

**Remarks by the Director of National Intelligence  
Ambassador John D. Negroponte**

**FBI National Academy  
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**AS PREPARED FOR DELIVERY**

Thank you for that kind introduction, Agent Slaughter.

It's a great pleasure to be here at the Bureau's National Academy. These are storied halls. The Academy is an educational and training entity, and--as this group well knows--it is not just for federal law enforcement and intelligence. State, local, and foreign law enforcement officials study and train here as well. In effect, this Academy is a leadership proving ground--a site where the rising leaders of law enforcement, homeland security and our Intelligence Community have a look at the future and prepare themselves for its tests.

This evening I am here as the head of the Intelligence Community. As Director of National Intelligence, my charge is twofold:

- First, to oversee the strategy, policies, plans and budgets of the 16-agency Intelligence Community--which of course includes FBI, DHS, and, our most recent addition, DEA;
- And second, to integrate the Intelligence Community's efforts so that we are able to provide the President, the Cabinet, the Congress, the military, and law enforcement with the most accurate, relevant, timely and objective intelligence analysis and warning.

In a single sentence, the Office of the Director of National Intelligence was established to integrate the foreign, domestic, and military dimensions of national intelligence. This means focusing on the big picture of how national intelligence fits into national security. We examine how analysis, collection, foreign liaison, science and technology, information operations, and sharing all can be woven together.

In the Cold War era, we focused almost exclusively on foreign and military intelligence. That era is past. Post 9/11, domestic intelligence must be every bit as robust and agile as foreign and military intelligence. Post 9/11 we must have an integrated National Security Branch in the FBI, an upgraded intelligence function at the Department of Homeland Security, a DEA that pursues national intelligence, and a National Counterterrorism Center that coordinates and conducts strategic terrorism analysis. We also must have a Program Manager for the Information Sharing Environment who ensures that all of the terror intelligence that is collected and analyzed reaches all parts of the federal government as well as state, local, tribal and private sector authorities.

No institutional aspect of intelligence reform has been more important than our work with the Department of Justice and the FBI to create and provide resources for the National Security Branch.

Since the establishment of the NSB in September 2005, the FBI has implemented a comprehensive plan to combine the missions, capabilities, and resources of the counterterrorism, counterintelligence, and intelligence elements of the FBI.

Such change, of course, is not new to the FBI. The history of the FBI is replete with examples of adapting to change: accepting the directive to fight organized crime in the 1950's, enforcing the civil rights laws of the 1960's, and diving into the drug wars in 1982.

But change is difficult, and training is key to the transformation of the FBI's intelligence service. Whether it is basic or advanced national security training, human intelligence, analytical training, asset validation and tradecraft techniques, or joint training of FBI Agents with other Intelligence Community members like CIA, training is a critical piece of the intelligence equation.

For those just joining the ranks of the FBI as an Agent or an Analyst, or those attending advanced in-service training such as the Human Source Targeting and Development course currently in session, you are here at an opportune time. What you are learning in this unique Academy is helping us build the NSB lesson by lesson, and the NSB, in turn, is providing the United States with capabilities we must have if we are to anticipate, identify, and stop terrorist networks before they assault us again in the homeland.

One need not look far for concrete evidence of this imperative. Consider the recent plot to blow up airliners from the UK. That plot failed because law enforcement, intelligence, diplomats, political leaders, and concerned citizens all made coordinated contributions to ensuring that it failed. Yes, you need institutional innovation, and you need institutions working together, each playing their assigned role, but most of all, you need information sharing. Law enforcement and intelligence, working together, will do the right thing if they have the right information when they need it.

Whether you are at the beginning or mid-point of your FBI or DEA career, supervising a city police unit, or representing a foreign law enforcement agency, you're all in the same boat if you do not know a threat is heading your way, or if you cannot alert others to the fact that you've encountered a suspicious group or activity that requires additional resources to analyze and assess.

We all recognize that--while protecting the rights of our citizens--critical terrorism information can be developed by engaged police officers who patrol the streets of our nation. In fact, without engaged police officers, we may not stop the next threat. The federal government can't be--and shouldn't try to be--everywhere all the time. We rely mightily on the more than 13,000 state and local police departments in the United States. Our state and local colleagues are our eyes and ears throughout the nation.

So when you find something--or when we find something--the information has to move, and move fast. Our National Intelligence Strategy emphasizes the importance of the federal Intelligence Community partnering with state and local law enforcement and homeland security officials across the nation.

That's why we place heavy emphasis on the work of the Intelligence Community's Chief Information Officer to make sure that we're talking to one another, and on working with the FBI to ensure that it has the information technology it needs to communicate effectively. And that's why we also place heavy emphasis on liaison relations with other countries while perhaps the greatest emphasis falls on the mission of the Program Manager for the Information Sharing Environment. His office is working to ensure that we have real-time distribution and collection of usable intelligence nationwide through protocols that help every federal, state, local, tribal, and private sector entity do its assigned job to keep the nation safe.

Think of it this way: If we learn something in Waziristan that threatens a city in California, we all know--we've had it branded into us--that California must be informed. We also know that things we learn in California of relevance in Waziristan must flow that way, too. And, finally, we know that terrorist plotting--in this regard not unlike drug networks--is seldom a one-off deal. The more we can find out before stopping an attack, and the more we can exploit after we have stopped it, the better our chances of inflicting exponential damage to our adversaries, hitting the masters and not just the minions.

Please bear with me a moment as I share with you a few general convictions about the war on terror:

- First, it's going to be a long war;
- Second, it's already a multi-dimensional, transnational war, transpiring in cyberspace, domestically, and abroad all at the same time;
- Third, the more time we spend fighting it, the more we'll appreciate its dangers (especially if the terrorists obtain or develop useable forms of weapons of mass destruction);
- And fourth, the longer we fight this war, the better we should get at surprising the enemy rather than having the enemy surprise us.

We often hear the question: Is our nation safer than it was on 9/11? This is a difficult question to answer, as you know, but we should recognize that we're smarter than we were five years ago. We know our adversaries better. We have better technologies. And we have done more to strengthen our liaison relationships. In short, we are better prepared for a real and continuing threat.

None of this is meant to suggest that victory will be achieved tomorrow or even in the near future. But we know from our history that once we reshape our institutions to take on a new task, we can--over time--achieve our goals. This is true of the Bureau's historic shift to address

organized crime, as well as the DEA's transition to a transnational law enforcement organization. Today, five years after the horrific attacks of 9/11, we have transitioned our intelligence, law enforcement, and homeland security institutions to address the threats of our generation. Now we must--as the Bureau, DEA, and local law enforcement have done in other circumstances--study and understand our enemy, use all of our resources to dismantle their networks, and deny them the opportunities they seek to replenish their ranks.

Having mentioned DEA, let me conclude my remarks with a few points directed at the DEA officials present tonight.

First, welcome to the Intelligence Community. Since February you've been one of ours and we're excited to have you with us. I have worked closely with DEA over the years, going back to the early 1970s when I was narcotics coordinator at the US Embassy in Quito, Ecuador. Knowing DEA so well, I hold it in the highest esteem. We in the Intelligence Community look forward to helping DEA develop an expanded analytical capability over the next two years. We also look forward to better exploiting the intelligence DEA contributes to the Intelligence Community's overall analytic effort.

Second, I have spoken at length about terror this evening and mentioned the fear we all have that terrorists might obtain and use weapons of mass destruction. Well, drugs are destructive, too, destroying not just lives but entire states, and failed states are the perfect breeding grounds and platforms for terrorists. So we need you in the Intelligence Community, and we will do everything we can to make sure that IC membership also helps DEA succeed in its critical mission.

Ladies and gentlemen, the intelligence and law enforcement communities have witnessed enormous change in the past five years, and it's change for the better. To keep our nation safe in this new era, we must work together in ways that were previously unimaginable. And that's exactly what we are doing. Your presence here at Quantico is a concrete example of how our partnership is being strengthened every day. For that, the nation and our friends and allies around the world are grateful. You serve us all well, and your dedication is deeply appreciated.

Now I think it's time to invite you to offer your own comments and questions.

Thank you very much.