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Possible Presidential Intelligence Initiatives

Intelligence qua warning and understanding will be the crux of tomorrow's worldwide struggle for power. Power is shifting from nation-states to groups, from muscle power to brain power. All aspects of the President's role and relationships are being affected, with bureaucracy among the first casualties of the Internet. National security and national competitiveness require extraordinary leaps of new understanding and organization.

The President of the United States is handicapped by the existing intelligence bureaucracy and needs to take a strong leadership role to revitalize and extend the concept of national intelligence in order to harness the distributed intelligence of business, academic, media, and individual experts in the private sector. An enormous gap exists between the people with power in government, and the people with knowledge in the private sector.

No President has ever faced such a complex political, economic, social, and technical environment. Building upon a newly empowered and extended national intelligence community, presidential leadership in establishing a Global Intelligence Council and a Global Intelligence Organization is recommended. In addition, a substantive restructuring of the presidential staff is suggested to help integrate national policymaking across security, competitiveness, and treasury boundaries, and to provide small staff elements for global strategy, national intelligence, and national research in direct support of the President and his immediate subordinates.

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Only the President has the programmatic and political authority to serve as the leader of a truly national intelligence community, and to correct the severe deficiencies existing today within the government's intelligence bureaucracy. Intelligence is an inherent responsibility of the Commander-in-Chief, and not something that can be delegated to a political appointee or to the bureaucracy.

NATIONAL INTELLIGENCE REDEFINED

The United States Intelligence Community (IC) emerged from the demands of World War II. The Central Intelligence Agency (CIA) grew from the original Office of Strategic Services (OSS), itself a result of a central coordination group that emerged as a response to Pearl Harbor. Over time, as new opportunities and challenges emerged, the National Reconnaissance Office (NRO), National Security Agency (NSA), National Imagery and Mapping Agency (NIMA), and a variety of standing armies were created for intelligence collection and production at the tactical and theater levels, as were Joint Intelligence Centers at each of eleven Unified & Specified Commands.

Somewhere in the course of creating this vast \$30 billion-a-year community, "intelligence" became synonymous with "secrets." This is understandable, in part because the Cold War caused the IC to focus on one major threat, the Soviet Union. The bulk of all information about the Soviet Union was classified because that country was a "denied area," and all U.S. information on it had to be obtained by clandestine human or covert technical means. The next President should not permit this grave misdirection to be perpetuated.

Two other very undesirable facts of life are associated with the growth of the IC.

First, because of America's penchant for technical solutions, when the former Soviet Union blocked U.S. attempts to obtain information through human clandestine means, the U.S. resorted to technical means, and ultimately allocated over 90 percent of its intelligence spending to technical collection. In fact, the IC now collects so much that less than 10 percent of the intake can be processed—a very wasteful situation.

Second, only the CIA has remained a relatively independent agency under the direct control of the Director of Central Intelligence (DCI). Everything else has become part of the Department of Defense (DoD), and hence somewhat unresponsive to guidance from the DCI. Put another