CENTRAL INTELLIGENCE AGENCY

THE WORK OF A NATION * THE CENTER OF INTELLIGENCE





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strategic







service. integrity. excellence.

vision

ONE AGENCY. ONE COMMUNITY.

An Agency unmatched in its core capabilities, functioning as one team, fully integrated into the Intelligence Community.

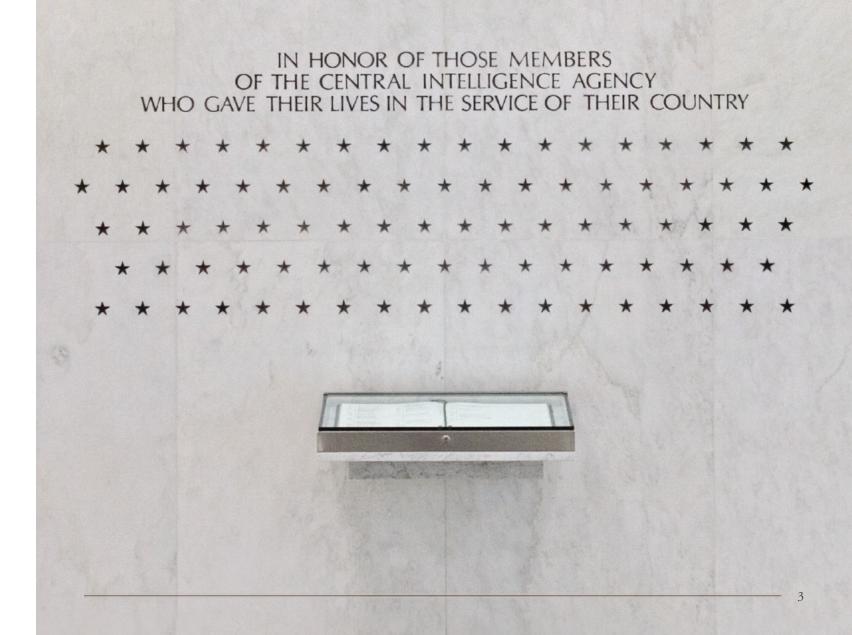
mission

We are the nation's first line of defense. We accomplish what others cannot accomplish and go where others cannot go. We carry out our mission by:

- Collecting information that reveals the plans, intentions and capabilities of our adversaries and provides the basis for decision and action.
- Producing timely analysis that provides insight, warning and opportunity to the President and decisionmakers charged with protecting and advancing America's interests.
- Conducting covert action at the direction of the President to preempt threats or achieve U.S. policy objectives.



- Service. We put Country first and Agency before self. Quiet patriotism is our hallmark. We are dedicated to the mission, and we pride ourselves on our extraordinary responsiveness to the needs of our customers.
- Integrity. We uphold the highest standards of conduct. We seek and speak the truth—to our colleagues and to our customers. We honor those Agency officers who have come before us and we honor the colleagues with whom we work today.
- Excellence. We hold ourselves—and each other—to the highest standards. We embrace personal accountability. We reflect on our performance and learn from that reflection.







THE GENESIS OF THE CIA

eign intelligence activities since the days of George Washington, but only since World War II have they been coordinated on a government-wide basis.

Franklin D. Roosevelt was concerned about American intelligence deficiencies—particularly the need for the State and War Departments to cooperate better and to adopt a more strategic perspective. In July 1941, Roosevelt appointed New York lawyer and war hero, General William J. Donovan, to As World War II drew to a close, Donbecome the Coordinator of Information (COI) and to direct the nation's first peacetime, non-departmental intelligence organization. America's entry into World War II in December 1941 prompted new thinking about the place and role of the COI. As a result, the Office of Strategic Services (OSS) was established in June 1942 with a mandate to collect and analyze strategic information required by the Joint Chiefs of Staff and to conduct special operations not assigned to other agencies.

• he United States has carried on for- During the war, the OSS supplied policymakers with essential facts and intelligence estimates and often played an important role in directly aiding military received complete jurisdiction over all Even before Pearl Harbor, President foreign intelligence activities. The FBI formally received responsibility for intelligence work in Latin America when its Secret Intelligence Service was established in June 1940, and the military branches conducted intelligence operations in their areas of responsibility.

> ovan's civilian and military rivals feared that he might win his campaign to create a peacetime intelligence service modeled on the OSS. President Harry S. Truman, who succeeded Roosevelt in April 1945, felt no obligation to retain OSS after the war. Once victory was achieved, the nation wanted to demobilize quickly—which included dismantling wartime agencies like the established. Under the provisions of the OSS. Although it was abolished in October 1945, the OSS's analytic, collecbecame effective on 18 December 1947), tion, and counterintelligence functions

were transferred on a smaller scale to the State and War Departments.

President Truman soon recognized the campaigns. However, the OSS never need for a centralized intelligence system. Taking into account the views of the military services, the State Department, and the FBI, he established the Central Intelligence Group (CIG) in January 1946. The CIG had two missions: providing strategic warning and conducting clandestine activities. Unlike the OSS, it had access to all-source intelligence. The CIG functioned under the direction of a National Intelligence Authority composed of a Presidential representative and the Secretaries of State, War and Navy. Rear Admiral Sidney W. Souers, USNR, who was the Deputy Chief of Naval Intelligence, was appointed the first Director of Central Intelligence (DCI).

> Twenty months later, the National Intelligence Authority and the CIG were dis-National Security Act of 1947 (which the National Security Council (NSC) and

historv









the Central Intelligence Agency (CIA) were created. The 1947 Act charged the CIA with coordinating the nation's intelligence activities and correlating, evaluating, and disseminating intelligence that affects national security. In addition, the Agency was to perform other duties and functions related to intelligence as the NSC might direct. The Act defined the DCI's authority as head of the Intelligence Community, head of the CIA, and principal intelligence adviser to the President, and made him responsible for protecting intelligence sources and methods. The act also prohibited the CIA from engaging in law enforcement activity and restricted its internal security functions. The CIA carried out its responsibilities by the President and the NSC.

In 1949, the Central Intelligence Agency Act was passed and supplemented the 1947 Act. The addendum permitted the Agency to use confidential fiscal and ad-CIA from many of the usual limitations

provided that CIA funds could be included in the budgets of other departments and then transferred to the Agency without regard to the restrictions placed on the initial appropriation. This Act is the statutory authority that allows for the secrecy of the Agency's budget.

In 1953, Congress amended the National Security Act to provide for the appointment of the Deputy Director of Central Intelligence (DDCI) by the President with the advice and consent of the Senate. This amendment also provided that commissioned officers of the armed forces, whether active or retired, could not occupy both DCI and DDCI positions at the same time. The DDCI assisted the subject to various directives and controls Director by performing such functions as the DCI assigned or delegated. The DDCI acted and exercised the powers of the Director during his absence or disability, or in the event of a vacancy in the position of the Director.

ministrative procedures and exempted On December 17, 2004, President George W. Bush signed the Intelligence on the expenditure of federal funds. It Reform and Terrorism Prevention Act and individual members.

which restructured the Intelligence Community by abolishing the position of Director of Central Intelligence (DCI) and Deputy Director of Central Intelligence (DDCI) and creating the position of Director of the Central Intelligence Agency (D/CIA). The Act also created the position of Director of National Intelligence (DNI), which oversees the Intelligence Community.

Congressional oversight has existed to varying degrees throughout the CIA's existence. Today the CIA reports regularly to the Senate Select Committee on Intelligence and the House Permanent Select Committee on Intelligence, as required by the Intelligence Oversight Act of 1980 and various Executive Orders. The Agency also reports regularly to the Defense Subcommittees of the Appropriations Committees in both Houses of Congress. Moreover, the Agency provides substantive briefings to the Senate Foreign Relations Committee, House Committee on Foreign Affairs, and the Armed Services Committees in both bodies, as well as other committees





1942_{13 June}

of Strategic Services (OSS) and naming William J. Donovan as its Director. Donovan remained a civilian until 24 March 1943, when he was appointed brigadier general. He advanced to the rank of major general on 10 November 1944.

1945 1 October

President Harry S. Truman's Executive Order 9621 abolishes the OSS and transfers its functions to the State and War Departments.

1946 22 January

President Truman signs an executive order establishing the Central Intelligence Group to operate under the direction of the National Intelligence Authority. Truman names the first Director of Central Intelligence (DCI), Rear Admiral Sidney W. Souers, USNR, who was sworn in on the following day.

$1947_{18\,September}$

President Franklin D. Roosevelt signs The National Security Act of 1947 estaba military order establishing the Office lishes the National Security Council and the Central Intelligence Agency (CIA) to replace the National Intelligence Authority and the Central Intelligence Group.

949 _{20 June}

The Central Intelligence Agency Act of 1949 provides special legal and administrative authorities and responsibilities for the Agency and the DCI.

950 1 December

The Directorate of Administration is established.

952 ₂ January

Creation of the Directorate of Intelligence.

1 August

Establishment of the Directorate of Plans.

1955 4 August

President Dwight D. Eisenhower signs a bill authorizing \$46 million for construction of a CIA Headquarters Building.

1959 3 November

Laying of the cornerstone of the CIA Headquarters Building in Langley, Virginia.

1963 5 August

The Directorate of Science and Technology is created.

1964 1 December

President Lyndon B. Johnson receives the first President's Daily Brief (PDB).

1973 _{1 March}

The Directorate of Plans becomes the Directorate of Operations.

1985 1 November

presides at the laying of the corner-rity Mission Support Offices. stone for the Headquarters Building Expansion. The New Headquarters Building is completed and occupied in March 1991.

997 18 September

The Central Intelligence Agency celebrates its 50th Anniversary.

1999 _{26 April}

dedicated as the George Bush Center Creation of the Directorate of Supfor Intelligence as specified in the In- port, which replaces the Mission Suptelligence Authorization Act for fiscal port Offices. year 1999.

2001 4 June

Chief Financial Officer (CFO), Chief tion community-wide.

Information Officer (CIO), Global Vice President George H. W. Bush Support, Human Resources and Secu-

2004 _{17 December}

President George W. Bush signs the Intelligence Reform and Terrorism Prevention Act which restructures the intelligence community, abolishing the positions of DCI and DDCI and creating the position of the Director of the Central Intelligence Agency (D/CIA).

The CIA headquarters compound is 2005 4 January

13 October

Creation of the National Clandestine Service, replacing the Directorate of CIA announces a major realignment of Operations, to oversee the Agency's opits support functions by replacing the erational activities and the task of coor-Directorate of Administration with the dinating clandestine HUMINT collec-

1 Before the National Security Act of 26 July 1947 established the Central Intelligence Agency on 18 September 1947, the Director of Central Intelligence served as a member of the National Intelligence Authority and head of the Central Intelligence Group by authority of a Presidential Directive of 22 January 1946.

² The National Security Act of 26 July 1947 established the Central Intelligence Agency, which replaced the Central Intelligence Group on 18 September 1947.

³ Mr. Dulles served as Acting DCI 9—26 February.

 $^{\rm 4}$ Admiral Turner retired from the Navy on 31 December 1978 while serving as DCI.

⁵ Under the Intelligence Reform and Terrorism Prevention Act of 2004, the position of DCI was abolished, and the position of Director of the CIA (D/CIA) was created.

⁶ General Hayden retired from the United States Air Force on 1 July 2008 while serving as D/CIA.







DIRECTORS OF CENTRAL INTELLIGENCE (DCI)



Rear Adm. Sidney W. Souers, USNR 23 Jan 1946 — 10 Jun 1946¹



Lieutenant General Hoyt S. Vandenberg, USA 10 Jun 1946 — 1 May 1947¹



Rear Adm. Roscoe H. Hillenkoetter, USN² 1 May 1947 — 7 Oct 1950



General Walter Bedell Smith, USA 7 Oct 1950 — 9 Feb 1953



The Honorable George H. W. Bush



The Honorable Allen W. Dulles³ 26 Feb 1953 — 29 Nov 1961



The Honorable John A. McCone 29 Nov 1961 — 28 Apr 1965 28 Apr 1965 — 30 Jun 1966



Vice Adm. William F. Raborn, Jr., USN (Ret.)



The Honorable Richard M. Helms 30 Jun 1966 — 2 Feb 1973



The Honorable James R. Schlesinger 2 Feb 1973 — 2 Jul 1973



The Honorable William E. Colby 4 Sep 1973 — 30 Jan 1976



30 Jan 1976 — 20 Jan 1977



Adm. Stansfield Turner, The Honorable USN (Ret.)4 William J. Casey 9 Mar 1977 — 20 Jan 1981



The Honorable William H. Webster 28 Jan 1981 — 29 Jan 1987 — 26 May 1987 — 31 Aug 1991



The Honorable Robert M. Gates 6 Nov 1991 — 20 Jan 1993



The Honorable R. James Woolsey 5 Feb 1993 — 10 Jan 1995



The Honorable John M. Deutch 10 May 1995 — 15 Dec 1996



The Honorable George J. Tenet 11 Jul 1997 — 11 Jul 2004



The Honorable Porter J. Goss⁵ 24 Sep 2004 — 21 Apr 2005 | 21 Apr 2005 — 26 May 2006 | 30 May 2006 — 13 Feb 2009



The Honorable Porter J. Goss



General Michael V. Hayden, USAF (Ret.)⁶



The Honorable Leon E. Panetta 13 Feb 2009 — Present

DIRECTOR

DEPUTY DIRECTOR ASSOCIATE DEPUTY DIRECTOR CHIEF OF STAFF

> Executive Support Staff Protocol

General Counsel

Congressional Affairs

Public Affairs

Inspector General

Associate Director for Military Affairs Chief Financial Officer

Chief Information Officer

Chief of Human Resources

Operations Center

Strategy Management

Diversity Plans and Programs

Equal Employment Opportunity

Chief for Policy and Coordination

DNI Open Source Center

INTELLIGENCE

NATIONAL CLANDESTINE SERVICE

SCIENCE & TECHNOLOGY

Business Strategies

and Resources Center

Center for Technology

SUPPORT



leadership





Crime and Narcotics Center

Counterintelligence Center/Analysis Group

Information Operations Center/Analytical Group

Asian Pacific, Latin American, & African Analysis

Collection Strategies and Analysis

Corporate Resources

Iraq Analysis

Near Eastern and South Asian Analysis

Policy Support

Russian and European Analysis

Terrorism Analysis

Transnational Issues

Weapons Intelligence, Nonproliferation & Arms Control Center

School for Intelligence Analysis

Deputy Director NCS

Counterproliferation Division

Counter Terrorism Center

Counterintelligence Center

Regional and Transnational Issues Divisions

Technology Support Divisions

Deputy Director NCS for Community HUMINT

Community HUMINT Coordination Center

Chief Scientist

Management

Development and Engineering

Global Access

Mission Managers

Special Activities

Programs

Systems Engineering and Analysis

Technical Collection

Technical Readiness

Technical Service

Strategic Resource Investment

Critical Mission Assurance

Support College

Non-Traditional Support

NRO Program Manager

DNI Program Manager

Corporate Business

Global Infrastructure

Global Services

Medical Services

Mission Integration

Personnel Resources

Security

DIRECTOR (D/CIA)

The D/CIA serves as the head of the CLANDESTINE SERVICE Central Intelligence Agency and reports to the Director of National Intelligence (DNI). The D/CIA is nominated by the President and confirmed by the Senate. The Director manages the operations, personnel and budget of the CIA and acts as the National Hu- DIRECTOR OF INTELLIGENCE man Source Intelligence (HUMINT) The Directorate of Intelligence is respon-Manager. The D/CIA also acts as the sible for the production and dissemina-Executive Agent of the DNI's Open Source Center.

DEPUTY DIRECTOR (DD/CIA)

The DD/CIA assists the Director with duties as head of the CIA and exercises the powers of the Director when the Director's absence or disability.

ASSOCIATE DEPUTY DIRECTOR (ADD/CIA)

The ADD/CIA assists the Director in the overall leadership of the Agency and focuses on the internal administration of the organization.

DIRECTOR OF THE NATIONAL

The D/NCS is the head of CIA's clandestine service and leads the CIA's efforts for the collection of foreign intelligence and counterintelligence and the execution of covert action responsibilities.

tion of all-source intelligence analysis on key foreign issues.

DIRECTOR OF SCIENCE & TECHNOLOGY

The Directorate of Science and Technology creates and applies innovative tech-Director's position is vacant or in the nology in support of the intelligence collection mission.

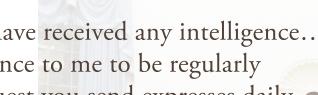
DIRECTOR OF SUPPORT

The Directorate of Support provides the mission critical elements of the Agency's support foundation: people, security, information, property, and financial operations.



It is now three days since I have received any intelligence... It is of such importance to me to be regularly informed that I must request you send expresses daily.

- George Washington





The CIA is separated into four basic components. These components work together to carry out the intelligence cycle the process of collecting, analyzing, and disseminating intelligence information to top U.S. Government officials.

THE DIRECTORATE OF SUPPORT (DS)



We build and operate facilities all over the world;

we ensure secure and reliable communications over multiple networks; we run a supply chain that acquires and ships a huge range of critical, clandestine equipment to even the most remote corners of the globe; we secure our buildings, our people, our data and our networks; we help hire, train, and assign CIA officers for every job in the CIA; we provide medical services for our employees as well as for intelligence operations; and we manage the financial and contracting businesses within CIA. Our role is to ensure that

full range of inte- and our scientists are safe, secure, tradecraft—built through our years of grated support ser- healthy, and fully able to carry on the experience, our passion for this work, vices to the CIA. CIA's mission worldwide. Within DS, and our unwavering commitment to we have deep expertise and broad man- CIA's mission. ∞

DS provides the our operations officers, our analysts, agement skill...but our strength is our



THE DIRECTORATE OF INTELLIGENCE (DI)



sources of information to produce timely, accurate, and relevant intelligence that helps the President and

others charged with protecting America and advancing U.S. interests make informed decisions. DI analysts use substantive expertise and a variety of sources and methods, including reports from spies, satellite photography, open source information, and sophisticated sensors, to overcome fragmentary reporting and our adversaries' efforts to deceive and deny information. In addition, the DI employs structured analytic approaches to ensure DI analysis is rigorous, clear, free from bias, and explicit about information gaps that could change our analytic judgments. The work is demanding—some liken analysis to putting together a puzzle with many pieces missing from the box and pieces from other sets mixed in—but the mission of protecting America demands nothing less.

DI analyzes all INTELLIGENCE PRODUCTS

he DI's flagship product is a daily electronic publication, the CIA World Intelligence Review (WIRe). Produced exclusively by the CIA, the WIRe is provided to senior policy and security officials to update readers on current developments and to identify trends and developments overseas that have the potential to affect U.S. interests. The analysis in this publication is always classified, reflecting the methods the U.S. used to acquire the information and the sensitivity of the topics. More than just a classified newspaper, the WIRe anticipates developments and makes projections about the future.

The DI also is the largest contributor to the President's Daily Brief (PDB), an Intelligence Community daily product under the direction of the Director of National Intelligence. The PDB is tailored to address the key national security issues and concerns of interest to the President. Unlike the more broadly disseminated WIRe, the PDB is given only to the President, Vice President, and to those Cabinet-level officials the President designates as recipients.

In addition to writing for the WIRe and PDB, DI analysts frequently draft responses to individual policymakers' specific questions, brief them on key policy issues, and support U.S. military operations. Analysts also share their findings through other classified publications such as webzines and blogs, and by their assignment outside CIA headquarters. Contrary to the traditional image of a desk-bound Washington-based analyst, DI officers serve around the world.

Perhaps less well known, the DI also publishes unclassified reference aids that are available to the public. The annual World Factbook is a comprehensive compendium of profiles on more than 260 countries and other entities that includes information on geographic, political, demographic, economic, and military issues. Chiefs of State and Cabinet Ministers of Foreign Governments is a directory of foreign government officials. To view these and other unclassified publications available to the public, please visit the Library section on the CIA web site at www.cia.gov.









THE DIRECTORATE OF SCIENCE AND TECHNOLOGY (DS&T)



DS&T incorporates over 50 different effective targeting and tradecraft.

DS&T accesses, disciplines ranging from computer collects, and ex- programmers and engineers to scienploits informatists and analysts. The DS&T partners tion to facilitate with many other organizations in the the execution of Intelligence Community using best the Agency's mis- practices to foster creative thinking sion by applying and working level coordination. The innovative, scientific, engineering, DS&T continually seeks to push the and technical solutions to the most boundaries of the state-of-the-art, incritical intelligence problems. The fusing cutting-edge technologies with



A-12 aircraft with the boots and helmet pilots wore during flight.



Charlie the robot fish.

THE NATIONAL CLANDESTINE SERVICE (NCS)



sibility for the collection and coordination of foreign intelligence and counterintelligence, primarily

human source intelligence (HUMINT), as well as for the coordination of foreign intelligence liaison relationships. The NCS is the front-line source of clandestine intelligence on critical international developments ranging from terrorism and weapons proliferation to military and political issues. The NCS supports our country's security and foreign policy interests by conducting and coordinating clandestine activities to collect information that is not obtainable through other means. The NCS engages in counterintelligence activities by protecting classified U.S. activities and institutions from penetration by hostile foreign organizations and individuals. Special activities as authorized by the President are carried out in support of U.S. policy goals.

NCS has respon- NATIONAL HUMINT MANAGER

• n capacity as the National HUMINT ■ manager, the D/CIA serves as the na-Intelligence Community, consistent with existing laws, executive orders, and interagency agreements and overall guidance Service at CIA incorporated the former clandestine HUMINT capability.

Directorate of Operations and is led by the Director of the National Clandestine Service (D/NCS) to whom the D/CIA delegates his day-to-day National HUMINT Manager responsibilities. The D/NCS sets policy and standards for highly diverse but interdependent human source and human-enabled

activities. These include development and enforcement of common standards for training, tradecraft, and other Lional authority for the coordination, HUMINT-related activities. The D/NCS de-confliction, and evaluation of clan- also leads the coordination of tasking, destine HUMINT operations across the budget resources, personnel policies, and information sharing, as appropriate. The NCS continues to enhance the Intelligence Community's clandestine HUMINT of the DNI. The National Clandestine capabilities and ensures a truly national



There is probably no Agency more important in preserving our security and our values as a people than the CIA - Former Director, Michael V. Hayden







The Office of the Director, CIA has several staffs directly subordinate to the D/CIA that focus on areas such as public affairs, human resources, protocol, congressional affairs, legal issues, information management, and internal oversight.

OFFICE OF GENERAL COUNSEL (OGC)

The Office of General Counsel is the principal source of legal counsel for the CIA. The General Counsel is nominated by the President and confirmed by the Senate and serves as the legal advisor to the D/CIA.

OFFICE OF CONGRESSIONAL AFFAIRS (OCA)

The Office of Congressional Affairs advises the D/CIA on all matters pertaining to congressional interaction and oversight of U.S. intelligence activities and is the focal point for CIA interactions with the Congress.

OFFICE OF PUBLIC AFFAIRS (OPA)

The Office of Public Affairs advises the D/CIA on all media, public policy, and employee communications issues and is the CIA's principal communications focal point for the media, the external reviewers, and monitors execution of the budget. general public, and Agency employees.

OFFICE OF INSPECTOR GENERAL (OIG)

The Office of Inspector General conducts independent audits, inspections, and investigations of CIA programs and operations and provides recommendations designed to promote efficiency, effectiveness, and accountability in the administration of CIA

activities. The Inspector General is nominated by the President, confirmed by the Senate, and statutorily independent.

ASSOCIATE DIRECTOR FOR MILITARY AFFAIRS (ADMA)

The Associate Director for Military Affairs (ADMA) is the principal military advisor to the D/CIA. The Office of the ADMA is the primary interface between the CIA and the Department of Defense for coordination, planning, execution and sustainment of military and Agency activities.

OFFICE OF THE CHIEF FINANCIAL OFFICER (CFO)

The Office of the Chief Financial Officer provides financial management and directs procurement activities for the CIA. It also puts together the CIA's program and budget, defends it to

OFFICE OF THE CHIEF INFORMATION OFFICER (CIO) The Office of the Chief Information Officer oversees all aspects of the CIA's information technology and information management programs. The CIO serves as the senior CIA official for Privacy and Civil Liberties and coordinates internal and external information sharing plans and policies.

OFFICE OF THE CHIEF OF HUMAN RESOURCES (HR) The Office of the Chief of Human Resources plans, develops and supports the CIA workforce in accordance with CIA's strategic direction.

OPERATIONS CENTER (OPS CENTER)

The Operations Center is the nexus for all CIA 24-hour alert, watch and warning, crisis management, and executive support. It provides off-hour command and control representation for the D/CIA, comprehensive situational awareness, and a common operational picture for CIA leadership.

OFFICE OF STRATEGY MANAGEMENT (OSM)

The Office of Strategy Management supports CIA corporate governance processes and oversees CIA strategy-related activities from formulation to execution.

OFFICE OF DIVERSITY PLANS AND PROGRAMS (DPP)

The Office of Diversity Plans and Programs creates and oversees initiatives and programs that impact diversity composition at all levels of the Agency workforce. These initiatives focus on the attraction, hiring, development and engagement of employees with critical skills, knowledge, cultural backgrounds and abilities needed to successfully meet mission requirements.

OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY (OEEO)

The Office of Equal Employment Opportunity provides reasonable accommodations for employees with disabilities and enforces federal equal employment opportunity laws.

OFFICE OF THE CHIEF FOR POLICY AND COORDINATION (OPC)

The Office of the Chief for Policy and Coordination ensures appropriate CIA coordination, integration, advocacy, and oversight of matters that require corporate attention. This includes responsibilities relating to the formulation, drafting, coordination, de-confliction and interpretation of Intelligence Community (IC) and CIA policies, strategies, regulations, and implementation as appropriate. OPC coordinates matters involving the IC's foreign intelligence relationships, policy guidance, and ensures corporate awareness for CIA. OPC manages CIA's partnerships with the IC and private sector and houses the Executive Secretariat.

DNI OPEN SOURCE CENTER (OSC)

The DNI Open Source Center is the US Government's center for open source intelligence. The D/CIA serves as the Executive Agent for the DNI in managing the OSC.



In addition to the four components that comprise the CRIME AND NARCOTICS CENTER (CNC) Agency, there are also several centers that function within the different directorates, including the Counterterrorism Center (CTC), the Crime and Narcotics Center (CNC), the Open Source Center (OSC), and the Counterintelligence Center (CIC). Each center is composed of representatives across the Intelligence Community (IC).

COUNTERTERRORISM CENTER (CTC)



CIA's war on terror is coordinated and run from the CTC which has both operational and analytic components; the fusion of these two is the key to its success. Terrorist these goals.

plots and groups are not broken by single reports or sources, and

no detainee knows everything about the compartmented activities of a group. All-source analysis is crucial to supporting and driving operations. Waging a global, high-stakes war against al-Qa'ida and other terrorists that threaten the United States remains a fundamental part of CIA's mission. The CTC, working with other US Government agencies and with foreign liaison partners, target terrorist leaders and cells, disrupt their plots, sever their financial and logistical links, and roil their safe havens.



The CIA's CNC is dedicated to confronting three major threats to US national security: international drug trafficking, transnational criminal networks, and war crimes. CNC officers prepare comprehensive analytic assessments on the impact,

trends, and implications of these threats and work globally to develop actionable intelligence to identify, disrupt, and dismantle major criminal networks and to bring to justice egregious violators of human rights. CNC works closely with US law enforcement, policy, homeland security, and military organizations and with a number of foreign law enforcement agencies and intelligence services to achieve



COUNTERINTELLIGENCE CENTER (CIC)



The CIC protects CIA operations from foreign penetration, control, and manipulation and analyzes the capabilities, intentions, and activities of foreign intelligence services. To accom-

plish its mission, the CIC advises the D/CIA, and other Agency components, on CI and counterespionage objectives, strategies, and resources. CIC fosters CI awareness and expertise through an extensive training and outreach program. It provides advice to Agency officers on operational security, and it supports the FBI and other U.S. agencies on espionage cases. ©

DNI OPEN SOURCE CENTER (OSC)



The DNI OSC, Open Source Center created by the DNI under the ADDNI

for Open Source on 1 November 2005, is the

US Government's center for open source intelligence. The D/CIA serves as the Executive Agent for the DNI in managing the OSC. The OSC is charged with collecting, translating, producing, and disseminating open source information that meets the needs of policymakers, the military, state and local law enforcement, operations officers, and analysts throughout the US Government. The OSC produces

over 2,300 products daily, including translations, transcriptions, analyses, reports, video compilations, and geospatial intelligence to address short-term needs and longer-term issues. Its products cover issues that range from foreign political, military, economic, and science & technology topics, to counterterrorism, counterproliferation, counternarcotics, and other homeland security topics.



the intelligence







The intelligence cycle is the process of developing raw information into finished intelligence for policymakers to use in decision-making and action. There are five steps which constitute the intelligence cycle.

1. PLANNING AND DIRECTION.

Planning and direction is management of the entire effort, from identifying the need for data to delivering an intelligence product to a consumer. It is the beginning and the end of the cycle. The beginning because it involves drawing up specific collection requirements and the end because finished intelligence, which supports policy decisions, generates new requirements.

2. COLLECTION.

Collection is the gathering of raw information needed to produce finished intelligence. There are six basic intelligence sources or collection disciplines:

• Signals intelligence (SIGINT) is derived from signals intercepts comprising, however transmitted—either individually or in combination, all communications intelligence (COMINT), electronic intelligence

(ELINT), or foreign instrumentation signals intelligence (FISINT).

- Imagery intelligence (IMINT) includes representations of objects reproduced electronically or by optical means on film, electronic display devices, or other media. Imagery can be derived from visual photography, radar sensors, infrared sensors, lasers, and electro-optics.
- Measurement and signature intelligence (MASINT) is technically derived intelligence data other than imagery and SIGINT. The data results in intelligence that locates, identifies, or describes distinctive characteristics of targets. It employs a broad group of disciplines including nuclear, optical, radio frequency, acoustics, seismic, and materials sciences.
- derived from human sources. Collection includes clandestine acquidata reduction.

sition of photography, documents, and other material; overt collection by personnel in diplomatic and consular posts; debriefing of foreign nationals and U.S. citizens who travel abroad; and official contacts with foreign governments.

- Open-Source intelligence (OSINT) is publicly available information appearing in print or electronic form including radio, television, newspapers, journals, the Internet, commercial databases, and videos, graphics, and drawings.
- Geospatial intelligence (GEOINT) is the analysis and visual representation of security related activities on the earth. It is produced through and integration of imagery, imagery intelligence, and geospatial information.

3. PROCESSING.

Processing involves converting the vast amount of information collected to a form usable by analysts. This is done • Human intelligence (HUMINT) is through a variety of methods including decryption, language translations, and

4. ANALYSIS AND PRODUCTION. 5. DISSEMINATION.

Analysis and production is the conver- Dissemination is the distribution of the sion of basic information into finished intelligence. It includes integrating, evaluating, and analyzing all available the intelligence requirements. The polidata—which is often fragmented and even contradictory—and preparing intelligence products to provide to U.S. lead to the levying of more requirements, policy makers.

finished intelligence to the consumers, the same policymakers whose needs initiated cymakers then make decisions based on the information, and these decisions may thus triggering the intelligence cycle.



ia and the INTELLIGENCE COMMUNITY







he Intelligence Community (IC) is a federation of executive branch agencies and organizations that work separately and together to conduct intelligence activities necessary for the conduct of foreign relations and the protection of the national security of the United States. Except for the Central Intelligence Agency, intelligence offices or agencies are components of cabinet departments with other roles and missions. The intelligence offices/agencies, however, participate in Intelligence Community activities and serve to support the other efforts of their department.

The Director of National Intelligence (DNI) serves as the head of the Intelligence Community. The DNI also acts as the principal advisor to the President; the National Security Council, and the Homeland Security Council for intelligence matters related to the national security; and oversees and directs the implementation of the National Intelligence Program. The DNI is nominated by the President and confirmed by the Senate. The DNI is assisted by a Senate-confirmed Principal Deputy Director of National Intelligence (PDDNI), nominated by the President.





























NATIONAL SECURITY COUNCIL (NSC)

The NSC is chaired by the President telligence advisor.

The NSC was established by the Na- and its regular attendees (both statutional Security Act of 1947 to advise tory and non-statutory) are the Vice the President with respect to the in- President, the Secretary of State, the tegration of domestic, foreign, and Secretary of the Treasury, the Secmilitary policies relating to national retary of Defense and the Assistant security. The NSC is the President's to the President for National Secuprincipal forum and the highest Ex- rity Affairs (commonly referred to as ecutive Branch entity for considering the National Security Advisor). The national security and foreign policy Chairman of the Joint Chiefs of Staff matters with his senior national se- is the statutory military advisor to curity advisors and cabinet officials. the Council, and the DNI is the in-

INTELLIGENCE OVERSIGHT BOARD (IOB)

President Gerald Ford in 1976 as a White also refer such reports to the Attorney House entity within the Executive Office General. This standard assists the Presicharged with oversight responsibility for the legality and propriety of intelligence activities. The Board, which reports to Presidential directive. In 1993, the IOB the President, is charged primarily with preparing reports "of intelligence activities that the IOB believes may be unlawful or contrary to Executive order or PIAB members.

The President's IOB was established by Presidential directive." The Board may dent in ensuring that highly sensitive intelligence activities comply with law and was made a standing committee of the President's Intelligence Advisory Board (PIAB). The IOB is comprised of up to 5

PRESIDENT'S INTELLIGENCE ADVISORY BOARD (PIAB)

The PIAB is maintained within the Ex- of the President and are selected from organization in intelligence agencies ecutive Office of the President and acts individuals who are not employed by and advises the President concerning as a nonpartisan body providing advice the Federal Government. The Board the objectives, conduct, and coordito the President concerning the quallection, analysis and estimates, counterintelligence, and other intelligence intelligence or in the execution of in- for actions to improve and enhance the

continually reviews the performance of nation of the activities of these agenity and adequacy of intelligence col- all government agencies engaged in the collection, evaluation, or production of to make appropriate recommendations activities. Its sixteen members serve telligence policy. It also assesses the ad- performance of the intelligence efforts without compensation at the pleasure equacy of management personnel and of the United States.

cies. The Board is specifically charged



legislative oversight

he U.S. Congress has had over- The 1980 Intelligence Oversight budget issues to meet IC mission and in 1947. However, prior to the mid- HPSCI the only two oversight com- committee in the Senate. 1970s, oversight responsibilities resided mittees for the CIA. in the Armed Services Committees of However, the House both chambers and were less formal and Senate Appropriathan they are now. At the time, the tions Subcommittees on DCI and his representatives interacted Defense (HAC-D and directly with the respective chairmen of SAC-D), given their the congressional committees, and formal hearings and testimony were rare.

Following allegations of wrongdoing by U.S. intelligence agencies, the oversight functions. The Senate established the Senate Select Select Intelligence Over-Committee on Intelligence (SSCI) on 19 May 1976. The House of Representatives followed suit on 14 July 1977 by creating the House Permanent Congress as a result of Select Committee on Intelligence the 9/11 Commission (HPSCI). These committees, along recommendations. It is with the Armed Services, Foreign Relations, and Foreign Affairs Committees, from the HAC (approwere charged with authorizing the programs of the intelligence agencies and overseeing their activities.

sight responsibility over the CIA Act established the current oversight capability requirements. There is no since the Agency was established structure by making the SSCI and the comparable joint SAC and SSCI sub-

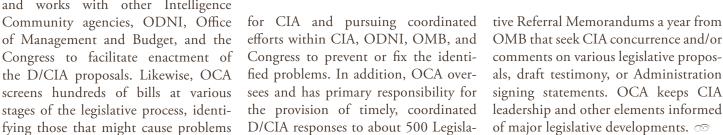
> constitutional role to appropriate funds for all U.S. Government activities, also exercise sight Panel (SIOP) is a joint House subcommittee created in the 110th composed of members priators) and HPSCI (authorizers) to help coordinate intelligence



The Office of Congressional Affairs (OCA) is the focal point for CIA activities with Congress—guiding and facilitating all CIA interaction with Congress, the development of clear strategies to promote and protect the Agency's Congressional equities, and CIA's legal responsibility to keep Congress fully and completely ties. In addition, OCA has the pri-CIA workforce is fully prepared for all Congressional engagements.

OCA also leads the drafting, coordination, production, and advocacy for D/CIA proposals for the annual Intelligence Authorization bill packages, and works with other Intelligence Community agencies, ODNI, Office for CIA and pursuing coordinated tive Referral Memorandums a year from of Management and Budget, and the Congress to facilitate enactment of the D/CIA proposals. Likewise, OCA fied problems. In addition, OCA over- als, draft testimony, or Administration screens hundreds of bills at various stages of the legislative process, identi-

informed of our intelligence activimary responsibility for ensuring the



efforts within CIA, ODNI, OMB, and OMB that seek CIA concurrence and/or





TO SE









ORIGINAL HEADQUARTERS BUILDING (OHB) MAIN ENTRANCE

OHB was designed to reflect former DCl Allen Dulles's vision of a location where intelligence officers could work near the policymakers in a secure and secluded environment. Construction was completed in November 1963 and consists of 1,400,000 square feet of space.



CIA MEMORIAL WALL

With the words that sculptor Harold Vogel inscribed in July 1974, "IN HONOR OF THOSE MEMBERS OF THE CENTRAL INTELLIGENCE AGENCY WHO GAVETHEIR LIVES IN THE SERVICE OF THEIR COUNTRY," this wall—with one star carved for each honored officer—stands as a silent, simple memorial.



BOOK OF HONOR

This glass-encased book sits on a marble shelf below the Memorial Wall—a small gold star representing each fallen officer. Many lines in the book are blank, indicating that even in death some names must remain secret. This memorial is a constant reminder of those who made the ultimate sacrifice for their country and of the risks inherent in the profession of intelligence.



CIA SEAL

On the floor of the OHB lobby entrance, this 16-foot-diameter inlaid granite seal has been the CIA emblem since it was approved by President Harry Truman in 1950. The seal has three main features: an American bald eagle, our national bird and a symbol of strength and alertness; a shield, the standard symbol of defense; and a 16-point compass rose, representing intelligence from around the world, converging at a central point.

36 = 37

TO SEE (cont.)











OFFICE OF STRATEGIC SERVICES (OSS) MEMORIAL

A single star carved into the wall represents the 116 officers who lost their lives while serving in the OSS during WWII. The names of the fallen are listed in the OSS Book of Honor enclosed in a glass case on a marble pedestal.



During World War II, Major General William J. Donovan directed the OSS, the CIA's predecessor. Although he never officially held the title of "Director of Central Intelligence," the CIA considers him the first DCI because of the importance he placed on intelligence. His leadership and legacy ensured the US would have an intelligence-gathering agency that operated during peacetime as well as war.







NEW HEADQUARTERS BUILDING (NHB)

In the early 1980s, the Agency's need for additional office space was clear. NHB was designed to expand OHB while blending seamlessly with its structure and design. The two six-story office towers, sky-lit lobby, and glass-walled atrium were completed in March 1991.

NEW HEADQUARTERS BUILDING (NHB) ATRIUM

Suspended from the ceiling of NHB's glass-enclosed atrium are one-sixth-scale models of the U-2, A-12, and D-21 photoreconnaissance aircraft.

DIRECTORS PORTRAIT GALLERY

Displayed in this gallery are official portraits of the former Directors of Central Intelligence and Central Intelligence Agency. Each portrait is painted by an artist of the Director's choosing after the Director leaves office.

38 = 39

TO SEE (cont.)









INTELLIGENCE ART GALLERY

A growing collection of mission-related, intelligence-themed paintings are displayed in the gallery under the aegis of the CIA Museum and the CIA Fine Arts Commission. Each work of art depicts a significant event in intelligence history.



AUDITORIUM

The Headquarters Auditorium is commonly nicknamed "The Bubble" because of its bubble- or igloo-like shape. The Bubble is home to special events, prominent speakers, and conferences.



This valuable resource to the Intelligence Community contains approximately 125,000 books, subscribes to about 1,200 periodicals, and provides on-line access to some 35,000 periodicals.



the CIA's public web site, www.cia.gov.

MUSEUM GALLERIES

The CIA compound has five museum galleries: the CIA in Afghanistan Gallery, the Cold War Gallery, the Directorate of Intelligence Gallery, the Directorate of Science &

Technology Gallery, and the Office of Stra-

tegic Services Gallery. These museums are

not open to the public, but can be viewed

on the Headquarters Virtual Tour found on



James Sanborn's sculpture, "Kryptos" (meaning "hidden" in Greek) begins at the entrance to the New Headquarters Building and continues in the northwest corner of the New Headquarters Building courtyard. Dedicated on November 3, 1990, the theme of this three-part installation is "intelligence gathering." The sculpture continues to be a source of pleasure and mystery for Agency employees, with a few taking the challenge to "break the code."





sites
TO SEE (cont.)











These three sections of reinforced concrete were removed from the Berlin Wall near Checkpoint Charlie at Potsdamer Platz in November 1989. Dedicated at the CIA in December 1992, the monument is oriented as it was in Berlin the west side painted with graffiti, reflecting the color, hope, and optimism of the west; in stark contrast, the east side whitewashed, plain and devoid of color and life.



CIA COURTYARD

The courtyard is located between the New and Original Headquarters Buildings. It is a popular setting for lunch, a chat with a colleague, or a short break in the fresh air. With its broad grassy lawn, fishpond and flowering plants and trees, the courtyard provides an attractive venue for special events.



A-12 OXCART

MEMORIAL GARDEN

In the early 1960s, CIA contracted with Lockheed to produce the A-I2 supersonic reconnaissance aircraft. During testing, the A-12 reached a speed of Mach 3.29 (over 2,200 mph) and an altitude of 90,000 feet. The A-12 flew only 29 missions before being replaced by the US Air Force's SR-71, a modified version of the A-12. Despite its brief use, the A-12 remains the fastest, highest-flying, piloted operational jet aircraft ever built.

Through the quiet beauty of living nature, the

garden is a memorial to all deceased intelligence officers and contractors who served

their country. The words, "In remembrance

of those whose unheralded efforts served a

grateful nation," are cast in a brass plaque to

ensure the living will not forget the fallen.

















DISTINGUISHED INTELLIGENCE CROSS

For a voluntary act or acts of extraordinary heroism involving the acceptance of existing dangers with conspicuous fortitude and exemplary courage.



DISTINGUISHED INTELLIGENCE MEDAL

For performance of outstanding services or for achievement of a distinctly exceptional nature in a duty or responsibility, the results of which constitute a major contribution to the mission of the Agency.



INTELLIGENCE STAR

For a voluntary act or acts of courage performed under hazardous conditions or for outstanding achievements or services rendered with distinction under conditions of grave risk.



INTELLIGENCE MEDAL OF MERIT

For the performance of especially meritorious service or for an act or achievement conspicuously above normal duties which has contributed significantly to the mission of the Agency.



DISTINGUISHED CAREER INTELLIGENCE MEDAL

For an individual's cumulative record of service reflecting a pattern of increasing levels of responsibility or increasingly strategic impact and with distinctly exceptional achievements that constitute a major contribution to the mission of the Agency.



CAREER INTELLIGENCE MEDAL

For a cumulative record of service which reflects exceptional achievements that substantially contributed to the mission of the Agency.



CAREER COMMENDATION MEDAL

Awarded for exemplary service significantly above normal duties that had an important contribution to the Agency's mission.



INTELLIGENCE COMMENDATION MEDAL

For the performance of especially commendable service or for an act or achievement significantly above normal duties which results in an important contribution to the mission of the Agency.

46 = 47











EXCEPTIONAL SERVICE MEDAL

For injury or death resulting from service in an area of hazard.



HOSTILE ACTION SERVICE MEDAL

For direct exposure to a specific life-threatening incident in the foreign field or in the U.S. where the employee was in close proximity to death or injury, but survived and sustained no injuries. The incident must have occurred during work-related activities or events, which were targeted by armed forces or persons unfriendly to the U.S. Government



AGENCY SEAL MEDAL

For non-Agency personnel, to include U.S. Government employees and private citizens, who have made significant contributions to the Agency's intelligence efforts.



GOLD RETIREMENT MEDALLION

For a career of 35 years or more with the Agency.



SILVER RETIREMENT MEDALLION

For a career of 25 years or more with the Agency.



BRONZE RETIREMENT MEDALLION

For a career of at least 15, but less than 25 years with the Agency.

48 = 49

employment OPPORTUNITIES







he CIA seeks qualified applicants in numerous fields and is committed to building and maintaining a diverse work force.

Because of the CIA's national security role, there are specific qualifications for every candidate that must apply. U.S. citizenship and the willingness and ability to successfully complete a thorough background investigation, medical examination and polygraph interview are required. Expertise and academic excellence are critical and should be evidenced by a cumulative GPA of at least 3.0 or an ideal combination of education, experience and knowledge of foreign languages and cultures. Beyond these requirements, there are a number of personal qualities that are essential to a CIA career - chief among them are honesty and a high standard of personal ethics. Furthermore, integrity, loyalty, dedication to mission and a strong desire to serve our country are fundamental qualities of CIA employees.

The CIA is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, disability, age, or sexual orientation in hiring or granting, denying, or revoking security clearances.

For additional information, job postings, and to begin the process of consideration for employment at CIA, please visit www.cia.gov.



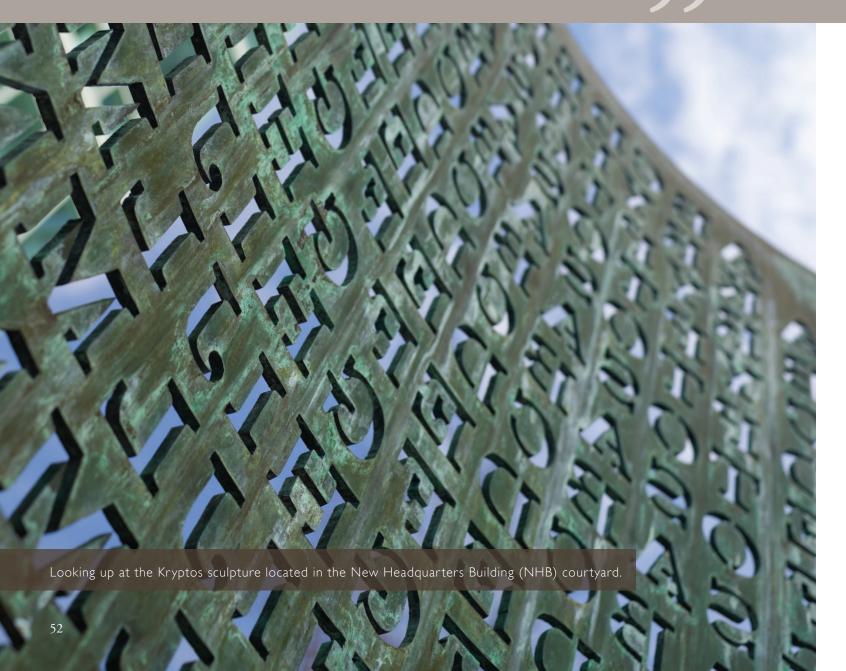


the theme of this sculpture is intelligence gathering









HOW MANY PEOPLE WORK FOR THE CIA AND WHAT IS ITS BUDGET?

Neither the number of employees nor the size of the Agency's budget can, at present, be publicly disclosed. A common misconception is that the Agency has an unlimited budget, which is far from true. While classified, the budget and size of the CIA are known in detail and scrutinized by the Office of Management and Budget and by the Senate Select Committee on Intelligence, the House Permanent Select Committee on Intelligence, and the Defense Subcommittees of the Appropriations Committees in both houses of Congress. The resources allocated to the CIA are subject to the same rigorous examination and approval process that applies to all other government organizations.

DOES THE CIA GIVE PUBLIC TOURS OF ITS HEADQUARTERS BUILDINGS?

No. Logistical problems and security considerations prevent such tours. The CIA provides an extremely lim-

proved academic and civic groups. A FOIA office and may be obtained by virtual tour of CIA headquarters and museum is available on the CIA web site at www.cia.gov.

DOES THE CIA RELEASE PUBLI-CATIONS TO THE PUBLIC?

Yes. The CIA releases millions of pages of documents each year. Much of this is material of historical significance or personal interest that has been declassified under Executive Order 12958 (a presidential order outlining a uniform system for handling national security information) or the Freedom of Information Act (FOIA) and Privacy Act CIA World Factbook. Please visit the (statutes which give U.S. citizens ac- Library section of our public web site, cess to U.S. government information or U.S. government information about themselves, respectively). The Agency and maintains the CIA's FOIA Electronic Reading Room, www.foia.cia. public and to provide guidance for re- from the Government Printing Office, questing information. Specific copies the National Technical Information of any previously declassified records Service, and the Library of Congress.

ited number of visits annually for ap- are available directly from the CIA submitting an official FOIA request. Some released information of significant public interest or historical value is also available at the National Archives and Records Administration.

The CIA frequently releases items of more general public interest on the CIA web site. The site includes general information about the CIA, current unclassified publications, speeches and congressional testimony, press releases and statements, career information, and basic reference materials, including the www.cia.gov, to view unclassified publications available to the public. Many documents, including the CIA World handles thousands of cases each year Factbook, reports on foreign economic or political matters, maps, and directories of foreign officials are also availgov, to release this information to the able in hard copy and may be purchased



DOES THE CIA SPY ON AMERICANS? DOES IT KEEP A FILE ON YOU?

CIA's mission is to collect information related to foreign intelligence and foreign counterintelligence. By law, the CIA is specifically prohibited from collecting intelligence concerning the domestic activities of U.S. citizens. By NSC judges that U.S. foreign policy direction of the President in Executive objectives may not be fully realized by WHAT ARE THE FACTS? Order 12333, as amended, and in accordance with procedures approved by the Attorney General, the CIA is restricted in the collection of intelligence information directed against U.S. citizens. Collection is allowed only for an authorized intelligence purpose; for example, if there is a reason to believe that an individual is involved in espionage or international terrorist activities. The CIA's procedures require senior approval for any such collection that is allowed, and, depending on the collection technique employed, the sanction of the Director of National Intelligence and Attorney General may be required. These restrictions on the CIA, or similar ones, have been in effect since the 1970s.

WHO DECIDES WHEN CIA SHOULD PARTICIPATE IN

COVERT ACTIONS, AND WHY? Only the President can direct the CIA to undertake a covert action. Such actions usually are recommended by the National Security Council (NSC). Covert actions are considered when the normal diplomatic means and when military action is deemed to be too extreme an option. Therefore, the Agency may be directed to conduct a special activity abroad in support of foreign policy where the role of the U.S. government is neither apparent nor publicly acknowledged. Once tasked, the intelligence oversight committees of the Congress must be notified.

WHAT IS THE CIA'S ROLE IN COMBATING INTERNATIONAL TERRORISM?

The CIA supports the overall U.S. government effort to combat international terrorism by collecting, analyzing, and disseminating intelligence on foreign

terrorist groups and individuals. The CIA also works with friendly foreign governments and shares pertinent information with them.

THE CIA HAS BEEN ACCUSED OF CONDUCTING ASSASSINA-TIONS AND ENGAGING IN DRUG TRAFFICKING.

The CIA does neither. Executive Order 12333, as amended, explicitly prohibits the CIA from engaging, either directly or indirectly, in assassinations. Internal safeguards and the congressional oversight process assure compliance.

Regarding past allegations of CIA involvement in drug trafficking, the CIA Inspector General* found no evidence to substantiate the charges that the CIA or its employees conspired with or assisted Contra-related organizations or individuals in drug trafficking to raise funds for the Contras or for any other purpose. In fact, the CIA plays a crucial role in combating

drug trafficking by providing intelligence information to the Drug Enforcement Administration, the Federal Bureau of Investigation, and the State Department.

* See "Overview of Report of Investigation Concerning Allegations of Connections Between CIA and The Contras in Cocaine Trafficking to the United States," available on www.cia.gov.

WHERE IS THE CENTRAL INTEL-LIGENCE AGENCY'S HEAD-QUARTERS? IS IT IN LANGLEY OR MCLEAN, VIRGINIA? Technically, you could say CIA headquarters is in both. "Langley" is the name of the McLean neighborhood in

which the CIA resides.

In 1719, Thomas Lee acquired the land where the CIA headquarters is located today from the Fairfax family and named it Langley after his ancestral home. The town of McLean was founded in 1910 and despite the name change "Langley" still lingers today. 👓

This pressure suit and helmet was worn by pilots flying a U 2 plane protecting them from cockpit depressurization as well as low temperatures while flying at high altitudes.









HOW TO PURCHASE CIA MAPS AND PUBLICATIONS RELEASED TO THE PUBLIC

The CIA Maps and Publications Released to the Public catalog, available through CIA's web site at *www.cia.gov*, lists Central Intelligence Agency products released through DOCEX from 1971 and through the National Technical Information Service (NTIS) since 1980. It is arranged by country or geographic area or topic with the titles of the reports in chronological order.

All maps and publications may be purchased from GPO and/or NTIS. Although we attempt to maintain a current price list, we recommend that you contact NTIS and/or GPO directly for current price information.

To obtain maps and publications published after 1 January 1980, contact:

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