

**SECRET**

**ROUTING AND RECORD SHEET**

**SUBJECT:** (Optional)

Joint PD/SD MBO re Centralized Equipment Standardization

<b>FROM:</b> [Redacted] OL Planning Officer, IMSS	<b>EXTENSION</b> NO.	<b>NO.</b>  <b>DATE</b> 3 Apr 86
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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.	C/PD [Redacted]				The DD/L suggested we send you the attached copies of earlier correspondence on this MBO (copy of the milestone chart also attached). You might want to look some of it over before your biweeklies next week. <div style="border: 1px solid black; width: 100px; height: 50px; margin: 10px auto;"></div>
2.	C/SD [Redacted]				
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15.	UNCLASSIFIED WHEN SEPARATED FROM CLASSIFIED ATTACHMENTS				

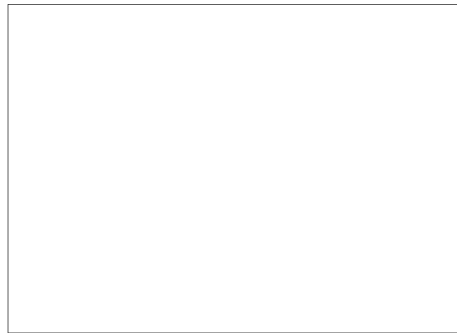
FORM 1-79 **610** USE PREVIOUS EDITIONS

**SECRET**

31/3

C/1455

Attached is info relating to  
an HBO which are assigned,  
I think, dually to C/SD + C/PD.  
You might send them copies of  
this correspondence - if they don't  
have it already.



STAT

### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Centralized Equipment Standardization

<b>FROM:</b>	<input type="text"/> C/PD/OL and C/SD/OL	<b>EXTENSION</b>	<b>NO.</b> OL 12082-85
			<b>DATE</b> 9 August 1985

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.	<input type="text"/> C/PD/OL		<i>9 Aug</i>	<i>ko</i>
2.				
3.	<input type="text"/> C/SD/OL		<i>13 Aug</i>	<i>js</i>
4.				
5.	PD/OL 3F03 <span style="background-color: black; color: black;">[REDACTED]</span>		<i>13 Aug</i>	<i>js</i>
6.				
7.	<input type="text"/> DD/L			
8.	<i>D/L</i>			
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10.				
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Please see me.

copies attached

do I need all these copies?

Helmi. Parky

pls attach all ref. correspondence

CONFIDENTIAL

MEMORANDUM FOR: Deputy Director of Logistics, DDA

FROM: [redacted] Chief, Procurement Division, OL  
Chief, Supply Division, OL

SUBJECT: Centralized Equipment Standardization

REFERENCE: Memo for C/SD and C/PD from Acting Director of Logistics, dtd 7 June 1985, same subject

1. This memorandum is in response to your 7 June memorandum addressing standardization of Agency equipment and maintenance contracts. Included herein are descriptions of current equipment programs and standards in the Agency, areas where there are no standards or programs, and plans for future standardization and/or maintenance consolidation. [redacted]

2. Acquisition of ADP equipment for the Agency requires review by the Office of Information Technology (OIT) but funding is supplied by individual components. There is currently an OIT objective to establish a Work Station Integrator contract for selection and maintenance of Agency ADP equipment which is to include items that could be made standard such as terminals and personal computers (PCs). Also, an OIT based program was established for acquisition and maintenance of standard Xerox 2700 laser printers. OIT is currently negotiating for a more simplified billing system for 2700's. Funding for the 2700's is provided to OIT by individual offices. On another front, OIT is exploring the feasibility of stocking selected canned software packages which have wide applicability for the Agency. One advantage would be that Agency customers could try available packages in-house before investing money in a package that may not serve the need. [redacted]

3. The Word Processing Branch (WPB) of OIT manages a program for word processing standardization. Wang was selected as the standard based on evaluation of a Request for Proposal (RFP) bid. At present there are 178 Wang maintenance contracts for the Agency. It is currently an objective of the General Purchasing Branch (GPB) of Procurement Division (PD/OL) to consolidate and thereby significantly reduce by at least 50% the number of Wang contracts to be renewed for FY86. [redacted]

OL 12082-85

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4. In FY83, a limited Television Equipment Management Program was begun in the Printing and Photography Division (P&PD/OL). That program established a P&PD-based point for review and approval of all television equipment requests for the Agency. The review process combined with the program's user group acts as a mechanism to promote equipment sharing, compatability, limited standardization and sharing of technical knowledge. However, funding and maintenance contracts are still decentralized. A recent study of Agency television support by the Office of the Inspector General (OIG) examined whether or not a new centralized Agency television production unit should be established, and whether or not a new television-related career sub-group should be established. Support functions such as library and reference support and replication were also reviewed for possible consolidation. Recommendations on these issues are presently being drafted by OIG.

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5. Standardization of equipment has sometimes evolved to satisfy security requirements as in the case of shredders, or to ensure compatibility of equipment as in the case of cellular telephones. IBM typewriters were selected as a standard because only IBM met Agency requirements at the time of selection. At present, objectives are being pursued to standardize furniture and furnishings such as office systems furniture for the new building and desk top calculators. An example of progress in this area is the recent decision to standardize on a wood clerical desk which has an interchangeable typing pedestal. This results in one desk taking the place of two, and significantly reduces the number of desks that need to be shipped during office renovations.

25X1

6. In FY85, there has been a joint Supply Division (SD)-Office of Communications (OC) effort to review OC stock assets to standardize wherever possible. This has resulted in a significant reduction in the number of line items of OC stock stored at the Central Depot. In June of 1985, the Office of Communications (OC) identified in a memorandum to the Director of Logistics 67 items which OC considers as standard. These included items such as transmitters, modems, MUX equipment, terminals, testing equipment, etc. These were approved as standard equipment by the Director of Logistics in July of 1985.

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7. An ongoing practice in Procurement Division has been to identify items in use in the Agency that are becoming commonly used in high numbers and request that the Building Services Section (BSS/SSG/HOME/OL) apply for funding for those items, stock them, and consolidate contracts. This practice is applied to many types of items such as time stamps, carpet, typewriters, and services such as furniture refinishing.

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8. Perhaps the most comprehensive equipment management program in the Agency is the Copier Management Program (CMP) based in OL/P&PD. In FY81, the Agency Copier Management Program (CMP) administered by OL/P&PD, consolidated all contracts for Agency copiers in the Washington Metropolitan area from about 250 to about 70 contracts. That number has since been reduced to 29 contracts for rental, maintenance or relocation of equipment. Subsequently, the amount of copier vendors for the Agency was reduced from about 20 to 9.

9. In FY82, the CMP established centralized Agency funding of these copiers. Total annual expenditures are currently about  for rental, maintenance and relocation for about  copiers. Expenses prior to consolidation and centralized funding were not identified but the benefits of the current centralized program include less cost and time expended on contract processing, collection of about \$45,000 annually in prompt payment discounts, a central inventory and invoice verification system, improved vendor response and coordinated machine sharing for cost reduction.

10. The aforementioned types of equipment comprise some of the largest groupings of equipment with significant dollar values. Other equipment categories include vehicles, printing equipment, photography equipment, cartography equipment, CRAFT materials, waste handling machines, water and chemical systems, radio equipment, miscellaneous electronic and mechanical equipment, medical equipment and scientific equipment. Acquisition of most of these types of equipment is directed to the appropriate designated technically cognizant office for review and/or approval. Issues such as compatibility, price, security, possible redundancy of services, possible standardization of equipment, and consolidation of maintenance services are discussed either during that review or in the subsequent procurement process when contracting officers call attention to these issues.

11. The following summarizes actions that are being pursued at this time:

a. A computer listing of CONIF data on current service contracts to expire at the end of FY85 is being reviewed by all Agency directorates for possible renewals in FY86. As feedback on renewals and cancellations is received in Procurement Division, the contracting officers will seek to consolidate service contracts wherever practical. Particular attention will be given to consolidating the  Wang service contracts for the Agency. The list currently contains  vendors with  service contracts.

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25X1 b. OIT is pursuing an objective to establish a Work Station Integrator contract for maintenance of Agency standard Personal Computers (PCs), terminals and other equipment that could be standardized. Also they are exploring software packages for selected applicability in the Agency.

25X1 c. The preliminary results of a recent OIG study on Agency television production are being reviewed by all television production components in the Agency. The study examined whether or not a new centralized Agency television production unit should be established with a new television-related career sub-group with consolidated support functions such as library and reference support and replication.

25X1 d. Plans are being developed to standardize furniture and furnishings such as office systems furniture for the new building and desk top calculators.

25X1 e. PD is continuing to identify items in use in the Agency that are becoming commonly used and apply for central funding and contract consolidation for these where possible.

25X1 12. Consolidation of contracts and standardization of equipment are often worthwhile objectives. However, standardization has been difficult in light of Foreign Ownership, Control or Influence (FOCI) policy which can cause customer offices to seek more new vendors and contracts because of possible rejection of existing vendors. Also, there must be a balance between competition and standardization to meet legal requirements, operational objectives, and cost effectiveness.

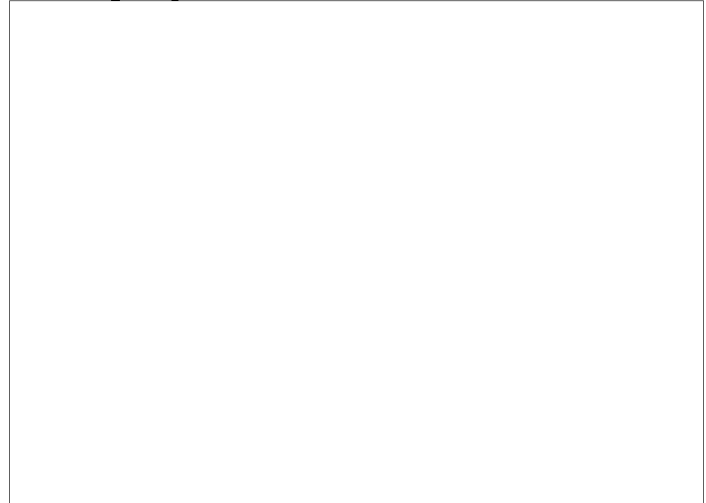
13. Procurement Division can supply further information on the numbers of vendors and contracts and PD can take the initiative in promoting contract consolidation and standardization where practical. However, the loftier goals such as centralization of maintenance services, centralization of equipment management programs or organizational consolidations should be addressed by an independent study group. The OIG has already performed such a role at least with regard to Agency television production. OIG is also

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currently studying the Printing and Photography Division. Because standardization requires a commitment by user activities as well as the Office of Logistics, progress could be made through the issuance of a Headquarters Notice to all components and the establishment of a standardization working group representing the various components of the Agency. The key is to convince Agency components that standardization is in the best long-term interest of the Agency. It is suggested that existing programs such as the Agency Copier Management Program administered by P&PD could be used as models if new equipment programs are required. It should be cautioned, however, that the more comprehensive programs such as the CMP require significant staffing resources.

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7 June 1985

MEMORANDUM FOR: Chief, Supply Division, OL  
Chief, Procurement Division, OL

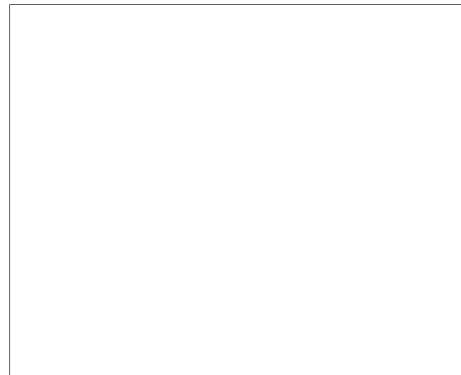
25X1 FROM:   
Acting Director of Logistics

SUBJECT: Centralized Equipment Standardization

1. Attached herewith are copies of correspondence generated by the Executive Director of the Agency to begin a course of action headed toward increased standardization of Agency equipment and maintenance contracts. It is my understanding that nothing has been done in this area since we sent a reply over to the DDA and the Executive Director. I really feel that the day of reckoning on this subject is near when the Executive Director will ask about the progress we are making or the problems we have encountered.

25X1 2. Please let me know what actions you are undertaking in this area.

Attachment



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from attachment

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DDA Registry  
85-0048/1  
28 MAR 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

25X1 SUBJECT: Centralized Equipment Maintenance

REFERENCE: Note for DDA fm EXDIR, dtd 7 Feb 85  
Subject: Centralized Maintenance Issue

1. By way of response to the last paragraph of your 7 February note on the centralized maintenance issue, I have asked the Director of Logistics to keep the pressure on in developing a program to reduce both the total number of contracts and the number of vendors over a two to three-year time period. We envision a multi-phased approach which will involve cognizant technical offices.

2. We propose action to include the following specific areas:

a. Agency Copier Management Program - The centralization of copy machine procurement and maintenance services in P&PD/OL has been a resounding success in standardizing equipment and consolidating maintenance services. This is about to become unglued because of Agency policy on contracting with organizations subject to foreign ownership control-or influence (FOCI)  We must have relief from this policy in the area of copy equipment or we will end up with second-rate equipment and significant increases in maintenance and servicing problems. P&PD/OL is now documenting the case for an across-the-board waiver to FOCI policy as it applies to copier equipment.

b. The whole new area of video and television equipment needs to be centralized as we have done in the copier equipment arena. OL has prepared a proposal to implement such a program to preempt future problems in contracting for maintenance of the equipment.

OL 12041-85

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c. We have requested OC to review their extensive equipment inventory in an effort to increase standardization in their cognizant materiel. We shall monitor all service contracts in this area and consolidate requirements wherever possible. [redacted]

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d. OL will assist in identifying commonality in personal property equipment and furnishings in order to facilitate consolidated service, maintenance, and repair of personal property. Specific examples in these areas are: (1) plans now in progress to standardize on office systems furniture for the new building, (2) desk top printing calculators, (3) electric typewriters, and (4) materiel and accessories in support of CRAFT installations. This consolidation effort should substantially reduce the number of service contracts and vendors that Agency customers and Logistics must deal with regularly. [redacted]

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3. Assuming we will receive a reasonable amount of cooperation from our Agency customers, we are hopeful that a move to standardize office equipment will result in our ability to consolidate service contracts and a reduction in the number of vendors requiring access to Agency facilities. We will target on a 25 percent reduction by 1988. [redacted]

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[redacted signature box]

Harry E. Fitzwater

25X1A/MS [redacted] :27Mar85

- Retyped from OL
- Orig - Adse
- 1 - DDA Subject
- 1 - DDA Chrono
- 1 - DDA/MS Subject
- 1 - DDA/MS Chrono
- 1 - D/OL
- 1 - D/OC
- 1 - D/OIT

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SUBJECT: Centralized Equipment Maintenance

25X1

DC/PD/OL/

(13 March 1985)

Distribution:

- Orig - Addressee
- 2 - DDA
- 1 - Official File
- 1 - D/L Chrono
- 1 - C/SD Chrono
- 1 - C/PD Chrono
- 1 - OL Files

SECRET

32 7100

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

25X1 SUBJECT: Centralized Equipment Maintenance

REFERENCE: Note for DDA fm ExDir dtd 7 Feb 85,  
Subj: Centralized Maintenance Issue

1. By way of response to the last paragraph of your 7 February note on the centralized maintenance issue, I have asked the Director of Logistics to keep the pressure on in developing a program to reduce both the total number of contracts and the number of vendors over a 2-3 year time period. We envision a multi-phased approach which will involve the cognizant technical offices (i.e. Office of Information Technology (OIT), Office of Security (OS), Office of Communications (OC), Office of Technical Service (OTS), Printing and Photography Division/Office of Logistics (P&PD/OL), as well as Procurement Division/OL (PD/OL) and Supply Management Branch (SMB) of Supply Division/OL (SD/OL)).

2. We propose action in the following specific areas:

a. Personal Computers (PC's) and other ADP Hardware - In an effort to standardize on one or two PC's for Agency-wide use, it is suggested that in your role as Chairman of the Agency's Information Systems Board (ISB) you could task the Requirements and Technology Acquisition Working Group (R&TAWG) to identify no more than two types of PC's to be used as the Agency standard. The ISB could then establish appropriate approval mechanisms for offices who request deviation from the standards. The Office of Logistics (OL) working with OIT would then consolidate service and maintenance contracts into one or possibly two contracts to service all PC's. To simplify the bookkeeping, the Comptroller should centrally fund all maintenance by allotting the required funding to OIT/DDA.

b. Agency Copier Management Program - The centralization of copy machine procurement and maintenance services in P&PD/OL has been resounding success in

OL 12041-85



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25X1 standardizing equipment and consolidating maintenance services. This is about to become unglued because of Agency policy on contracting with organizations subject to foreign ownership control or influence (FOCI) [redacted] We must have relief from this policy in the area of copy equipment or we will end up with second-rate equipment and significant increases in maintenance and servicing problems. P&PD/OL is now documenting the case for across the board waiver to FOCI policy as it applies to copier equipment. [redacted]

25X1 c. The whole new area of video and television equipment needs to be centralized as we have done in the copier equipment arena. OL has prepared a proposal to implement such a program to preempt future problems in contracting for maintenance of the equipment. [redacted]

25X1 d. We have requested OC to review their extensive equipment inventory in an effort to increase standardization in their cognizant materiel. We shall monitor all service contracts in this area and consolidate requirements wherever possible. [redacted]

25X1 e. SMB/SD/OL will assist in identifying commonality in personal property equipment and furnishings in order to facilitate consolidated service, maintenance and repair of personal property. Specific examples in these areas are: (1) Plans now in progress to standardize on office systems furniture for the new building, (2) desk top printing calculators, (3) electric typewriters, and (4) materiel and accessories in support of CRAFT installations. This consolidation effort should substantially reduce the number of service contracts and vendors that Agency customers and Logistics must deal with regularly. [redacted]

25X1 3. Assuming we will receive a reasonable amount of cooperation from our Agency customers, we are hopeful that a move to standardize office equipment will result in our ability to consolidate service contracts and a reduction in the number of vendors requiring access to Agency facilities. We will target on a twenty-five percent (25%) reduction by 1988. [redacted]

Harry E. Fitzwater

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Centralized Equipment Maintenance

FROM:

Executive Officer to the DDA

7D18 Hqs Bldg.

TO: (Office 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 columns after each comment.)

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.)

DD/A REGISTRY

FILE: 45-1

ATTN:

1. DDA 84-2507/11

2. DDA 84-2507

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.

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DD/A Registry  
84-2507/11

Executive Registry  
85- 640/1

7 February 1985

NOTE FOR: DDA

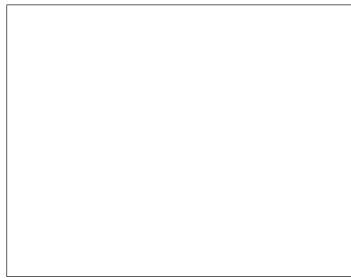
FROM : ExDir

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  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.



DCI  
EXEC  
REG

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DDI-04780/84

①

20 August 1984

MEMORANDUM FOR: Deputy Director for Administration  
THROUGH: Deputy Director for Intelligence S  
FROM:   
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

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SUBJECT: Proposal for a Centralized Agency Maintenance Organization

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currently has [redacted] maintenance contracts with outside organizations totaling in excess of [redacted] 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

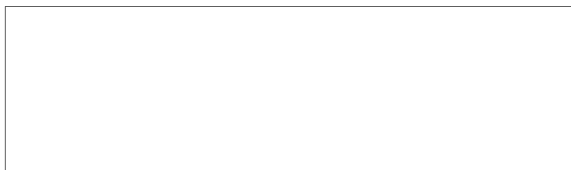
9. There would appear to be three major benefits from a central maintenance organization:

--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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DDA SUBJECT FILE COPY

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DDA 84-2507/9

25 JAN 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Centralized Equipment Maintenance

- REFERENCE:
- a. AIM Note to DDA from EXDIP, 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  maintenance and repair contracts with  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,  and

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## 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. [redacted]

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. [redacted]

4. We followed through in October 1984 with [redacted] on their referenced proposal for a centralized Agency maintenance organization. At that time, a member of my staff met with [redacted]. As a result of that meeting, [redacted] 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. [redacted]

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

Harry E. Fitzwater

Attachment:  
As stated

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

## Distribution:

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

S E C R E T

GD/A Registry  
84-2507/10

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.  the DA Planning Officer, will be in touch with you in this regard.

*See DDA 84-2507/11*

cc: DDI  
C/CPAS/DI

ORIG:DA/PO:  cmm:16 Jan \*5

Distribution:

- 0 - Adse
- 1 - ER
- ① - DDA Subj
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SECRET

DD/A Registry:  
84-2507/8

*Redone see 84-2507/9*

9 January 1985

MEMORANDUM FOR: Executive Director

VIA: Deputy Director for Administration

FROM:   
Director of Logistics

SUBJECT: 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  maintenance and repair contracts with over  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



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SUBJECT: Centralized Equipment Maintenance

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.

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



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.

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.



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