



**Office of the Director of National Intelligence  
Fifth Year Anniversary Celebration**

**ODNI Headquarters  
McLean, Virginia**

**April 21, 2010**

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*Video of this event is available online at [www.dni.gov/video](http://www.dni.gov/video).*

LTG JOHN F. KIMMONS, USA (Director of the Intelligence Staff): Okay, if you'd give me your attention. Ambassador Negroponte, it's great to have you here with us – our first Director of National Intelligence, thanks for coming.

In a few minutes, Director Blair and the intelligence agency and element leaders that make up our Intelligence Community will join us onstage. They collectively represent America's commitment to information dominance and success in an increasingly complex and, as you know, rapidly changing world that's full of opportunity but also full of serious threats.

The efforts of our Intelligence Community are the principal way that the nation manages the serious risks associated with world leadership. It keeps us from shooting behind the duck, frankly, with regard to effective warning, support to operations, the formulation of wise policy.

ODNI, the Office of the Director of National Intelligence, plays a unique role within the Intelligence Community to make that possible – through a sharp focus on the issues, problems and areas that would, frankly, otherwise remain undone. That's a critically important task and a critically important responsibility.

Today, we celebrate five years of ODNI leadership in that regard, and reflect on the work that still lies in front of us. Before the DNI and the directors come out, I just want to tell you all thanks for all you do every day for the ODNI, for our Intelligence Community, and for this great nation. Thanks for being a part of the ODNI team, and for your dedication to deliver effective solutions and fully enabled, fully integrated and synchronized intelligence capabilities across all 16 agencies and elements worldwide.

I will tell you, I am extremely proud to be a part of this team, and to serve among your ranks during this historic period. Every one of us came from somewhere else. Each of us has struggled with the frictions and challenges that our Intelligence Community faces. We have just got to get this right, and we've got to get it right on our watch. No single agency, no single intelligence element in our community, can do what needs to be done across the entire enterprise. If they could, it would be done already.

If we do our jobs right, every intelligence agency and element is more successful, more effective, and more integrated than it would otherwise be possible. And that translates into synergies and asymmetric advantages that we absolutely need for success against smart, savage enemies and increasingly sophisticated competitors. And that's never been more important than now, halfway through our ninth year of expeditionary warfare and two different active theaters, and during a time of unprecedented threats to our homeland and our way of life.

ODNI came into being on the back of major intelligence shortfalls and widespread recognition that we needed to fundamentally improve how we think about – and perform – our mission. But frankly, challenges and adversity are historically when we make our biggest leaps, as is happening now. And it constitutes a strategic opportunity that will only come once in our lifetime.

The reforms that ODNI is leading within the Intelligence Community to improve intelligence – sharing, jointness, integration, and much more – are really not luxuries. In my view, they're lifeblood, critical pieces to our national security. We've made remarkable improvements on the way we collect, exploit, process, share, and analyze all sources of information and intelligence since 2001.

ODNI was established in 2005 to sustain and accelerate those things, those changes; and so doing, change the way we think about our profession in how to get this tough work done to standard. As you know, we still have major work to do.

More than 50 percent of our workforce has even come into government service since 9/11. I mean, that's real generational diversity. They take pride in the rapid improvements and changes, but they also take them at face value. They accept this as normal – all of the fusion, all the all-source activities that we have been doing, working hard to evolve to over the last nine tough years, and especially the last five. And they can see more clearly than we can sometimes what additional improvements are needed. And we need to pay attention to them.

The warfighters and policymakers need us to finish the job we started, and stand accountable for the result. We owe the same to our mates in the intelligence profession and the nation. And this is really historic stuff. It makes you want to get up in the morning and come to work.

We need to remain steady, stay focused, play position, watch our lane, get this stuff done. You should be extremely proud of your participation, your dedication in the bone-crushing hard work you've brought to this. The best reflection of ODNI's success is when every agency and element in our community is recognized as fully successful – sort of a “gray man” role. It requires some joint savvy, some experience, and some mature perspective. But from what I've seen since I arrived here over a year ago, we have that sort of talent across the ODNI team.

We've come a long way in the last five years. Director Blair has focused us appropriately through the national intelligence strategy, strategic perspective, and just his leadership on the major intel issues that matter.

So today, we pause to reflect on both our accomplishments of the last five years and on the tough issues that we still need to address. We need to double-down, frankly, on our efforts to deliver solutions and supportive intelligence operations worldwide.

This is a good-news story, and you are integral to that good-news story, and responsible for it. And you know as well as I do, we're just scratching the paint in terms of the collective potential that we have here in this powerful community of ours: A fully integrated intelligence enterprise.

I'm now going to turn the podium over to two ODNI members who have come to me, and have a few thoughts they want to put in their own words. The first is Andrew Towne. He's a CIA analyst who works in our policy, plans and requirements shop. He's currently assigned to NCTC as a "pursuit team" analyst. Andrew, the floor is yours.

MR. ANDREW TOWNE: I was on my way to work three lights away from this office when a red Harley Davidson pulled up next to me, blasting one of my favorite Rolling Stones songs. I looked over and was somewhat surprised to see its rider was a man, probably in his 50s, wearing a full suit and tie. When we both signaled to turn into this compound, I couldn't help but smile as I realized that this was exactly what ODNI meant to me. Like so many reformers here, this man struck me as conservative with his dark grey suit and helmet, yet bold with his red Harley and loud rock music.

I came to ODNI to be a part of some of the bold changes it was leading in a community full of tradition, because I'd felt the impact of IC reform from my desk at CIA. I remember well the first time I entered NSA with nothing more than an IC badge. And I won't soon forget the day that my morning intelligence scrub yielded volumes of data that I had never seen before, thanks to an Intelligence Community directive on information-sharing. My analytic work at CIA was getting easier because of ODNI initiatives, and I wanted to see what else this new office was doing to improve the IC.

I fought to do a rotation here, and I joined the Office of Policy, Plans and Requirements. Since arriving, I've been amazed by the people, the mission, and the flexibility of this place. My first week on the job, the folks in PPR showed me a thorough and fair process for developing IC policy. And Tricia Wellman and Chris Thuma inspired me with their collaborative approach to the legal questions surrounding the war on terror.

As I got to know more ODNI staff, I was pleased to discover how many of them came here for reasons similar to my own. Erika Hamilton wanted to explore how we could better leverage our community's analytic knowledge base and resources. And Jon Rosenwasser came to tackle what he considers the greatest public-management challenge of our time in national security.

The breadth of our mission struck me immediately. But one particular meeting sticks out in my mind. Last year I had a chance to meet with law enforcement officers from around the country, and hear about their experience with intelligence reform. Hearing their stories made personal for me our work making information available to local, state and tribal partners – so they can effectively protect us from future attacks. And while most places in the IC seem to have adopted the need-to-share mentality, I learned for myself that day, only this place is positioned to make that happen in a unified way.

Just as we work to connect law enforcement and military personnel, we also keep this office well-integrated. As part of the IC response to the attempted bombing of a Detroit-bound plane last Christmas, the National Counterterrorism Center established a new analytic cell this spring. Because this place is so flexible, I've had the opportunity to help establish this cell. In doing so, I've been able to blend my analytic background with a larger policy move. I can't think of another place in the government where one person could work on counterterrorism, IC reform, analysis, and the policy – all within a year. And I think that my experience is a testament to the close collaboration between our office's various parts.

So what is this place to me? It's a place where smart people work hard to find and implement solutions to some extremely tough problems. We've been here for five years, and the memories of 9/11 and the invasion of Iraq are a bit less vivid than they were when we started, yet the changes we're leading are no less controversial or difficult to implement. I'm convinced, however, that this team of people in a place this dynamic will continue to live up to our critical mission. Thank you. (Applause.)

LTG KIMMONS: David Spirk came to us from one of our combatant commands in the Department of Defense. He now works for the Afghanistan-Pakistan mission manager. Dave, the floor is yours.

MR. DAVID SPIRK: Good morning, everyone. Start out with a little bit on how I came to the ODNI and why I came here. After approximately eight years as a United States Marine intelligence professional, which actually just meant I could type – (Laughter) – I found my way to U.S. Southern Command as a Department of Army civilian.

From that point, I focused on Latin America for approximately five years. And an opportunity presented itself to come to the ODNI; and two of my mentors, Brig. Gen. Ellis and Ms. Renee Novakoff, encouraged me to apply for the position – to come up here and understand how this ODNI thing works, and how we can make it useful for us down in the bowels of the Intelligence Community at a combatant command.

So after applying for the job, I was selected to come here and work for Tim Langford as the Cuba/Venezuela Mission Manager's chief of staff. Great experiences: I was able to translate; I was able to advocate for those men and women further down the line. After approximately 10 months, Director Blair decided that it was time to stand up the Associate Director of National Intelligence for Afghanistan and Pakistan. Gen. Kimmons called me into his office and moved the cheese on me. (Laughter.) So I flashed back to a time where I was sitting on the ground with the raid force having just seized Kandahar International Airfield in 2001, and I was able to reflect on what we had then, what we didn't have, and what I wished we had.

And so as we started driving towards that end, we started talking about what our shop from this ODNI seat should do for the Intelligence Community. What we focused on and what our team motto came to be was: "Top 10, Bottom 10."

We all walk around with a coffee cup every day that says “Top 10, Bottom 10” on it. What the Top 10, Bottom 10 motto means to us is that we’re going to focus on things, because we are a very small team that impact the top 10 policymakers and decision-makers in the United States government, so that we can make sure they’re getting the truth from the field, and there is no tactical-to-strategic disconnect.

More importantly, as we look at the battlespace, we focused on the other side of the equation, which was the Bottom 10. The Bottom 10 are those men and women in harm’s way in Afghanistan and Pakistan, every day, advancing our cause. These are military, these are civilians, these are even NGOs who are helping us secure and advance the President of the United States’ strategy in Afghanistan and Pakistan.

I could go on for hours about the various ways that everybody here has enabled us to give them voice to push things further down the line, from David Shedd’s work in PPR, laying out some very progressive information-sharing policies that enable us to collaborate with our Afghan partners; from the IC CIO support, Ms. Priscilla Guthrie, helping us develop an Afghanistan/Pakistan tribal knowledge base that allows everybody a voice to put information into something, to pull information out of something on every classified level, and also a protected space on the Internet, where 50 percent of the force in Afghanistan live and work every day. I could go on, again, with numerous instances of every office in here that have allowed us to do that.

But at the end of the day, I’d like to start closing my remarks here by saying what we have done is advanced what we see our goal as, which is reducing the enemy, producing good intelligence, and enabling others. Enabling others is exactly the position that the DNI has been playing. Everybody here plays a part of that process. And we thank you for your support. If anybody wants to come get closer to the fight, we’re always open, our door is always open, anybody can come and talk to us about anything that they’re doing, that they believe will help us advance this effort in a more aggressive manner.

I’d like to close with one analogy almost where I started. I was talking to Renee Novakoff, my mentor, last night, about having this opportunity which I honestly can’t believe is before me right now. And she made an analogy of where the ODNI is at its five-year mark. She said, a child at 5 years old believes nothing is impossible.

And I think that’s where we as a workforce believe the ODNI is right now: Nothing is impossible. As long as we work hard, as long as we dedicate ourselves to the mission before us, we’ll grow; we’ll recognize our potential, and this truly will be an integrated Intelligence Community. That’s all I have, sir. (Applause.)

LTG KIMMONS: Dave, Andrew, thanks, thanks for your remarks. Ambassador Negroponte, glad to have you here today; it’s a real honor. (Applause.)

Are we ready? All right. This is for the small number of people who are seated. (Laughter.) Ladies and gentlemen, please stand for the arrival of the directors of our intelligence agencies and elements – (Laughter) – joined onstage by the Under Secretary of Defense for Intelligence and the Principal Deputy DNI. (Applause.)

Please remain standing – (Laughter) – for the arrival of our Director of National Intelligence, Dennis C. Blair, and remain standing for the posting of the colors and the playing of the national anthem.

(Music.)

DIRECTOR DENNIS C. BLAIR: Well, those of you who have seats, please be seated. (Laughter.)

Well, first, fellow leaders of the Intelligence Community; Ambassador Negroponte, former director of national intelligence; men and women of ODNI. Today, we celebrate a milestone: Five years. Five years of intelligence reform, making the whole of this great community even better than the sum of its parts. Five years of making the country safer, by making it smarter.

In those five years, 260 weeks, we've helped two Presidents of the United States make wiser national security policy decisions, because we provided valuable intelligence. In those five years, 1,826 days, we've supported military leaders, diplomats, law enforcement officers in taking more effective national security action, because we provided them valuable intelligence information. In those five years, 44,000 hours, we've delivered more balanced and improving capabilities and we've operated as a more integrated team, because it made us more effective.

Those five years – their successes, their frustrations, their lessons – are now a part of history behind us. And all of you all played a role in that time. Those five years taught us valuable skills, mission focus, teamwork, agility. We notched a lot of victories – most of them secret, unsung, behind the scenes – and we suffered some losses which we all grieve.

But let's look forward now to the next five years. Our future will be focused on the excellence of an integrated intelligence enterprise, driven by joint missions; powered, united by technology; continually learning and improving. In this next half-decade, we will make the Intelligence Community even more skilled, more cooperative, more adaptive and more successful.

There are powerful forces that are driving us in this direction into the future. The future security environment will be even more complex, more dynamic than it is today. From the President of the United States to the company commander in the field, a provincial reconstruction team chief, customs and border patrol officers and checkpoints, there will be an unrelenting demand for intelligence, both on threats and on opportunities.

Our mission will still be clear in this complex and dynamic world. Determined, adaptive adversaries like al-Qaida will still be trying to attack Americans, and we must stop them. This isn't just the information age. It is the – truly – intelligence age. What we'll be able to do with information technology in 2015 will make today look like the Dark Ages.

The next five years will be a golden age of collection. We will be understanding our adversaries' information systems at the same time that we're protecting our own. Information technology will strengthen our depth of analysis, our delivery of support and – above all – our sharing and our cooperation across the community.

I have no doubt – I have no doubt – that the United States will have the most total capability of any intelligence enterprise on this planet ever. But whether we’re the best intelligence enterprise ever will depend on our integration, our agility, and our reflection of America’s values.

If we can truly combine signals, human intelligence, geospatial intelligence, law enforcement information, open-source intelligence, new kinds of intelligence that haven’t even been invented yet; if we can bring analysts together with all the information they need, in seamless, imaginative, constantly evolving ways; and if we can maintain and increase the trust of the American people, not only in what we do, but how we do it; if we can do all of that, we’ll be the best. But if teamwork, integration or trust falters, we’ll be left behind. It’s that simple. So we can’t allow that to happen – ever.

The intelligence leaders standing here with me on this stage representing 16 agencies and departments all have vital responsibilities. They – and those before them – have taken their agencies to unprecedented levels of accomplishment. And over the last five years under developing DNI leadership, they’ve cooperated in ways that have benefited the nation immensely.

But the one overarching driver of future intelligence greatness will be the leadership of the Office of the Director of National Intelligence, because we – you – are the only intelligence organization that wakes up every morning and thinks: “How can we make this entire intelligence enterprise better? How can we combine the magnificent individual agency skills into the very best intelligence team?” It’s really a case of leadership, because the talent that I see out here in front of me that I observe every day across the entire Intelligence Community is truly awesome.

Now, some of you here work in our core DNI staff, leading the crucial cross-community action plans. Some of you work in mission centers, dedicated to the defeat of terrorists, proliferators, outlaw nations, adversary intelligence services. You lead vital cross-agency missions and research, information-sharing, many other areas. Some of you joined this new organization because you wanted to. You knew what great things an integrated Intelligence Community could do. You felt that dissatisfaction that led to the creation of ODNI in the first place – the conviction that we should do far better as a truly integrated community. And some of you came here because you were sent. That’s okay. (Laughter.)

Our proud heritage and foundation of success is the individual excellence of the intelligence agencies and departments and the professionals within them. Half the professionals across the Intelligence Community have joined since 9/11. They’ve spent their entire careers in this campaign against those who attacked us on that beautiful, bright September day. Preventing that from ever happening again drives all of us to spend that extra hour or more at work, to drive that extra mile or more in the field.

And although the senior leadership up on the stage with me doesn’t quite reflect it yet, the four generations we have now working together in the Intelligence Community are committed to diversity in its broadest context. We’re making progress, although we have a ways to go to meet our goal of looking like that world that we seek to understand and explain to others.

So the mission is clear, the demand is unrelenting, the technology is exploding, and the talent bench is deep. The next five years of America's intelligence enterprise can be spectacular. It's up to us.

But today is a day to celebrate; a day to remember and to honor those who laid this foundation for us; to dedicate ourselves to fulfilling the promise of this intelligence enterprise – one that provides the country that we all love with the security that it deserves. So men and women of the ODNI, fellow leaders of the Intelligence Community, this is your day. Happy birthday. Thank you very much. (Applause.)

LTG KIMMONS: This concludes the formal part of the ceremony. Thanks very much for coming and for all that you do every day. Please join us for the reception. (Applause.)

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*DNI Blair addresses the ODNI workforce marking the fifth year anniversary of the Office of the Director of National Intelligence. He is joined on stage by the leaders of the 16 intelligence agencies and elements that make up the United States Intelligence Community. In this photo (from left to right) are VADM Bob Murrett (Director, National Geospatial-Intelligence Agency), Bruce Carlson (Director, National Reconnaissance Office), Leon Panetta (Director, Central Intelligence Agency), Caryn Wagner (Under Secretary for Intelligence and Analysis, Department of Homeland Security), Dennis Blair (Director of National Intelligence), David Gompert (Principal Deputy Director of National Intelligence), James Clapper (Under Secretary of Defense for Intelligence), & Robert Mueller (Director, Federal Bureau of Investigation).*