



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

IN REPLY REFER TO:

CRB-3

JUL 20 1992

FACSIMILE MEMORANDUM

From: Commandant of the Marine Corps
To: Distribution List

Subj: OPEN SOURCE EXPLOITATION

Encl: (1) AC/S C4I Memo CRB-3 dtd 20 May 92

1. Enclosed is an earlier letter requesting points of contact (POC) for open source requirements and capabilities. Only four POCs have been identified to data (PP&O, FMFLANT, 4th MAW, MCIC). Request addressees provide, by COB 31 July 1992, the information requested in the enclosure.

2. Our attention to open sources is based on a growing realization within a number of communities, including the U.S. intelligence community and the U.S. and Russian research communities, that open sources can meet many of our intelligence requirements at low cost and with minimal dissemination constraints.

3. The phrase "privatization of intelligence" is being used to capture a very basic change in how key individuals are thinking about the way in which we satisfy a majority of our information requirements. The ready availability of multi-spectral imagery, as a supplement if not a substitute, for unavailable Third World 1:50,000 scale maps; and the increasing utility of electronic data bases containing useful information about foreign countries and cultures, are signs of a very significant change in how we communicate, compute, and exploit open sources to produce military intelligence.

4. Once POCs have been established, there will be a general call for open source requirements. We wish to identify unfunded deficiencies, across all mission areas, in the ability of Marine Corps units to access, communicate, compute, and exploit multi-media (print, audio, imagery) open sources.

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J. J. GUENTHER
By direction



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

IN REPLY REFER TO:
CRB-3

JUL 20 1992

MEMORANDUM

From: Deputy Assistant Chief of Staff for Intelligence
To: Open Source Coordinator

Subj: COMMENTS ON TERMS OF REFERENCE

Ref: (a) Open Source Strategic Plan: Terms of Reference

1. I applaud the reference which you provided me for comment. The questions are thoughtful and comprehensive. We endorse the reference as written.
2. There are two general comments I wish to make, one organizational, the other substantive.
3. On the organizational side, I believe you should consider institutionalizing the legal working group that now exists, and ensure that records of its meetings and concerns are shared with members of the Open Source Council. In addition, I believe that you should consider formal working groups for cost estimating and negotiation, for search methods, and for technical measures. From a Marine Corps point of view, we would attempt to assign a lawyer to the legal working group, a librarian to the methods working group, a budget analyst to the cost working group, and a systems analyst to the technical group. Together with the requirements working group, I believe this will give you a full range of supporting activities for your strategic planning. In general, because of the importance we place on open sources, we would appreciate invitations to all working groups and meetings sponsored by yourself or your subordinates, even if resource constraints preclude our participating in every forum.
4. On the substantive side, I wish to note our view that we must be alert to the danger of pursuing increased funding for traditional open source activities in the scientific & technical arena simply because that is the area where some expertise is available. It is essential that we aggressively investigate and propose open source initiatives which are responsive to general military intelligence (GMI) requirements including requirements for unclassified information about operational geography and civil factors. We particularly desire that the GMI community be represented at Council meetings by a senior Defense Intelligence Agency (DIA) manager from the GMI side of the house, and suggest you pursue with the Director of DIA the assignment of such a person.


J. J. GUENTHER

10 July 1992

MEMORANDUM FOR THE RECORD

Subj: OPEN SOURCE COUNCIL MEETING

1. Week of 7 July 1992 I attended the Open Source Council meeting. Chaired by Mr. Paul Wallner, the Open Source Coordinator, its main focus was on the activities of the Foreign Broadcast Information Service (FBIS), and internal Central Intelligence Agency (CIA) initiatives to make open sources more available to the individual CIA analyst. There was also discussion of the draft Terms of Reference (TOR) for the Council.

2. Action Required

a. Mr. Guenther/Mr. Steele. Respond to draft TOR. Will have proposed response ready early next week.

b. Ms. Nekoba/Mr. Portare. Call Ms. Paulette Garthoff in the Office of the Executive Director (703) 482-7671. Extend to her an invitation to visit USMC Intelligence Center and request a briefing on CIA's open source exploitation strategy. If she would prefer, defer her visit and travel to see her together--the CIA thrust is highly technical. Please fulfill this requirement prior to 30 July 1992. During your meeting, arrange for a follow-on visit to FBIS to discuss their dial-in access program which is available now and will include graphics in October.

3. Meeting Synopsis

a. FBIS briefing was illuminating in terms of what they do and don't do. They have access to over 1,000 foreign databases, but their total thrust is on current intelligence rather than research. They have hundreds of translators on contract around the country (and overseas) and can electronically transmit foreign language materials to these contractors, and receive translations in return. They have two major problems (beyond a lack of vision): they do not have the budget they need for online access, and they cannot get the official positions they need to increase overseas coverage. It is clear that they are able to establish private contracts, but their "culture" does not lend itself to giving up that control. This will require future emphasis and we probably should go on record at some point. FBIS is also not oriented to digitization as much as they are to near-real-time translation. The Director of FBIS is not sufficiently familiar with imaging technology, and appears to have been persuaded that the technology is not there yet. He knew what CATALYST/PINNACLE was, but evidently did not understand its success and/or felt its cost per page was too high.

Subj: OPEN SOURCE COUNCIL MEETING

b. CIA briefing, by Ms. Helen Reed, highlighted the use to TOPIC as the profile builder, and their distributed architecture. Each CIA office has a server and an office profile which consolidates the individual analyst profiles. The office gets a daily dump from a variety of open source databases. Their biggest problem has been legal, establishing the conditions of access and dissemination at an affordable rate. They also noted that database managers in the private sector did not like huge profiles, preferred to deal with individual or section profiles, and were technically not equipped to deal with mega-profiles. There is insufficient emphasis at this point on coordinating CIA, NSA, and DIA plans for open source connectivity and services. We need to push for this, in association with the Defense Technical Information Center and the Defense Information Systems Agency.

c. Missing links. During the course of the briefings it became clear that the Open Source Council needs subordinate inter-agency working groups in the following areas: legal, cost estimating and negotiating, methods (standardize a gateway and intelligence data search assistant), and conversion (establish requirements and develop manning/funding requirements for a world-wide digitization capability). I was informed that there is a legal working group.

d. S&T Emphasis. There is a separate executive meeting taking place soon to discuss programmatic requirements that is skewed toward technical solutions and S&T requirements. I made the comment, citing proposed letter from AC/S C4I to D/DIA, that we must expand our concept of open source to include focus on General Military Intelligence requirements, non-conventional S&T, operational geography/civil factors, and increased use of human sources such as defense attaches and foreign area officers. Mr. Wallner acknowledged the validity of the point, but I believe that until DIA appoints a GMI open source coordinator, we will not see these concerns adequately represented at meetings to which we are not invited. It merits comment that there is no established vehicle for ensuring that reports from these "ad hoc" groups sponsored by the Open Source Coordinator get produced and disseminated to the members of the Open Source Council.

4. General comment: Representation at this forum is mixed, including SES, O-6, and GM/GS civilians. The Army was represented by Col Solomon, the Navy by a senior analyst from NIC. I am not sure what kind of game plan Mr. Wallner has for the next few months--it would probably be helpful to suggest to him that we publish a six-month agenda for the Open Source Council, and move to quickly institutionalize (to include published minutes) the four working groups proposed above.

DIRECTOR OF CENTRAL INTELLIGENCE
Community Management Staff
Washington, D.C. 20505

13 July 1992

MEMORANDUM TO: See Distribution

SUBJECT: Report on 8 July 1992 Open Source Steering
Council Meeting

THE NEXT STEERING COUNCIL MEETING WILL BE HELD ON 6 AUGUST,
0900-1100, IN ROOM 5E66 OHB AT CIA HEADQUARTERS.

FBIS Overview

Mr. Bob Schreiner, D/FBIS, led off the meeting with a brief overview of FBIS' structure and mission, and a presentation on the FY92 FBIS Strategic Plan. (The FY93 plan will be completed in September.) Among the key points he made was the baseline need to maintain--and if possible expand--FBIS' worldwide infrastructure. He also noted that the FBIS mission has evolved and expanded well beyond foreign broadcast information to include such new challenges as gray literature and foreign commercial data base exploitation. Another key challenge he noted was that of copyright limitations on FBIS products. To face these challenges, FBIS is emphasizing a strategic direction that is dynamic, flexible, and focused to meet the increasing intelligence requirements.

FBIS IS
A DINOSAUR
STRUGGLING
TO CATCH
UP

Among the elements of the FBIS strategic plan for the 1990s Mr. Schreiner listed the need for a wider Community communications network, the need to deal more effectively with television as a key broadcast medium, and the need to improve requirements management and coordination with customers. The topic of television generated extensive discussion. Schreiner noted that television was a "tough sell" in budget terms, while others noted that the primary concern may be the funds required to adequately exploit television. Technical improvements, particularly video compression techniques, may make television easier and cheaper to transmit and archive in the future.

Mr. Schreiner briefly summarized the FBIS Electronic Dissemination System (FEDS) initiative, the cornerstone of which is to provide customer-driven electronic delivery of FBIS materials to replace the current FBIS and JPRS hardcopy publications. He indicated that he has decided to move up the schedule for changing to all electronic delivery to October 1993. Others noted the reliance on hardcopy FBIS products by many outside of the government, particularly in academia and among contract researchers supporting the Intelligence Community, and questioned the impact this

WE NEED
TO BE ON
THE LIST

decision would have on them. Schreiner noted that FBIS materials would be available electronically through NTIS, contingent on the resolution of copyright issues.

CIA Open Source Task Force

Ms. Helen Reed, CIA, who chaired CIA's Open Source Task Force, then briefed on its primary recommendations. The CIA effort focused on developing a near-term action plan to provide more open source information to CIA users. The effort was entirely internal to CIA, although any plan was to be consistent with the Intelligence Community's open source exploitation efforts. The Open Source Information System (OSIS) developed by the Task Force emphasized the users' role in guiding the collection of open source materials, the importance of librarians or information specialists in the process, the role of component requirements officers, and the development of analytical support tools.

Ms. Reed stated that the model chosen was based on what has been developed in CIA's Office of Resources, Trade and Technology (RTT). This approach uses a distributed architecture, emphasizing a systematic collection of tailored profiles from a wide variety of open source data sources, including commercial data bases, government data bases, FBIS, Library of Congress, and INTERNET files. Reed indicated that the cost of acquiring data from commercial sources is the highest cost item for the OSIS, and those costs will probably change as both the CIA and commercial vendors gain more experience in dealing with large information profiles. She saw this model as potentially appropriate for any organization. The question was raised whether it is efficient and effective for other Community entities to duplicate this approach at other locations.

Reed noted that within the Intelligence Community framework the Task Force saw FBIS as the key link to the Community and that FBIS' overall role would need to be expanded. She added that the development of a requirements mechanism was important as CIA placed more demands on FBIS resources FBIS would need to balance those demands with other Community priorities. She also stated that the Task Force concluded that, at least for the near term, the cost of commercial data would need to remain under local under Agency control.

Reed stated that the CIA Executive Committee (EXCOM) had heard the briefing, part of the proposal had been funded, but that the process was yet incomplete. The Task Force recommended that an OSIS Implementation Management Group be formed and that over the next five years the RTT model be implemented in 45 CIA components, across all CIA directorates and the CMS.

I AM NOT
CONFIDENTIAL
WITH CIA'S
JUSTICE
ATTITUDE;
THEY ARE
CUTTING
DEALS FOR
THEMSELVES
NOT CARRYING
THE LAW
FOR GOOD
OR ALL.

MCIC
LIBRARIAN
NEEDS
MORE AID
& \$\$\$

FBIS VS.
DTIC

Other

Mr. Wallner disseminated copies of the draft Terms of Reference (TOR) for an open source strategic plan. He asked for comments on the content of the TOR by 22 July. Once comments are received and a final draft prepared, Mr. Wallner will solicit volunteers from the Steering Group to draft portions of the plan. An agreed strategic plan is targeted for forwarding to the DCI by the end of the year.

WE SHOULD PLAN

Mr. David Ross briefly summed up the 7 July Requirements Management Committee meeting. Their discussions centered on requirements mechanisms and relationships with other collection disciplines. Mr. John Dullig, chairman of the Intelligence Community Librarians Committee, summarized the progress on developing an open source catalog. He anticipates forwarding summaries of major Intelligence Community libraries to Mr. Wallner by the end of July.

BAD NEWS IS JUST A USE OF POCs - WE ARE TALKING FROM A CATALOG AT THIS RATE.

creation of source catalog structure charter

Mr. Wallner introduced Mr. Fred Harrison, who will chair the Open Source Architectural Strategy Working Group. Harrison briefly described the composition and mission of the group, which will have its first meeting on 16 July. Mr. Wallner also disseminated a copy of an Oxford Analytica brief, a London-based organization analyzing world-wide events reported in open sources. He asked that any Council members interested in receiving a briefing on Oxford Analytica get back to him.

Don K ROFF

for Paul F. Wallner
Open Source Coordinator

I ASKED FOR POLICE - THIS IS SIGN OF "PRIVATIZATION" OF INTELLIGENCE

Distribution:

- Original - DCI
- 1 - DDCI
- 1 - EXDIR/CIA
- 1 - EXDIR/ICA
- 1 - Open Source Coordinator
- 1 - Mr. Wayne R. Schreiner, Dir/FBIS
- 1 - Mr. John M. Kelly, NSA/T5
- 1 - Mr. Thomas Fingar, State/INR/EAP
- 1 - Colonel Jeff Wright, USA, JS/J33/STOD
- 1 - Mr. George A. Thompson, DIA/ODT
- 1 - Mr. John Guenther, USMC/CRB-3
- 1 - Colonel Jim Solomon, USA, Army/ITAC
- 1 - Mr. Gregory Spencer, Navy/NAVMIC
- 1 - Mr. Napoleon Patino, Air Force, AFIC/DOAR
- 1 - Mr. Michael D. O'Byrne, OSD/ASD/C3I
- 1 - Mr. Ivian C. Smith, FBI
- 1 - Ms. Jerine DiGiulio, Treasury/DO/AEI
- 1 - Mr. Lynn G. Staulcup, DOE

DIRECTOR OF CENTRAL INTELLIGENCE
Community Management Staff
Washington, D.C. 20505

22 June 1992

MEMORANDUM TO: See Distribution

SUBJECT: Report on 11 June 1992 Open Source Steering Council Meeting

The initial meeting of the Open Source Steering Council was held at the DIAC on 11 June 1992. All organizations invited to participate in the meeting were represented except for the US Marine Corps.

Mr. Paul Wallner, the Intelligence Community Open Source Coordinator, opened the session by briefly describing the structure of his office within the new Community Management Staff structure and his approach for dealing with open sources. He then summarized the DCI's tasking in creating the Open Source Program. In the near-term the Open Source Coordinator will oversee the creation of an open source catalog, the development of a requirements management structure, and identification of technical means to improve sharing of open source information across the Community. Longer-term actions include developing an open source strategic plan, establishing an integrated open source information architecture, and devising an investment strategy.

BAD LATE
NOTHING
SUBSTANTIAL
IN PT 93

In addition, Mr. Wallner provided two definitions of open source information, one from the Joint Open Source Task Force and one from the OSINT Subcommittee of the STIC. The first statement describes several categories of open source information. The second definition included the caveat that some open source information acquired by the Community may become restricted or classified to protect methods, sources, or requirements. During the discussion it was noted that a broad definition may be most appropriate, particularly as the chief of the new HUMINT collection structure has explicitly indicated that open source information is not part of his charter. There was also some discussion regarding whether or not commercial imagery should be considered open source information in light of the extensive processing required.

GOOD! NEED
TO ESTABLISH
OSINT
RENTS
IDEAL PT.

Mr. Wallner briefly discussed his participation on the committee chaired by the DCI General Counsel on the legal aspects of sharing open source information with the public. The ensuing discussion centered on the need for an emphasis on addressing legal constraints of sharing information between agencies.

WE NEED
MINUTES,
SOME FORM
OF FOLLOWING
THIS GROUP'S
ACTIONS

Mr. David Ross, Mr. Wallner's assistant, then gave a brief overview on the requirements management issue, in which he outlined the charter of the Requirements Management Committee, discussed the relationship of open source requirements with the other two near-term goals of creating a catalog and improving the technical needs to exploit data. The Intelligence Community Librarian's Committee has been commissioned to initiate a phased effort to establish an electronic database accessible to all IC organizations that will include all open source holdings, databases, and eventually specific bibliographic notations.

The 2 June 1992 HPSCI budget proposals and comments by the OSD/C3I representative on open source collection and exploitation were raised as a factor in the formulation of a strategic plan. The HPSCI raised five issues that need to be addressed: the role of open source data in the intelligence process, i.e., whether it plays a supplementary role or will grow into a mainline information source similar to the other INTs; the need for a Community data network to fuse open source data with other information; the need to create mechanisms to validate open source collection requirements and to make trade-offs across collection disciplines to ensure that each discipline addresses the most appropriate requirements; the questions of how much of the government's open-source collection and exploitation should be done effectively by the Intelligence Community which is designed to collect "secrets"; and the question of how much open source collection and exploitation should be left to private organizations to perform.

GOOD QUESTION FROM HPSCI!

In discussions on establishing a Community vision, it was emphasized that the strategic plan needed to include the development of tools to exploit open source data. The thrust of the discussion was that the Community needs to focus on helping analysts and other users to work smarter by making efficient use of open source data in providing intelligence to US policymakers. It was noted that information handling issues impact classified data exploitation as well, but that the large volumes of open source material serves as the primary catalyst to improving information handling capabilities. The NSA representative recommended that the number of initiatives currently underway to develop information exploitation tools be cataloged.

TOOL CATALOGUE
GOOD IDEA!

Mr. John Kelly, the NSA representative, gave a short briefing on NSA initiatives to improve open source exploitation of open source telecommunications information to support NSA's mission. The NSA Task Force identified eleven open source issues that are being covered by follow-on working groups. NSA will be establishing a series of open source telecommunications data bases that will be

WILL GET LIST

shared with other interested elements in the Intelligence Community. At the end of Mr. Kelly's briefing there was discussion regarding the potential value of a common Community approach to acquiring data, which may be of special value to smaller organizations who cannot afford to purchase entire data bases on their own.

A scheduled briefing by Ms. Helen Reed of CIA on CIA open source initiatives was postponed until the next meeting as the CIA task force proposals had not yet been presented to senior CIA management. It was requested that the relationship between the Open Source Coordinator and the STIC OSINT Subcommittee be addressed the meeting.

Mr. Wallner announced that a draft Terms of Reference for the open source strategic plan would be disseminated to the Council members prior to the next meeting. That session will finalize the TOR and designate drafters. It was noted that individual organizations are drafting their own internal plans, which should be presented and shared as a means to identify which parts can be merged at the Community level.

Paul F. Wallner
for Paul F. Wallner
Open Source Coordinator

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