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Central Intelligence Agency
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Washington, D.C. 20505

OCA 2001-2337

12 October 2001

The Honorable Porter J. Goss
Chairman
Permanent Select Committee
on Intelligence
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman:

(S) Enclosed is a response to questions posed by Representative Tim Roemer to the DCI regarding the Agency's efforts to re-build our HUMINT program during a Terrorism Briefing the DCI provided to HPSCI Members on 13 September 2001.

(U) Should you have any questions about this matter, please do not hesitate to call.

Sincerely,



(b)(3)

~~Stanley M. Moskowitz~~
Director of Congressional Affairs

Enclosure



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Washington, D.C. 20505

OCA 2001-2337/1

12 October 2001

The Honorable Nancy Pelosi
Ranking Democrat Member
Permanent Select Committee
on Intelligence
House of Representatives
Washington, D.C. 20515

Dear Ms. Pelosi:

(S) Enclosed is a response to questions posed by Representative Tim Roemer to the DCI regarding the Agency's efforts to re-build our HUMINT program during a Terrorism Briefing the DCI provided to HPSCI Members on 13 September 2001.

(U) Should you have any questions about this matter, please do not hesitate to call.

Sincerely,



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Stanley M. Moskowitz
Director of Congressional Affairs

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(S) Directorate of Operations 2005 Plan: Rebuilding the Core Collector Cadre

(S) **Background:** The Directorate of Operations (DO) 2005 Plan was initiated in 1998 to rebuild the DO's clandestine collection capability which had experienced a dramatic decline in the early- to mid-1990's:

- From 1991 to 1997, the Operations Officer Cadre in the DO declined [redacted] the total number of stations and bases (foreign and domestic) declined [redacted] the number of HUMINT assets declined [redacted] and the volume of intelligence reporting declined [redacted] (b)(3) (b)(3) (b)(3) (b)(3)

(S) A review of projected requirements, which continue to rise, indicated that the DO would not be able to meet these requirements with the then current number of Core Collectors:

- A 1998 survey of DO components and field stations identified a requirement for additional officers, including [redacted] additional Core Collectors, to meet the anticipated collection challenges of 2005. Our internal assessment was consistent with available projections pointing to an increased demand on Core Collectors in 2005; specifically, a DI/CRES study [redacted] and United Cryptological Architecture (UCA) 2010. (However, in hindsight, our assessment did not sufficiently address additional personnel required for technical operations.) (b)(3) (b)(1) (b)(3)

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(S) After careful deliberation, the DO identified the requirement for an additional [redacted] core collectors [redacted] [redacted] (b)(3) (b)(1) (b)(3)

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(S) Directorate of Operations 2005 Plan: Rebuilding the Core Collector Cadre

[redacted] --an initiative that became the cornerstone of both the DO's 2005 Strategic Plan and the DCI's Strategic Direction. (Our recruitment and training infrastructures were, and remain, a limiting factor in our ability to increase our workforce. After major expansions, we can now reasonably handle [redacted] new Core Collectors per year while maintaining our high standards.)

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(S) **Current Status:** The requirements associated with the DO 2005 Plan have been subsumed under a new Agency counterterrorism (CT) surge framework prompted by the terrorist attacks of 11 September. The new CT surge framework is still very much a work-in-progress, but fundamentally is tied to our need to strengthen human intelligence. Our top priority during the next two months is to combine the DO 2005 Plan and the CT surge requirements into a coherent Agency strategic plan-- comprised of operational, analytic, technical, and support elements--to strengthen our infrastructure across the board, ensure that we allocate the new infusion of CT funding smartly, and position ourselves to deal with the global terrorist threat while maintaining coverage of other high priority targets. As we develop this strategic plan, we will be reassessing the overall number of Core Collectors we need in light of the Agency's new mission requirements and the influx of new CT positions.

[redacted]

[redacted]

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(S) Our work to date confirms what we have long known-- namely, that sustaining CIA's clandestine collection capability in a rapidly changing operational environment is a complex task that has Agency-wide implications and dependencies. Indeed, we are still grappling to define the requisite level of technical tools, communications equipment and support infrastructure needed today and in the future. Addressing these issues in a more comprehensive fashion is a prerequisite for assessing the personnel and financial impact of the DO 2005 plan across all CIA directorates and for projecting the amount of additional funding that will be required and/or redirected within our current budget.

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(S) Directorate of Operations 2005 Plan: Rebuilding the Core Collector Cadre

(S) Prior to the events of 11 September, progress in implementing the DO 2005 Plan suggested that we were unlikely to fully meet our original goal of increasing the Core Collector cadre [redacted]

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[redacted] by 2005.

After having substantially enhanced our recruitment and training infrastructure, we hired [redacted] new Core Collectors. [redacted]

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[redacted]

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We have been extremely pleased with the caliber of officers entering the CST program. The following statistics for the [redacted] CST's who entered training in FY01 provide a sense of the background/credentials of these new officers:

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