment Maintenance

25X1

D/OL:fjs **(9 Jan 85)****Distribution:****Orig - Addressee****1 - ER****2 - DDA****1 - PD/OL****1 - PMS/OL****1 - OL Files****1 - D/L Chrono**

DDA SUBJECT FILE COPY

&class

DDA Registry

842507/7

14:06:02 -- 2 January 1985

Note To: Harry E. Fitzwater

From:

Subject: Centralized Equipment Maintenance

DD/A REGISTRY
FILE:

I'll bet you think I do nothing but sit here trying to figure out how to generate work for the DDA! Possibly a case in point. A while ago Frank wrote to you with a notion that the dda should establish a centralized maintenance shop of some type, particularly for electronic gear. Now, taking a cue from the DCI's note to our employees, the idea has been resubmitted to us. The memo is in the mail to you. I read the whole package and, frankly thought it was a case of ships passing in the night. I don't find Franks proposal terribly realistic. On the other hand, the problem he cites is real, and likely to get worse all the time. I think the answer may lie, less with trying to cope with all the problems that components are having with multiple maintenance contracts than with telling them that they ought to think twice about their future maintenance problems if they deal (for whatever reasons) with 100 different vendors. I would like to ask you to consider taking a longer term more reflective look at this whole problem area. Another aspect of the situation I find worrisome is security. Is it really in our interests to be allowing hundreds of different vendors to supply the Central Intel Agency with gear of various types, much of which needs on site maintenance? Not an easy question, I admit...

1/4/85 ----- DDA, ADDA and EO have all seen above. D/L has a copy and is preparing an answer. ADDA asked that DDA 84-2507/6 be forwarded to D/L and he would prepare response to ExDir on both.

quitaim

&class

DD/A Registry

84-2507/6

5 December 1984

MEMORANDUM FOR: The Deputy Director of Central Intelligence

FROM:

C/ADPSU, CPAS/DI

SUBJECT:

Proposal for Centralizing Equipment Maintenance

1. This is in response to the DCI's memorandum of 28 November in which he urged all employees to submit proposals for better ways of doing things directly to a top level review committee for a quick decision on their merit and feasibility.

2. The attached proposal for the creation of a centralized maintenance organization has already been around the proper channels. As you can read between the lines of the response to the proposal, some reviewers thought it was a good idea, some a bad idea, and some that it was too much trouble to do anything about. The net result is that the proposal seems to be indefinitely on hold.

3. The origins of this proposal came from an office conference in which a number of people, especially those working at night without help from the normal daytime support organizations, expressed concern about the frequency of equipment failures as we become more and more automated. We see this problem becoming increasingly serious in future years when most of our people will be doing their jobs with the help of electronic equipment. Unless we can find better ways of keeping it all working properly, office automation may turn out to be more of a nightmare than a godsend.

3. Our proposal for a centralized maintenance organization may not be the only or best solution to the problem, but we feel that someone should be looking seriously at the issue rather than letting it bump along in the traditional manner.

CONFIDENTIAL

ADMINISTRATIVE - INTERNAL USE ONLY

DDA 84-2507/5

17 SEP 1984

MEMORANDUM FOR: Director, Current Production and Analytic Support

VIA: Deputy Director for Intelligence

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Proposal for a Centralized Maintenance Organization

REFERENCE: Note for D/CPAS, dtd 22 August 1984, Same Subject

1. As I promised in my note of a few weeks ago to you, we have now pulled together some ideas on your centralized maintenance proposal. I believe there are ways in which maintenance problems of organizations such as yours can be alleviated, and I have a suggested approach you may wish to pursue further with us.

2. First, I'd like to give you my thoughts on the establishment of an organization to cover all maintenance needs. We do not currently in the Directorate of Administration have enough resources, nor do we have plans for enough resources, to staff such an organization, considering the thousands of diverse pieces of hardware and the associated maintenance contracts. In addition, I believe that an Agency centralized organization for all (even all hardware) maintenance needs would not be successful. One has only to look at bureaucracies such as GSA to assess the likelihood of success of such an approach. The key factor in centralizing maintenance is that maintenance should be associated with those directly responsible for the quality of service provided.

3. Some centralization is good, e.g., ODP's trouble desk. Also, our plans include centralizing physical plant trouble calls in the Headquarters Operations, Maintenance and Engineering Division of OL, when our maintenance and operations contractor is fully on board. We are also planning for improved maintenance for computer and communications hardware for the new (and existing) Headquarters Building.

4. In addition to the Agencywide maintenance discussed above, we can provide you with information, based upon ODP, OL, and OC experience, on how you may improve maintenance for systems/equipment for which your organization is responsible. I have asked [] the DA Planning Officer, to call you to arrange a meeting between your support and logistics officers and appropriate persons in the DA to accomplish this.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

5. I want to thank you again for your memorandum. It has stimulated considerable thought and action in the DA. I realize that what I have suggested above is just a first step toward the solution of a larger problem, but I think it is a reasonable one. Please call me if I may be of further assistance.

/s/ HARRY

Harry E. Fitzwater

STAT
ORIG:EO/DDA [redacted] be:17 Sep 84

Distribution:

- 0 - Adse
- 1 - DDI
- 1 - D/OL
- 1 - D/ODP
- 1 - D/OC
- 1 - DDA Subj
- 1 - DDA Chrono
- 1 - EO Chrono

ADMINISTRATIVE - INTERNAL USE ONLY

84-25074

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Proposal for a Centralized Agency Maintenance Organization

STAT
STAT
STAT

FROM:

Executive Officer, OL

EXTENSION

NO.

DATE

5 September 1984

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. EO/DDA
7D-24, Headquarters

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Attached herewith are our ideas, comments and suggestions on the memorandum to the DDA from D/CP&AS entitled Proposal for a Centralized Agency Maintenance Organization.

STAT

80 AUG 1984

MEMORANDUM FOR: Director of Logistics

FROM:

[REDACTED]
Chief, Printing and Photography Division, OLSUBJECT: DDI Proposal for Centralized Maintenance
Organization

1. This memorandum provides comments and suggestions requested concerning the referent for centralized maintenance. The idea itself is ambitious and certainly has the potential for reaping the benefits enumerated in the referent. We endorse it in theory, however, in recognizing that it is a major advance over existing procedures, we suggest that any plan for full implementation be phased in gradually for reasons listed in this memorandum.

2. The ultimate goal of the proposal is to provide one-call or one-desk for assistance. Perhaps the ultimate goal should be to reduce the number of calls for assistance. This can be attained today by:

- a) analyzing contracts for consolidation, where possible,
- b) emphasizing standardization of equipment through more strict review during acquisition,
- c) improved operator training to provide some level of preventive maintenance and on-site diagnosis of problems; and finally
- d) implementing a one-desk system initially at the office-level.

3. We feel that a basic problem exists with a one-desk operation in as much as it may become too much of a convenience in turning the problem over to someone else. An operator tends to let equipment deteriorate if someone is readily available to either clean up a mess or to provide a quick fix.

4. Another potential problem exists with the allocation of personnel and financial resources. Who gets serviced first? A central office will be under a significant amount of pressure to keep all systems going and will probably be blamed for equipment failures.

DDI Proposal for Centralized Maintenance Organization

5. Office of Data Processing's mainframe and terminal maintenance support contracts, the Agency Copier Management Program, and the Wang word processor program are several models which might be used for attempts at consolidating contracts on certain classes of equipment.

6. In summary, we suggest that an alternative be developed which targets not the Agency-wide one-desk solution but rather emphasizes consolidation of existing contracts, seeks to standardize equipment where possible, provides for operator responsibilities, and attempts to centralize all calls to one-desk at an office level as an interim measure. I suggest that the logistics officer in most office level components would be the appropriate focal point.

STAT



DD/A Registry
84-250714

5 SEP 1984

MEMORANDUM FOR: Director of Logistics

FROM:

Chief, Headquarters Operations, Maintenance
and Engineering Division, OL

SUBJECT: Central Location for Trouble Calls

1. Although the idea of centralizing all trouble calls to one central location sounds good, in practice, it would be extremely difficult to accomplish. The main problem relates to funding for service contracts because each office funds for their own service contract. There is also a problem of identification of all the different kinds of equipment. The only place in Logistics where all this information transits is the Procurement Division. Given enough people and money, a Sears type service center could be established. HOME no longer takes calls for typewriter repairs as each activity calls EBM directly on a central number.

2. HOME will centralize physical plant trouble calls as soon as the M&O contractor is on board. We are currently centralizing calls to the extent our manpower permits.

DD/A Registry
84-250713

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Proposal for a Centralized Agency Maintenance Organization

FROM: D/ODP
2D00 Hqs

EXTENSION

NO.

ODP-84-1310

DATE

4 SEP 1984

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. EO/DDA
7D18 Hqs

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Brenda (Hold)

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15.

The centralized Agency Maintenance Organization as proposed by DDI is a gigantic can of worms.



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DD/A Registry
84-2507/3

ODP-84-1310

4 SEP 1984

MEMORANDUM FOR: Executive Officer to the DDA

25X1 FROM:

Director of Data Processing

SUBJECT: Proposal for a Centralized Agency
Maintenance Organization

REFERENCE: Memo for DDA, fm D/CPAS, thru DDI,
dtd 20 Aug 84, Same Subject

Ed,

1. The proposal for a centralized Agency maintenance organization outlined in the reference is at best--a bad idea. One only needs to look at bureaucracies like GSA to assess the chances of a favorable outcome! Worse, I believe turning ODP's maintenance requirements over to such an organization would be irresponsible. Full control of these activities is key to the continued reliability and availability of our operations.

2. Yet, the underlying frustrations which stimulated the reference are real. The Agency--indeed our society--is changing radically in its dependency on information systems and related equipments to work effectively. Managers rarely understand all the changes these new systems bring to their offices, or the need for support in cases where specialized needs dictate that they do it themselves.

3. In such instances, the initial enthusiasm generated by getting the resources to do it themselves is quickly lost to problems like contracting; site identification and preparation;



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SUBJECT: Proposal for a Centralized Agency
Maintenance Organization

communications; security; interfaces with existing devices and systems; etc. Further, when the new system is finally in place, a new reality is signaled by the first malfunction--unproductive people, contractor excuses, more delays, and unexpected responsibilities.

25X1 4. In the future, ODP must change its procedure for handling system outages. The ODP's Trouble Desk phone number will become obsolete long before the Agency expands to [] installed terminals. If we continue relying on phone calls from the "provinces" to recognize problems, complaints will be commonplace at all levels of management. Unfortunately, our FY86 initiative for a Network Control Center with a fault detection capability was dropped. If only the reference were more timely!

5. In my opinion, CPAS must support its unique problems--any other arrangement will fail. Since the growth trend of specialized systems can be expected to accelerate, the DA might review the training given to support personnel sent to Agency components. Specifically, they should be sensitized to the importance of information systems, how to deal with problems, how to educate mid-level managers, and where to seek help. In addition, special consultants might be needed to help components help themselves.

25X1 6. There is no panacea for the maintenance issue. Just as every calvary soldier relied upon and took care of his own horse, Agency components will have to take care of their own special maintenance problems. To levy this duty on any central organization would simply be a bad management decision.

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DD/A Form 1
87-250712

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

D/CPAS Proposal for Centralized Agency
Maintenance Organization

FROM:

Director of Communications

EXTENSION

NO.

OC-0757-84

DATE

31 AUG 1987

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EO/DDA
7D24 HQS

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4. Brenda (HOD)

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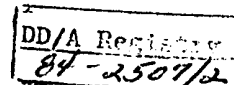
14.

15.

Ed,

We would support a round the clock DDA trouble desk operation which could handle physical as well as technical problems, e.g. snow storm. Willing consider incorporation in to our new ops center. If you want put a group together, would be our ref

CONFIDENTIAL



OC-0757-84

31 AUG 1984


MEMORANDUM FOR: Executive Officer to the DDA

FROM: William F. Donnelly
Director of CommunicationsSUBJECT: D/CPAS Proposal for Centralized Agency
Maintenance Organization

REFERENCE: DDI 04780/84, dated 20 August 1984

1. The Office of Communications agrees with the concept of a central contact point for maintenance activities and can readily establish a contact number for DDA maintenance as proposed. This service would be envisioned as a directory service which would give the appropriate number for the maintenance service requested or at a larger investment a clearing house where the answering service would contact the maintenance organization appropriate to the problem reported. We would anticipate that in the latter case the volume of such calls would require staffing of an additional two to four positions.

2. The implementation of the remainder of this recommendation would doubtless require considerable additional staffing and we question whether one large organizational maintenance contract or organization would be as effective as the current arrangement wherein maintenance tends to be associated with those directly responsible for the quality of the service provided. It seems clear, however, that if such a maintenance organization were established or responsibility centralized that it would normally reside in the Office of Logistics. The Office of Communications would prefer however to retain responsibility for the maintenance of systems for which it is responsible.


William F. Donnelly

CONFIDENTIAL



Deputy Director
for Administration

DDA 84-2507/1

22 AUG 1984

NOTE FOR: D/CPAS

SUBJECT: Proposal for a Centralized Agency
Maintenance Organization

Frank:

I have just looked over your memorandum which proposed a centralized Agency maintenance organization. I think this is a very good idea and have sent copies to the Directors of Logistics, Data Processing, and Communications for comments and suggestions. We will pull together our ideas and be back in touch with you the second week of September.

TS7 HARRY

Harry E. Fitzwater

*Desk copy on 9/5
6/3 Sep signature*

STAT

ORIG:EO/DDA [] be:22 Aug 84

Distribution:

- 0 - Adse
- 1 - DDA Subj
- 1 - DDA Chrono
- 1 - HEF Chrono
- 1 - EO/DDA Chrono

DDI-04780/84

(1)

20 August 1984

MEMORANDUM FOR: Deputy Director for Administration
THROUGH: Deputy Director for Intelligence S
FROM: [REDACTED]
Director, Current Production and Analytic Support
SUBJECT: Proposal for a Centralized Agency Maintenance Organization

Background

1. The Agency is faced with an increasingly serious problem of equipment maintenance brought about by the proliferation of computer and other types of electronic and mechanical devices within Headquarters. Current plans call for major increases in the quantity and diversity of such equipment in the next few years. Malfunctions of this equipment are becoming a major problem for the users who must first try to establish the cause of the malfunction (sometimes a difficult job as more systems are being linked together), locate the proper number to call, answer numerous questions about the nature of the problem, follow-up when nothing happens, and finally escort repairmen.

2. There are currently two central maintenance numbers in the Agency--ODP's Trouble Desk, for ODP supported equipment only, and Building Services for the physical plant and certain types of copiers and typewriters. Additionally, the Office of Communications supports the two major phone systems and numerous pieces of electronic gear. Beyond this there is a maze of individual contracts with outside maintenance organizations and other government agencies to support specialized equipment. While the major service organizations, ODP and Building Services, work fairly well, it is the increase of service contracts for unique electronic equipment not supported by ODP or Commo which has the potential for getting out of hand.

3. While CPAS may be a special case, other DDI and Agency offices and divisions cannot be far behind in office automation and the attendant maintenance problems it entails. CPAS

CONFIDENTIAL

SUBJECT: Proposal for a Centralized Agency Maintenance Organization

currently has some 14 maintenance contracts with outside organizations totaling in excess of \$300,000 annually. Moreover, there are numerous pieces of equipment for which the outside contract is handled through other offices or agencies, such as DOD. In short, we may have 25 or more different places to call for maintenance.

Proposal

4. Establish an organization within headquarters that would serve as a central clearing house for maintenance activities. In order to provide truly effective service, such an organization should cover ALL maintenance needs with a single phone number in the same manner that a call to X6161 covers all security problems. The organization would handle all electronic and mechanical systems as well as the physical plant.

Function of Proposed Organization

5. The organization should operate a central 24-hour trouble desk that would take requests for maintenance. Such requests would be immediately entered into a computer for later analysis. The organization would also have computer access to lists of all equipment in the building including a maintenance history, responsible service organization etc.

6. Depending on the type of maintenance requested, a trouble report would be handled in any of several ways. Routine physical plant requests would be referred (hopefully by computer) to the appropriate electrical, heating, plumbing, cleaning shop etc. With the more complex equipment such as advanced copiers, an in-house specialist would be dispatched to verify how serious the problem is, and perhaps make an estimate of repair efforts, parts needed and costs, before expensive outside service contractors are called in. Minor adjustments and problems would be handled by the in-house technician.

7. The maintenance organization would be responsible for calling in outside repairmen, keeping track of their response time, clearing them into the building, escorting them as necessary, and verifying time and charges.

8. Additional functions of the proposed organization would be to perform analysis of maintenance histories and costs, evaluate performance of in-house and external service organizations, and to negotiate large-scale maintenance contracts.

SUBJECT: Proposal for a Centralized Agency Maintenance Organization

Benefits

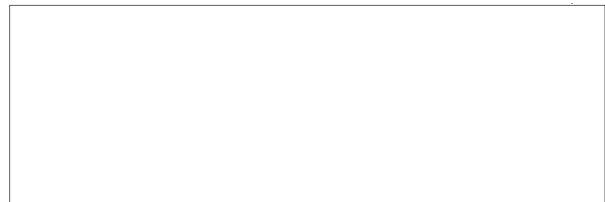
9. There would appear to be three major benefits from a central maintenance organization:

--Saving in time and aggravation for employees across the Agency from having to deal with broken equipment in a piecemeal fashion.

--Cost savings from solving minor problems in-house and from dealing with maintenance vendors on a large scale rather than through hundreds of small contracts.

--Cost savings that would entail from a centralized, systematic, analysis of Headquarters maintenance expenditures and competitive bidding for maintenance contracts. Such an organization might also some day be in a position to provide advice on the comparative reliability of various types of equipment.

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