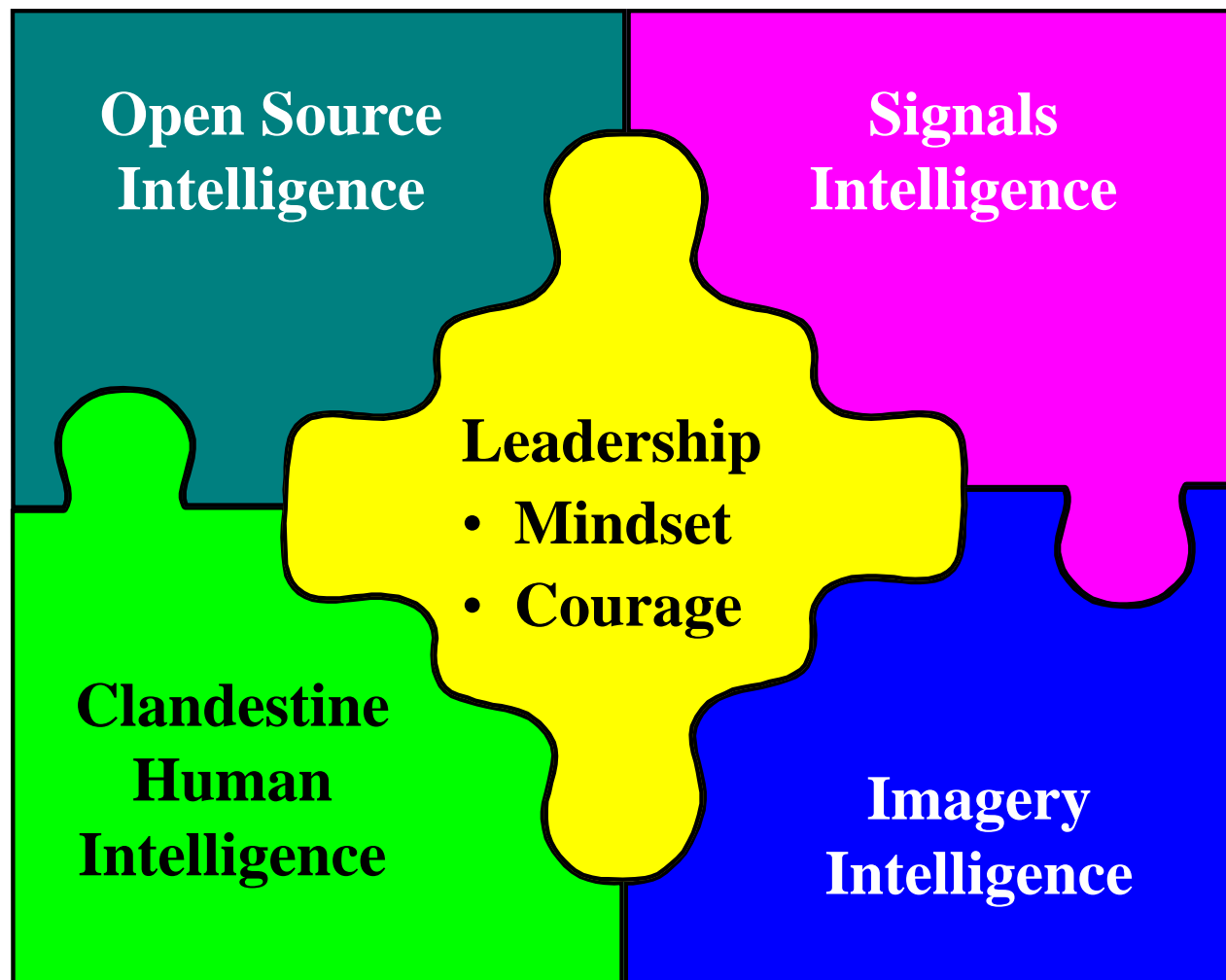# COLLECTION:
Know Who Knows

Robert David Steele

Intelligence Coach

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Elements of Collection

Open Source Intelligence

Signals Intelligence

Leadership
- **Mindset**
- **Courage**

Clandestine Human Intelligence

Imagery Intelligence

OSS.NET ®

Open Source Intelligence I
Lessons of History

China, Islam, Ethnic, Etc.

I

Lessons of History

- Neither the academics nor the government have done well here.

- We need to fund both specialists in history, and a massive digitization project for Chinese, Islamic, other key histories.

Open Source Intelligence II
Global Burden Sharing

II
Global Coverage

**Cost-Sharing with Others--
Shared Early Warning**

- No one has the time, money, or ability to cover the world.

- We must find new means of sharing the burden of collection, translation, digitization of global open sources in 29+ languages.

- The Internet is vital.

Open Source Intelligence III
Leveraging the Private Sector

III

National Intelligence

Harness distributed intelligence of Nation

- The national intelligence tribe must establish open protocols for linking and leveraging the other tribes: military, law enforcement, business, academic, NGO-media, and religious.

- A national intelligence federation is needed.

Clandestine Collection I
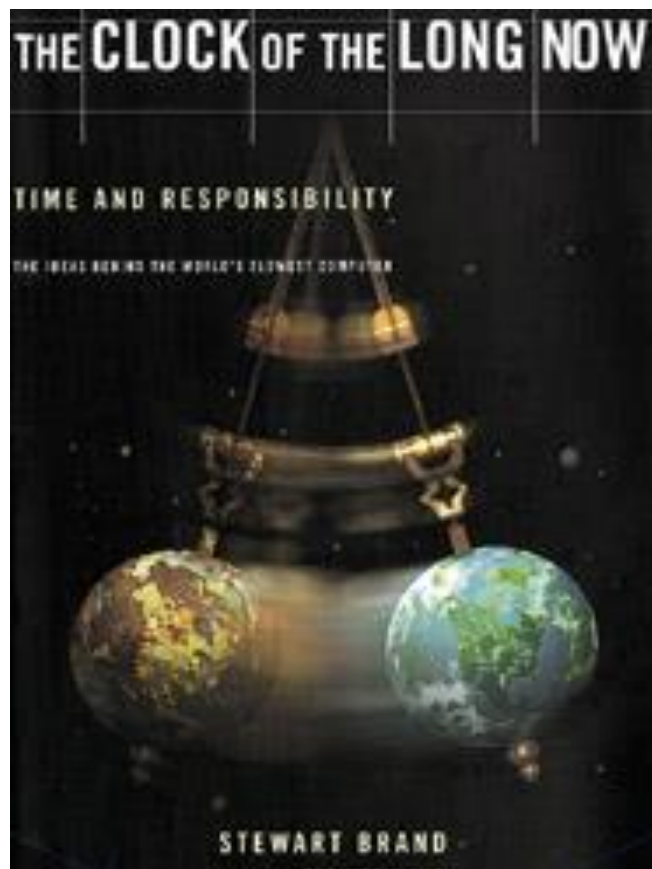## *Get Away from Official Cover*

- The best agents don't go to cocktail parties or meet with official cover personalities.

- It is not possible to manage truly secret operations from a fixed point known to local liaison.

Clandestine Collection II
Focus on Long-Term Secure Agents

- The best case officers should be trained to spot, assess, recruit, and handle *long-term* secure agents that have access to truly unique information that cannot be gotten via open source channels.

Clandestine Collection III
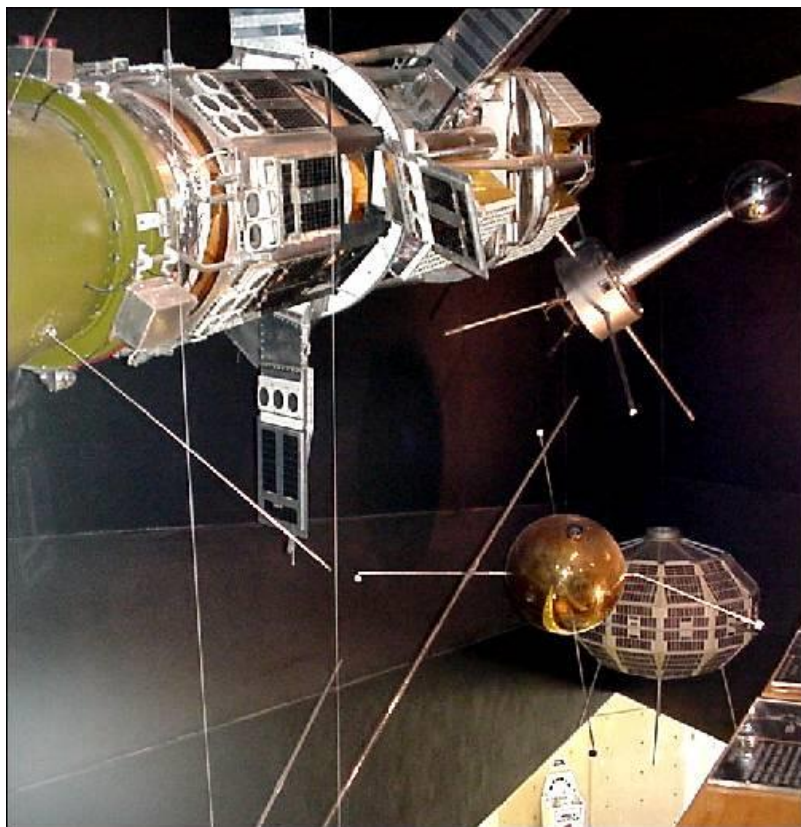## *Devise Multilateral Operations*

©Denton Lund

- Multi-lateral clandestine operations that leverage trained indigenous case offices (e.g. black South Africans, French Arabs, Russian mujahids) will have more success.

- We must get serious.

Satellite Collection I
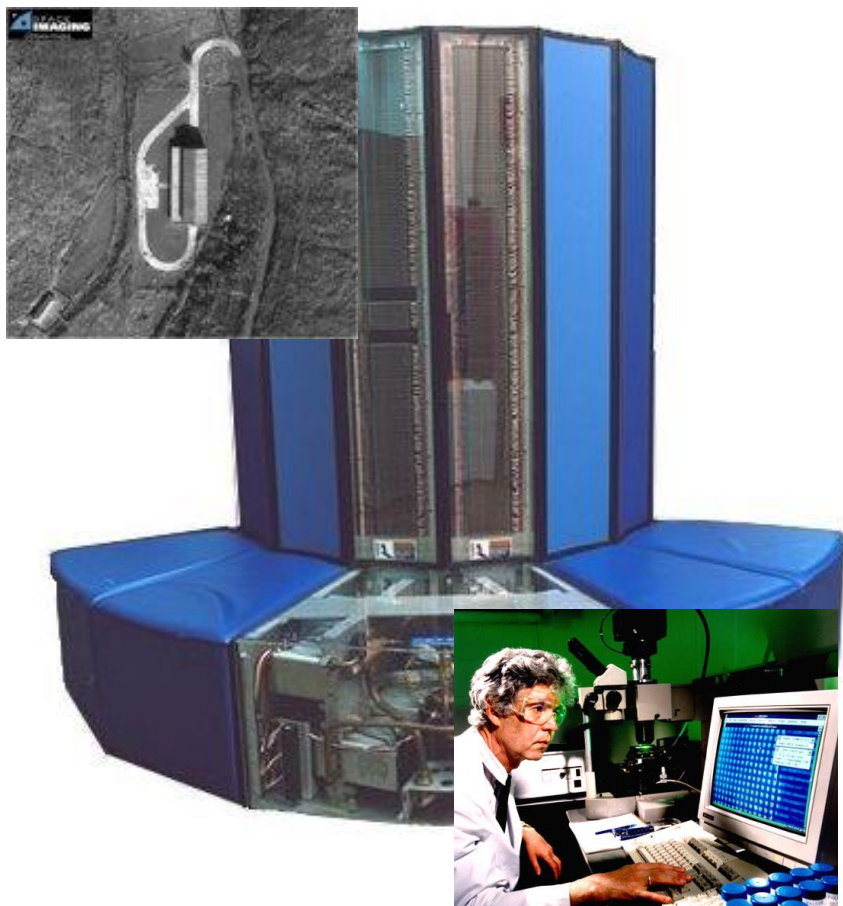## *Leverage Commercial Capabilities*

- 80% of what we need can be bought at relatively low cost from the private sector--this is especially true for commercial imagery and global signals broadcast monitoring.

Satellite Collection II
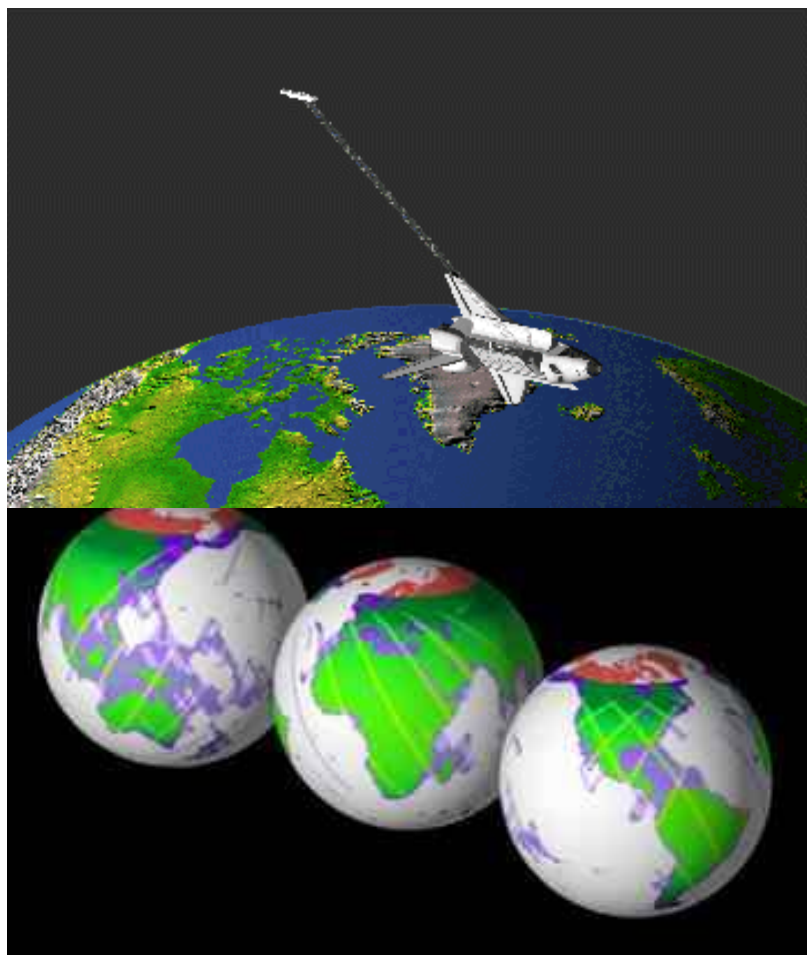## *Processing Matters More Than Collection*

- 80% of the value to be had from satellite collection--whether images or signals-- comes from post-processing.

- Spending on collection that is not processed is a very wasteful habit.

Satellite Collection III
Go After US Shuttle Mission DTED

- The value of commercial imagery can be doubled or tripled if we can get the USA to release the Digital Terrain Elevation Data (DTED) taken at levels 1-3 from the space shuttle in 2000.

Close-In Technical Collection I
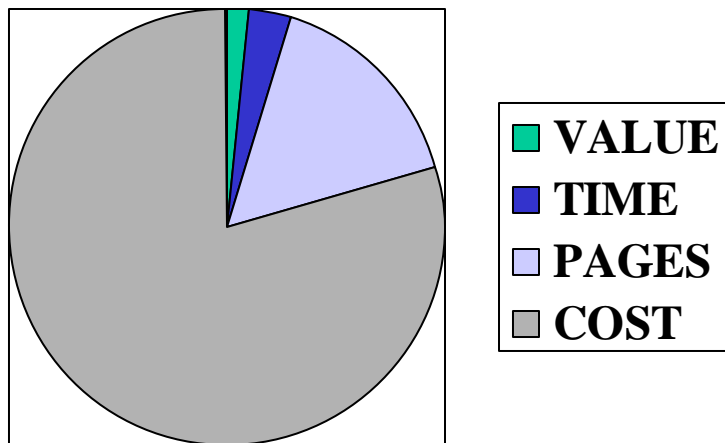## *When Encryption Really Hurts*

- Remember that 80% of the value of signals intelligence is in the pattern and the connection--not the text.

- If you *must* have the text, then close-in collection is a good option--drug the dogs.

![OSS.NET ®]

Close-in Technical Collection II
Processing Cost Almost Too Great
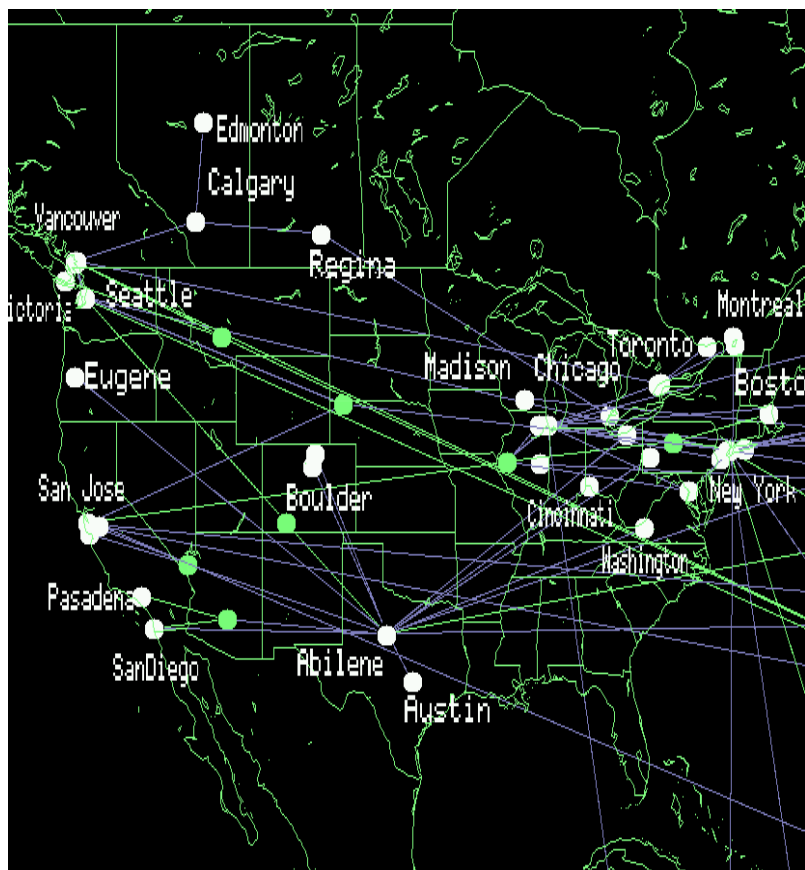

Legend:
- ■ VALUE
- ■ TIME
- ■ PAGES
- ■ COST

- Every hour of close-in collection takes four hours to transcribe, and generally produces less than 5 minutes of good stuff.

- Don't do close-in collection unless that five minutes is worth it.

Close-in Technical Collection III
Covert People Beacons the Next Big Thing

- Terrorists and criminals are getting too difficult to track using old means.

- Covertly implanted beacons, both in their bodies and in their vehicles, could be the next big thing.

Right People I
Must Profile for Excellence

Internal enterprise-founding

Discipline requirements

Customer-orientation

Teamwork

Professional skills

- Each aspect of intelligence requires a special kind of personality profile.

- We must carefully identify profiles of the best street officers, the best analysts, and then find more of the same.

Right People II
Professionalization through Training

- The old days of "on the job training" are over. If intelligence is to be professionalized and standardized, then training must be intense at the beginning, and continuous throughout a career.

- What we do is ***hard***!

Right People III
Sustainment Through Proper Pay

Salary & Compensation
HR

- You get what you pay for. If we are to avoid corruption, time theft, and having the wrong people doing critical jobs improperly, then we must plan for top salaries and health benefits and quality of life when off the job.

Right Managers I
Gold Collar Workers Are Thoroughbreds

- Intelligence professionals are "gold collar workers"--vastly superior to "white collar" or "blue collar."

- Managers must learn to treat intelligence professionals as race horses, not plow horses.

Right Managers II
Nurturing, Coaching, Mentoring, Protecting

- **Nurture imagination**
- **Coach talent at every level**
- **Mentor juniors everywhere**
- **Protect speakers of truth**

- Management is no longer about costs, results, or objectives.

- The core management skills today lie in nurturing, coaching, mentoring, and protecting people.

- They know better--get that knowledge to work.

Right Managers III
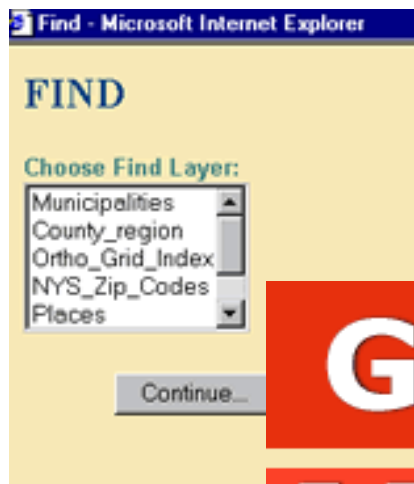## *Your Worst Employee Defines <u>You</u>*

- If you are not cutting the worst 10% of your employees every few months, they will infect the others and undermine your work.

- Your worst employee defines <u>you</u> as a manager.

Collection Management I
Find It or *Get* It for Free

FIND

Choose Find Layer:
- Municipalities
- County_region
- Ortho_Grid_Index
- NYS_Zip_Codes
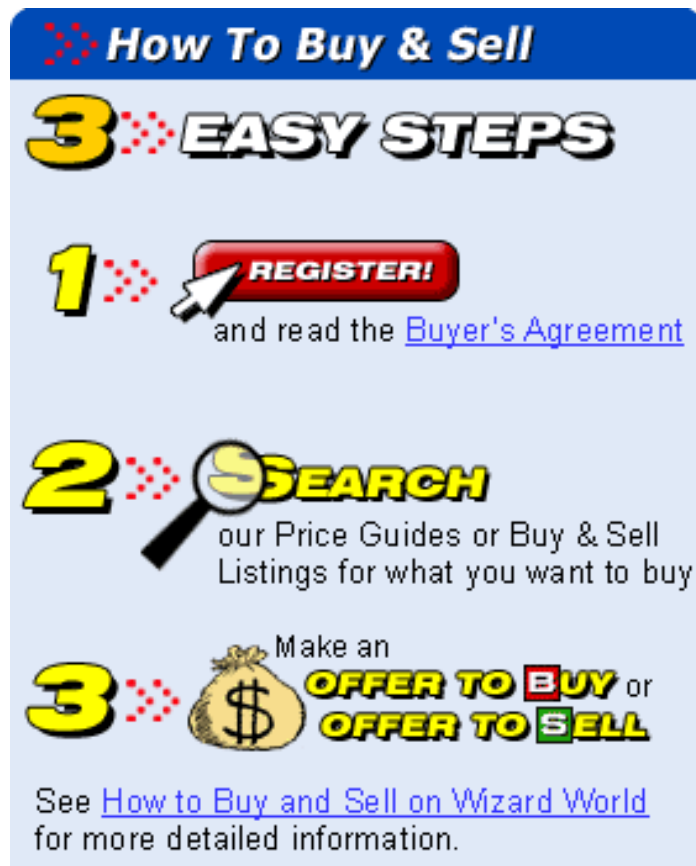- Places

Continue...

GET

FREE

Account

Click To SignUp

- Our first challenge is to know if we already know this or can get it.

- Can we FIND or GET the information we need within our own databases or those of other organizations?

- This is a skill track.

Collection Management II
Buy It From Private Sector, Cheaply

How To Buy & Sell
3 EASY STEPS
1 REGISTER! and read the Buyer's Agreement
2 SEARCH our Price Guides or Buy & Sell Listings for what you want to buy
3 Make an OFFER TO BUY or OFFER TO SELL
See How to Buy and Sell on Wizard World for more detailed information.

- If we cannot FIND it or GET it free, can we BUY the information cheaply from a private sector provider?

- We must know what the private sector can do, we must budget funds for buying information.

Collection Management III
Task It to Secret Capabilities

- This is the *last* question we should be asking, but too often it is the *only* question we ask.

- Only if we cannot FIND, GET, or BUY, should we be tasking classified assets and stealing information.

Conclusion I
Data standards and sharing matter
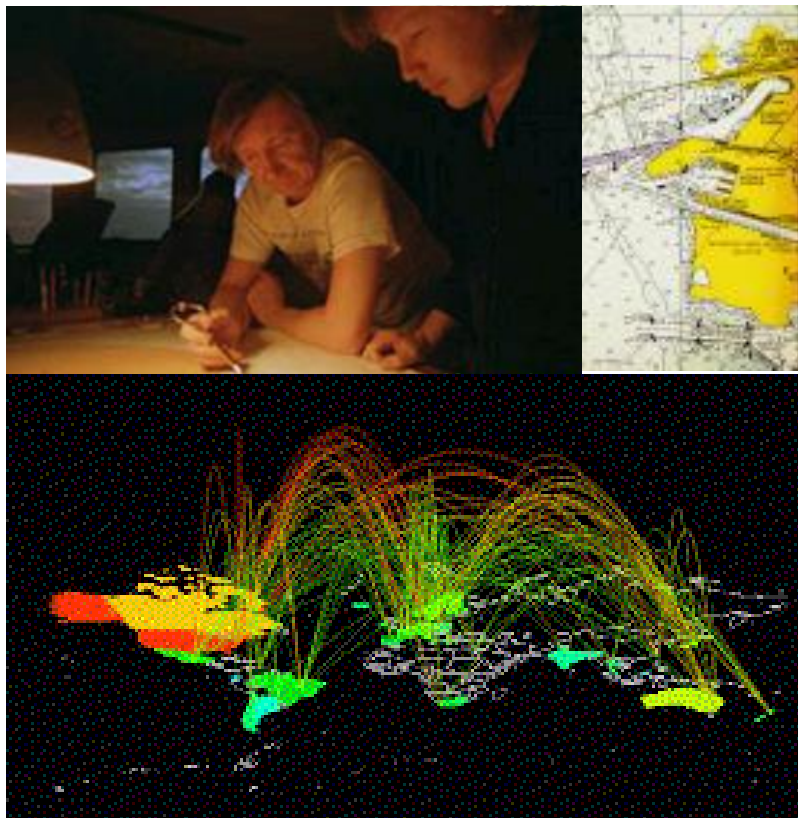
OSINT ——————
HUMINT ——————

IMINT
SIGINT

It's the back and forth that allows DNA to define life.

- From north to south, east to west, if the information is not entered digitally and according to some agreed upon standard, it will not be shared and will not contribute to national intelligence.

Conclusion II

24/7 *Geospatial "Plot" is Vital*

- There is no substitute for a 24/7 watch center that has a geospatial "plot" and can combine a knowledge of intelligence sources with a real-world depiction of locations, vehicles, targets, and individuals.

Conclusion III

Die in Isolation, Thrive in Combination

- We are our own enemy. Compartmentation and security are the enemy of timely intelligence.

- Sources achieve their greatest effect when combined, not when isolated.

"Okay, so maybe I was wrong not to tell you about my secret source--but you should have told me first......"