

Tuesday, 20 July 1993

TALKING POINTS FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

Subj: REINVENTING INTELLIGENCE IN THE AGE OF INFORMATION

1. The Age of Information has radically altered the balance of power, both between nations, and between institutions. As Alvin Toffler articulated in his book *PowerShift: Knowledge, Wealth, and Violence at the Edge of the 21st Century* (Bantam, 1992), information is a substitute for time, space, capital, and labor.
2. Your intelligence community, and indeed all your counterpart intelligence communities around the world, are in a state of shock, whether they realize it or not. The major nations have intelligence capabilities oriented toward the industrial age and the Cold War; the minor nations have intelligence capabilities oriented toward the agricultural age and internal security. Around them has exploded a robust commercial capability to collection, process, analyze, and dissemination unclassified information, or open source intelligence (OSCINT). This commercial capability is often superior to classified capabilities, and sometime the only capability available for specific targets or topics.
3. Your immediate challenge, within the intelligence community, is to "reinvent" the entire community, and make major changes in the relationships between the disciplines (HUMINT, IMINT, SIGINT, and OSCINT), between the organizations stove-piped around those disciplines, and between the analysts and the consumers of intelligence. Radical changes are required--it should be of grave concern to you that 90% of what your consumer reads is unclassified and unanalyzed. To deal with these challenges you will have to instill a sense of adaptability of mind and adaptability of organization throughout the community. Attached is a list of nine steps you could take immediately.
4. There is a grander vision, however, which we believe you should discuss with the President and the Vice-President, and that pertains to the role of the intelligence community, and its considerable annual budget, in the context of the National Information Infrastructure, the national "information commons",

and the urgent requirement for a national knowledge strategy. Attached is a list of five areas for your consideration

5. Your counterparts, at least in Sweden, France, England, and Italy, are interested in creative discussions about the possibility of using NATO as the basis for an international encyclopedic intelligence exchange agreement, with clear burden-sharing arrangements regarding unclassified maps, orders of battle, and economic matters. You should consider sponsoring a NATO or at least a UK/US summit on "reinventing intelligence".

6. The _____ is prepared to support you in bringing together two small working groups focused respectively on the internal and the external vision, and to report to you within 30 days the recommendations of these individuals. Access to classified materials will not be required.

a. Among the individuals we could invite, in addition to anyone whose advice you particularly desire, are Richard Helms, William Colby,

b. For the external working group, we would recommend, at a minimum, Alvin Toffler, Harlan Cleveland, Paul Strassmann, Peter Drucker, Vint Cerf, Bob Kahn, Jay Keyworth, Steven Adriole, and Robert Steele.

7. We would also like to draw on selected members of the intelligence community. Among those that we particularly desire to include are Gordon Oehler, Jack Devine, Boyd Sutton, Ross Stapleton, Andy Shepard, Francisco Fernandez, and Greg Treverton. We propose dress rehearsal briefings be delivered to Joe Nye.

INTERNAL CHANGES

- 1) Expand your consumer base to include all Departments of government
MONEYMAKER: Approach other Departments first, offering to bring to bear intelligence sources and methods.
- 2) Redefine national security to provide for integrated examination of domestic policies
MONEYMAKER: Target the Vice-President, the Economic Council, and selected Congressional committees with proposals to bring intelligence sources & methods to bear on domestic issues using unclassified data fully releasable to public.
- 3) Shift to gap-driven collection and eliminate priority-driven collection which leads to repetitive collection against the same targets day after day while ignoring major gaps in Third World encyclopedic intelligence
MONEYMAKER: Conduct rapid IR&D survey of gaps among consumers in various Departments and in Theaters (perhaps even include selected Ambassadors), then develop White Paper proposals to rapidly resolve gaps using unclassified sources.
- 4) Integrate analysts and consumers, analysts from different disciplines, and analysts and operators--this could be a "virtual" integration, using encrypted electronic mail and file transfer
MONEYMAKER: Using existing assets, develop a prototype "virtual Embassy" focused on a specific country, or a "virtual NSC" focused on a specific topic, and demonstrate how your team can reach out and pull in anyone, any information, in near-real-time.
- 5) Recapitalize the infrastructure--CIA's "capture" by IBM, and its decision to "modernize into the 1970's", is the talk of the town. Get Paul Strassmann to serve as your Chief Information Officer for a year
MONEYMAKER: Ensure you have a "campaign plan" for ongoing recapitalization of your own infrastructure, have a White Paper showing

how you can serve as an interim "core" service supplier and model as specific agencies move away from mainframes and toward distributed model. Demonstrate that pushing information out to the private sector and letting them maintain it is actually cost effective and contributes to national competitiveness.

- 6) Establish a Deputy Director for Open Sources, someone with real authority, and create a Center for the Exploitation of Open Sources (CEOS) where all new analysts must master OSCINT before going on to classified sources. Admiral Shaefer has 75,000 square feet of empty space in the new building at Suitland, and is ideally suited as your Executive Agent in this arena.

MONEYMAKER: Put forward a White Paper on how you can create CEOS, funded by the private sector. What you get: first shot at new analysts, first shot at existing unclassified databases in government.

- 7) Demand an accelerated security review--most senior observers around town agree that 90 days should be enough. Did you know that the Office of Security is threatening to cancel clearances of industry analysts who travel to the Soviet Union to exploit open sources?

MONEYMAKER: Put forward a White Paper, with a press release and copies to Congressional staff and the Presidential Inter-Agency Task Force on National Security Information, articulating a proposed new security strategy for national security information, to include a redefinition of what constitutes national security information, and a change of focus from unauthorized dissemination of secrets to "missed opportunities" and interruption of services (fragility of system). Become the "duty expert" .

- 8) Encourage Joe Nye in his plan to nurture competitive public analysis; the F Street facility could hold both a "forward" element of the National Intelligence Council, and an Office of External Liaison specifically charged with managing (and funding) the external element of the open source program in coordination with other non-intelligence agencies which have major investments in external research facilities

MONEYMAKER: Establish a corporate "tiger team" to mirror the National Intelligence Council person for person, and a very tight support staff responsible for outreach to each of the major information sectors: universities, libraries, business, private investigators & information brokers, media, government (including state & local), defense, and intelligence. Their outreach should be international.

- 9) Accept responsibility for all intelligence, and seriously study why military intelligence manning and training is so mediocre. Jim Clapper, if he does replace Adm Studeman as DDCI, is the man for the job.

MONEYMAKER: None. Avoid like the plague.

EXTERNAL CHANGES

- 1) Abandon all thoughts of industrial espionage. The brightest minds from your community met at Harvard for the Intelligence Policy Seminar in December 1991 (Greg Treverton was one of their instructors) and concluded that a) there is no such thing as an American corporation; b) if provided with industrial espionage corporations would tend to reduce their investment in research & development; and c) the best thing you could do for businesses and individuals in the U.S. is to invest heavily in open sources.

MONEYMAKER: Do a White Paper on corporate open source intelligence requirements, interviewing selected Chief Executive Officers in major industries including the aircraft building industry, automobiles, textiles, and pharmaceuticals. Inventory existing U.S. government holdings, identifying data conversion and release obstacles. Work with Congressional staff to include legislation and earmarked funding for a \$250 million prototype collection/dissemination effort.

- 2) Along those lines, consider having your Deputy Director for Open Sources sit as an observer to the National Economic Council, and manage a one billion dollar a year OSCINT program intended to both meet the needs of the intelligence community and the policy-maker, and be releasable to the public "information commons" of such interest to the President and the Vice-President.

MONEYMAKER: if and when Congress actually starts to consider a National Knowledge Foundation, or the DCI gives the Open Source Coordinator some serious power, be ready to use your team to show how you can serve as a bridge between the community and the information commons, but bringing in information on any topic without leaving an audit trail to the requirement, and discreetly disseminating the information collected by the community without showing its origin (i.e. that it was of interest to the community when collected).

- 3) In keeping with your tacit responsibility to aid the Vice-President in developing the National Information Infrastructure (NII), improve your representation to those working groups, and designate your Chief Information Officer (who should be of Deputy Director status) as the

senior intelligence community point of contact for NII.

***MONEYMAKER:** Follow the NII, and establish a reputation as the "duty expert" on the content of the information commons, and on innovative proposals for increasing the content of the commons by expanding the notion of burden sharing to include unclassified information collected and held by other governments, and by facilitating a WAIS-like distributed architecture which integrates universities around the world, corporations, private libraries and so on--in other words, build on the NII concept by identifying "first phase" and "second phase" content holders that should be given priority attention by the NII.*

- 4) Recognize that the content of the "information commons" will have a great deal to do with the competitiveness of the Nation, and that Secretary of Labor Reich is correct when he points out that we should support individuals who work within our borders, regardless of nationality. You should take the lead in freeing unclassified information from the "cement overcoat" of intelligence, and in working with other government agencies to radically reduce classification and radically increase the dissemination of information collected and produced by the government, to the "information commons."

***MONEYMAKER:** Best to avoid, unless you have a good handle on what unclassified information is in each of the compartments. If that is the case, then showing the compartment owner how to "clean" the unclassified information and put it back into the commons could be profitable.*

- 5) Recognize that in the age of distributed processing, it is vital that you harness and nurture the full power of the "information continuum" of the Nation: K-12, universities, libraries, businesses, the increasingly capable private investigative and media communities, government at the federal, state, and local levels, and the national security sector. You can help the Vice-President "reinvent" intelligence by providing funding and leadership to break down the iron curtain between the sectors, the bamboo curtains between institutions within the sectors, and the plastic curtains between individuals within institutions. "Central" intelligence will not survive this era. Accept the fact that the academic and business

communities will never trust the intelligence community. Agree to the realignment of \$1 billion a year from the National Foreign Intelligence Program to the National Infrastructure Initiative to fund the National Knowledge Foundation, an independent agency responsive to the intelligence community but completely open to the external organizations whom the Vice President must harness if he is to nurture our Nation's "information commons".

MONEYMAKER: Consider the possibility that the DCI may not want to release the money entirely to a separate entity, but would be satisfied is a major corporation already trusted by the community were selected to manage the National Knowledge Foundation. Consider a White Paper showing how you would staff the Foundation and possible allocations of the funds to distributed centers of excellence. If possible, include cost-benefit analysis with suggestive figures for increases in employment, profits, trade, competitiveness, etcetera, which would result from the efforts of the Foundation and its supported network of de facto external intelligence research nodes.

SECOND INTERNATIONAL SYMPOSIUM: NATIONAL SECURITY & NATIONAL COMPETITIVENESS: OPEN SOURCE SOLUTIONS Proceedings, 1993 Volume I - Link Page

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