

9.11

Marking the Tenth Anniversary

Resilience • Courage • Strength



Resilience

“ We are up against a resilient enemy;
we must be more resilient.”

—D/CIA David H. Petraeus

Courage

“ Tracking down the most infamous terrorist of our time required
the very best tradecraft and
the very best technology...

But it also required one other essential American quality—
the courage to take risks.”

—Former D/CIA Leon E. Panetta

Strength

“ When it gets tough, we work harder.

There is no problem too hard for the men and women who work here...

The attitude has always been—we're going
to get this done.”

—Former DCI George J. Tenet



From the first moment of terror, America has shown, through the courage and strength of its people, a powerful resilience.

At the World Trade Center, professionals dedicated to public safety, joined by men and women from countless walks of life, went bravely into harm's way to save others.

At the Pentagon, colleagues, friends, and strangers came together to rescue those threatened by fire and smoke.

And in the skies over Pennsylvania, the passengers and crew of a once-ordinary flight stood up to their attackers and shattered their plans.

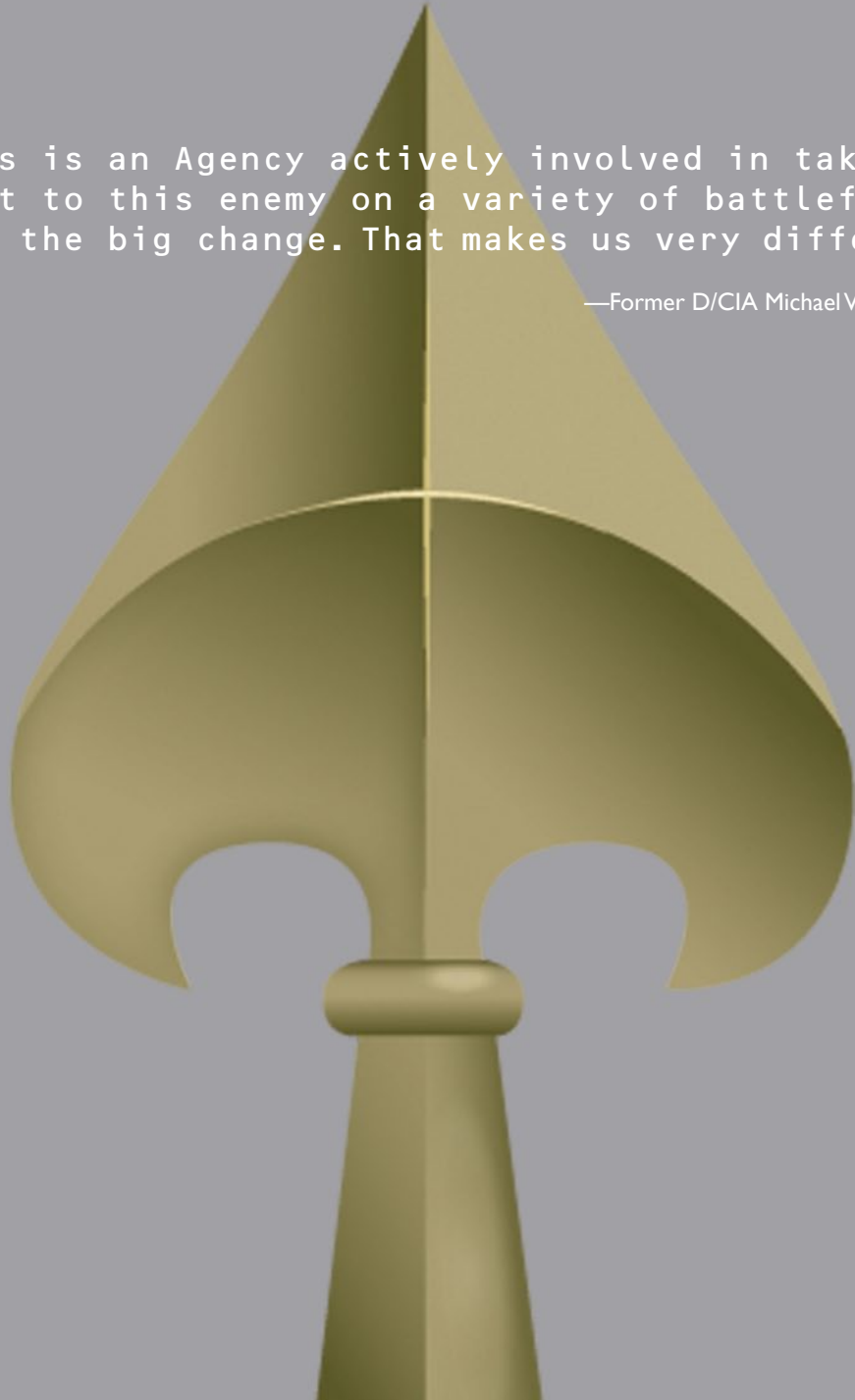
It has been 10 years since the brutal attacks on America. Looking back, we can see the effects they have had and the impact of our country's response.



This scorched and tattered flag, recovered from the debris of Ground Zero, hangs in the Office of the Director of CIA. It is a constant reminder of the strength and durability of the nation we serve.

September 11th had a profound effect on our country and our institutions, including the Central Intelligence Agency. We are still guided by the same mission—to protect America—yet we have adapted and evolved to meet the range of challenges posed by al-Qa'ida and its violent allies.

The Agency, which had worked for years against this deadly enemy, responded to the attacks as a team, defined by dedication and skill and bolstered by the sacrifice of our fellow Americans.



**" This is an Agency actively involved in taking
the fight to this enemy on a variety of battlefields.
That's the big change. That makes us very different. "**

—Former D/CIA Michael V. Hayden

An Agency Transformed

The long and difficult war against al-Qa'ida and its extremist allies has, of necessity, reshaped our Agency. We are even more agile, adaptive, and collaborative. But, as always, our people are at the heart of our successes. Given the sheer scope and intensity of the security challenges our country faces overseas, and the decisive role intelligence plays in meeting them, we represent a capability the United States needs more than ever.

Many of the changes within CIA—starting with agility—are not confined to a single Directorate or issue. More than half our workforce has been hired since 9/11. We are a more diverse Agency, having recruited exceptional talent, including first-generation Americans, from communities across our country. We have significantly increased our foreign language capabilities.

Closer communication and integration—internally among our Directorates and externally with our Intelligence Community, military, and other partners—has been key to our successes. Our relationship with Congress is strong. Our accountability to the American people is real. Our analysts reach out to external experts. Our public website conveys the mission and values of CIA.

Each Agency Directorate—The National Clandestine Service, Directorate of Intelligence, Directorate of Science & Technology, and Directorate of Support—met the demands imposed by the attacks of September 11th. Innovation, dedication, and courage have been defining traits.

**" We've been running at a sprinter's
speed for a marathoner's distance
for the last 10 years and
that's not going to stop. "**

—DD/CIA Michael J. Morell



National Clandestine Service

The tragic events of September 11th were a seminal moment for our nation and the National Clandestine Service (NCS). In one morning, the threat from al-Qa'ida took on an even more terrible clarity. While our values and core missions of strategic espionage, counterintelligence and covert action remain unchanged, how we execute these missions has significantly changed.

The demands of fighting a transnational terrorist threat have led us to become even more collaborative with Agency and Intelligence Community colleagues. Our officers have served side-by-side with our military partners in the most austere and dangerous environments. The challenges of the post-9/11 world brought an end to an era of stagnant resources. We once again have a robust global capability. The new generation of Clandestine Service officers has brought energy, creativity, and extraordinary commitment to our mission and the NCS will continue to evolve as it confronts new challenges in the decades to come.



Directorate of Intelligence

Like the rest of CIA, the Directorate of Intelligence (DI) was no stranger on September 11th to the demands of the fight against al-Qa'ida and its allies. In facing an enemy that is both deadly and difficult to find, it is essential to pull together disparate pieces of information to identify specific terrorists, networks and plots, which can then be disrupted. That patient, painstaking, high-stakes work is the definition of all-source analysis, the mission of the DI.

The true impact of 9/11 on the Directorate is not found in numbers—though more analysts were dedicated to countering terrorism—but in even better relations with operators, intelligence collectors and customers of all kinds, in our own country and overseas. That has led to new flows of vital information and, most important, new insights into how and where terrorists operate. The integration of analysis and operations, each feeding the other, is at the heart of our greatest victories, including the raid that ended Usama Bin Ladin's career of mass murder.

Complementing its Headquarters presence, the DI has more of its officers deployed abroad than ever before. In fast-moving situations, a hallmark of the fight against terrorism, you have to be close to those you serve.



Directorate of Science & Technology

From the earliest days of operations in Afghanistan to today's complex intelligence requirements, Technical Intelligence Officers from the Directorate of Science & Technology (DS&T) have been on the front lines of the Agency's global efforts to safeguard our nation. Wherever the CIA goes, the DS&T is part of the team.

Today, more Technical Intelligence Officers are engaged in operations overseas. They come from diverse backgrounds and have brought fresh ideas and a passion for innovation. They thrive on teamwork and have reinvented how the DS&T operates, both in the field and at home.

Technology has always been an invaluable force in America's intelligence efforts. Technical Intelligence Officers are harnessing technologies in ways that continue to transform the practice of intelligence, and not just at CIA, but across the Intelligence Community.

As we all learned from 9/11, knowledge is more powerful when it is shared. Today's DS&T is a leader in scientific and technical innovations, not in isolation, but as part of critical partnerships within the Intelligence Community and across government.

The capabilities of the DS&T have saved American lives. The Directorate continues to push the envelope of what science and technology can accomplish.



Directorate of Support

Both the focus and the role of the Directorate of Support (DS) fundamentally changed following September 11th. The immediate post-9/11 operational environment required a more mobile, tactical DS workforce, focused more aggressively on robust field communications, an agile global supply chain, and dramatically increased security protection for our people, facilities, and data. We had to meet the immediate support demands of CIA's increased worldwide operational tempo, while concurrently building a more effective overall program to sustain CIA's new pace of activities.

In January 2005, the DS stood up as the CIA's single, integrated team for the full array of services that make possible the collection, production, and dissemination of intelligence. Today, the DS runs the "businesses" of CIA—personnel, security, communications, finance, health, safety, logistics, facilities, information technology, and more. We are focused on speed, agility, and efficiency in providing support to CIA and across the Intelligence Community.

In a post-9/11 world, the demands on intelligence are greater than ever. They require an unprecedented level of flexible, sophisticated support. That is what the DS provides. From recruiting initiatives and a larger global presence to expanded technologies and heightened emergency preparedness, the Directorate constantly adapts and refines its products and processes to meet the critical requirements of CIA's unique mission.



*The compound in
Abbottabad, Pakistan,
where Usama Bin Ladin
met his end.*

“ May the fact that
Usama Bin Ladin no
longer inhabits the earth
be a source of comfort for the thousands
of families, here in America and
around the globe, who mourn the
victims of al-Qa'ida's barbarity.”

—Former D/CIA Leon E. Panetta

The daring raid that ensured Usama Bin Ladin will never kill again was a team effort, the product of increased integration within the Intelligence Community and of close collaboration with our military partners. CIA was at the center of it all, driving the collection of vital information, assessing each piece of data, and assembling them into the compelling intelligence case that led US forces to Abbottabad. The Agency's contributions were the product of a decade of positive changes—improved collection, analysis, technology, and support.



“ Though Bin Ladin is dead,
al-Qa'ida is not...we must—and will—
remain vigilant
and resolute.”

—Former D/CIA Leon E. Panetta

The men and women of CIA, with our partners in the military and law enforcement, work without pause to keep America safe. The death of Usama Bin Ladin was a devastating blow to the terrorists he led and to his ideology of violence and hate. But al-Qa'ida and its sympathizers, though weakened, continue to plot against the United States.



“ I think we owe it to those
lost to have monuments of memorial to
remind us and our successors
that freedom is not free
and we need to counter terrorism and
uncivilized threats constantly through time.”

—Former Counterterrorism Center Director Cofer Black

“ It's obviously important to
honor those people who
were killed, but I also think it's
important because it's an inspiration
to those of us who are still in this fight.”

—DD/CIA Michael J. Morell

Rebuilding the
World Trade Center

Resilience

Courage

Strength



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