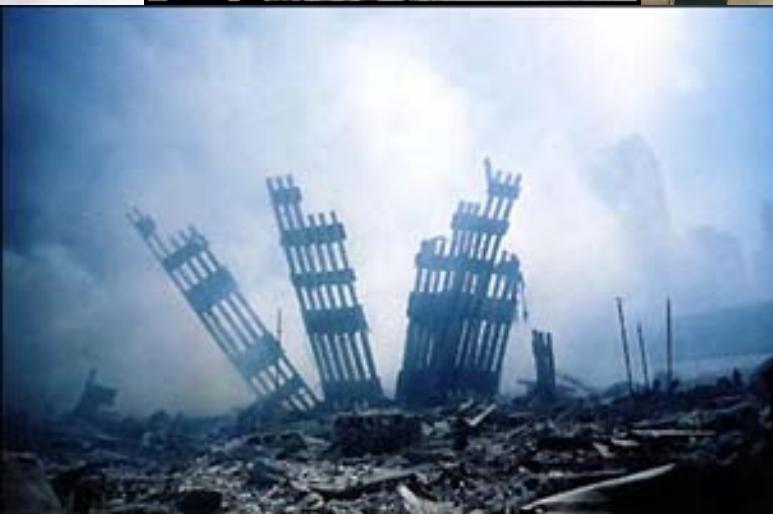




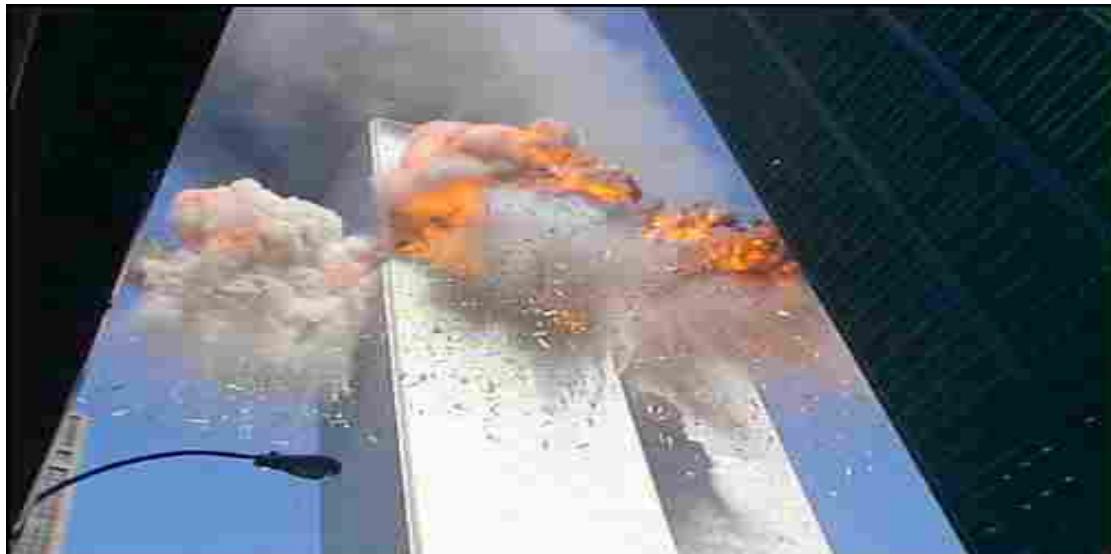
Intelligence Reform Act



- Why No Intel Reform Before Now?
- IC Info Sharing Findings of Congress
- Collins-Lieberman Press Release for NIRA
- NIRA Weaknesses
- Bush's Choice for DNI
- Bush's Choice for Deputy DNI
- Closing Remarks



- Politicians don't care?
- American lives not important enough?
- Grand conspiracy?
- Politicians have low IQ?
- Structured so well, doesn't require change?
- Too big and cumbersome to change?



1979, Tehran, Iran: Iranian radical students seized the U.S. embassy, taking **66 American hostages**.

1982 – 1991, Lebanon: **30** US and other **Western hostages kidnapped** in Lebanon by Hezbollah.

1983, Beirut, Lebanon: **U.S. embassy destroyed** in suicide car-bomb attack; **63 dead, including 17 Americans**. The Islamic Jihad claimed responsibility.

1983, Beirut, Lebanon: Shiite **suicide bombers exploded truck** near **U.S. military barracks** at Beirut airport, **killing 241 Marines**. Minutes later a second bomb **killed 58 French paratroopers** in their barracks in West Beirut.

1983, Kuwait City, Kuwait Shiite **truck bombers attacked the U.S. embassy** and other targets, **killing 5** and injuring 80.

1984, east Beirut, Lebanon: **truck bomb exploded** outside the **U.S. embassy annex**, **killing 24**, including 2 U.S. military.

1984, Beirut, Lebanon: **Kuwait Airways** Flight 221, from Kuwait to Pakistan, **hijacked** and diverted to Tehran. **Two Americans killed**.

1985, Madrid, Spain: **Bombing at restaurant** frequented by U.S. soldiers, **killed 18 Spaniards** and injured 82.

1985, Beirut, Lebanon: **TWA flight** 847 en route from Athens to Rome **hijacked** to Beirut by Hezbollah terrorists and held for 17 days. A **U.S. Navy diver executed**.

1985, Mediterranean Sea: **gunmen attack Italian cruise ship**, *Achille Lauro*. **One U.S. tourist killed**. Hijacking linked to Libya.

1985, Rome, Italy, and Vienna, Austria: **airports in Rome and Vienna were bombed, killing 20 people**, 5 of whom were Americans. Bombing linked to Libya.

1986, Athens, Greece: A **bomb exploded aboard TWA flight** 840 en route from Rome to Athens, **killing 4 Americans** and injuring 9.

1986, West Berlin, Germany: **Libyans bombed a disco** frequented by U.S. servicemen, **killing 2** and injuring hundreds.

1988, Lockerbie, Scotland: N.Y.-bound Pan-Am Boeing 747 exploded in flight from a terrorist bomb and crashed into Scottish village, killing all 259 aboard and 11 on the ground. Passengers included 35 Syracuse University students and many U.S. military personnel.

1989, Iron Curtain: Bush & Gorbachev sign end of Cold War.

1993, New York City: bomb exploded in basement garage of World Trade Center, killing 6 and injuring at least 1,040 others.

1996, Dhahran, Saudi Arabia: truck bomb exploded outside Khobar Towers military complex, killing 19 American servicemen and injuring hundreds of others.

1998, Nairobi, Kenya, and Dar es Salaam, Tanzania: truck bombs exploded almost simultaneously near 2 U.S. embassies, killing 224 (213 in Kenya and 11 in Tanzania) and injuring about 4,500.

2000, Aden, Yemen: U.S. Navy destroyer USS Cole heavily damaged when a small boat loaded with explosives blew up alongside it. 17 sailors killed.

01/2000, Kuala Lumpur, Malaysia: CIA spying on Al Qaeda meeting, then loses track of suspects.

- CIA does not pass names to State Department to place on Terror Watch List
- CIA does not inform FBI
- Suspects slip into U.S. 10 days later



01/2001, Washington, D.C.: National Security Advisor Rice removes top counterterrorism advisor Richard Clarke from the NSC principles group.

- Bush focus is Star Wars Missile Defense
- Clarke requests principles review of Al Qaeda, Rice nixes



05-07/2001, SIGINT: “Lots of chatter” (30 messages) suggesting Al Qaeda planning attacks.



07/2001, Phoenix, Arizona: FBI Agent e-mails UBL FBI Unit about a large number of suspicious individuals learning to fly passenger jets.

- UBL FBI Unit dismisses



08/06/2001, White House: DCI Tenent briefs Bush on memo – Bin Laden Determined to Strike in United States.

- Mentioned potential attacks on Federal Buildings in NYC
- No further action requested by Rice or Bush



08/2001, Minneapolis, Minnesota: FBI arrests Zacharias Moussaoui for passport violations and discover he paid \$8K in cash to learn to fly commercial airlines.

- FBI Office request for warrant to search home and computer refused
- FBI Agent pleads that she is trying to keep him from taking a plane and *flying it into the World Trade Center*
- Headquarters says “*that’s not going to happen*”



08/23/2001, CIA, Langley: DCI Tenent reads Minneapolis FBI report on Moussaoui.

- Attends top level meeting on 4 Sep and says nothing about report
- No further action requested by Tenent



9/11/01, Dulles Airport, Virginia: Terrorist Watch List arrives at 5:00 P.M., 8 hours after takeoff, with 3 highjackers names who boarded flight .



9/11: hijackers **crashed** two **commercial jets** into twin towers of **World Trade Center**; two more hijacked jets were crashed into the **Pentagon** and a **field in rural Pennsylvania**. Almost 3,000 dead.





DO NOT
CAUSE
RADICAL
CHANGE!



22 pages of coverage inside

The Honolulu Advertiser

WEDNESDAY | September 12, 2001 | HAWAII'S NEWSPAPER | honoluluadvertiser.com

America's bloodiest day

'This is the second Pearl Harbor'

► Hawaii's victims

At least two local women may be among the victims, including one aboard one of the hijacked planes.

► PAGE A4

► Rescuer deaths

Among the harrowing tales of survival and death are the sacrifices of more than 300 rescue workers killed when the World Trade Center collapsed.

► PAGE A5

► Prime suspect

Oussama bin Laden, the shadowy mastermind behind other terrorist acts, may have plotted the attacks.

► PAGE A7

► Pentagon ruins

The Pentagon, fortress of the American military, was breached today, as terrorists searched for bodies in the smoldering ruins.

► PAGE A8

► How and why

Well-coordinated and precisely timed, the hijackings and attacks were planned for maximum destruction.

► PAGE A9



Terrorists in jets kill thousands

Associated Press photo
America blinks, wounded but ready to strike back after the deadliest terrorist attack in our history.

In a nightmarish scenario on roles and responsibilities, the nation's top military and intelligence agencies, sensing an opportunity to strike back, moved against the World Trade Center as New York and the Pentagon, killing thousands of Americans, were laid to rest.

"This is another Pearl Harbor," said Sen. Chuck Hagel, R-Neb., official spokesman quickly kill or terrorist Osama bin Laden.

Addressing the nation, President Bush vowed to "strike back" and said the United States would mobilize against the terrorists and any country that harbors them.

"The American people are angry and expect the rest of America to do the same," he said. "There were greater challenges in our history, but none required a greater national effort."

Early reports said the hijacked aircrafts were armed with bombs and incendiaries.

After hours, the terrorist planes carried 2,200 passengers and fuel.

Above them, 10,000 people work in the towers, many of whom were at their desks when the hijackers and police officers may have been forced to make their last stand.

World remembrance, like the悲痛 day in U.S. history, was observed yesterday. About 4,297 Union and Confederate soldiers died in the Civil War battle of Bull Run on Dec. 12, 1861. In all, 1,266.

Afterward, the rubble, a square 100 feet by 100 feet, will be the legal ground.

—By Michael S. Lockett, Associated Press

What you need to know today in Hawaii

- Honolulu International Airport and airports on Oahu and Maui are closed. Don't expect flight delays or cancellations. For travel news and updates, check with the airlines.
- Local residents will be asked to leave their homes if they will disrupt floodwaters and homelessness are issues.
- The National Weather Service has issued a tropical storm warning for the state. Tropical storms are classified with the exception of

Military Services: All other public schools are open.

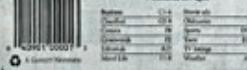
- Local residents are asked to stay at home and help their neighbors.
- Local medical facilities are overwhelmed. Most banks and businesses are open.
- Local media outlets will provide news and information. News stories are chosen with the exception of

INSIDE

7 Sections, 46 Pages

TheHonoluluAdvertiser.com

For the latest local and national developments on the terrorist attacks on the United States, see honoluluadvertiser.com



A Current Newsletter

CAUSE
RADICAL
CHANGE!

Ingrained Behaviors & Mindset

- Intel Operates Best thru Compartmentalization
- Info Sharing/Leaks Weaken U.S. Defenses

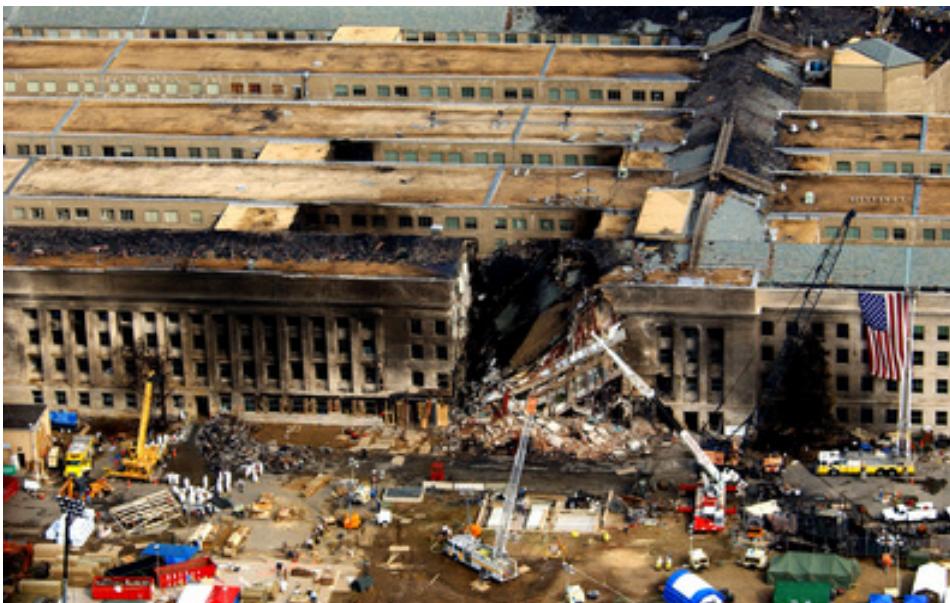
Ingrained Paradigm

- 200 Years Since Attack on U.S. Mainland
- U.S. Fights Battles Overseas
- World's Only Superpower
- Whipped the Soviets

Ingrained behaviors and paradigms do not change based on incremental events, but instead they change as a result of catastrophic events.

- Politicians don't care?
- American lives not important enough?
- Grand conspiracy?
- Politicians have low IQ?
- Structured so well, doesn't require change?
- Too big and cumbersome to change?

NO!



Intelligence War

This is the **first war** in our nation's history in which the
intelligence community is the point of the spear.



IC Information Sharing Findings of Congress



IC Information Sharing Findings of Congress

Consistent with the report of the National Commission on Terrorist Attacks:

The **biggest impediment** to all-source analysis, and to a greater likelihood of “connecting the dots”, is **resistance to sharing information.**

U.S. has a weak system for processing and using the info it has.



IC Information Sharing Findings of Congress

In the period **preceding September 11, 2001**, there were instances of potentially **helpful info** that was available but that **no person know to ask for**; info that was **distributed only in compartmented channels**, and info that was **requested but could not be shared**.



IC Information Sharing Findings of Congress

The **current system**, in which each intelligence agency has its own security practices, **requires a demonstrated “need to know”** before sharing...

...This approach assumes that it is possible to know, in advance, who will need to use the info.

An **outgrowth of the cold war**, such a system implicitly assumes that the **risk of inadvertent disclosure outweighs the benefits of wider sharing**.

Such assumptions are no longer appropriate.

IC Information Sharing Findings of Congress

Current security requirements nurture **over-classification** and **excessive compartmentalization** of information among agencies.

Each agency's **incentive structure opposes sharing**, with risks, including criminal, civil, and administrative sanctions, but **few rewards for sharing info.**

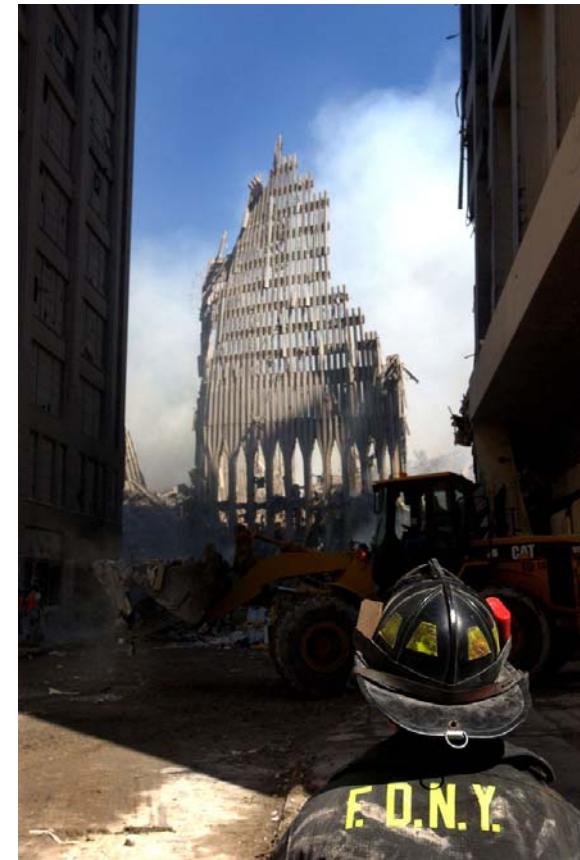


IC Information Sharing Findings of Congress

Although counterintelligence concerns are still real, the **costs of not sharing** information are also **substantial**.

The current **“need to know”** culture of info protection needs to be **replaced with** a **“need to share”** culture of integration.

A **new approach to the sharing** of intelligence and homeland security info is **urgently needed**.





Collins-Lieberman National Intelligence Reform Act

Joint Press Release

December 2004



Collins-Lieberman National Intelligence Reform Act

Press Release

“Our legislation **reorganizes** an intelligence program designed for the Cold War into one designed **for the war against global terrorism** and future national security threats. This reform will give our intelligence agencies the strength, agility, and resources necessary not only to respond to the terrorist threat but **to stop terrorists before they strike.**”

*-- Senator Collins and Lieberman
joint press release*



Collins-Lieberman National Intelligence Reform Act

Press Release

“Our reform legislation **creates a unified command and control structure** so that **one person is in charge and accountable** for the nation’s intelligence operations. The NID will have the **budget and personnel authority to truly be in charge of the intelligence agencies** and to marshal the people, funding, and other resources needed to counter urgent threats.”

-- *Senator Collins and Lieberman joint press release*



Collins-Lieberman National Intelligence Reform Act

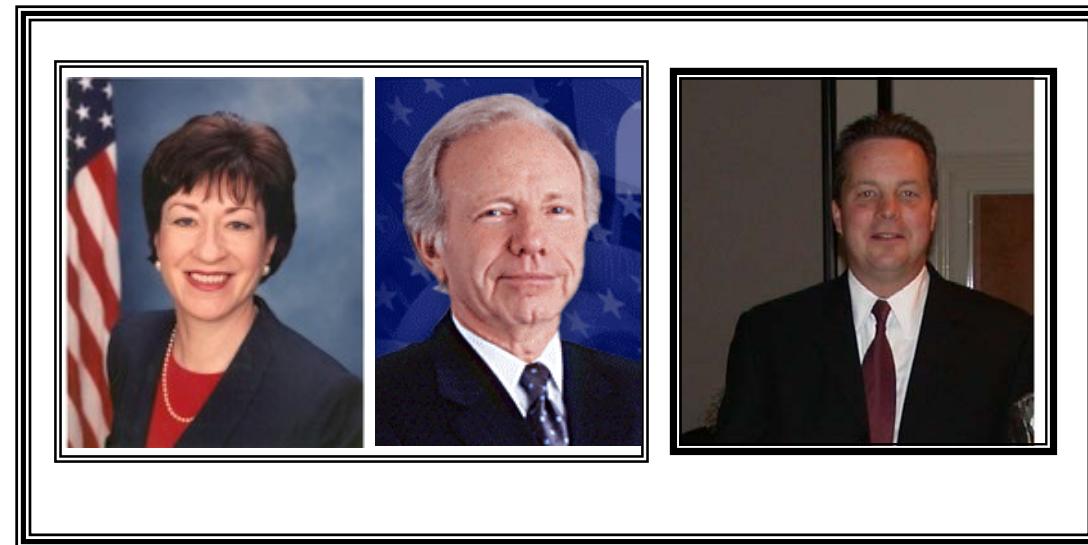
Press Release

“The **NCTC will have** both the analytical and operational planning authority for counterterrorism initiatives, giving it **the brains and the brawn to get the job done.**”

-- *Senator Collins and Lieberman
joint press release*



Collins-Lieberman-Albertson Press Release - *Redo*



Collins-Lieberman-Albertson

Press Release - Redo

“Our legislation **reorganizes** an intelligence program designed for the Cold War into one that we would like to be designed **for the war against global terrorism** Islamic Fundamentalists and future national security threats **but** that instead will be subjected to power struggles over turf and budgets because Congress was pressured by the Administration not to fully define the reorganization or empower the position of DNI.”

-- *Senator Collins, Lieberman,
& Civilian Albertson*





Collins-Lieberman-Albertson

Press Release - Redo

“We had intended that this reform ~~will~~ give our intelligence agencies the strength, agility, and resources necessary not only to respond to the ~~terrorist~~ Islamic Fundamentalist threat but **to stop ~~terrorists~~ Islamic Fundamentalists before they strike, however, it will be up to the President to empower the DNI and while Congress will be appropriating more funding for this effort, all current IC fiefdoms will remain in place with the addition of new ones including the Office of the DNI and the Counterterrorism Office.”**

-- Senator Collins, Lieberman, & Civilian Albertson

Collins-Lieberman-Albertson

Press Release - Redo

“Our reform legislation was intended to **create a unified command and control structure** so that **one person is in charge and accountable** for the nation’s intelligence operations, however, due to the ambiguity of the definition of the role of the DNI, it may be years before a unified command and control structure can be created with one person in charge and accountable.”

-- *Senator Collins, Lieberman,
& Civilian Albertson*



Collins-Lieberman-Albertson

Press Release - Redo

“The NID will have the **budget and personnel authority to truly be in charge of the Office of the NID but not the intelligence agencies** and to marshal the people, funding, and other resources needed **for the Office of the NID and *may* be able to help counter ~~urgent threats~~ Islamic Fundamentalists if the other agencies in the IC choose to cooperate with the NID.”**

-- *Senator Collins, Lieberman,
& Civilian Albertson*





Weaknesses



Weaknesses

Lt. Gen. Michael V. Hayden, Director, National Security Agency
Comments to Congress – August 2004

“More is better than less; **total is better than part.** The worst of all possible worlds would be to close out today’s DCI and replace him with a feckless DNI.”

Centralize control over the collection agencies, such as eavesdroppers at NSA or the CIA’s spooks, while giving **greater autonomy to analytical agencies**, such as DIA or the CIA’s analytical side, as an **antidote to the risks of groupthink – a pitfall of the community’s Iraq WMD analysis.**

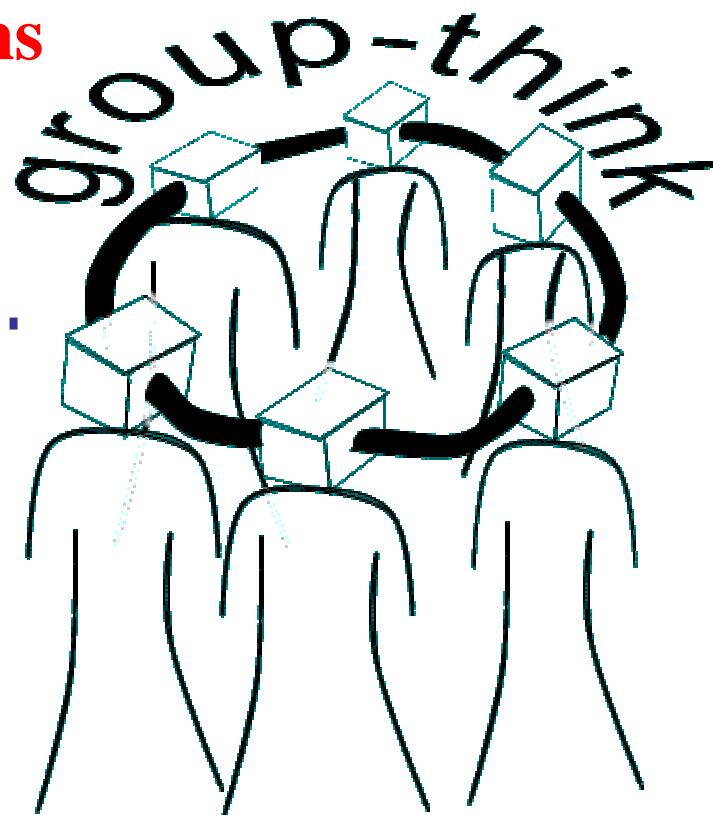


Groupthink

Process by which a group can make bad or irrational decisions.

In a groupthink situation, **each member** of the group attempts to **conform** his or her **opinions** to what they believe **to** be **the consensus of the group**.

The idea of **WMD in Iraq emanated from the Administration**, which the IC then built its Oct 2003 National Intelligence Estimate around.



Weaknesses - DNI

The Pentagon, with quiet support from the White House, fought against giving the DNI much power.

After a series of compromises, the DNI ended up with only slightly stronger formal authority than today's DCI to run the community.

This falls short of the complete budget and personnel authority sought by reformers.

Without control of budget and personnel, all you have is the authority to use tact and goodwill.



Weaknesses - DNI

The **debate about intelligence reform focused** much **on** who would win **control over people, money, and power.**

The **Pentagon controls over 80 percent** of the IC's assets and **budget.**

President **Bush**, in endorsing the 9/11 Commission's recommendation to create the DNI, **insisted** that the person occupying the office have a **coordinating rather than controlling role.**

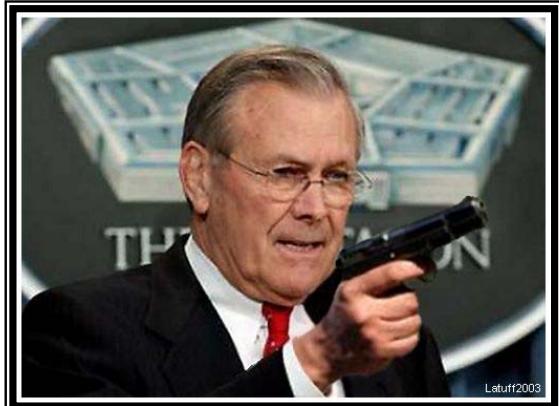


Weaknesses – John Deutch (former DCI)

The **authorities over the budget** of which the new director of national intelligence will have **are not spelled out** in the legislation.

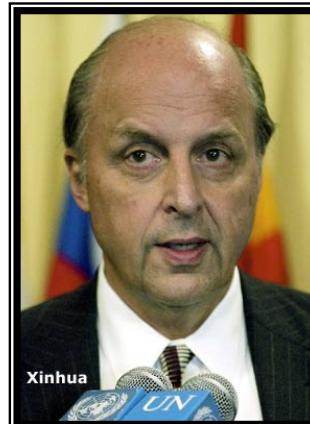
It will be a **tremendous bureaucratic war between** the new **DNI and the secretary of defense** of just how much of the existing program gets shifted to the new national intelligence director's authority.

Rumsfeld



vs.

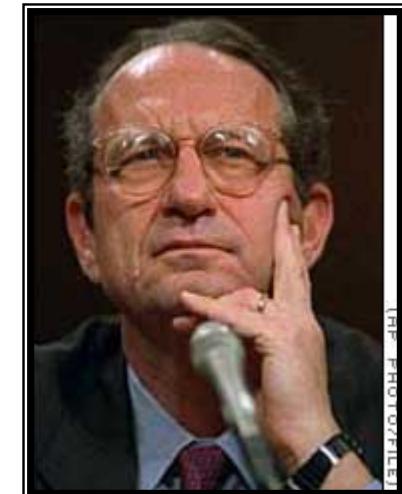
Negroponte



Weaknesses – John Deutch (former DCI)

This bill has the potential of improving intelligence for America, however, it is **so full of ambiguities that it is going to be a long time**, many years, **before** we are sure whether **it gives** the new **DNI** the **authority** that that individual should have to be accountable for the quality of our intelligence.

The legislation really **does not address the principle difficulty** that led to the intelligence failure of 9/11, and that is the **relationship between the foreign intelligence establishment and the FBI**.





Playing Politics with Intelligence Reform

By Senator Robert C. Byrd

8 Dec 2004



It is outrageous to expect Senators to read and understand a 600-page bill in less than 24 hours. This **legislation has encountered virulent opposition** since the time of its conception, and while it may enjoy the support of a majority of members here today, nobody can say with any confidence or certainty as to how this new layer of bureaucracy will affect our intelligence agencies or the security of our country.



Playing Politics with Intelligence Reform

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8 Dec 2004



Former CIA Director **George Tenent** said that he **opposes** this **bill**. That is a sobering criticism from someone who, having left government months ago, **no longer has any turf to protect**.





Playing Politics with Intelligence Reform

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8 Dec 2004



A distinguished group of **national security experts** wrote in September, 2004 that they **oppose any intelligence reform this year**:

- Former Senate Intelligence Committee Chairman David Boren
- Former Secretary of Defense Frank Carlucci
- Former Senator Bill Bradley
- Former Secretary of Defense Bill Cohen
- Former CIA Director Robert Gates
- Former Secretary of Defense John Hamre
- Former Senator Gary Hart
- Former Armed Services Committee Chairman Sam Nunn
- Former Senator Warren Rudman
- Former Secretary of State George Schultz
- Former Secretary of State **Henry Kissinger**

Testimony for Senate Appropriations Committee

Former Secretary of State Henry Kissinger

September, 2004

Cautioned Congress against taking irrevocable legislative action prompted by any **false sense of urgency** that the **election cycle** might have **created**.

Concerned with **creating another layer** – in the form of the NID – between the president and existing intelligence institutions.



Testimony for Senate Appropriations Committee

Former Secretary of State Henry Kissinger

September, 2004

Concerns:

- **Blurring the lines of authority** between the NID and the NSC.
- The questionable advisability of folding tactical and operational **military intel into a predominately civilian** multi-agency structure.





Playing Politics with Intelligence Reform

By Senator Robert C. Byrd

8 Dec 2004



Authorizes a **significant increase** in the number of **border patrol agents and immigration investigators** and increased funding for air cargo security and airline passenger screening. These provisions are just **empty promises**.

This bill is a **hodgepodge of empty border security promises** that the **Administration has no intention of funding**, and that will only encourage the kind of illegal immigration that leaves our country wide open to terrorists.

Weaknesses – Rep. Sensenbrenner (R-WI)

Because of the Senate Democrats, **provisions dealing with national standards for drivers' licenses** had to be **dropped**.

Rep. James Sensenbrenner is concerned that the bill does not address the deficiencies that allowed the **19 9/11 hijackers to obtain 63 drivers' licenses**.

A **"legal presence"** law was **passed by Virginia** in 2003 to **end** the issuance of drivers' **licenses to illegal aliens** because **7** of the 9/11 **terrorists** had gotten **Virginia** drivers' **licenses**.





THE GOOD NEWS



DNI – John Negroponte

- Ambassador to Honduras (1981- 85)
- Assistant Secretary of State for Oceans and International Environmental and Scientific Affairs (1985 - 87)
- Deputy Assistant to the President for National Security Affairs (1987-89)
- Ambassador to Mexico (1989 - 93)
- Ambassador to the Philippines (1993 - 96)
- Executive Vice President for Global Markets of The McGraw-Hill Companies (1997 – 2001)
- U.S. Rep to the United Nations (2001 – 04)
- U.S. Ambassador to Iraq (2004)





DNI – John Negroponte

For the past six months, Negroponte has been **ambassador to Iraq**.

By some accounts, and some measures, **he's done a remarkable job**, transforming Baghdad's "green zone" from the den of corruption and cronyism—which marked Paul Bremer's Coalition Provisional Authority—into a highly professional U.S. Embassy.

He knows how to run a complex operation.



Deputy DNI - Lt. Gen. Michael V. Hayden

Tough agent of change - served as DIRNSA longer than anyone else in 53-year history of the NSA.

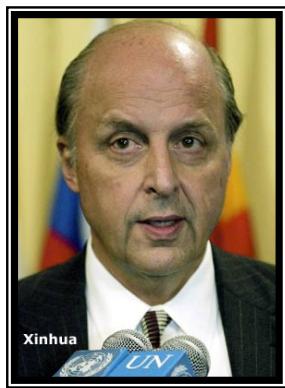
Forced a rapid turnover in personnel as the agency belatedly adjusted to post-cold-war targets, replacing Russian with Arabic linguists, and took on such technological challenges as tapping into fiber-optic cable and breaking computerized encryption.

Strengthened ties with other spy agencies, placing more of his officers at the CIA and elsewhere to improve information-sharing.



Deputy DNI – Lt. Gen. Michael Hayden

Negroponte may not be familiar with the intelligence bureaucracy, but **Hayden**—who, if he's like most deputies, will be running this shop's day-to-day operations—**knows all the dark corners and back alleys.**



*Negroponte has the access.
Hayden has the knowledge.*



Hayden has an insider's knowledge of where all the intelligence money is going and might be able to recommend some rerouting.

National Security Act of 1947

“The statutory language regarding the authorities and functions of the new CIA was left **intentionally vague**.

In part, this reflected the **bureaucratic sensitivities** involved in specifying in the law the **DCI’s roles and missions in regard to other agencies...**”

“The **early years of the CIA** appear to have been **difficult** ones as the Agency attempted to establish itself within the Government, amid growing concern about Communist gains in Eastern Europe and Soviet expansionism.”

↓
{ Islamic Fundamentalism }

NIRA
Today

↓
{ China & North Korea }

