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APPROVED FOR RELEASE
DATE: 08-25-2010

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Central Intelligence Agency

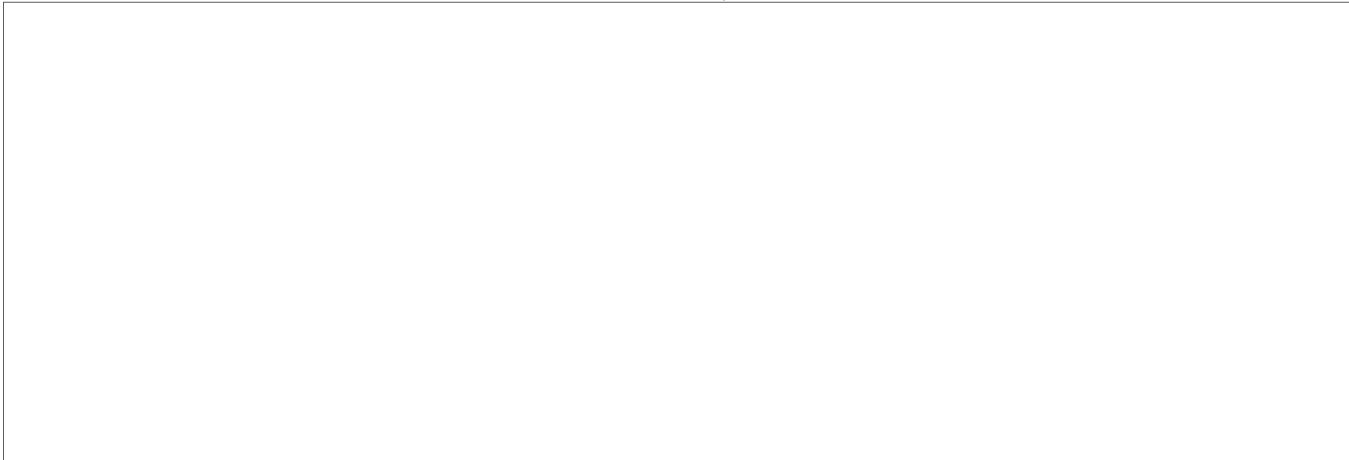
CIA 2015

CIA 2015 is a strategic plan to ensure that the Central Intelligence Agency is fully prepared to help the President and his senior policymakers meet the overseas challenges and opportunities that lie ahead. Addressing the trends that shape our global mission, the plan identifies the investments necessary to build the Agency our country needs five years from now—one that remains the finest intelligence service in the world, a capable and collaborative partner within the Intelligence Community, and a unique and essential national asset for protecting the American people. Working in close consultation with their representatives in the Congress, we will strengthen the nation's first line of defense.

An Agency Transformed

9/11 Attacks. Today, nearly a decade after the September 11th attacks, CIA's defining priority is the war against al-Qa'ida and its violent allies. We embarked on that mission by mobilizing for a global counterterrorism campaign and dramatically increasing the size of our workforce, particularly in the operational and analytic ranks. More than half our people have come aboard since 2001.

CIA's Missions. Because the most decisive elements of counterterrorism—finding the enemy and preempting his plans—are intelligence missions, CIA has played a key role in combating al-Qa'ida. Working closely with the military and our Community partners, we have, on the strength of our core capabilities, brought the fight to the terrorists.



- **Advanced technology** to support intelligence collection has been a CIA hallmark since the early days of our Agency. our scientists and engineers—working with Community partners and American industry—have applied ingenious and powerful solutions to the nation's most critical intelligence requirements.
- **Agile operational support** comes from our logisticians, security officers, medical personnel, and all the other specialists who enable our Agency to operate securely and effectively around the clock, in every corner of the world. Thanks to their expertise and can-do spirit

CIA's Enduring Priorities

Our country rarely has faced the range of national security issues we do today. These major mission areas are likely to remain priorities for CIA in 2015 and beyond:



- **Counterterrorism** will be at the center of CIA's collection, analytic, and operational efforts. The fanaticism of terrorist objectives and ideology, the inherent difficulty of targeting an enemy organized globally in small and diffuse groups, and overlap into other mission areas—such as proliferation and cyber threats—ensure CT's persistence as a top priority.
- **Counterproliferation** is the focus of hundreds of CIA clandestine officers, scientists, engineers, and weapons analysts. Keeping dangerous weapons and technology out of the hands of rogue states and terrorist groups is a vital national priority. [redacted]
- **Cyber threats** to our nation's databases and infrastructure are growing dramatically in both volume and sophistication. CIA is working closely with our Community partners [redacted]. As the confluence of two major mission areas—counterintelligence and counterterrorism—fighting cyber threats will become an ever-larger mission for CIA in the coming years.
- **Global reach** is fundamental to our ability to engage the wide spectrum of challenges posed by nation-states:

[redacted]

Meeting a Global Mission in the 21st Century

[redacted] Confronting the most pressing and dangerous foreign threats only partially fulfills CIA's responsibility to the nation. Keeping the President and the Congress well-informed on developments in every corner of the world *and preventing surprises* is just as important—and perhaps our greatest challenge in coming years.

- The Department of State recognizes 194 independent countries. [redacted]

[redacted]

[redacted] To stay on top of all those targets, CIA must strike the right balance of resources and people devoted to both today's priorities and to the issues that could be tomorrow's flashpoints. Unlike during the past decade, however, we cannot expect the size of our budget and workforce to automatically keep pace with our growing mission.

- The Federal Government faces massive deficits well into the future. Given the long-term need for strict fiscal constraint, it is more important than ever that CIA makes the most of the resources we have.
- Even after the post-9/11 hiring surge, our Agency, in many respects, is only back to where it was during the Cold War, before the "peace dividend" cuts of the 1990s. [redacted]

[redacted] In preparing for the challenges of 2015—accounting for both the enduring priorities and those that are not yet apparent—we cannot presume to know the specific allocations of money and talent that will best support each mission area. Instead, we must start investing now in the programs that will make our entire Agency most agile, efficient, and responsive to our global responsibilities.

The Plan for 2015

[redacted] *CIA 2015* identifies the strategic initiatives that will get us there. It will enable our Agency to strengthen its core capabilities, achieve new successes in the war against al-Qa'ida and in other top missions, become a more effective and collaborative member of the Intelligence Community, and pivot more easily toward emerging priorities. The plan is based on three pillars: maximizing the power of our workforce, making more intensive use of technology, and building a more flexible logistic capacity and infrastructure.

[redacted]

Pillar One: Investing in Our People

[redacted] The men and women of CIA represent one of the world's greatest concentrations of talent, expertise, and ingenuity. Relative to their global mission, they are a small but extraordinarily capable workforce. We must develop their full potential, investing in ways that make our officers even better able to tackle any mission that arises—including some of the nation's most sensitive and complex overseas tasks. We will:

- **Operate as One Team, combining our strengths to achieve great results.** [redacted]
[redacted]
- **Improve our ability to penetrate the most difficult targets.** [redacted]
[redacted]
- **Ensure that our people are highly trained as both intelligence officers and leaders.** [redacted]
[redacted]
- **Recruit and retain a more diverse workforce, with greater proficiency in the languages and cultures of the world we engage.** [redacted]
[redacted]

Pillar Two: Leveraging Technology

[redacted] The breakneck pace of technological change cuts across virtually all of CIA's strategic challenges [redacted]
[redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]

Pillar Three: Enhancing Global Agility

[redacted] CIA's ability to serve as our nation's first line of defense depends on the strength and flexibility of our global logistics and infrastructure. [redacted]
[redacted]

- **Surge people and materiel faster to wherever they are needed.** [redacted]
[redacted]
- **Reposition our expertise to better support CIA's mission.** [redacted]
[redacted]

[redacted]

[Redacted]

- *Reduce the time and money spent by CIA on transactional work.*

[Redacted]

- *Apply commercial IT technology to reduce process.*

[Redacted]

Carrying Our Best Traditions Forward

[Redacted] *CIA 2015 will change some of the ways we conduct our mission, but the qualities that have always distinguished how our men and women approach their vital work will endure. Integrity and commitment to our nation's highest values, constant learning that produces the very best tradecraft, and a willingness to take the risks that can lead to breakthroughs—these are the hallmarks of an Agency that has helped defend America for more than six decades. We will do what is necessary to uphold the credo that has always defined the Central Intelligence Agency: *We are the nation's first line of defense. We accomplish what others cannot accomplish and go where others cannot go.**

~~SECRET~~ [Redacted]

[Redacted]

[Redacted]