

SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Updates on FY 87 Objectives

FROM:

C/IMSS/OL

EXTENSION

NO.

DATE

16 October 1987

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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.)

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1. EQ/OL

2. DD/L

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Attached is a list of all FY 87 Objectives which have been updated to reflect information given at the biweeklies following the end of the 4th Qtr FY 87.

The information is shown in short bullet items following each objective. More details are given on the milestone charts and attachments thereto. These are available in IMSS should you wish to see them.

Projects, studies, and initiatives are also on the list for your information and to show the full range of FY 87 activities which fall under the MBO program.



Attachment:
List

Note: This list contains information from the biweeklies held this week and supersedes the list previously forwarded to you.

Unclassified when separated from SECRET attachment.

FY-87 OL OBJECTIVES, PROJECTS, STUDIES AND INITIATIVES

A. Directorate level objectives for FY 87

1. (FMD) Develop comprehensive Integrated Logistics Support Plan (ILSP) for the HQ Compound consolidation.

- Developed a master relocation plan
- Developed revised schedules for transportation, couriers, supply rooms, etc.
- OTS - plan with OL safety and health
- OSWR - met with OL to plan compartmentation issue
- DDA in South Tower
- This MBO will roll into FY 88

2. (FMD) Backfill and upgrade the Old Headquarters Building (OHB).

- Will be continued in FY88. - briefed EXCOM
- Estab. schedule for backfill, renov., & utilities upgrade
- Reached agreement w/directorates on who is staying/leaving
- Completed HVAC study
- Funding is the only problem now. Gramm-Rudman cuts may have to come. RTK is A/E.
- Continue in FY 88

3. (FMD) Expand HQ cafeteria in phases commensurate with population growth during HQ Compound consolidation.

- Selected and awarded A/E
- Obtained Agency approval of concepts, schedule, budget
- Almost finished
- NBPO to move to NHB
- Credit Union expanding in space

4. (FMD) Expand EDR to meet new population at Headquarters.

- A/E selected
- On hold by DDA -- may do a study
- Take a look at advance reservations

5. (FMD) Develop an automated O&M program for the OHB.

- Allied proposals were reviewed
- Needs new updated milestone chart
- Phase I and III are up
- Phase II monitoring system for OHB and NHB next

6. (PMS) Coopers and Lybrand Implementation.

- Expanded team authority
- Designed restructure of PD
- Established competition goals
- Added settlement & review functions
- Augmented staffing
- Obtained pricing expertise

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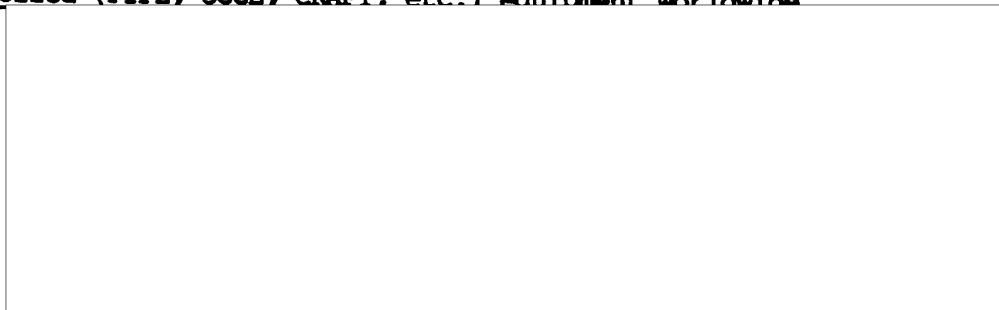
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- Improved contract & CONIF data & standardized files
- Improved acquisition planning
- Defined legal authorities & clarified PMS role
- Emphasized price & performance criteria
- Enhanced contracting officer role
- A study of positions needed for each team/group was completed. A feasibility study to improve pricing expertise completed also. CONIF revised the Form 1218, separating the Business Justification from the CONIF data summary. Also, PMS prepared the "Acquisition Planning Guide for Agency Procurement".

7. (P&PD) Implement "computer-to-plate" concept of digital prepress system.

- Exploring alternatives w/Xyvision, Atex & Rachwal
- Cancel, but monitor technology. Idea ahead of industry.

8. (SD) Establish procedures and means for transporting all Agency-controlled (PTPE, OCCE, CRAFT, etc.) equipment worldwide



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9. (PD) Restructure procurement organization to implement changes recommended by Coopers & Lybrand and accepted by Agency management.

- Reorganization pending - ACG to be formed
- Personnel reassignments will occur within first quarter of FY 88

10. (P&IS) Maintain ongoing recruitment efforts to ensure "at ceiling" strength on 30 Sep 87.

- Met the goal to achieve ceiling strength; however:
 - Rotations and training programs (CTs) do not enable OL to fill all its positions/requirements.
 - Goal for FY 88, improve the technical/professional mix within OL.
- Draft of OL Personnel Handbook completed and ready for submission to P&PD for printing.

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B. Office level objectives for FY-87

1. (FMD) Provide cross-training opportunities for FMD wage-grade personnel with other sister components (e.g., LOC/SD).
 - FMD & LOC will commence with first group in early FY88
 - Need to do debriefing in FY 88 MBO
2. (FMD) Review all FMD personnel training to ensure that FMD employees have up-to-date skills training and provide refresher training as required.
 - Conducted LETTS review of FMD people - analyzing
 - Give LETTS profiles to employees
 - Consider all OL not just FMD in survey of interests, opportunity to talk to people, etc.
 - FMD would develop the survey for their career service
 - Will add to the FY 88 MBOs
3. (FMD) Develop a core training program for personnel involved with facilities management (joint w/SD and RECD) (w/study).
 - Complete
4. (FMD) Reexamine all procedures for doing business and requests for services, with goal of streamlining same.
 - Completed Motor Pool and Mail & Courier studies
 - Almost finished
5. (FMD) Streamline disposal procedures in the HQ area (joint w/SD).
 - Almost finished
6. (PD) Develop ways to cope with the shortage of clerical personnel.
 - Completed in the 2nd qtr.
7. (PD) Establish a specific program for all PD personnel to visit their customers to enhance customer relations.
 - Schedules were established and visits conducted.
 - Al will give copy of schedule to Harry.
 - Completed.
8. (P&PD) Establish P&PD Quarterly to keep personnel assigned to P&PD informed of problems facing P&PD and accomplishments made.
 - Identified speakers & topics & conducted 2 quarterlies
 - Completed on an annual trimester basis; not to be continued
 - Insufficient interest
 - Too much in addition to normal workload

9. (P&PD) Identify and implement enhancements to secure printing.
- Evaluating available technologies
 - Cancel but monitor industry
 - Continue to use large numbers on pages
10. (P&PD) Establish quality-control mechanism for printing.
- A study was initiated
 - Not finished
 - Systems Staff project
 - Continue in FY-88
11. (P&PD) Streamline bindery operations.
- Identified vendors and equipment
 - Completed
 - Manageable/achievable for FY 88
12. (P&PD) Establishment of a Printing & Photography Advisory Group
(PPAG).
- Selected membership & Chairperson
 - Did away with formal breaks: will allow more flexibility
 - Implemented work hour changes, supervisor rotations, and improved planning techniques
 - Effort to encourage customers to use 35mm vice vugraphs
 - Completed
 - Goals to continue
13. (P&PD) Identify required skills and provide refresher training.
- Researched P&PD training records - used LETTS
 - Not finished
 - D/L wants this done (employees)
 - to prepare profiles
 - Establish schedule and complete
14. (P&PD) Improve customer relations with and knowledge of P&PD.
- tours of P&PD and visits
 - Completed
15. (RECD) Support decentralized components.
- Developed strategy to support external components
 - Developed training program for new employees
 - Developed budget for increased travel needs
 - Completed
16. (RECD) Enhance communications w/decentralized components.
- An RECD conference to be scheduled for the fall
 - Increased reporting to C/RECD & having more meetings
 - Completed except for milestone 3 - plan an RECD conference

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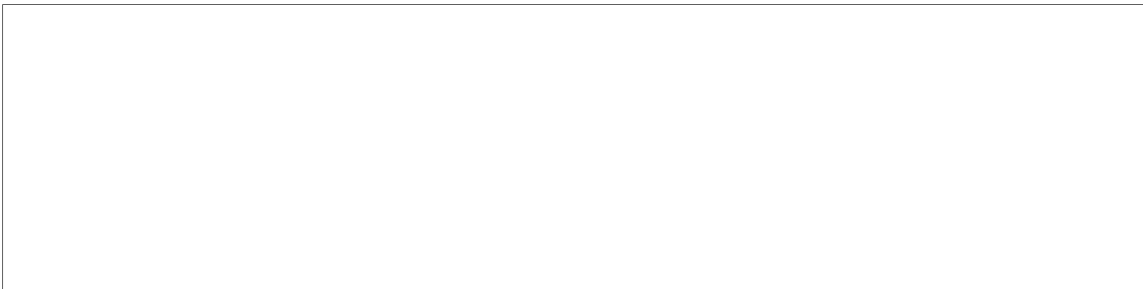
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17. (RECD) Design and renovate first floor [redacted] 25X1
- Removed asbestos
 - Renovated basement and 1st floor
 - Completed
18. (RECD) Develop program for expanded use of [redacted] 25X1
(joint with OL/FMD).
- Reviewed the ATT and requirements
 - First six milestones completed; remaining three covered at meeting on 5 October
 - LI to be published in early FY 88 formalizing guidelines for the use of the Tiger Team
 - Completed
19. (RECD) Review all RECD personnel training to ensure that RECD employees have up-to-date skills training and provide refresher training as required.
- Used LETTS & feedback from employees for training plan
 - Nearing completion and considered completed
20. (RECD) Reexamine all procedures for doing business and requests for services, with goal of streamlining same.
- Milestones revised
 - Completed
21. (SD) Examine all overseas positions for uniformity of grades in relationship to responsibilities.
- Compared position descriptions
 - Recommendations submitted to P&TS
 - Not complete
22. (SD) Improve the exchange of logistics information between SD and component logs officers and enhance SD span of control.
- Scheduled visits to C/SD by component log officers
 - Developed visitation schedules to components
23. (SD) Enhance the development of SD human resources. 25X1
- Tracking SOTs and developing training records thru LETTS
 - Soon will send training profile of courses taken and what's available to SD employees.
 - [redacted] leaving on 16 October
 - Check on annual renewal of SD careerists' training and assignment
24. (SD) Enhance the management of SD human resources.
- Canceled
25. (SD) Review and upgrade technical training of every individual assigned to [redacted] 25X1
- Combined with #23 at end of 2nd qtr per D/L.

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27. (SD) Improve year-end Annual Dollar Value (ADV) reporting procedures and the ADV Report.

- reviewed and revised reporting procedures
- \$50-\$500: done
- 25% delinquent

28. (SD) Identify next geographic area for certification of accountable officers and implement program in that area.

- 3-day tutorials provided to Flying Squad members before departure to various field stations
- DC/OSB/SD visited stations to review effectiveness
- Ongoing now; no longer need as MBO
- Will carry as an SD Project in FY 88

29. (SD) Enhance customer services provided by Supply Division.

- Started SD Quality Control Team & examined procedures
- Sent questionnaire out
- At planning conference in July, SD discussed problems
- Milestone 4 is the key
- SD implemented
- C/SD to prepare memo showing what was done
- To continue in FY 88 as a Project

30. (SD) Establish a new Regional Support Facility

- Cancelled at end of 2nd qtr per D/L.

25X1

31. (NBPO) Monitor and complete the road design for Rts. 123/193 and coordinate w/the State of VA the award of a construction contract.

- Road construction expected to complete in 1st qtr FY88
- Constructed a precast concrete barrier next to Evermay

32. (NBPO) Compile reference information to assist in writing a history of the New Building project.

- Ground and aerial photos taken thruout the year
- History of NHB being written by annuitant

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33. (IMSS) Have CLAS Beta (test) site facility operational (IOC) by 30 Sep 88

- Switched from MSA to Cullinet - loaded & tested Cullinet
- Formed Project Team with OIT, OF and OL reps (OL leader)
- Trained CLAS teams
- Requirements Traceability Matrix (RTM) established
- Established Beta-site implementation plan
- IOC on line for 1 October 1988
- Prototype being assembled
- Work being done on a realistic time basis

34. (IMSS) Place an operational Field Computer System (FCS) in selected field sites.

- Finalized software requirements
- Selected hardware
- Acquired hardware & software for initial OC installation
- Had GE convert LADS-III software running on Wang to Digital Micro VAX II mini-computers
- Connected LADS III to Microvax hardware & software
- First system will go to AMCA 16 November 87
- System being debugged
- Overseas requirements/schedules being collected and analyzed

35. (IMSS) Create a computer-based automated electronic 88 f/u/a/overseas sites.

- Customer requirements changed - cancelled the objective
- Cancel as of 30 September 1987
- SD requires real time input rather than batch time as initially proposed

36. (IMSS) Create universal Wang glossary for OL users.

- Glossaries and documentation were completed and distributed to each OL office

37. (IMSS) Oversee scheduled reduction of OL paper file holdings in preparation for moves to the NHB (joint w/stfs and divs).

- Reduced OL file holdings by 20% in FY87
- Continuing objective
- 16 October comparison figures due

38. (IMSS) Eliminate/consolidate/revise all pre-1984 OL regulatory issuances (joint w/stfs and divs).

- 18 outstanding
- Try to reduce number of regulations
- Protect D/L responsibilities
- Reorganization will increase revisions and corrections

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39. (IMSS) Implement barcode applications throughout OL (joint w/stfs and divs).
- Completed bar code study
 - Develop specific deadlines
 - Communicate with managers truthfully and clearly in a timely manner
 - Move quickly
40. (PMS) Prepare CIA Contract Manual (CCM).
- CCM was drafted, reviewed, approved, & printed
 - Manual distributed in early October 1987
- NEW IN 3rd QTR: (PMS) Publish Layman's Handbook
- Prepared a draft
 - Responsibility transferred to C/P&PD for printing
41. (PMS) Review contract teams.
- Reviewed teams, prepared reports
42. (PMS) Contracting guide for training by independent contractors.
- Drafted and printed guide
 - To be incorporated into the Layman's Handbook
43. (PMS) Establish a program to enhance competition in contracting.
- Visited teams and reviewed competitive initiatives
 - Developed a program to improve competition
 - Each directorate established competition goals
44. (P&TS) Conduct Phase II of OL training review.
- Cancelled at end of 2nd Qtr - to be reinstated in FY88
45. (P&TS) Revise Employee Handbook.
- Draft completed and ready for submission to P&PD for printing.
46. (SS) Improve/strengthen the OL/SS Industrial Security Program.
- SEG & Phys. Sec. will conduct a course in fall of 1987
 - Rewrote procedures for inspection reporting.
47. (SS) Implement a revised FOCI program.
- Printed a FOCI Handbook
 - C/SS/OL assumed Chairmanship of FOCI Review Panel
 - Hired annuitant to manage FOCI Program
 - Established Isolation/Exclusion Policies
48. (SS) Institute/implement a security-awareness briefing program for OL. (S)
- Conducted briefings by SEG/OS on Security procedures, etc.

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C. FY-87 Projects.

1. (FMD) Upgrade postal-inspection capability.
2. (FMD) Provide international courier support on an ad-hoc basis for the Agency's intelligence and administrative overseas requirements.
3. (FMD) Develop a building standard for overhaed lighting and ceiling configuration.
4. (FMD) Open new North Dock and establish more efficient receiving procedures during South Dock construction.
5. (FMD) Establish a Co-op Program w/the Culinary Institute of America.
6. (FMD) Establish a HQ consolidation "moving team" cadre.
7. (FMD) Complete MIS activities. This includes supply, project management modules; the new EDR, parking management, and revised programs; statistical package; and credentials list.
8. (FMD) Develop improved carpool-arrangement system.
9. (FMD) Reallocate HQ parking permits to conform to new parking-lot configuration and new visitor-parking area and to accommodate ride-sharing participants.
10. (FMD) Expedite Computer Aided Drafting and Design (CADD) capability for quick-start projects.
11. (FMD) Establish program for FMD/Opns oversight of after-hours operations.
12. (PD) Continue efforts to reduce contract-settlement backlog.
13. (PD) Develop standardization of equipment and consolidate contracts where feasible.
14. (P&PD) Conduct baseline survey of printing and photography in terms of current capabilities and customer requirements.
o Cancel
15. (P&PD) Improve P&PD's front-office environment.
16. (P&PD) Establish a P&PD history database for equipment, supplies, and production.

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17. (P&PD) Provide electronic interfacing for computer graphics.
18. (P&PD) Survey major printing and photography equipment to determine life expectancy by contrasting current capabilities w/technological developments.
19. (P&PD) Establish photo morgue.
20. (RECD) Establish standards and procedures to control repairs/alterations in external buildings.
21. (RECD) Strengthen relationship with GSA and the Corps of Engineers.
22. (SD) Expand/upgrade LOC/SD facilities.
23. (NBPO) Develop plans and recommendations re NBPO's role in FY 87-88 (joint w/FMD).
24. (PMS) Publish Procurement Handbook for the Layman.
25. (PMS) Determine whether our negotiated fees and profits are too high.
26. (PMS) Conduct an educational program "Let the buyer beware -- what are true 'commercial' products and services?"
27. (PMS) Implement contractor-provided, in-house procurement training capability.
28. (SS) Enhance OL/SS's presentation at OL orientation.
29. (SS) Distribute the new Standard Security Procedures for Contractors (SSPC) Manual to all [redacted] contractor security officers.
30. (SS) Improve present procedures for certifying security clearances/accesses to contractor facilities and/or other government agencies.
31. (SS) Study/analyze additional statistical reporting requirements needed for OL/SS to function and respond more efficiently.
32. (SS) Devise a relocation plan for the move to 1st floor, [redacted] Bldg, to ensure uninterrupted service to contractors/Agency components.
33. (B&FB) Develop uniform standards for OL elements to use in monthly/quarterly budget-review process.

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34. (B&FB) Enhance coordination among Finance Officers assigned to OL elements.
35. (P&TS) Update/reorganize all OL/TO records.
36. (P&TS) Input OL employee training records into the LETTS data base.
37. (IMSS) Plan for move of OL ADP equipment to NHB.
38. (IMSS) Oversee a review of OL forms. Revise/consolidate/cancel as needed.
39. (IMSS) Track implementation of information-handling recommendations made by the OIS audit team.
40. (IMSS) Examine channels and minimize number of categories for acquisitions/disposal of special-approval items (joint w/SD, FMD, PD, & PMS).
41. (IMSS) Publicize limitations/benefits of the Claims Act to eliminate recurring problems.
42. (IMSS) Following ongoing OL ADP review, implement approved OL ADP recommendations.
43. (IMSS) Study reorganization of OL and potential change of office name. (This is a project for the O-D/L)

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D. FY-87 studies.

1. (FMD) Career cognizance over facility management personnel (i.e., MLS or MLR).
2. (FMD) Contracting out Motor Pool services.
3. (RECD) Development of Engineer/Architect Assistant Program.
4. (SD) Recommended enhancements to ASAPS data base.
5. (IMSS) Feasibility of establishing an OL ADP training program.

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E. Initiatives

FY-87 Ongoing Initiatives

1. (NEPO) Headquarters Facilities Upgrade
2. (IMSS) Commercial Logistics Applications Systems (CLAS)

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FY-88 Initiatives

1. (OL) Logistics Position Shortfall.
2. (OL) Standard Support Requirements 1988.
3.
4. (RECD) Inman Initiative.

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FY-89 Initiatives

1. (OL) Standard Support Requirements 1989.
2. (P&PD) Printing and Photography Plant Expansion and Desktop Publishing.
3. (SD) Develop Logistics Resources in Support of the PTPE Program.
4. (PD) Industrial Security and Contracting.

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