



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, D.C. 20380-0001

IN REPLY REFER TO

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INTX/rkr
23 Jan 92

~~SECRET/NOFORN~~ - UNCLASSIFIED UPON REMOVAL OF ENCLOSURES (1) & (2)

From: Assistant Chief of Staff, Command, Control, Communications and Computer, Intelligence and Interoperability Department Headquarters, U. S. Marine Corps, Washington, D. C. 20380
To: Director, Intelligence Community Staff, Washington, D. C. 20505
Via: National Foreign Intelligence Board (Attn: Mr. Mark Sullivan)
Subj: DCI TASK FORCE REPORTS
Ref: (a) Director, IC Staff Memorandum, dtd 17 Jan 92, same subject
Encl: (1) Comments on DCI Task Force on Military Support
(2) Comments on DCI Task Force on Human Source Reporting
(3) Comments on DCI Task Force on Open Source Intelligence

1. The Marine Corps appreciates the opportunity to review the recommendations contained in the DCI Task Force Reports forwarded in reference (a). Comments are attached in enclosures (1) through (3).

2. My overall and Military Support POC is LtCol Reager, INTX, (703) 614-4503. POC for HUMINT is LtCol Harris, INTC, (703) 614-2219 and POC for Open Source is Mr. Steele, C4I2R 703-693-5422.

H. W. Jenkins, Jr.
H. W. Jenkins, Jr.

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U.S. MARINE CORPS COMMENTS ON DCI TASK FORCE ON OPEN SOURCES

1. General Comments

a. We believe that improvements in open source intelligence (OSCINT) must be much broader and deeper than those proposed in the Task Force report.

b. We wish to emphasize our view that ~~not~~ no open source exploitation strategy--even one intended primarily to satisfy the needs of the intelligence community--can succeed without the full integration of other elements of the government such as the Library of Congress' Federal Research Division (FRD) and the Defense Technical Information Center (DTIC), nor that such a strategy could be implemented without at least a limited partnership with the private sector. We therefore recommend the follow-on study fully integrate DTIC and FRD representatives, as well as representatives of other government organizations and the private sector (both industry and academia).

c. It would be helpful if any follow-on study included a bibliography of consulted sources (both documents and interviews); an examination of the findings of prior studies and the degree to which those findings have been implemented; and an itemization of either existing capabilities and documented shortfalls in open source processing within the intelligence community or (ideally) in the government as a whole.

d. Many of the study's recommendations deal with capabilities which already exist in one form or another, particularly at DTIC. The DTIC foundation, and the cooperative efforts between DTIC, the National Technical Information Service (NTIS), and the National Aeronautics and Space Administration (NASA), should be thoroughly understood prior to any attempts by the intelligence community to create duplicative and possibly counter-productive arrangements.

e. Any consideration of open sources must include multi-spectral imagery (MSI) and other commercial imagery and multi-media broadcasting collection, storage, and retrieval services.

2. Comments on Recommendations

a. **Recommendation 1: Concur.** However, we are concerned that a program without programming and budget authority will permit resource managers across the community to continue their practice of marginal funding for open source exploitation. Also, if a Center is established, we recommend DTIC be thoroughly

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involved so as to optimize the Center's responsiveness to both intelligence and non-intelligence consumers.

b. **Recommendation 2: Concur.** However, it may not be necessary to impose an additional layer of bureaucracy on our high level requirements process; such an action may further delay the kind of comprehensive compilation of needs that is required to obtain Congressional funding. An expanded Task Force, with significant augmentation in the form of consumer and private sector representatives, could be charged with the creation of a detailed strategic plan and definition of manning, funding, equipment, and facilities shortfalls, and could submit a full program plan which distinguishes between government and private sector responsibilities. This alternative approach has the dual advantage of both building on existing government capabilities, and fully identifying the unfunded requirements of the consumers of intelligence.

c. **Recommendation 3: Concur.** However, the existing requirements categories and priorities system, as managed by the Foreign Intelligence Priorities Committee, is adequate to the requirements management task--we believe that the primary facilitator for improvements in our existing capabilities would be a relatively modest realignment of resources (including manning) from technical intelligence collection capabilities toward open source collection capabilities. To this end, we recommend the DCI direct preparation of a detailed listing of unfunded deficiencies as nominated by non-intelligence consumers as well as intelligence producers.

d. **Recommendation 4: Concur.** However, existing government agencies responsible for information technology, including the Defense Information Systems Agency (DISA) and the Defense Advanced Research Projects Agency (DARPA), have capabilities which can be used to achieve this goal. Military wargames and reviews have established that--at least in the case of the Department of Defense--our intelligence consumers do not desire a separate open source architecture, but rather desire that the existing architectures be rapidly improved to not only integrate open source information, but to also make open source information the predominant element of the over-all structure. We recommend that an inter-agency technical working group be established to examine how existing architectures must be modified to achieve the desired integration of open source and classified multi-media data.

e. **Recommendation 5: Concur.** However, a significant and persistent problem in applying enabling technologies is the lack

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of coordination and integration across organizational elements. A single successful effort, such as but not necessarily the Computer Aided Tools for the Analysis of Science & Technology (CATALYST) could be chosen, stabilized, and exported to all elements of the community. A single steering group, such as the Advanced Information Processing and Analysis (AIPA) Steering Group of the Intelligence Research & Development Council (IRDC) could be used to oversee and guide the transfer of enabling technologies. We believe such efforts, building on established capabilities, will further the objectives of all concerned.

f. **Recommendation 6: Concur.** The Joint National Intelligence Development Staff (JNIDS) would be an excellent vehicle for consolidating funding and applying it to resolve unfunded deficiencies in the CATALYST-like architecture. We therefore recommend that an inventory of existing pilot projects be completed, and that the same technical working group addressing architectural issues, or the IRDC's AIPA Steering Group, then prioritize required developments which build upon existing pilot projects and communicate those priorities through the DCI to the various intelligence and defense community resource managers.

g. **Recommendation 7: Concur.** However, two excellent inventories have already been prepared by the HUMINT Committee, without noticeable effect. This recommendation, if it envisions detailed listings such as found in library catalogues, might better be implemented by DTIC or the Library of Congress. The Defense RDT&E OnLine System (DROLS) and the Defense Gateway Information System (DGIS), both managed by DTIC, are particularly well-suited to immediate accommodation of this requirement.

h. **Recommendation 8: Concur.** However, as suggested in the comments on recommendations 1 and 2, an investment strategy without a Program Manager is unlikely to see fruition; "flexible response" begs the much broader issue of whether or not we can establish a global capability that routinely obtains multi-media open source information and channels it to a central on-line storage facility accessible by any consumer. We urgently require a comprehensive estimate of what manning and funding will be required to establish a global data entry capability which simultaneously meets the needs of the intelligence and defense communities, and related private sector interests including universities.

i. **Recommendation 9: Concur.** However, we believe intelligence community principals should communicate to appropriate senior members of the government the need for a

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completely new legal framework which eliminates archaic legal impediments to the free flow of information while preserving and/or establishing the means to ensure compensation to originators of information. The concept of "intellectual property", to the extent that it constrains exploitation of the "commonwealth of knowledge", needs to be re-examined. In the interim, rather than modifying our practice of providing open source reporting to universities and others, we should continue to do so under the "fair use" doctrine. Creation of an inter-agency task force, including individuals from the private sector, should be considered; a failure to resolve and revise the legal framework to accommodate multi-media electronic technologies will negate any improvements in our doctrine, technique, or architecture.

j. **Recommendation 10. Concur.** However, without a viable organizational and program management structure, any allocation of funds at this point will barely ameliorate the existing fragmented approach to open source collection and processing. A more detailed spending plan, one suitable for sharing with Congress and thoroughly addressing the existing and emerging needs of the government and its private sector partners, must be developed and submitted as part of the President's Budget.



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C4I2R

14 JAN 1992

MEMORANDUM FOR THE DIRECTOR, DEFENSE INTELLIGENCE AGENCY

Subj: COMMENT ON JOINT OPEN SOURCE TASK FORCE REPORT AND
RECOMMENDATIONS (WORKING GROUP DRAFT DATED 12 JAN 92)

Ref: (a) DCI Memo to DDS&T dtd 3 Dec 91

1. The subject draft report does not appear to fully satisfy the guidance provided by the Director of Central Intelligence (DCI) in the reference, and fails to integrate the requirements and capabilities of non-intelligence government organizations (both consumers and producers). We recommend that any follow-on effort be expanded to include consumer representatives. The Defense Technical Information Center (DTIC) and the Federal Research Division (FRD) should be full partners in this expanded effort.
2. We will reserve our detailed observations on the Task Force report until it is in final form and circulated by the DCI to the intelligence community principals for comment.

A handwritten signature in cursive script, appearing to read "L. M. Sadler".

L. M. SADLER
Colonel
Deputy Director
of Intelligence