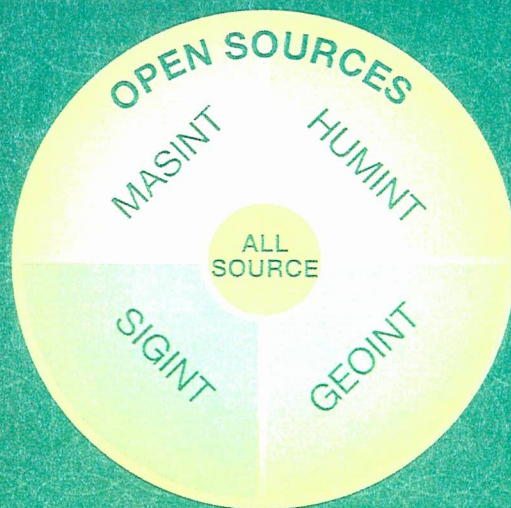# NATIONAL OPEN SOURCE
ENTERPRISE

NATIONAL OPEN SOURCE ENTERPRISE

"We cannot solve problems by using the same kind of thinking we used when we created them."

-Albert Einstein

OPEN SOURCES

MASINT

HUMINT

ALL SOURCE

SIGINT

GEOINT

**SOURCE OF FIRST RESORT
AND ENABLER FOR ALL
COLLECTION DISCIPLINES**

Message from the Assistant Deputy Director of National Intelligence for Open Source

The Source of First Resort . . .

The richness of the information age and the pace of technological innovation offer us tremendous opportunities; what is unknowable now may well be attainable in the future. We must come to terms with the fact that the fount of human knowledge resides largely outside the Intelligence Community and is available principally through open sources. Increasingly, the answer is out there; we need only be up for the challenge of uncovering it. The task before us is to develop the expertise, tools, and culture of sharing to best harvest the knowledge we need. Ignoring open sources is no longer an option; they must be viewed as the source of first resort.

The Eighty-Percent Solution . . .

In today's complex and dangerous world, US policymakers need contextual, contemporary, and relevant knowledge to make decisions. Allen Dulles estimated in 1947 that over eighty percent of the "information required for guidance of our national policy" was available in open sources. George Kennan revised the estimate to upwards of ninety-five percent in a 1997 *New York Times* interview. Open sources also provide the necessary context for all source analysis, competitive, analysis, public diplomacy, long-term trend reporting, and alternative scenario consideration. In addition, the rapid and effective exploitation of open sources – the eighty-percent solution – will enable us to focus limited resources on collection and analysis of the remaining twenty percent of our information needs. Open source should be the precursor and enabler of all clandestine and technical collection and be better employed to support those activities. In other words, given the scarcity of these resources, we must leverage open source not only to answer immediate questions but also to preserve our more precious collection capabilities.

A Distributed Enterprise . . .

In the open source world, it is neither feasible nor desirable to have a centralized end-to-end solution. A single entity cannot be all things to all people. We should not be centralizing open source capabilities or taking over mission analytical functions better accomplished elsewhere. Rather, we will have visibility into best practices, capabilities, source background, and data stores. We must leverage and share for the greater benefit. We will invest wisely to grow both people and technology. We will acquire data once and share what we know via a collaborative architecture with state-of-the-art tools. While the need for dedicated open source expertise is a given, open source skills must be embedded in the tradecraft of all disciplines.

Three, Two, One . . .

We have the privilege of being part of a unique time in history, a time when open sources are poised to reinvent the world of intelligence. Our challenge is to see to it this capability, so vital to our national interests, is adequately understood, embraced, and exploited. Let us rise to the occasion.

Eliot A. Jardines
Assistant Deputy Director of
National Intelligence for Open Source
April 2006

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Imperatives for Open Source

"Open-source intelligence is a valuable source that must be integrated into the intelligence cycle to ensure that United States policymakers are fully and completely informed . . ."

Intelligence Reform and Terrorism Prevention Act, Section 1052. Open-Source Intelligence, 2004

"The need for exploiting open-source material is greater now than ever before . . . The ever-shifting nature of our intelligence needs compels the Intelligence Community to quickly and easily understand a wide range of foreign countries and cultures . . . information often detailed in open sources . . ."

"Open-source information provides a base for understanding classified materials . . . the amount of classified information produced on any one topic can be quite limited, and may be taken out of context if viewed only from a classified-source perspective . . ."

"Open-source materials can protect sources and methods . . ."

"Our hope that open-source will become an integral part of all intelligence activities . . ."

"The Intelligence Community must make a concerted effort to solve the technology and security challenges associated with getting open-source information to every analyst's desktop . . ."

The Commission on the Intelligence Capabilities of the United States Regarding Weapon of Mass Destruction, 2005

Mission

To enable all intelligence disciplines as well as provide timely, relevant and value-added insight to consumers via the National Open Source Enterprise.

Vision

Open sources are routinely exploited in all intelligence disciplines, facilitated by innovative experts – but with every officer open source capable. Supporting technology is interoperable, and the availability of information resources is maximized by strong public-private relationships, information sharing best practices, and an agile requirements process.

Values

- *Agility* – the ability to respond quickly and effectively to any challenge or opportunity

- *Gestalt* – the enterprise we build is greater than the sum of its parts

- *Excellence* – in all of our actions and activities – providing unparalleled support

Toward a National Open Source Enterprise

Given the challenges and threats the United States faces in the 21st century, it is essential our decisionmakers, warfighters, law enforcement, and homeland security authorities receive accurate, actionable and timely intelligence support. As stated in the Director of National Intelligence's National Intelligence Strategy (NIS), what is needed is a new approach to "national intelligence," which represents a far-reaching reform. Part of this new approach to intelligence is the collection of national intelligence via an integrated collection enterprise, fundamental to which is a robust, distributed, open source exploitation capability, known as the National Open Source Enterprise. The National Open Source Enterprise sets forth the goals and objectives needed to achieve the mission of enabling all intelligence disciplines as well as providing timely, relevant, and value-added insight to intelligence consumers through the effective exploitation of open sources.

The open source planning process is a continuum that begins with an overarching vision and ends with specific initiatives necessary to achieve the goals. To realize this vision, five goals are designated by the Office of the Director of National Intelligence: Source of First Resort, Guild, Single Architecture, Global Input and Output and Open Source Works. In these pages, we frame these goals to set the overall direction for the National Open Source Enterprise. As a Community, our next steps are to collaborate on implementing this plan and establishing guideposts to evaluate our progress.

The Shark Tank

Goal One:
Source of First Resort

Open source is the source of first resort for all disciplines and the precursor for clandestine and technical collection.

1.1 The DNI establishes the strategic direction for the National Open Source Enterprise and matches stewardship of the resources to it by:

- Publishing the National Open Source Enterprise
- Promulgating a Strategic Open Source Implementation Plan
- Integrating efforts with the National Intelligence Strategy, National Defense Strategy, and National Security Strategy
- Evaluating progress for return on investment and continuous improvement
- Using metrics to influence planning, programming, and budgeting

1.2 Effect cultural change in all intelligence disciplines and insist on an ethos of sharing. Open source will be:

- Fully exploited as the source of first resort
- Integrated into all collection and analysis
- Available as contextual, contemporary, relevant knowledge to decisionmakers
- Used as a precursor to determine deployment of precious collection resources
- Developed appropriate legal and policy guidelines to enable IC to utilize the full range of open-source capabilities

1.3 Direction for the distributed Open Source effort is provided collectively by the Open Source Community:

- Establish the National Open Source Committee (NOSC) comprised of senior authoritative officers
- National Open Source Committee ensures community visibility, information sharing and provides recommendations on policy, priorities, and investment
- Subcommittees of the NOSC advise on requirements, acquisition strategies, and technologies

Goal Two: Guild

Our people are empowered by a guild of experts who champion the use of open sources, by universal training in open source exploitation, and by embedding open sources in the work of all disciplines.

2.1 A Guild of Experts facilitates open-source use across the IC:

- The DNI Open Source Center is the center of excellence for the Guild which is staffed with career open source officers and Community specialists
- The DNI Open Source Center is sized and organized to meet the IC's needs, with growth focused on Community billets
- Librarians are recognized and utilized as open source champions
- Certification program exists for open source experts
- Special skill ratings and/or credentials exist for open source
- Guidelines for professional development, assignments, and rewards exist across the IC
- Caretakers of standardized sourcing background

2.2 Open source is embedded as a universal competency

- Open source competency is part of each intelligence, defense, law enforcement and homeland security discipline
- Open source training standards are set and validated in all disciplines
- IC-wide professional certification exists for entry-level open source professionals
- Open source is incorporated in all leadership and management training

2.3 Open source is imbedded in all training

- Best practices are quickly propagated
- Certified Open Source Professional training is available in intelligence-related academic programs across the country
- The use of asynchronous distance learning is maximized to reach the broadest audience on their terms of availability
- Open source training is routine with with international partners

Goal Three: Global Input

Global input ensures the broadest range of information with relevant sourcing background is accessible to all consumers.

3.1 In support of the NIS, complete inventory of open source capabilities informs strategic planning:

- Baseline of mission-critical capabilities is maintained
- Users, readership and utility are well understood
- Evaluation metrics are geared to current and projected needs

3.2 Single open source requirements management system, a fundamental part of the integrated collection enterprise, is in place:

- Requirements are appropriately validated and prioritized
- Resources and acquisitions are matched against priorities
- Requirements are visible to all and acted upon quickly by those best able to satisfy them

3.3 Global input from the widest range of sources possible:

- All open source information captured by federal, state, local, and tribal elements is shared appropriately and in a timely manner
- Public-private relationships extend global reach
- Academia provides subject matter expertise
- Libraries and librarians provide information navigation
- Field acquisition is calibrated to priorities, and field infrastructure is fully exploited
- International partnerships facilitate data access, language and cultural understanding

Goal Four: Single Architecture

A single open source architecture provides optimum access to information – acquired once and shared with all.

4.1 Single Open Source Architecture facilitates integration of open sources in all intelligence disciplines:

- Primary system is unclassified
- Mission-discrete capabilities are leveraged
- All levels of access are accommodated
- Data can be moved easily from low to high security networks
- Information architecture, metadata and taxonomies are standardized
- Dissemination of product is facilitated
- Performance evaluation is enhanced
- Systems and users are protected against unintended vulnerabilities

4.2 Open Source Architecture fosters collaboration:

- It is easy to work together
- There is common understanding of sourcing background
- Communities of Interest thrive
- Training is available, easy to apply
- It dramatically improves timeliness and relevance of products

4.3 Content is available to broadest range of consumers possible:

- Responsive and releasable to policymakers, intelligence, defense, law enforcement and homeland security consumers, both in unclassified form and as integrated in all source analysis
- Easily accessible to federal, state, local, and tribal users – all are enabled as users and providers of open source
- Shared with international partners and the public whenever practical

Goal Five:
Open Source Works

A robust Skunk Works ®-*like capability anticipates and capitalizes on emerging opportunities driving innovation in tradecraft, analysis, and technology.*

5.1 Open-Source Works fosters and leverages a loose confederation of related public and private activities:

- Enjoys close liaison with DNI/CIO, ADNI/ Science and Technology, USD-I Information Laboratory, and Community technology and tools development elements
- Institutes and leverages academic relationships
- Acts as clearinghouse for public/private relationships

5.2 Furthering NIS objectives, integrates open source with other intelligence disciplines:

- Supports collection and analysis components
- Systematic cueing bridges open source to clandestine and technical collection
- Consults with and provides requirements to technology elements for open-source architecture and tool development
- Creates means for rapid evaluation and insertion of leading-edge technology and tools
- Ensures syncopation with Customer Outcomes
- Identifies areas for investment
- Sponsors and advocates state-of-the-art tactics, techniques, and procedures

5.3 Board of Advisors stimulates innovation:

- Engages in scenario development
- Ensures foresight into technology benefits
- Enhances links to broadest set of contributors and consumers

5.4 Fuels competitive analysis:

- Identifies trends from open sources
- Supports outsourcing for open-source alternatives
- Provides a long range reconnaissance function for analysis
- Enables Red Teams