

**Remarks and Q&A by the
Assistant Deputy Director of National Intelligence for Open Source**

Mr. Eliot A. Jardines

**ODNI Open Source Conference
Washington, DC**

July 16, 2007

SABRA HORNE (Office of the Director of National Intelligence, Senior Advisor for Open Source): Good morning. Good morning, ladies and gentlemen. Look all around you because you are making history. This conference is the very first public conference ever sponsored by the intelligence community, the very first ever, so congratulations. This is our community, our open source community, and you are part of that community, and the experts who are sitting in this audience, you, too, those that reside outside the traditional intelligence community, you, too, are part of our community.

Welcome to the inaugural DNI Open Source Conference 2007. I'm Sabra Horne, senior advisor for outreach and the organizers for this event. Today is a historic day for a number of reasons. First of all, it brings together hundreds and hundreds of experts who have spent their careers devoting themselves to open source work. We also have a wide number of representatives from a myriad backgrounds here to represent open source experience. We have, with our attendees today, 47 universities, 51 think tanks and NGOs, 31 non-IC federal entities, 25 state and local entities, 213 private firms, 42 press agencies, and 24 countries from around the world.

This event is an unprecedented platform for information sharing, and it is open source, the formerly undervalued intelligence capability that provides that best means for information sharing. In addition, this month marks the 60th anniversary of the signing of the National Security Act of 1947 and the creation of the intelligence community. Recall, at that time, the tools that the intelligence community had to use to do its information gathering and sharing: radios, telegraph, and yes, there were spies, but there were no computers, there was no Internet, no satellites, no Google Earth, no CSPAN or CNN, no Wikis or blogs.

True, the security challenges we face today are complex, but it is the tools that open source provides us that gives us the best means to solve those challenges. Through sophisticated technologies that better access the deep web and the wealth of information that resides therein, with faster and more accurate translation tools, and through rich online communities that bring together experts from around the world to chat in virtual coffee shops.

Finally, this conference and the attention that it has gathered marks the coming of age for open source. No longer is open source and its ability to inform other collection disciplines neglected, overlooked, underappreciated, or taken for granted. With the recognition of open source in the 9/11 report and the WMD report, with the creation of the position of Assistant

Deputy Director for National Intelligence of Open Source, and with the vast support of funding that spreads our national open source enterprise beyond the intelligence community, we have formal recognition of the importance of open source.

But it is the hundreds and hundreds of people in this room that are the greatest testament to the power of open source and the experts in this room who have spent their careers doing open source and the countless thousands who have also devoted their careers to open source. We know that that is the most powerful testament that open source is relevant, it is vital to our craft, and it is fundamental to the business of intelligence. It is time for open source to be the source of first resort, and that time is now.

We have a very exciting agenda planned for you over the next two days. We will be expanding our horizons about our knowledge of open source and the breadth and depth of capabilities, including hearing from such wonderful folks as our boss at the ODNI, Director Michael McConnell, Senior Media Analyst Ted Koppel, who will be talking to us about the connection between open source and media. We have Senator Bob Kerrey and Congressman Rob Simmons, who will talk about the powerful connection that our policy makers bring in helping to form the foundation for open source.

Please refer to your agenda because we have had a few changes and we would hate for you to miss anything, and please keep your cell phones and pagers off or on vibrate. We have a jam-packed two days with 26 sessions and over 100 experts speaking on open source, but heads up, as you all know, this conference is completely open to the public and unclassified, so please consider any of your conversations, including those in the hallways, to be attributable and on the record, so anyone of you speakers who still have some FOUO slides left in your briefings, you still have 75 minutes to remove them. (Laughter.)

Our goal here is to leave with an appreciation of the diversity and breath and depth of open source capabilities that reside in the community and well beyond, but it is our hope that you leave here inspired and encouraged to contribute in whatever way each of you can in supporting open source. Now, it's my honor to introduce our first-ever Assistant Deputy Director of National Intelligence for Open Source, Mr. Eliot Jardines. (Applause.)

Mr. Jardines has spent virtually his entire career doing open source work, first as an intelligence analyst, then owning an open source business, then as an author, and finally, as an instructor and professor teaching intelligence courses. His vision for open source and the open source enterprise spreads across the community and well beyond, and his doctrine in making open source the source of first resort ensures that open source will no longer be what we've ever known it to be before. So, to expand our horizons, Mr. Jardines. (Applause.)

ELIOT JARDINES: Well, good morning. What an enormous pleasure it is for me to be here today addressing you. Over the past years, this conference has gone from concept to reality. I frequently felt like Kevin Costner in the movie "Field of Dreams." Believe me, proposing to the intelligence community that we have a free conference open to the general public and the media was something just as strange for my colleagues as building a baseball diamond in the

middle of an Iowa cornfield, so I certainly appreciate you all being here today and making our field of dreams a reality. Again, my thanks for joining us.

Since we're on the subject of thank yous, I'd like to take a moment to thank those who have made this conference possible. First and foremost, I'd like to thank our distinguished speakers and panelists. You honor us with your presence and your contributions. Secondly, I'd like to thank our staff, our central conference team, and all of the volunteers from across the intelligence community who have made this conference possible. You have all helped to make this a tremendous success.

I'd also like to take a minute to thank INSA for hosting the open source exposition down the hall, and I would encourage you, if you've got some time, to certainly visit the excellent open source vendors down the hall. Finally, I would be remiss if I did not thank Sabra Horne, our senior advisor for outreach. Sabra, in the year since I gave you the task of building this conference, you have worked tirelessly and selflessly to bring together a truly remarkable conference. My heartfelt thanks for all that you have done. (Applause.)

I tried out the first draft of this speech on my wife, who upon hearing it recommended I consider starting with something funny or interesting. (Laughter.) Setting aside the obvious implications of such a comment, I've decided to start by recounting a true story which I hope you'll find interesting and illustrative.

Seventy-two years ago, Bertoldt Jakov (ph) was a German-born journalist who was alarmed by the growing power of the Nazi regime. Mr. Jakov decided to bring his investigative journalist skills to bear to expose the fascist regime's goal of world domination. Bertoldt had uncovered from his sources telltale signs that the Nazis were rearming their military, which obviously was a direct violation of the World War I peace accords.

He began by scouring open sources and found a treasure trove of information on Germany's efforts to rebuild its military. This treasure trove resided in a very unlikely place, the social segment of German regional newspapers. By painstakingly cataloging what at first blushed appeared to be incidental details regarding name, rank, and unit of assignment, Bertoldt began to construct an exceedingly detailed order of battle for the new German military.

What soon became clear to him was that Germany's military capability was being built on such a grand scale that he was convinced the Nazis had plans for far greater than merely the conquests of her neighbors. Bertoldt set about writing a book to expose Nazi intentions and capabilities to the world. Unfortunately, he was betrayed by a close friend. The Gestapo was alerted to his activities, and they became convinced Bertoldt had recruited a highly placed source within the new German military.

On March 9, 1935, the Gestapo, posing as literary agents, lured him away from his home in France to Switzerland, where he was drugged and kidnapped. From March 9 until his release on September 17, 1935, Bertoldt was interrogated as the Gestapo desperately tried to ascertain how he had uncovered so much information about German rearmament plans. All the while, Bertoldt continued to insist that he had acquired all his information from German newspapers.

His Gestapo handlers finally conceded to Bertoldt's requests to prove his assertions. They provided him with newspapers from across Germany and much to their amazement, he proved his point. From death notices, he was able to glean information regarding the makeup of senior military ranks, as press coverage of senior military funerals would inevitably name all of the senior officers present and their unit of assignment.

Bertoldt got a mid-level look at the German military by looking at birth and christening announcements, which not only would list, for example, if it was a military officer, the father's rank, unit of assignment, but frequently would also list the godfather's name, rank and unit of assignment, who tended to be someone of higher rank. He got a low-level view of the new German military by scanning wedding announcements and press coverage of military graduations.

Thankfully for Bertoldt, the Nazis had publicly announced his arrest, which resulted in vehement protests by Swiss authorities, who turned up numerous witnesses to the kidnapping and who objected to the Gestapo having almost struck a Swiss border guard as they rammed their way through the border crossing. As a result, diplomatic and public pressure on the German government, Bertoldt was finally released six months later. His book, which I have a copy of here, took me four years to track it down, was published in 1936 and was read widely throughout Europe, providing a credible early warning to the Nazi threat.

As an astute consumer of open sources, Bertoldt Jakob was able to make an accurate assessment, thereby gaining crucial insights that enabled him to uncover the Nazi threat well before his peers. Bertoldt understood his time in history and was able to do something about it. Through his book, he warned the world of the coming Nazi menace.

We have no less a responsibility to identify and assess our modern day threats, be it terrorism, pandemic flu, or proliferation. We must inform our decision makers in an accurate and timely manner. Like Bertoldt Jakob, we must understand our environment and accurately assess the emerging threats in our time. We live in a period of many challenges, nevertheless, a time when open sources are, indeed, reinventing the business of intelligence.

Our challenge is to see to it that this capability, so vital to our national interest, is embraced, adequately understood, and leveraged. Together, we can rise to the occasion, expand our horizons, and make open source truly 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 knowable in the future. We must come to terms with the fact that the font of human knowledge resides largely outside of the intelligence community and available principally through open sources. Increasingly, the information we seek is out there; we just need to be smart enough to uncover it.

The task before us is to develop the expertise, tools, and culture of sharing to best harvest the knowledge we need. In today's complex and dangerous world, our leaders need contextual, contemporary and relevant knowledge to make decisions. In 1947, Allen Dulles, who would go on to be the CIA's first civilian director, estimated that over 80 percent of the information

required for the guidance of our national policy was available through open sources. George Kennan, father of our containment policy, revised that estimate upwards, to 95 percent, in a 1997 New York Times interview.

Open sources also provide the necessary context for all source and competitive analysis, public diplomacy, long-term trend reporting, and alternative scenario consideration. In addition to the rapid and effective exploitation of open sources, what we refer to as the 80 percent solution, this will enable us to focus our precious classified resources on the remaining 20 percent of our intelligence needs. Open sources should be the precursor to all clandestine and technical collection and better employed to support all collection and analysis activities. In other words, we must leverage open sources, not only to answer immediate questions but to preserve and enable classified capabilities.

Director of National Intelligence J. Mike McConnell, whom you will hear from tomorrow, has wisely replaced the intelligence community's longstanding tenant of need-to-know with a new principle of responsibility to provide. I believe open sources can and should serve as the foundation for our responsibility to provide. In order to effectively prosecute the global war on terrorism and protect the homeland, the intelligence community must be able to efficiently disseminate intelligence across a wide spectrum of customers, including tactical units, international coalition partners, and the homeland security.

Given the need to disseminate actionable intelligence all the way down to the pointy end of the sphere, classification is obviously an inhibitor. This is where open sources are uniquely qualified to enable our responsibility to provide. So what have we done to enhance our responsibility to provide? We have made a tremendous amount of progress in the past two years. The DNI established my position to provide direction and oversight to the intelligence community's open source efforts and created the DNI Open Source Center to serve as a center of excellence to assist in the development of a distributed but federated national open source enterprise.

On July 11th, 2006, the DNI signed Intelligence Community Direction 301, which I believe is in your packets, which established for the first time an unclassified and truly inclusive governance structure for the open source community. That governance structure has developed a detailed roadmap which will guide our open source development efforts for the next four years.

We are likewise expanding horizons by establishing new open source positions in a number of agencies to serve as the basis of open source units in those agencies. In this manner, we begin to implement my boss's vision, Mrs. Mary Margaret Graham, Deputy Director of National Intelligence for Collection, who charged me with ensuring that each of the 16 intelligence community members had an inherent open source exploitation capability. To provide adequate training for these new open source units, we are partnering with the DNI Chief Human Capital Officer, Dr. Ron Sanders, and his staff, to develop a professional certification for open source officers across the intelligence community. Later this month, the Open Source Center will begin offering the first iteration of the DNI Open Source 101 course to students from across the intelligence community.

While we have made great strides, we must not become complacent. We must continue to expand our horizons. For open source to truly become the source of first resort and an enabler for our responsibility to provide, we must expand our horizons beyond our traditional customer base. A good example of the direction we need to go in is the DNI CIO's avian flu portal on our Intelink-U network, which was developed at the request of the Secretary of Health and Human Services. The avian flu portal consolidates all avian flu-related content acquired by the intelligence community and combines it with a collaborative interface, available to any authorized user with Internet access.

We need to continue to expand our horizons by embracing the requirements of the Homeland Security community and our state, local and tribal law enforcement partners. Our law enforcement partners and first responder colleagues, I'd like to say to you, you put your lives on the line for us on a daily basis. We owe it to you to meet your requirements and deliver timely and actionable intelligence.

Today, I make the following commitment to you: we will endeavor to make our open source content available to you however you interface with the federal government. Some of you already have access to our content via FBI's LEO or DOJ's RISNET (ph) networks, and we remain committed to partnering with other federal networks to make our content available to you. We will endeavor to develop and maintain a robust partnership with the Homeland Security at state and local and tribal communities. To that end, the DNI has provided funding to the Department of Homeland Security to conduct a survey of state fusion centers to determine what their open source needs are.

Now, I'd like to take a moment to address our international partners. Reviewing the registration list, I counted representatives from 24 countries in attendance. First of all, thank you for being here today. You have traveled significant distances at significant costs. Your mere presence here expands our horizons and is evidence of your commitment to open sources and a willingness to dialogue. It is our fervent hope that this conference serves to strengthen the exchange of information among us all. The world is a diverse and dynamic place, and while each nation has its own interests to advance and protect, issues like terrorism, pandemic influenza, and proliferation threaten us all. Let us, therefore, endeavor to make open sources the source of first resort for international cooperation as well.

Last but by no means – last but by no means last – (laughter) – or least – the best laid plans, right? (Laughter.) To our private sector partners who provide content, technology and open source exploitation capabilities, I'd like to say that we're committed to expanding those ties by facilitating interaction with the intelligence community. We are establishing an open source works facility, which will serve as a clearing house for public/private partnerships and a place where we make it easy for industry, academia and the media to interact with us.

This conference has a total of 28 different panels on a wide-ranging list of topics, but we have endeavored to place emphasis on panels dealing with academia, the media and the private sector in order to expand our dialogue with those communities. Let me conclude by saying that in order to effectively assess and respond to the challenges of our time, as Bertoldt Jakov did almost three quarters of a century ago, we must make open sources the source of first resort and

the foundation for our responsibility to provide. We can only achieve this goal by expanding all of our horizons through partnership and dialogue, which is the ultimate goal of this conference. The path to achieving this goal is clear, but I don't underestimate the challenges and difficulties ahead.

So in closing, I'd like to take the opportunity to ask for your help in tackling those challenges. If you have ideas, we want to hear them. If you have solutions, we want to use them. And most importantly, if you have information, we want to share it. Thank you very much. (Applause.)

I think we're running a little behind schedule, so in an effort to catch us up a bit, I'll take a few questions, if anyone has questions. (Laughter.) Okay. Going once, going twice – ah, a question. Bless you, kind sir. (Laughter.)

Q: Good morning.

MR. JARDINES: Good morning.

Q: I'm Everette Jordan from the National Virtual Translation Center. What has been one of your biggest challenges in the open source culture in getting the whole idea out, both inside the intelligence community but also to the world at large who needs to understand what it is you're trying to say? What are your biggest – what are your biggest challenges, or what have they been over the last couple of years?

MR. JARDINES: I think by far and away the biggest challenge that we face is just the culture of the community itself. That's changing for a number of reasons, one, we live in an information age and our colleagues know the power that's available to them in terms of open source content. Demographics has also begun to shift the focus more towards open sources and collaboration. But let's keep in mind that we in the intelligence community take pride in knowing things or having the ability to know things that others don't, and so there's just the natural tendency that if the documents got a fancy cover sheet that says Top Secret and all sorts of fancy code words on it, that we tend to view that as more important than, say, something that's taken just from open sources.

But the reality is the value there is not in the classification. A higher classification doesn't make the product better. It just makes it harder to disseminate. And so ultimately the challenge is to get folks to see that in a world where coalition activities, efforts and support to our homeland and state and local partners is key. We ought to be writing with the largest audience in mind. We tend to take things – we write for the highest possible classification, then we dummy it down to the secret level, and then we dummy it down, and by the time we get it, it ends up being nothing on the open source arena. So, rather, let's build robust open source capability at the lowest level, robust, analytic, great product, and then augment as we go up with secret-level data and top secret-level. So thank you for your question.

Our folks here are telling me to wrap up, so thank you again for coming out. It's, indeed, a pleasure to have you all here. Thank you. (Applause.)

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