A Nation’s best defense is an educated citizenry.  Thomas Jefferson

9-11, U.S. Intelligence, & the Real World

Robert David Steele
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Sponsored by ACFR & NSIC
“There is such a thing as evil in the world and people willing to perpetrate it. That’s the sad reality.’

—REV. MATTHEW WEILER, NEW YORK
World War III Players

- Nation-States
- Companies
- Bacteria
- Citizens
- Gangs
Policy Intelligence Failure: Unbalanced Instruments of Power

Too much of:
- Military heavy metal
- Technical collection

Not enough of:
- Humans on ground
- Human expert analysis
- Technical processing
- State & local intelligence
- Public health, water, etc.

The real budget is the real policy.

Citizens must vote and provide constant oversight if the taxpayer dollar is to be spent wisely.
Intelligence Defined

Collection
• Human
• Technical

Covert Action
• Black Ops
• Mind Ops

Leadership
• Mindset
• Courage

Analysis
• Current
• Estimative

Counter-intelligence
• Defensive
• Offensive
9-11 & Intelligence: the Boiling Pot

- **Collection:**
  - Satellites deaf
  - Spies incompetent
- **Data entry:** FBI still in pencil & paper mode
- **Translation:** lack of personnel or funds
- **Processing:** no single central OpIntel “plot”
- **Analysis**
  - Did not connect the dots (dots found to have been known)
  - Marginally-qualified analysts (no language, culture, history)
- **Liaison:** “business as usual,” no demands
- **Mind-set:** muddled
9-11 & Policy: The Oblivious Frog

• World Trade Center 1st Bombing
  – Sidelined to law enforcement
  – Documents not translated
  – Ignored bin Laden’s open declaration of war
  – No change to visa or border security process

• Global Terrorism
  – Ignored warnings on cockpit and airport safety (industry against)
  – Accepted bombings of 2 embassies, a barracks, and a naval vessel as “cost of doing business”
  – Accepted lack of action by other nations
Global Intelligence Failure

Breakdown in Collection and Understanding

Cascading Deficiencies:
1) Don’t even try to access most information
2) Can’t process hard-copy into digital
3) Can’t translate most of what we collect

*29 predominant languages, over 3,000 distinct languages in all.
Global Processing Failure
Breakdown in Exploitation, Dissemination

Less Costly

Does Not Exist

OSS.NET

50%

More Satisfying

0%

50%
Conflict Facts for 2002

23 LIC+, 79 LIC-, 175 VPC

Source: PIOOM (NL), data with permission © 2002 A. Jongman
Ethnic Fault Lines 2000

18 Genocide Campaigns On-Going Today

Source: Dr. Greg Stanton
Water & War

Global Threats to Local Survival

Complex Emergencies
32 Countries

Refugees/Displaced
66 Countries

Food Security
33 Countries

Modern Plagues*
59 Countries & Rising

Child Soldiers
41 Countries

Water Scarcity & Contaminated Water**

Ethnic Conflict
18 Genocides Today**

Resource Wars, Energy Waste & Pollution**

Corruption Common
80 Countries

Censorship Very High
62 Countries

*State of the World Atlas (1997), ** Marq de Villier (Water), John Heidenrich and Greg Stanton (Genocide), Michael Klare et al (Resources), all others from PIOOM Map 2002
Asymmetric War

- Whatever it takes--
  - Fight dirty
  - Fight smart
  - Sabotage
  - Bug bombs
  - Electronic attack
  - Anthrax = panic
  - “Ju jitsu” warfare

- $500K = $20B loss
Vulnerabilities on the Home Front

- **PHYSICAL INFRASTRUCTURE**
  - Tunnels, Pipelines, Bridges, Dams, Towers

- **ELECTRONIC INFRASTRUCTURE**
  - Power, Financial, Comms, Transportation

- **MILITARY ACHILLES’ HEELS**
  - Off-base power, down-links, antennas

- **ECONOMIC BLAHS**
  - No Fly No Spend No Hire

- **DATA**
  - Corruption

- **Public Health**
Individual as Threat and Target

STATE IS PRIMARY ACTOR

Defense Against Weapons Systems
“Over There”

Offense Against Fixed Ground

State as Threat and Target

PRIVATE SECTOR IS PRIMARY ACTOR

Defense of Infrastructure
Here at Home

Offense Against Distributed Groups

Individual as Threat and Target

OLD

NEW
Taking Down the West

Electronic Targets
- Federal Reserve
- Internet switches
- Satellite downlinks
- Power generators
- Railway controls
- Fuel tank controls
- Dam & sewage controls

Physical Targets
- Alaska pipeline
- Panama canal
- Telephone switches
- Cables (“Cut Here”)
- Railway bridges
- Dams and levees
- Tunnels to cities

Bio-war: Suicidal blond blue-eyed plague & smallpox carriers
Four Different Threats to America: Require Four Different Security Approaches

- **Physical** Stealth, Precision Targeting
  - High Tech Brutes (Big War)
  - Natural Stealth, Random Targeting
  - Economic War
  - Cyber - Stealth, Database Targeting

- **Economic** Money - Ruthlessness
  - Power Base
  - Cyber - Stealth, Database Targeting
  - Knowledge - Ideology
  - High Tech Seers (Home)
  - Low Tech Seers (Poor)
  - Cultural War

- **Cultural** Guerilla War
  - Money - Ruthlessness
  - Power Base
  - High Tech Seers (Home)
  - Low Tech Seers (Poor)
  - Cultural War

- **Terrorism** Ideo - Stealth, Mass Targeting
  - Power Base
  - Knowledge - Ideology
  - Low Tech Seers (Poor)
  - Cultural War
  - Economic War
Taxpayer Dollars
Focused on 10% of the Threat

- 50%: Gang Wars, Genocide, Decolonization
- 25%: Inter-Ethnic Tribal
- 15%: State vs State
- 10%: State vs Nation

Focused on 10% of the Threat
New Strategy: 1 + iii:
Need huge increase in “soft power” capabilities

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- 50% 250B vs. 400B
- 15% 75B vs 20B
- 20% 100B vs. 20B
- 15% 75B vs. 16B
Public Intelligence Failure: Uneducated, unengaged, unconnected

Why This Matters

- Homeland security -- “A Nation’s best defense is an educated citizenry.”
- Prosperity -- the financial value of ethics, trust, strategic culture
- Global security -- the long-term value of public intelligence to multi-cultural policy initiatives
New Craft of Intelligence

I
Lessons of History

II
Global Coverage

III
National Intelligence

IV
Spies & Secrecy

China, Islam, Ethnic, Etc.

Narrowly focused!

Cost-Sharing with Others--
Shared Early Warning

Harness distributed intelligence of Nation
Seven Intelligence Tribes: The Way Ahead

- National
- Military
- Law Enforcement
- Business
- NGO & Media
- Academic
- Religions & Clans
Leveraging Best Practices:  
*The Generic & The Esoteric*

**Generic to All Tribes**
- Open Source Collection
- Multi-media processing
- Analytic toolkits
- Analytic tradecraft
- Operations security
- Defensive counterintelligence
- Leadership skills
- Training & culture skills

**Unique to Some Tribes**
- National clandestine & covert collection, offensive CI
- Military targeting, mobility
- Police arrest & interrogation
- Business fiscal accountability
- Media attention-getting skills
- NGO humanitarian values
- Religious faith-based insights
- Ethnic blood-based insights
Localizing Intelligence:  
*Transfer resources & process*

- Community Intelligence Centers
- Community Information Commons
- Community Open Decision Networks
- Digital Marshall Plan to every corner of globe
  - Empowers local population with global access
  - Makes local information digital at least cost
  - Converts “neighborhood watch” into global watch
Globalizing Intelligence:
*A Geneva Convention for Information*

- International convention on open source software and transparent stable Application Program Interfaces (API)
- XML Geo is fundamental--every datum in every medium, every language, every device
- ISO standards for *generic* intelligence collection, analysis, counterintelligence, covert action
- ISO standards for data security & privacy that empower software and marginalize hardware
Creating the World Brain: Web-Based Virtual Intelligence Teams

- Expert Forum
- Shared Calendar
- Distance Learning
- OPG VPN
- Shared 24/7 Plot
- Virtual Library
- Virtual Budget
- Shared Rolodex

Weekly Review
Focus of Global Effort

- **Top Secret**
  - Strategic Forecasting
    - 10% Need, 40% Cost

- **Tribal Secret**
  - Primary Research & Experts on Demand
    - 20% Need, 30% Cost
  - Help Desk (Tell Me More Right Now)
    - 30% Need, 20% Cost

- **Partial Sharing**
  - Daily/Weekly Reports
    - 40% Need, 10% Cost

- **Shared Among Tribes**
U.S. Intelligence Reform

Can’t Have Smart Spies in a Dumb Nation

- XML Geo and XML Security Standards
- National Analysis Agency (CIA Re-Focus)
- National Processing Agency (NSA Re-Focus)
- National Collection Agency (NRO Re-Focus)
- New Clandestine Service Agency
- New Homeland Security Agency
- New Community Intelligence Centers (Each State/City)
- New Global Knowledge Foundation ($1.5B/Yr)
To Do This Week

• Write your Governor, proposing a State Intelligence Network. Mention www.oss.net.

• Write your Senators, urging them to support the Independent Commission and a National Security Act. Mention my two books.
To Do This Month

- Create your own Local Intelligence Council with its own web site.
- Recruit new members, all members select one area in which to read for all.
- Fund one member to join each of the national intelligence associations.

- Global Issues Coordinators
- Regional Issues Coordinators
To Do This Year

My Town & National Security

• Plan for an annual local conference on “My Town & National Security--What Do We Need to Know?”

• Create alliances to bring your seven tribes together around this event & your web site.
...the greatest menace to freedom is an inert people...
Justice Louis Brandeis

9-11, U.S. Intelligence, & the Real World

Robert David Steele
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