

CIA & FBI Reform

June 6, 2005

Moderator Jamie Gorelick's Opening Remarks

Good morning. My name is Jamie Gorelick. On behalf of the Board Members of the 9/11 Public Discourse Project—my friends and colleagues the former 9/11 Commissioners—I'd like to welcome all of you to the first of several sessions in the months ahead reviewing the recommendations of the 9/11 Commission.

The questions before us this morning are straightforward: What has been done to implement the recommendations of the Commission? What remains undone? What are the next steps?

Our topic today is the status of reforms underway within the CIA and FBI. We have very well-informed and articulate panel members to help us explore this question, and I am certain that we will have a lively discussion

Stepping Back

Last July, the Commission issued its report on the facts and circumstances surrounding the 9/11 attacks. We did not just look back. We also looked forward. We made 41 recommendations to the President, the Congress, and the American people, to make our country safer and more secure.

To our great satisfaction, *The 9/11 Commission Report* struck a deep chord within the American people. Millions read the report.

Congress also responded to our recommendations. It stayed in session during the August recess holding hearings on our work, and spent the fall writing legislation. On December 17, President Bush signed the "Intelligence Reform and Terrorism Prevention Act of 2004" into law, enacting a number of our key recommendations.

Looking Forward

No law, however, is self-executing.

Last summer, my fellow Commissioners and I resolved that we would do all within our power to see that our recommendations took hold. We wanted to avoid the fate of so many other distinguished panels, whose good work caused a brief ripple and then slipped beneath the waves.

It was with this in mind that we made two decisions:

- First, we created the 9/11 Public Discourse Project to educate the American people about the continuing need for reform.
- Second, we decided to issue a report card evaluating how the government has performed in implementing our recommendations.

Today's panel is a step toward both goals. It is the first in a series of eight public panels to assess the progress of reform since 9/11, and since we issued our report.

Each panel will be chaired by a former 9/11 Commissioner, and will feature current or former public officials, prominent experts, and knowledgeable journalists. Each will assess a different area of our recommendations. What we learn in the sessions will help inform our preparation of a report card later this year.

The CIA and FBI

Both the CIA and FBI are central to combating terrorism. Some of our recommendations spoke to the entire intelligence community, particularly in the area of information sharing. But I want to take just a moment to summarize the recommendations the Commission made with respect to these two agencies specifically.

We recommended that the CIA:

- Rebuild its analytic capability;
- Transform the clandestine service by building up its human intelligence capabilities;
- Develop a stronger language program with sufficient standards and incentives;
- Renew the emphasis on recruiting diverse operations officers who can blend more easily into foreign cities;
- Ensure a seamless relationship between human source collection and signal collection at the operational level; and
- Strike a better balance between unilateral and liaison operations.

For the FBI, we put forward a number of recommendations for building a world-class counterterrorism intelligence collection and terrorism prevention capability. We specifically recommended that the FBI:

- Create an intelligence cadre—a specialized and integrated national security workforce—and make significant personnel reforms in the areas of recruitment and hiring, training and career advancement in order to develop this cadre;
- Ensure that this workforce is focused on the counterterrorism mission—and in particular, make sure that national priorities are being carried out in the field.

- Integrate analysts, agents, linguists and surveillance personnel in the field, so that a dedicated team approach is brought to bear on national security intelligence operations.
- Align the budget structure according to the Bureau's four main programs – intelligence, counterterrorism and counterintelligence, criminal and criminal justice services – for better transparency; and
- Report regularly to Congress, in detail, on the qualifications of its analysts, and on the progress and ability of each field office to appropriately address FBI and national program priorities.

Introductions

I am deeply honored to share this panel with three distinguished Americans who have deep knowledge of U.S. national security in general, and in particular the reforms underway at the FBI and CIA: Richard Thornburgh, a former attorney general of the United States; John Gannon, former Chairman of the National Intelligence Council; and Chitra Ragavan, staff writer for *U.S. News & World Report*. I'll say more about each of them in a moment.

But before doing that I'd like to thank Chairman Tom Kean and Vice Chair Lee Hamilton for their leadership in holding these sessions; and Lee Hamilton and his staff for making the Wilson Center available to us.

And I particularly want to thank the representatives of the families of the victims of 9/11. I cannot say enough about what your steadfast support has meant to the 9/11 Commission. Your efforts created the Commission, and helped us get answers. Your boundless energy and determination helped pass the *Intelligence Reform Act*. We commend your continuing commitment to reform.

Richard Thornburgh, of course, needs no introduction. He served as Attorney General of the United States from 1988-1991, under Presidents Reagan and George H.W. Bush. He recently chaired a review of the FBI and issued a report entitled "Transforming the FBI: Progress and Challenges." Dick, I'd like to begin by asking you to comment on what you've learned about the reforms at the FBI...