Brief Histories of

U.S. Government Agencies

Volume Five

Compiled and Edited by

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Table of Contents Volume Five

Table of Contents Volume Four

Table of Contents Volume Three

Table of Contents Volume Two

Table of Contents Volume One

About the Editor

Michael Erbschloe has worked for over 30 years performing analysis of the economics of information technology, public policy relating to technology, and utilizing technology in reengineering organization processes. He has authored several books on social and management issues of information technology that were published by McGraw Hill and other major publishers. He has also taught at several universities and developed technology-related curriculum. His career has focused on several interrelated areas:

- Technology strategy, analysis, and forecasting
- Teaching and curriculum development
- Writing books and articles
- Publishing and editing
- Public policy analysis and program evaluation

Books by Michael Erbschloe

Social Media Warfare: Equal Weapons for All (Auerbach Publications)
Walling Out the Insiders: Controlling Access to Improve Organizational Security (Auerbach Publications)
Physical Security for IT (Elsevier Science)
Trojans, Worms, and Spyware (Butterworth-Heinemann)
Implementing Homeland Security in Enterprise IT (Digital Press)
Guide to Disaster Recovery (Course Technology)
Socially Responsible IT Management (Digital Press)
Information Warfare: How to Survive Cyber Attacks (McGraw Hill)
The Executive's Guide to Privacy Management (McGraw Hill)
Net Privacy: A Guide to Developing & Implementing an e-business Privacy Plan (McGraw Hill)

Introduction

This book provides a brief history of U.S. Government agencies that were retrieved from the agency websites and other sources. The purpose is to preserve that documentation. The editor is not attempting to copyright public documents.

Quotes from Inaugural Addresses

"And so, my fellow Americans: Ask not what your country can do for you—ask what you can do for your country. My fellow citizens of the world: ask not what America will do for you, but what together we can do for the freedom of man."

– John F. Kennedy, January 20, 1961

"Justice requires us to remember that when any citizen denies his fellow, saying, 'His color is not mine,' or 'His beliefs are strange and different,' in that moment he betrays America, though his forebears created this nation."

– Lyndon B. Johnson, January 20, 1965

"The greatest honor history can bestow is the title of peacemaker. This honor now beckons America — the chance to help lead the world at last out of the valley of turmoil and onto that high ground of peace that man has dreamed of since the dawn of civilization."

– Richard M. Nixon, January 20, 1969

"I believe that truth is the glue that holds government together, not only our government but civilization itself."

– Gerald R. Ford, address after taking the oath of office on August 9, 1974

"To be true to ourselves, we must be true to others. We will not behave in foreign places so as to violate our rules and standards here at home, for we know that the trust which our Nation earns is essential to our strength."

– Jimmy Carter, January 20, 1977

"In this present crisis, government is not the solution to our problem; government is the problem."

– Ronald Reagan, January 20, 1981

"America is never wholly herself unless she is engaged in high moral principle. We as a people have such a purpose today. It is to make kinder the face of the nation and gentler the face of the world."

 – George H. W. Bush, January 20, 1989

"There is nothing wrong with America that cannot be cured by what is right with America."

– Bill Clinton, January 20, 1993

"Through much of the last century, America's faith in freedom and democracy was a rock in a raging sea. Now it is a seed upon the wind, taking root in many nations."

 – George W. Bush, January 20, 2001

"Our time of standing pat, of protecting narrow interests and putting off unpleasant decisions — that time has surely passed. Starting today, we must pick ourselves up, dust ourselves off, and begin again the work of remaking America."

– Barack Obama, January 20, 2009

(Link: https://prologue.blogs.archives.gov/)

The history of the United States is vast and complex, but can be broken down into moments and time periods that divided, unified, and changed the United States into the country it is today:

1700-1799

> •The American Revolution (sometimes referred to as the American War of Independence or the Revolutionary War) was a conflict which lasted from 1775-1783 and allowed the original thirteen colonies to remain independent from Great Britain.

•American politician and soldier George Washington became the first President of the United States in 1789, serving two terms.

•Beginning in Great Britain in the late 1790s, the Industrial Revolution eventually made its way to the United States and changed the focus of our economy and the way we manufacture products.

1800-1899

•In 1803, President Thomas Jefferson agreed to the Louisiana Purchase, successfully adding 530 million acres of land to the United States. The area was purchased from France for $15 million. The following year, President Jefferson assigned Meriwether Lewis (who asked for help from William Clark) to head west and explore the newly purchased land. It took about a year and a half for the duo to reach the west coast.

•The American Civil War divided the United States in two – the Northern States versus the Southern States. The outcome of the four year battle (1861-1865) kept the United States together as one whole nation and ended slavery.

1900-1999

•On December 17, 1903, brothers Wilbur and Orville Wright became the first people to maintain a controlled flight in a powered, heavier-than-air machine. The Wright Flyer only flew for 12 seconds for a distance of 120 feet, but their technology would change the modern world forever.

•On April 6, 1917, the United States entered World War I by declaring war on Germany.

•After nearly 100 years of protests, demonstrations, and sit-ins, women of the United States were officially granted the right to vote after the 19th Amendment was ratified on August 26, 1920.

•The worst economic crisis to happen in the United States occurred when the stock market crashed in October 1929 resulting in the Great Depression.

•World War II officially begins in September 1939 after Germany invades Poland. The United States didn't enter the war until after the Japanese attack on Pearl Harbor on December 7, 1941.

•On August 6 and August 9 1945, the United States dropped an atomic bomb on the Japanese cities of Hiroshima and Nagasaki, effectively ending World War II.

•After World War II, an agreement was reached to divide Korea into two parts: a northern half to be controlled by the Soviet Union and a southern half to be controlled by the United States. The division was originally meant as a temporary solution, but the Soviet Union managed to block elections that were held to elect someone to unify to country. Instead, the Soviet Union sent North Korean troops across the 38th parallel leading to the three-year long (1950-1953) Korean War.

•From 1954-1968, the African-American Civil Rights movement took place, especially in the Southern states. Fighting to put an end to racial segregation and discrimination, the movement resulted in the 1964 Civil Rights Act, the 1965 Voting Rights Act, and the 1968 Fair Housing Act.

•The Vietnam War was a nearly 20 year battle (November 1, 1955–April 30 1975) between North Vietnam and South Vietnam. North Vietnam won the war and Vietnam became a unified country.

•The Apollo 11 mission (July 16-24, 1969) allowed United States astronauts Neil Armstrong and Edwin "Buzz" Aldrin to become the first humans to walk on the moon's surface.

2000-Present

•The terrorist attacks on September 11, 2001, changed the United States forever. Less than a month later (October 7, 2001) the United States began the War in Afghanistan, which is still happening today.

•On March 20, 2003, the United States invaded and occupied Iraq. The war lasted for more than eight years before it was officially declared over on December 18, 2011.

•In 2008, Barack Obama became the first African-American to be elected President of the United States.

•Operation Neptune Spear was carried out on May 2, 2011, resulting in the death of long-time al-Qaeda leader Osama bin Laden.

(Link: https://www.usa.gov/history#item-37632)

Central Intelligence Agency (CIA)

The United States has carried out intelligence activities since the days of George Washington, but only since World War II have they been coordinated on a government-wide basis. President Franklin D. Roosevelt appointed New York lawyer and war hero, William J. Donovan, to become first the Coordinator of Information, and then, after the US entered World War II, head of the Office of Strategic Services (OSS) in 1942. The OSS – the forerunner to the CIA – had a mandate to collect and analyze strategic information. After World War II, however, the OSS was abolished along with many other war agencies and its functions were transferred to the State and War Departments.

It did not take long before President Truman recognized the need for a postwar, centralized intelligence organization. To make a fully functional intelligence office, Truman signed the National Security Act of 1947 establishing the CIA. The National Security Act charged the CIA with coordinating the nation's intelligence activities and correlating, evaluating and disseminating intelligence affecting national security.

On December 17, 2004, President George W. Bush signed the Intelligence Reform and Terrorism Prevention Act 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 the 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 and the National Counterterrorism Center (NCTC).

The Mapmaker's Craft: A History of Cartography at CIA
Arthur H. Robinson, Founder of today's Cartography Center
(Link: https://www.cia.gov/news-information/featured-story-archive/2016-featured-story-archive/mapmakers-craft.html)

Since 1941, the Cartography Center maps have told the stories of post-WWII reconstruction, the Suez crisis, the Cuban Missile crisis, the Falklands War, and many other important events in history.

On July 11, 1941, President Franklin D. Roosevelt established the United States' first peacetime, non-departmental intelligence organization, the Office of the Coordinator of Information (COI), and authorized it to collect and analyze all information and data relevant to national security. COI, headed by William "Wild Bill" Donovan, reported directly to the President. Donovan recruited the best and the brightest from universities, businesses, and law firms focused on foreign affairs or with experience abroad.

After the Pearl Harbor attack on December 7, 1941, COI expanded rapidly and its maps began to circulate widely. Robinson was joined by geographer Robert Voskuil, and the two focused on recruiting staff, procuring equipment, and developing training procedures. By February 1, 1942, the Cartography Section was fully operational, with Robinson serving as its chief. The Map Information Section was added to procure commercial maps, for use by cartographers and to reproduce for policymakers.

With wartime needs requiring its expansion, COI grew from an office into America's first intelligence agency and was replaced by the Office of Strategic Services (OSS) on June 13, 1942. To satisfy a dramatic increase in the demand for customized thematic maps for the President, Joint Chiefs of Staff (JCS), Joint Army Navy Intelligence Studies (JANIS), Board of Economic Warfare, and COI, the Cartography Section added 28 geographers by the end of 1942.

At that time, there were no cartographers as we know them today—so Robinson recruited geographers with an interest in mapping, and they learned on the job. Robinson developed a unique system of map production to operate in the field of intelligence, and it evolved rapidly to improve map quality and production efficiency.

In March 1943, the Topographic Models Section was added, and the three sections—Cartography, Map Information, and Topographic Models—formed the new Map Division. Geographers and cartographers amassed what would be the largest collection of maps in the world and produced strategic maps and 3D plaster terrain models in support of strategic studies and military operational plans for the JCS, the Office of Naval Intelligence, OSS, and the War Department.

The Map Division was intimately involved in the planning strategy of the Allied invasion of North Africa and Italy. It also assessed the economic and topographic conditions in other areas vital to the conduct of the war, including in the Asia-Pacific Theater. The JCS called upon cartographers for much of their secret security work concerning operations and valued cartographers for their support at the Allied conferences.

Serving as the premier source for strategic thematic maps and map resources, the Cartography and Map Information Sections survived the abolishment of OSS on October 1, 1945 and were transferred to the Division of Geography and Cartography in the Department of State. The Cartography Section would remain at the State Department until July 1, 1947, when it was transferred to the Central Intelligence Group (CIG).

Shortly thereafter, CIG gained the status of a full agency and became the Central Intelligence Agency on September 18, 1947. Serving a unique need with world-class products, Cartography Center has withstood much reorganization and name changes in the past 75 years and continues to provide timely and effective map services in support of a variety of national security topics.

1940s
In the early 1940s, map layers were drafted by hand using pen and ink on translucent acetate sheets mounted on large Strathmore boards. They were drafted at larger sizes than needed for the final (typically at a 4:1 ratio) and printed at a reduced size using photomechanical methods. Standard symbols and labels preprinted on adhesive-backed cellophane sheets called "stick-up" were applied to maps for uniformity.

During this decade, in support of the military's efforts in World War II (WWII), cartographers pioneered many map production and thematic design techniques, including the construction of 3D map models. Cartographic support was key to the US war-planning strategy. In addition to

the major events of WWII, during the 1940s, cartographic production was primarily driven by postwar reconstruction, turmoil in the Middle East, and communist expansion.

1950s
The 1950s witnessed improved efficiency in map compilation and construction processes. Map layers were drafted in pen and ink on vinyl sheets for photomechanical reproduction, and type was handset using precast lead letters. Cartographers then learned scribing techniques to produce high-quality line-work for maps and adapted shaded relief techniques to better depict the nature of the terrain on maps.

As production capabilities improved to turnaround times of less than one day, a small group of cartographers and graphic designers from the Cartography Division was placed in the Cartographic Support Section to work specifically on current intelligence—daily analysis prepared for the President and other selected senior US officials.

During the 1950s, cartographic production was primarily driven by the Cold War, the Korean war, the French defeat in Vietnam, the Suez crisis, and the rise of the Castro regime in Cuba.

1960s
In 1965, the Director of Central Intelligence actively encouraged analysts to use visual arts to help explain complex problems. The Vietnam War also generated an increase in demand for maps.

In 1966, a large working group, using a borrowed digitizer, compiled and digitized coastlines and international boundaries for the entire world—in a single weekend. This digital geographic database, World Data Bank I (WDBI), contained more than 100,000 vertices that could be projected using the Cartographic Automatic Mapping (CAM) program. This eliminated the need for hand scribing graticules and coastlines, drastically expediting map production.

During the 1960s, cartographic production was primarily driven by the continuation of the Bay of Pigs invasion, the Cold War, the Cuban Missile Crisis, the Six-Day War, the Soviet expansion, US involvement in Vietnam, and the advent of numerous African countries gaining independence.

Automation efforts flourished in the 1970s. The development of World Data Bank II (WDBII) was heavily emphasized, and more detailed data—including those for rivers, roads, railroads, administrative divisions, populated places, and attributes—were added to the growing database. Electronic typesetting capability was added, and equipment was upgraded to allow production of separation plates, vugraphs, and slides for publications and briefings. Improved efficiency led to an increase in research projects, particularly in atlases and street guides.

During the 1970s, cartographic production was primarily driven by the Vietnam war, President Nixon's visit to China, the Arab oil embargo, the Camp David accords, the Soviet invasion of Afghanistan, and the Islamic Revolution and the seizure of US Embassy officers in Tehran in November of 1979.

1980s
In the 1980s, CIA's analytical corps expanded quickly, and the demand for maps used in briefing materials and publications increased dramatically, with more complex requests and shortened time frames. During this decade, cartography made a technological transition—from a time-intensive manual system to a computer-automated system that allowed quicker turnaround times and more innovative ways of presenting intelligence. Cartographers received Intergraph interactive color workstations to design and construct digital 2D maps and 3D terrain models. A high-speed, photoscribing plotting process was added, and a modest research program was reinstated.

During the 1980s, cartographic production was primarily driven by the Falklands War, the Iran-Iraq war, the Israeli invasion of Lebanon in 1982, major acts of terror against US Marines and citizens, and US troop action in Grenada and Panama.

1990s
In the 1990s, the Cartography Center—with the help of advancing computer technology—provided increasingly complex products, such as 3D terrain perspectives and animation, to support finished intelligence requirements. Dependence on film decreased as digital files could be printed directly, and as maps were disseminated more widely, customer demand grew rapidly.

Improved computer graphics capabilities spurred greater sophistication and effectiveness in the use of color, symbolism, and design to convey intelligence stories, while the rise of geodata sources and Geographic Information Systems technology led to advancements in data classification, manipulation, and rendering.

During the 1990s, cartographic production was primarily driven by major humanitarian crises in Africa and Central America, the proliferation of WMDs, the rise of narcotics trafficking, the Middle East Peace Process, the Persian Gulf war, the breakup of the Communist Bloc, and US peacekeeping operations in Bosnia and Herzegovina.

2000s
With the new millennium, Cartography Center found itself at the center of a digital revolution. Hardcopy publications and briefing materials were no longer the priority as the emphasis shifted to electronic briefings and dissemination of finished intelligence.

As Agency products continued to exploit technological breakthroughs, cartographers constantly adapted workflow to make the best use of available software and new technologies for creating and disseminating products. The rise of global terrorism also pushed cartographers to try new avenues for portraying and conveying the complex phenomena for policymakers.

During the 2000s, cartographic production was primarily driven by natural disasters and pandemics; turmoil in Africa, the Middle East, and the former Yugoslavia; nuclear developments in Iran and North Korea; terrorism, especially the September 11, 2001 attacks, and the US operations in Afghanistan and Iraq that followed.

2010s
The past six years have witnessed a push toward modernization of cartography workflow and technology, especially toward dissemination on web and mobile platforms. For the most part, the Cartography Center has transitioned to the use of commercially available, off-the-shelf software and to scientific workstations, which handle software and large amounts of data more efficiently.

The Cartography Center has capitalized on the advent of US Government and open-source map data and tools, exploring and incorporating them as appropriate to improve efficiency and help visualize big data.

During the first half of the 2010s, cartographic production was primarily driven by the Ebola virus and natural disasters resulting in humanitarian crises, the rise of the Arab Spring, the Russian invasion of Crimea, and the continued spread of terrorism and the self-proclaimed Islamic State of Iraq and the Levant. (Link: https://www.cia.gov/news-information/featured-story-archive/2016-featured-story-archive/mapmakers-craft.html)

A Brief History of Basic Intelligence and The World Factbook

The Intelligence Cycle is the process by which information is acquired, converted into intelligence, and made available to policymakers. Information is raw data from any source, data that may be fragmentary, contradictory, unreliable, ambiguous, deceptive, or wrong. Intelligence is information that has been collected, integrated, evaluated, analyzed, and interpreted. Finished intelligence is the final product of the Intelligence Cycle ready to be delivered to the policymaker.

The three types of finished intelligence are: basic, current, and estimative. Basic intelligence provides the fundamental and factual reference material on a country or issue. Current intelligence reports on new developments. Estimative intelligence judges probable outcomes. The three are mutually supportive: basic intelligence is the foundation on which the other two are constructed; current intelligence continually updates the inventory of knowledge; and estimative intelligence revises overall interpretations of country and issue prospects for guidance of basic and current intelligence. The World Factbook, The President's Daily Brief, and the National Intelligence Estimates are examples of the three types of finished intelligence.

The United States has carried on foreign intelligence activities since the days of George Washington but only since World War II have they been coordinated on a government-wide basis. Three programs have highlighted the development of coordinated basic intelligence since that time: (1) the Joint Army Navy Intelligence Studies (JANIS), (2) the National Intelligence Survey (NIS), and (3) The World Factbook.

During World War II, intelligence consumers realized that the production of basic intelligence by different components of the US Government resulted in a great duplication of effort and conflicting information. The Japanese attack on Pearl Harbor in 1941 brought home to leaders in Congress and the executive branch the need for integrating departmental reports to national policymakers. Detailed and coordinated information was needed not only on such major powers

as Germany and Japan, but also on places of little previous interest. In the Pacific Theater, for example, the Navy and Marines had to launch amphibious operations against many islands about which information was unconfirmed or nonexistent. Intelligence authorities resolved that the United States should never again be caught unprepared.

In 1943, Gen. George B. Strong (G-2), Adm. H. C. Train (Office of Naval Intelligence - ONI), and Gen. William J. Donovan (Director of the Office of Strategic Services - OSS) decided that a joint effort should be initiated. A steering committee was appointed on 27 April 1943 that recommended the formation of a Joint Intelligence Study Publishing Board to assemble, edit, coordinate, and publish the Joint Army Navy Intelligence Studies (JANIS). JANIS was the first interdepartmental basic intelligence program to fulfill the needs of the US Government for an authoritative and coordinated appraisal of strategic basic intelligence. Between April 1943 and July 1947, the board published 34 JANIS studies. JANIS performed well in the war effort, and numerous letters of commendation were received, including a statement from Adm. Forrest Sherman, Chief of Staff, Pacific Ocean Areas, which said, "JANIS has become the indispensable reference work for the shore-based planners."

The need for more comprehensive basic intelligence in the postwar world was well expressed in 1946 by George S. Pettee, a noted author on national security. He wrote in The Future of American Secret Intelligence (Infantry Journal Press, 1946, page 46) that world leadership in peace requires even more elaborate intelligence than in war.

The Central Intelligence Agency was established on 26 July 1947 and officially began operating on 18 September 1947. Effective 1 October 1947, the Director of Central Intelligence assumed operational responsibility for JANIS. On 13 January 1948, the National Security Council issued Intelligence Directive (NSCID) No. 3, which authorized the National Intelligence Survey (NIS) program as a peacetime replacement for the wartime JANIS program. Before adequate NIS country sections could be produced, government agencies had to develop more comprehensive gazetteers and better maps. The US Board on Geographic Names (BGN) compiled the names; the Department of the Interior produced the gazetteers; and CIA produced the maps.

The Hoover Commission's Clark Committee, set up in 1954 to study the structure and administration of the CIA, reported to Congress in 1955 that: "The National Intelligence Survey is an invaluable publication which provides the essential elements of basic intelligence on all areas of the world. There will always be a continuing requirement for keeping the Survey up-to-date." The Factbook was created as an annual summary and update to the encyclopedic NIS studies. The first classified Factbook was published in August 1962, and the first unclassified version was published in June 1971. The NIS program was terminated in 1973 except for the Factbook, map, and gazetteer components. The 1975 Factbook was the first to be made available to the public with sales through the US Government Printing Office (GPO). The Factbook was first made available on the Internet in June 1997. The year 2014 marks the 67th anniversary of the establishment of the Central Intelligence Agency and the 71st year of continuous basic intelligence support to the US Government by The World Factbook and its two predecessor programs.

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