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Participants – non-Commission: Gina Genton, [   ] (Office of Congressional Affairs, Central Intelligence Agency [CIA])

Participants – Commission: Lloyd Salvetti, Gordon Lederman

(U) BACKGROUND

(U) She served in the office of Sen. Alan Cranston from 1981-1986. In 1987, she moved to the Senate Select Committee on Intelligence (SSCI) as Sen. Cranston's designee. She worked on the small staff that was responsible for budget matters, and she tracked CIA's budget. In 1990, she replaced Keith Hall as budget director after he left. From 1993-5, she was Senior Director for Intelligence at the National Security Council (NSC). From 1995-6, she served on the Community Management Staff (CMS); Rich Wilhelm was then the Director of CMS, and she was Deputy Director. From August 1997 to March 2001, she was the Deputy Executive Director of CIA. From March 2001 until August 2002, she was director of the Foreign Broadcast Information Service (FBIS). From September 2002 until April 2003, she was the Business Manager for Acquisition at the National Imagery and Mapping Agency (NIMA). From April 2003 until the present, she has been the Director of NIMA's Strategic Transformation Office.

(U) THE STATE OF FBIS WHEN SHE ARRIVED, AND SUBSEQUENT CHANGES

(S) When she came to FBIS, she found that it had taken a large budget hit from 1996 to 2001 because there was a Congressionally-imposed mandate to reduce staff [   ] Personnel had been reduced from a high of [   ] people to [   ] and the number of bureaus was reduced from 17 to 12. [   ]

(S) There were two difficult changes made at FBIS that were very controversial: (1) the movement to softcopy, and (2) changing the business model, using independent

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contractors who work from home and who are not cleared [REDACTED] cut in people at FBIS was somewhat appropriate given the move to softcopy and the internet. It was heart-wrenching to fire people, but it was very efficient. Production increased by 2x during the two years before 9/11. She was asked by the DCI to come into FBIS to develop a strategic vision and direction. FBIS was a troubled climate. There were not a lot of people coming into FBIS, and there was a general sense in FBIS that FBIS was undervalued.

(S) Open source does not have its own requirements system [REDACTED]

(S) There are three types of FBIS employees: (1) operations officers, (2) analysts, and (3) she could not remember the third type. Most FBIS employees did not have language capabilities of sufficient level. The creation of the open source officer category was threatening to some people in FBIS. It was very difficult to hire and clear foreign nationals (the polygraph was particularly a problem) – there was a very large counterintelligence risk. She opened an office in Washington, DC to get foreign nationals working on translation without entering the FBIS building. Two-thirds of the FBIS workforce (including foreign nationals) had no security clearance, yet having FBIS cover the Internet [REDACTED] has security implications.

(U) MEASURING THE USEFULLNESS OF FBIS PRODUCTS

(S) The CRES annual survey of all-source analysts finds that FBIS is ranked very high on usage and value. Reports officers used FBIS products, but she could not measure it. FBIS could track the number of hits to its website, but she had no way to find out who the hits were coming from and what they were reading. Academics always complained about copyright restrictions; due to copyright issues, FBIS could only share a portion of its work with academics. FBIS products were shared with researchers on linguistics, including DARPA and various academics centers.

(S) With respect to the PDB, she tracked closely every foreign media note, and none was written unless she thought that the PDB principal would actually read it [REDACTED] She had a good relationship with the PDB briefers, did debriefings of them, and received feedback from them. She found that [REDACTED] were read by PDB principals. PDB principals are voracious consumers because they are politicians and are concerned about the media and the vernacular. Foreign media notes were not that great of interest to analysts but were valued by Chiefs of Station who did not have language competence where assigned and by DO reports officers.

(S) With respect to Congress's reaction, the Senate Foreign Relations Committee was a heavy user. Congress in general detested FBIS's website for being too clumsy. FBIS had not invested in its portal.

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(U) WHAT IS OPEN SOURCE, ANYWAY?

(S) "Grey literature" means literature not published by commercial media. Non-elite media is a blurry issue. Small FM stations are another example of a blurry issue. There is also "blurring of the line" between open source and other forms of collection when _____ She was sometimes uncomfortable having certain of her information available to uncleared users. Mr. Salvetti inquired whether open source intelligence included _____ Ms. Genton replied that open source intelligence needs to be bounded in some way _____

(S) There is an analytic discipline applied to FBIS's product – and it takes a while for people to understand what intelligence is, which is not an intuitive matter. There is a huge difference between information and intelligence. "Information" means specific data points. "Intelligence" is more predictive yet ambiguous and involves judgments. The question of "what is going on" is fair game for intelligence. For example, intelligence will focus on a past attack and will ascertain the political overlay, crowd patterns, etc. In sum, FBIS does some analysis in addition to collection, yet everyone who uses FBIS uses it for something different.

(S) FOREIGN LIAISON

(S) FBIS has a relationship with the BBC for monitoring. _____ It should also be noted that there is a key difference between FBIS and the BBC – the BBC cares about breaking news, while FBIS does not care about breaking news and instead wants "intelligence." _____

(U) STRATEGIC VISION

(S) FBIS was a "hugely undervalued asset" – it could have had a much bigger market share, but it could not get there within CIA. In a memorandum, she recommended that FBIS be designated as an INT formally and that the Director of FBIS be the program manager for open source, or the FBIS could be designated as a center for open source as a resource to the entire NFIP and removed from the DS&T. She suggested that FBIS be made a separate program element, perhaps being in the CMS budget account, so that open source intelligence would gain some independence.

(S) To say that open source is an INT would require a strategy. Three areas that FBIS could have done more on if open source was an INT:

(1) Internet. The Internet was not being done. It was very controversial whether the Internet should be a mission area for FBIS. FBIS felt it was too huge for FBIS to cover. And query whether the Internet was actually in FBIS's mission, and FBIS did not want to attempt to cover the Internet and then fail. FBIS had not gone much into the Internet by then. However, FBIS did not focus on the Internet

(2) Deeper media analysis. The issue was not just what the media said, but also what effect did it have. For example: what was the picture, where was it on the page, who was the reporter, what was the motive, and what did the leader say to his people that he did not say to the international media.

(3) Open source as portal. FBIS needed to move from serial products to information services, to have the FBIS website organized by topic, to have the FBIS website be one-stop shopping for open source. Customers did not drive FBIS's move in this direction because it was hard to gauge customer needs and to conduct customer surveys.

(S) The question of whether open source should be an "INT" is an open question that has not been assessed. Open source is not only important for transnational threats but for all types of targets.

(S) Because open source was not an INT, FBIS was not included in the National Foreign Intelligence Program strategy. Instead, FBIS was part of the CIA's Directorate of Science & Technology (DS&T) – and the DS&T was focusing on   FBIS is a big collection operation. Why was FBIS part of the DS&T? FBIS in fact predates CIA and was created in 1941. FBIS was originally part of the CIA's Directorate of Intelligence (DI), and then DCI Schlesinger took FBIS out of the DI. From FBIS's perspective, the DI was focused on analysis rather than running a collection operation. The DS&T dealt with large collection and could run a large program, and in any event FBIS was a small percentage of the CIA budget and could be housed within a directorate. In terms of whether the DS&T was interested in FBIS, she said that FBIS was treated like any other component of the DS&T.

(S) Her strategic vision was in power point slides, and she asked   to tease out what it meant. There was a lot of detail and implementation when she left FBIS. "It was more than powerpoint," she said of her strategic vision.

(S) FBIS personnel had mixed reaction to her strategic vision. Television is very time-consuming to monitor, and only a handful of people had the skills to analyze it. People were concerned that if they did not have languages, they had no future. Also, new skills