

An Alternative View On The Future Of U.S. Intelligence

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Overview

- **Objectives Of Intelligence Reform**
- **Trends From The Information Revolution**
- **Impact On Intelligence**
 - **Government Needs To Focus On Its Comparative Advantage Niche**
 - **Implications For Acquisition & Operations**

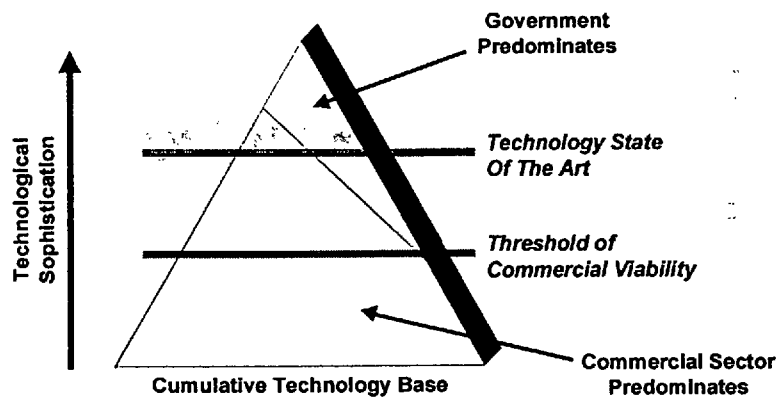
Goals Of Intelligence Reform

- **Add Flexibility, Agility, To Deal With New, Rapidly Emerging Threats**
- **Provide Intelligence Support Responsive To Expectations Of Today's Information Consumers**
 - **Tailored Products**
 - **Users Make The Judgment Calls**

Trends In The Information Revolution

- **Technological Progress**
 - **Greater Processing Capability**
 - ***Remember Moore's Law***
 - **Greater Connectivity**
 - ***Remember Metcalf's Law***
 - **Lower Costs**
- **But Also -- New User Expectations**
 - **Interaction With Providers**
 - **Tailored Products**
 - **Understanding Sources**
 - **Leaving Judgments To The User**

Comparative Advantages Of Government And Private Sector

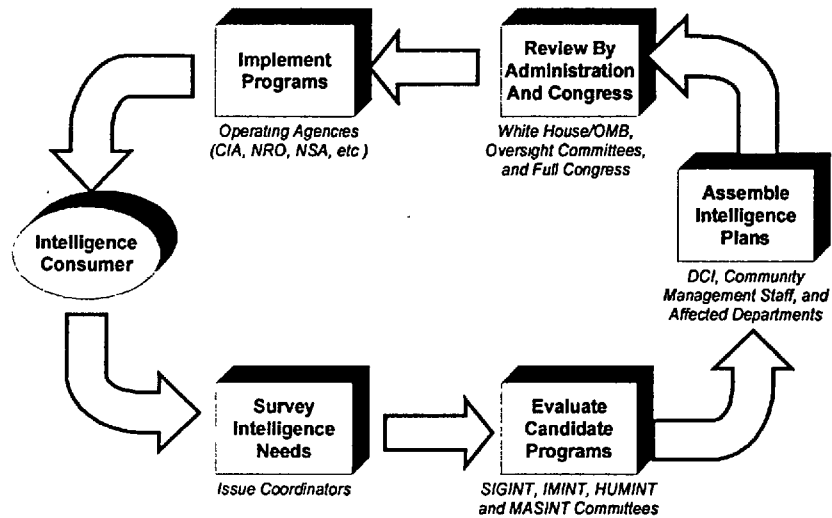


Challenge Is To Make IC Focus On Its Niche -- Which Is Constantly Changing

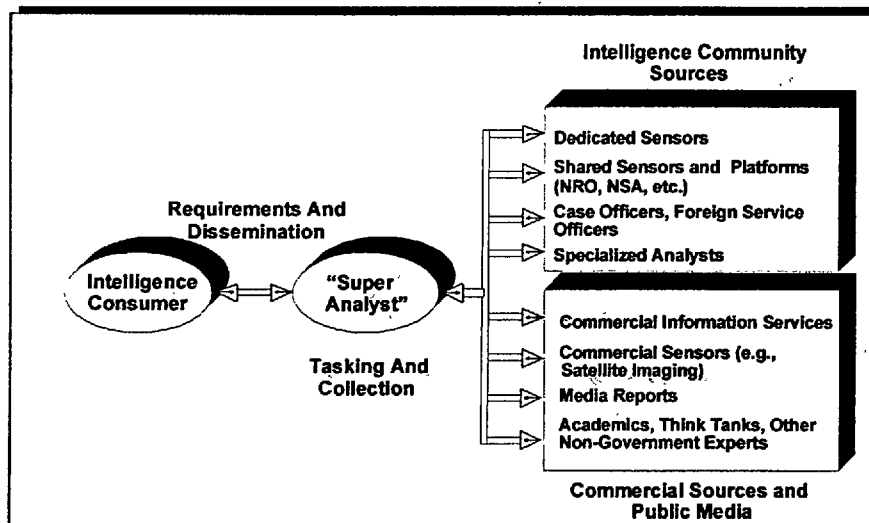
Measures To Achieve The New Model

- Formal Directives Often Will Be Ineffective
 - Problem Is Breaking Old Norms, Not Just Developing New Practices
 - Indirect Approach Is Needed
-
- Measures Could Include:
 - Shift Intelligence Funding Decisions Directly To Users -- e.g., Vouchers
 - Reduce Secrecy -- Especially For Requirements
 - Cooperative Government-Commercial Ventures
 - Flexible Regulation

Traditional Intelligence Planning Process



Alternative Model For Intelligence Support



"Super Analyst" Works Directly With Consumer To Tailor The Intelligence Product; Draws On Government and Commercial Sources As Required

Conclusions

- **Intelligence Must Adopt A New Modus Operandi**
- **Removing Old Constraints Will Be As Important As Creating New Operating Concepts**
- **Indirect Measures May Be Required To Instill The Flexibility, Agility And Responsiveness Intelligence Requires**

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[Previous](#) [OSS '00 Fritz Ermarth, Open Source Intelligence: A Fresh Look at the Past and the Future,](#)

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