

Final

REMARKS OF WILLIAM J. CASEY

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AT THE

FOURTH NATIONAL INTELLIGENCE SYMPOSIUM

SPONSORED BY THE

ASSOCIATION OF FORMER INTELLIGENCE OFFICERS

NAPLES BEACH CLUB HOTEL

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GOOD MORNING. I AM VERY PLEASED TO BE AT THIS FOURTH AFIO SYMPOSIUM ON INTELLIGENCE TO SHARE WITH YOU SOME OF MY THOUGHTS ON NATIONAL INTELLIGENCE.

LOOKING AROUND AND SEEING ALL THE INTELLIGENCE PROFESSIONALS AND VETERANS IN THE AUDIENCE, I AM SORT OF REMINDED OF A FELLOW WHO LOVED TO TALK ABOUT THE JOHNSTOWN FLOOD. THERE CAME A TIME WHEN HE PASSED AWAY. HE WAS RECEIVED BY ST. PETER, WHO FOUND HIM A PRETTY GOOD FELLOW. HE HEARD THAT HE LOVED TO TALK ABOUT THE JOHNSTOWN FLOOD. SO PETER GATHERED A GROUP OF PEOPLE TO HEAR HOW THE WATERS HAD GATHERED, HAD COME CRASHING DOWN INTO JOHNSTOWN, AND FLOODED THE STREETS AND SWEEPED UP THE BUILDING. HE WAS JUST ABOUT REACHING HIS FINALE WHEN ST. PETER REACHED OVER, TAPPED HIM ON THE SHOULDER AND SAID, "BY THE WAY, I FORGOT TO TELL YOU THAT NOAH IS IN THE AUDIENCE."

THIS MORNING I WOULD LIKE TO TALK TO YOU ABOUT THE THREATS AND CHALLENGES WHICH CONFRONT US, HOW INTELLIGENCE HAS CHANGED, AND THE PROGRESS WE HAVE MADE IN REBUILDING OUR CAPABILITIES OVER THE LAST FEW YEARS.

I DON'T HAVE TO TELL YOU THAT, AS A NATION, WE FACE MULTIPLE THREATS AND PROBLEMS. LET ME TAKE YOU BACK A DECADE OR TWO.

BACK WHEN LYNDON JOHNSON WAS PRESIDENT, DICK HELMS ASKED ME AND A FEW OTHERS OUT TO CIA HEADQUARTERS AT LANGLEY, VIRGINIA. HE WANTED US TO PUT TOGETHER A SCHOLARSHIP FUND TO HELP KEEP EXPERIENCED PEOPLE WHO HAD JOINED CIA AT ITS INCEPTION SOME 20 YEARS EARLIER AND WHO NOW WERE TEMPTED TO MOVE TO THE PRIVATE SECTOR TO MAKE ENOUGH MONEY TO SEND THEIR KIDS TO COLLEGE.

I RECALL SAYING, "DICK, WHAT KEEPS YOU HERE?" HE SAID, "WHEN YOU SIT HERE EVERY DAY AND SEE ALL THESE MESSAGES COMING THROUGH, AND REALIZE HOW BELEAGUERED THE UNITED STATES IS IN THE WORLD, YOU JUST HAVE TO STICK WITH IT."

NOW, AT THAT TIME WE DOMINATED THE WORLD ECONOMICALLY, POLITICALLY, AND MILITARILY. RUSSIA WAS LARGELY CONFINED TO THE EURASIAN LANDMASS. AND THE ONLY OTHER WORRY WAS A "BRUSHFIRE" WAR IN VIETNAM.

HOW DIFFERENT THE WORLD IS TODAY WITH SOVIET AGGRESSION ON THREE CONTINENTS AND INTERNATIONAL TERRORISM TARGETING US EVERYWHERE!

MANY OF YOU, AS MYSELF, WERE AROUND AT THE BIRTH OF OUR NATIONAL INTELLIGENCE SERVICE. IF YOU WERE TO RETURN TODAY, MANY THINGS WOULD BE FAMILIAR--THE COMMITMENT AND DEDICATION

OF OUR INTELLIGENCE OFFICERS, THE WILLINGNESS TO CHALLENGE THE CONVENTIONAL WISDOM, THE BASIC PRINCIPLES OF SOUND ANALYSIS AND EFFECTIVE COLLECTION STILL PREVAIL, THE "CAN-DO" SPIRIT STILL FLOURISHES IN THE INTELLIGENCE COMMUNITY.

WE HAVE REBOUNDED FROM THE CUTS OF THE 70s. WE HAVE A GROWING AND DEDICATED WORKFORCE. A NEW HEADQUARTERS BUILDING HAS BEEN COMPLETED FOR THE DEFENSE INTELLIGENCE AGENCY AND ONE IS UNDER CONSTRUCTION AT CIA. A BIGGER BUDGET. IMPROVED MORALE. I THINK WE ARE FIT, HEALTHY, AND HAVE REDEDICATED OURSELVES COMMUNITY-WIDE TO A SEARCH FOR GREATER EXCELLENCE.

ONE DRAMATIC DIFFERENCE IS IN THE NUMBER OF TARGETS. THE SOVIET UNION IS STILL OUR PRIMARY FOCUS, AS IT WAS IN THE IMMEDIATE POST-WORLD WAR II PERIOD, BUT OTHER TARGETS HAVE BECOME IMPORTANT. TODAY, MANY OF THIS COUNTRY'S ENEMIES OPERATE MOSTLY UNDERGROUND, MOVING DRUGS, TERROR, STOLEN BLUEPRINTS, AS WELL AS WEAPONS AND SUBVERSION ACROSS INTERNATIONAL BORDERS WHEREVER INSTABILITY AND REVOLUTION CAN BE FOMENTED.

THE SOVIETS CONTINUE TO EXPAND A LARGE ARSENAL OF NUCLEAR WEAPONS AIMED AT THE UNITED STATES, EAST ASIA AND EUROPE. NEW MISSILES AND MISSILE-CARRYING AIRCRAFT AND SUBMARINES ARE BEING DESIGNED, DEVELOPED, TESTED, AND DEPLOYED IN AMAZING PROFUSION. (THIS IS AUGMENTED BY WORK CARRIED ON OVER THE LAST DECADE TO IMPROVE THEIR MISSILE DEFENSES)

IN EUROPE, THE WARSAW PACT CONVENTIONAL FORCES OUTNUMBER NATO IN TROOP STRENGTH, TANKS, GUNS AND PLANES. "SMART" BOMBS, ANTITANK AND ANTI-AIRCRAFT MISSILES, ALONG WITH OTHER SOPHISTICATED CONVENTIONAL WEAPONS, ARE BEING DEPLOYED IN AN INCREASINGLY FORWARD AND AGGRESSIVE MANNER. [AND A GROWING NUMBER OF LONG-RANGE MISSILES ARE AIMED AT CAPITAL CITIES AND MILITARY TARGETS IN WESTERN EUROPE.]

2, BUT THE MAIN THREAT FROM THE SOVIETS MAY LIE ELSEWHERE. THE MASSIVE NUCLEAR AND CONVENTIONAL FORCE WHICH THE SOVIETS HAVE MAY BE ONLY A SHIELD TO MAKE IT EASIER AND LESS RISKY TO INTIMIDATE AND SUBVERT WEAKER GOVERNMENTS AND TO GOBBLE UP PIECES OF TERRITORY AROUND THE GLOBE.

3 MOSCOW VIEWS THE THIRD WORLD AS OUR ACHILLES HEEL AND THE INCREASING ECONOMIC AND SOCIAL STRAINS IN UNDERDEVELOPED COUNTRIES WILL AFFORD THEM MANY OPPORTUNITIES IN THE FUTURE.

TO IMPLEMENT ITS OVERALL STRATEGY, THE SOVIETS USE THE WORLDWIDE APPARATUS OF THE KGB, PLUS SOME 70 NON-GOVERNING COMMUNIST PARTIES, PLUS "PEACE AND FRIENDSHIP" ORGANIZATIONS ALL OVER THE WORLD DIRECTED FROM MOSCOW, PLUS THE EAST GERMAN, CUBAN AND OTHER BLOC INTELLIGENCE SERVICES--ALL WORKING TO STEAL OUR TECHNOLOGY, TO DAMAGE OUR REPUTATION, TO DIVIDE US FROM OUR FRIENDS, TO DESTABILIZE, SUBVERT AND OVERTHROW

GOVERNMENTS FRIENDLY TO US. RUMORS, AGENTS OF INFLUENCE, "KEPT" PRESS AND RADIO FACILITIES AND FORGERIES SPREADING POISON AROUND THE WORLD NEED TO BE SPOTTED AND COUNTERED.

CIA IS THE ORGANIZATION IN THE FREE WORLD MOST CAPABLE OF DEALING EFFECTIVELY WITH THIS ENORMOUS APPARATUS AND FRUSTRATING ITS OBJECTIVES. TERRORISM IS A NEW WEAPONS SYSTEM WHICH WORKS TO DISSOLVE THE BOUNDARY BETWEEN WAR AND PEACE. WE'VE SEEN IT MOVE FROM PLASTIQUE CHARGES, TO ASSASSINATIONS, TO HIJACKING, TO CAR BOMBS, AND WE WORRY ABOUT NUCLEAR AND BIOLOGICAL TERRORISM.

~~THE~~
c/. THE SOVIETS HAVE ACQUIRED BRIDGEHEADS IN CUBA AND VIETNAM, IN SOUTH YEMEN AND ETHIOPIA AND ANGOLA, AND NICARAGUA, CAMBODIA AND AFGHANISTAN AND ELSEWHERE. THESE BRIDGEHEADS ARE BEING LINKED IN A GROWING LOGISTICAL AND SUPPORT NETWORK SUPPORTED BY EXPANDING SOVIET NAVAL AND AIR POWER.

THESE BRIDGEHEADS ARE VERY REAL AND THEY ARE NOT STATIC. THEY HAVE A PURPOSE. THE SOVIETS ARE LOCATING THEIR STRATEGIC CHOKE POINTS IN THE WORLD'S SEA LANES OR IN AREAS OF HIGH TENSION OR POTENTIAL CONFLICT. THEY ARE BEING USED TO SPREAD SUBVERSION AND TERROR AND SPAWN NEW BRIDGEHEADS IN NEIGHBORING COUNTRIES. FROM CUBA AND NICARAGUA ~~TERRORISM~~ AND SUBVERSION ARE BEING EXPORTED THROUGHOUT CENTRAL AMERICA AND INTO CHILE AND COLUMBIA AND ELSEWHERE IN LATIN AMERICA.

FROM LIBYA THERE IS INVASION OF CHAD, ATTEMPTS AT DESTABILIZING GOVERNMENTS IN EGYPT AND TUNISIA, ZAIRE AND SUDAN AND SUBVERSION THROUGHOUT WEST AFRICA. FROM ANGOLA THERE ARE INTRUSIONS INTO ZAIRE. FROM SOVIET-OCCUPIED AFGHANISTAN THERE ARE CONTINUING INCURSIONS INTO PAKISTAN.

INSUR
THIS CREEPING IMPERIALISM HAS, IN MY VIEW, TWO PRIMARY TARGETS--THE OIL FIELDS OF THE MIDDLE EAST WHICH ARE THE LIFE LINE OF THE WESTERN ALLIANCE AND THE ISTHMUS BETWEEN NORTH AND SOUTH AMERICA. AFGHANISTAN, SOUTH YEMEN, ETHIOPIA, AS WELL AS CAM RANH BAY IN VIETNAM, AND MOZAMBIQUE AND ANGOLA IN SOUTHERN AFRICA, BRING SOVIET POWER MUCH CLOSER TO THE SOURCES OF OIL AND MINERALS ON WHICH THE INDUSTRIAL NATIONS DEPEND AND PUTS SOVIET NAVAL AND AIR POWER ASTRIDE THE SEA LANES WHICH CARRY THOSE RESOURCES TO AMERICA, EUROPE AND JAPAN.

CAPABILITIES TO THREATEN THE PANAMA CANAL IN THE SHORT TERM AND MEXICO IN A SOMEWHAT LONGER TERM ARE BEING DEVELOPED, WITH SOVIET SUPPORT, BY CUBA AND NICARAGUA. THEY HAVE WORKED QUIETLY AND STEADILY TOWARD THEIR OBJECTIVES OF BUILDING THE POWER OF THE STATE SECURITY APPARATUS, BUILDING THE STRONGEST ARMED FORCES IN CENTRAL AMERICA, AND BECOMING A CENTER FOR EXPORTING SUBVERSION TO NICARAGUA'S NEIGHBORS.

AND WE HAVE A NEW SOVIET LEADER, MR. GORBACHEV. ALREADY A HALLMARK OF HIS REGIME IS AN INTENSIFIED EFFORT TO NAIL DOWN AND CEMENT THESE BRIDGEHEADS AND MAKE THEM PERMANENT WITH HUGE NEW INFUSIONS OF WEAPONS AND SOVIET TROOPS AND ADVISORS IN ANGOLA, AFGHANISTAN AND NICARAGUA.

STARTING TWO MONTHS AGO WITH HALF A BILLION DOLLARS WORTH OF SOPHISTICATED WEAPONS RECENTLY ACQUIRED, THE SANDINISTA ARMY WITH CUBAN HELICOPTER PILOTS AND COMBAT DIRECTION HAS BEEN GOING ALL OUT TO DESTROY THE CONTRAS DOWN THERE BEFORE CONGRESS ACTS TO RENEW ASSISTANCE TO THEM. LAST MONTH SOME 1,500 SANDINISTA TROOPS CROSSED THE HONDURAN BORDER FOR THIS PURPOSE AND RECENTLY WE HAVE SEEN THOUSANDS OF MISKITO INDIANS OF THE EASTERN PART OF NICARAGUA DRIVEN ACROSS THE BORDER INTO HONDURAS.

RIGHT NOW, SOME 10,000 YOUNG NICARAGUANS ARE FIGHTING THE SOVIET-ARMED NICARAGUAN ARMY INSIDE NICARAGUA. ANOTHER 10-20 THOUSAND CAMPESINOS ARE READY TO JOIN THEM AS SOON AS ARMS AND SUPPLIES ARE AVAILABLE. SOVIET SHIPS ARE CARRYING ADDITIONAL HELICOPTERS AND OTHER WEAPONS TO ENHANCE THE ABILITY OF THE SANDINISTA ARMY TO CRUSH THIS GALLANT RESISTANCE FORCE. IF THEY SUCCEED, THE COMMUNIST BASE WILL HAVE BEEN CONSOLIDATED. FOR THE FIRST TIME THERE WILL BE A SOVIET MILITARY BASE ON THE AMERICAN CONTINENT DIVIDING NORTH AND SOUTH AMERICA.

WE ALREADY SEE NICARAGUA TRAINING YOUNG MEN FOR VIOLENCE AND SUBVERSION, SENDING THEM INTO NEIGHBORING COUNTRIES--INTO COLOMBIA FOR THE ATTACK ON THE PALACE OF JUSTICE IN BOGOTA AND AS FAR SOUTH AS CHILE. ^{would-be ~~terror~~ Latin American terrorists} ~~YOUNG MEN~~ ARE BEING SENT TO LIBYA FOR TRAINING IN THE TERRORIST CAMPS THERE AND THEN BROUGHT BACK TO BE PLANTED AMONG THE POPULATION IN CENTRAL AMERICA, IN VENEZUELA, IN ECUADOR. IF THE SANDINISTA REGIME CONSOLIDATES ITSELF, WE CAN EXPECT MANAGUA TO BECOME THE BEIRUT OF THE WESTERN HEMISPHERE. A.

WHEN THE COMMUNISTS TOOK OVER EASTERN EUROPE, CUBA, VIETNAM, AND ETHIOPIA, EVERYWHERE MILLIONS AND MILLIONS OF PEOPLE LEFT THEIR COUNTRY TO COME TO THE WEST, PRIMARILY TO THE UNITED STATES. WHEN THE SOVIETS INVADED, ONE-QUARTER OF THE POPULATION FLED AFGHANISTAN INTO PAKISTAN. ALREADY HUNDREDS OF THOUSANDS OF NICARAGUANS AND SALVADORANS HAVE FLED THEIR COUNTRIES AND COME TO HEAD NORTH. CAN ANYONE DOUBT THAT AS SOON AS IT BECOMES APPARENT THAT THE COMMUNISTS ARE ABOUT TO COMPLETE THEIR CONQUEST OF NICARAGUA ANOTHER SIGNAL WILL BE FLASHED AND MILLIONS OF PEOPLE WILL LEAVE CENTRAL AMERICA, AND ULTIMATELY MEXICO, TO CROSS THE BORDER OF THE UNITED STATES. RECENTLY, I SPOKE IN SAN ANTONIO. THE MAYOR SURPRISED ME BY TELLING ME THAT SAN ANTONIO HAS BECOME THE TENTH LARGEST CITY IN THE UNITED STATES. I TOLD HIM IF THE SANDINISTAS CONSOLIDATE IN NICARAGUA IT WOULD NOT BE LONG BEFORE SAN ANTONIO BECOMES

THE LARGEST CITY IN THE UNITED STATES, AND I BELIEVE THAT. SO THE STAKES IN CENTRAL AMERICA ARE HUGE AND HISTORIC IN THEIR IMPACT.

HAVING SAID ALL THIS, I WOULD BE REMISS IF I DID NOT SPEND A FEW MINUTES DESCRIBING THE INTELLIGENCE PROCESS AT CIA AND THE MANY TALENTED PEOPLE--SOME OF WHOM YOU TRAINED AND PREPARED--WHO SERVE YOUR COUNTRY TODAY. AS YOU KNOW, THE RAW MATERIALS NEEDED IN THE PRODUCTION OF FINISHED INTELLIGENCE INCLUDE PHOTOGRAPHY, ELECTRONICS, ACOUSTICS, SEISMIC READINGS, AND OTHER TECHNOLOGICAL MARVELS TO GATHER FACTS FROM ALL CORNERS OF THE EARTH. THESE CAPABILITIES HAVE BEEN, AND ARE BEING, ENHANCED AS NEW TECHNOLOGIES AND NEW INTELLIGENCE NEEDS EMERGE. AS A RESULT, WE EXPECT A FOURFOLD INCREASE IN PHOTOS, SIGNALS, AND REPORTS IN THE NEXT FIVE YEARS. TO SIFT AND EVALUATE AND GET PRACTICAL MEANING FROM THIS ENORMOUS FLOW OF FACTS WE MUST RECRUIT AND DEVELOP DEDICATED PEOPLE. WE HAVE SCHOLARS AND SCIENTISTS IN EVERY DISCIPLINE OF THE SOCIAL AND PHYSICAL SCIENCES--AS WELL AS ENGINEERS AND SPECIALISTS IN COMPUTERS AND COMMUNICATIONS. WE FREQUENTLY ASK SCIENTISTS, ENGINEERS, AND SPECIALISTS IN THE HUMANITIES WHO ROAM THE WORLD IN THEIR PROFESSIONAL CAPACITIES TO VOLUNTEER INFORMATION THAT COMES THEIR WAY AND FOR THE INSIGHTS AND UNDERSTANDING THEY DEVELOP.

ALL THIS IS DISTILLED INTO CIA INTELLIGENCE ASSESSMENTS AND, WHERE APPROPRIATE, ADDRESSED IN NATIONAL INTELLIGENCE ESTIMATES RELEVANT TO THE DECISIONS WHICH THE PRESIDENT AND HIS COLLEAGUES MUST MAKE.

TO GET THE ASSISTANCE OF PEOPLE AROUND THE WORLD WHO SHARE OUR VALUES AND WANT TO HELP US IN THIS WORK, CIA MUST MAINTAIN ITS REPUTATION FOR INTEGRITY, COMPETENCE, CONFIDENTIALITY, RELIABILITY, AND SECURITY. THE QUALITY OF THE INTELLIGENCE WE PRODUCE, THE LOYALTY AND DEDICATION OF OUR PEOPLE, AND THE LARGE NUMBERS OF AMERICANS INTERESTED IN JOINING OUR RANKS CLEARLY DEMONSTRATE THAT WE DO MAINTAIN THAT KIND OF A REPUTATION DESPITE A DRUMBEAT OF CRITICISM IN THE MEDIA.

LET ME TELL YOU SOMETHING ABOUT THE PEOPLE WHO MEET THIS CHALLENGE EVERY DAY.

THE PEOPLE EMPLOYED BY CIA HAVE SURVIVED ONE OF THE MOST RIGOROUS SCREENING PROCESSES KNOWN TO MAN--THE HIGHEST SKILL REQUIREMENTS, THE TOUGHEST INTELLIGENCE AND PSYCHOLOGICAL TESTING, CLOSE MEDICAL SCRUTINY, SECURITY CLEARANCES, AND POLYGRAPHS. THE ONES WHO GET THROUGH THIS OBSTACLE COURSE ARE SMART, CLEAN OF DRUG AND ALCOHOL ADDICTION, HEALTHY, AND PSYCHOLOGICALLY ABLE TO COPE. LAST YEAR WE HAD 153,000 INQUIRIES FOR EMPLOYMENT; WE SELECTED 23,000 APPLICANTS FOR

INTERVIEWS; OF THOSE, 10,000 WERE ACTUALLY CONSIDERED FOR EMPLOYMENT. FOUR THOUSAND WERE GIVEN ALL THE TESTS. OF THOSE, 1,500 MADE IT THROUGH THE ENTIRE SCREENING PROCESS AND ENTERED ON DUTY. AFTER A CANDIDATE HAS EMERGED FROM THAT FUNNEL, THERE IS A THREE-YEAR PROBATIONARY PERIOD. THOSE WHO OBTAIN CAREER STATUS MUST LIVE WITH ANY NUMBER OF SECURITY RESPONSIBILITIES, HEAVY TRAVEL DEMANDS, HEAVY PRESSURE AND TIME REQUIREMENTS, COMPLETE ANONYMITY IN MANY CASES, AND MANY OTHER CONSTRAINTS. LAST YEAR THEY FORFEITED NEARLY 100,000 HOURS OF ANNUAL LEAVE AND WORKED UNTOLD HOURS OF UNCOMPENSATED OVERTIME. YOU WON'T FIND THAT IN YOUR ORDINARY ORGANIZATION. FINALLY, THROUGHOUT THEIR CAREER THEY KNOW THAT THERE IS LITTLE PUBLIC RECOGNITION FOR THEIR ACHIEVEMENTS AND THAT CRITICISMS--JUSTIFIED OR NOT--MUST BE TOLERATED IN SILENCE.

OUR INTELLIGENCE IS OUR FIRST LINE OF DEFENSE AGAINST TERRORISM, AGAINST SOVIET AGGRESSION, AGAINST POLITICAL AND ECONOMIC AGGRESSION. IT IS ONLY AS GOOD AS THE PEOPLE WE RECRUIT AND THE HELP WE GET FROM CITIZENS LIKE YOU IN A VARIETY OF WAYS. THERE ARE SEVERAL THINGS YOU CAN DO TO HELP IT:

- YOU CAN SPEAK UP WHEN OUR WORK AND PURPOSES ARE MISUNDERSTOOD AND MISREPRESENTED AS THE PEOPLE ON THIS PROGRAM DO REGULARLY. YOU CAN SUGGEST HOW WE CAN DO BETTER.

- YOU CAN SHARE YOUR KNOWLEDGE, EXPERIENCE, AND INSIGHTS WITH OUR OFFICERS WHO WORK AROUND THE COUNTRY TO CONTACT THE PRIVATE SECTOR FOR GUIDANCE AND INFORMATION.

- YOU CAN DIRECT PROMISING YOUNG PEOPLE LOOKING FOR A CHALLENGING AND HONORABLE CAREER TO OUR RECRUITERS.

THANK YOU.

NOW, REMEMBER THAT THERE ARE NO SUCH THINGS AS BAD QUESTIONS--
JUST BAD ANSWERS. I'LL DO MY BEST, SO FIRE AWAY.
