

NCIS BULLETIN

UNITED STATES NAVAL CRIMINAL INVESTIGATIVE SERVICE

SUMMER 2005

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M&A DIRECTORATE
WHAT THEY CAN DO FOR YOU

**LINUX: BRIDGING
THE GAP**

**THINK GLOBALLY,
ACT LOCALLY:
DIRECTOR'S GUIDANCE
FOR FY2006**





Bulletin

SUMMER 2005

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There is a need for enhancing communications between Headquarters and the field elements of the Naval Criminal Investigative Service (NCIS). We satisfy this need and increase our effectiveness in serving the Department of the Navy by selectively publishing information of interest to the members of the NCIS. This *Bulletin* is intended for use by all members of NCIS.



from Director David Grant



I am proud to present another edition of the NCIS Bulletin. In it you will find my Guidance for FY 2006. It has already been presented to the SACs, DADs, and other senior managers, but I feel that the whole organization needs to know about this important tool. The Director's Guidance is the first step in the yearly planning cycle. From it flow in succession the Field Office Assessments, Program Direction Documents, Field Office Performance Plans, Program Validation and Adjustments to Plans, and finally the plan launch itself.

Planning is a necessary part of any effective organization. It provides us with mission focus and clarity of purpose. It allows us to identify requirements to carry out our mission and thus quantify the resources and training necessary to meet that mission. And, most importantly, it enables us to continually assess and realign the service we provide to our clients: the Navy and Marine Corps.

Think globally, act locally. That's the theme from my guidance this year. It follows the logical progression of past years' strategic themes: Engaging the Changing Threat, Eyes on Target and Blending our Skill Sets. Think globally, act locally. Many of our proactive local initiatives—such as LinX and the Research & Technology Protection program—serve as a model within the law enforcement and counterintelligence communities throughout the world. These programs, which have now been exported to a national arena, are the result of NCIS personnel responding with insight to a local problem. I encourage you to continue to use that same resourcefulness in addressing problems within your corner of the world. Your creative solution could very well have application in other parts of the world.

In this Bulletin you will also find a descriptive article about one agent's experiences in Iraq. Over 300 of our special agents have voluntarily served in Iraq over

the past two years. It is a mission that we have embraced wholeheartedly, and one that will last for the foreseeable future. Last month I traveled to Iraq and other parts of the Middle East to visit our people there and get a firsthand look at the conditions they face. The experience was an eye-opener in more ways than one. My party was grounded in Fallujah for several days due to sandstorms, underscoring how difficult it is to travel around the country. Investigative leads that ordinarily would take hours to run in the U.S., can take days or even weeks to run in Iraq due to weather and security conditions. When we did leave Fallujah for Baghdad, it was by military convoy, and we ended up taking fire from a roadside sniper. It brought home to me the ever-present dangerous conditions our agents face working in that environment.



Names ←

Also in this Bulletin you will find tributes to Special Agents Randy Waddell and Tom Marzilli who died this past year, descriptions of the high risk training program and of the efforts of the newly emerging Management and Administration team, and even an interview with actor David McCallum. I hope they provide you with perspective on all that's going on within NCIS and where we're headed.

Guidance for FY2006

The Naval Criminal Investigative Service is undergoing a transformation that is making us stronger and more effective as we pursue our mission to Prevent Terrorism, Protect Secrets and Reduce Crime. The new, proactive NCIS strategic plan is designed to address both the evolving threats to our naval forces and the related, burgeoning demand for NCIS services.

Our accomplishments over the past year demonstrated the impact of our organization's reputation for excellence through participation in senior Navy strategic planning; enhanced visibility with senior Navy leadership; and increased stability in our resource and budget processes.

2004/2005 Major Accomplishments

- Supported stability operations in Iraq and Afghanistan through law enforcement, counterintelligence, security and protective service activities with 200+ personnel deployments
- Assisted in the Global War on Terror by interdicting terrorist operations
- The Law Enforcement Information Exchange (LInX) reached initial operational capability in the Northwest Field Office
- Deployed CLEOC within NCIS, Navy and USMC law enforcement
- Produced inaugural DoN criminal and foreign intelligence threat assessments
- Expanded NCIS presence in Malta, Kuwait, Norway, Portugal, Djibouti and Australia
- Initiated Project "BLUEPRINT," a joint NCIS/FBI technology protection partnership
- Eliminated the backlog of investigations awaiting adjudication at the DoN Central Adjudication Facility
- Stood up Security, Training, Assessment and Assistance Teams (STAAT) in eight field offices

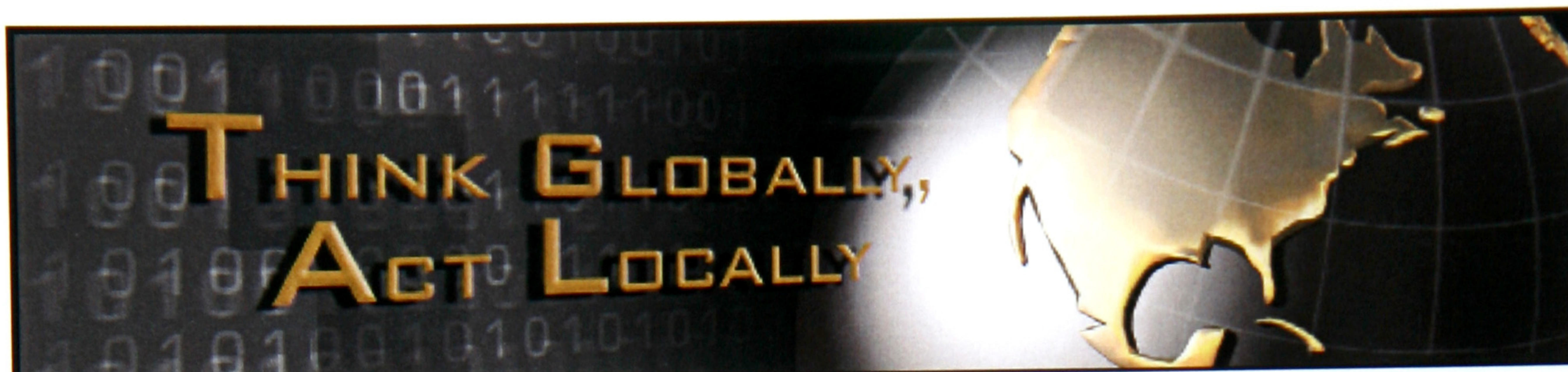
These major accomplishments demonstrate both the strategic and tactical impact of NCIS investigative and operational support and provide a firm foundation to build upon in the years ahead.

As we face the challenges of FY2006, NCIS leadership has established three primary guiding principles: (1) NCIS will engage Navy leadership, fleet commanders and planners to ensure NCIS capabilities are connected to emerging Navy strategies; (2) NCIS will continue to build upon a reputation of excellence within the federal law enforcement community and will leverage this leadership role to further enhance, influence and/or shape our support to the DoN; and (3) NCIS will continue to modernize to provide support in the most efficient and effective manner.

The enclosed document, Director's Guidance for FY2006: "Think Globally, Act Locally" is intended to serve as a planning trigger as you carry out the NCIS mission in accordance with the strategic plan. It spells out our areas of emphasis for FY2006 and provides specific guidance to all NCIS leaders so that they can better achieve these objectives.

The increased visibility and recognition NCIS has earned through local programs such as LInX and the Port Integrated Vulnerability Assessment (PIVA) program have become both DoD and national model programs that extend to a number of key mission areas. Therefore, as you look ahead, "think globally, act locally."

As you participate in the planning process for FY2006 and the years beyond, I thank you for your extraordinary efforts to fulfill the increasingly challenging missions we face as the Department of the Navy's primary law enforcement and counterintelligence arm.



Director's Guidance for FY2006

- **Facilitate NCIS mission accomplishment through active engagement with DON seniors; ensure that NCIS capabilities are integrated with the strategic direction of the DON**
- **Capitalize on MTAC, Cyber Department, and STAAT capabilities to maximize NCIS operational success**
- **Utilize an enterprise approach for targeting and developing operational initiatives in the proactive pursuit of threats to DON interests**
- **Improve headquarters' support to the field through the Operations modernization process, focusing on enhanced management of operational programs and accountability**
- **Pursue enterprise-wide solutions to challenges facing the NCIS workforce by completing the modernization of Management and Administration, with a particular focus on workforce planning, effective resource utilization, and the closure of infrastructure gaps**
- **Strengthen the agency's operations through the implementation of a simplified, fully integrated NCIS planning process**
- **Enhance NCIS' strategic development at the headquarters level by creating an internal think tank to refine the agency's future vision (Strategic Vision Group) and by establishing a strategic outreach program to leverage government and industry expertise outside the organization (NCIS Board of Advisors)**
- **Bring LInX to fruition in key Fleet Concentration Areas and ensure its availability as a crime-solving and terrorism-fighting resource for NCIS personnel and our law enforcement partners**
- **Institutionalize processes and practices that will enhance NCIS' ability to support the decision-making processes of the NCIS Board of Directors and the DON Secretariat Review Board**
- **Integrate the NCIS Reserve community more completely into the fabric of NCIS and leverage it in support of organizational objectives**



MANAGEMENT & ADMINISTRATION DIRECTORATE

BY SPECIAL AGENT KEN REUWER, CODE 01

So there you are, a nervous applicant, hoping to land that job as a Special Agent with the Naval Criminal Investigative Service, sitting before the notorious hiring panel. You have made it this far, the application, the test, the pre-screening interview, all obstacles overcome on the path to your promising career. You have prepared yourself for this day, having asked questions, read and re-read the NCIS website, even read a book or two on criminal investigations and the world of counterintelligence. And the panel begins.

“Can you explain the difference between FCIP and S&IA funds?” What? “What are the focal concentrations and benefits to NCIS on behalf of the Center for Strategic Management and Bearing Point in regards to operational modernization?” Huh??? “What is the current NCIS strategy for human capital resourcing and who has the administrative and validation controls for its execution?” Excuse me?!?!?! “Who serves on the BOD and what is their current support for POM08?” Sorry, I need fresh air. And you run out of the room, the door to NCIS employment slamming shut behind you forever.

Fortunately, for me at least, the above scenario is in no way reflective of my panel hiring board so many years ago. Lord help me if it had been, and Lord help any of us, I would imagine. I am certain that nowhere in my head when I was hiring on with NCIS did any of these sorts of issues cross my mind and, thankfully, not during the interview process either.

I am certain that in answering my calling to enter federal law enforcement, I never gave much thought to such administrative details. The “business” side of NCIS was of no interest to me. I was just focused on catching criminals and spies — you know, the things that matter. The rest of NCIS business was up to someone else.

Times have changed, the organization has changed — as well as grown and matured — and the simple

fact of the matter is, the business side of NCIS does matter to all of us. These things I took for granted do matter to me and, as a manager in NCIS, it is not only important I understand them, but imperative I learn about them and properly manage them. It is incumbent upon all NCIS managers, special agents and professional staff alike to similarly embrace the world of M&A, or Management and Administration.

You may be telling yourself that this still does not matter. Well, if you are not a manager, nor a prospective management candidate, you just might be able to argue it successfully. However, in that case, I would advise you to reconsider. If you have ever had a pay problem, an issue with a TDY or a PCS, claims, entitlements, computers or facilities, a contract concern on GOVs or leased items, or a variety of other things from the “business” side of NCIS, then I suggest it may do you some good to read on and learn.

I have an operational background both as a street agent and a manager. My professional comfort zone was turned upside down last fall when I became the Special Assistant to Bob Thompson, the Deputy Director for M&A. I was a fish out of water, and I felt every bit of that. When I began at M&A, I was told that this would be a great learning experience,



*Deputy Director Thompson with Special Assistant
Ken Reuwer.*

and that advice has been true more than I ever imagined. Rarely a day goes by when I do not learn some new aspect of the business side of NCIS. It has been an incredible education for me.

I was recently approached by the front office to write this article, one that would try to put in laymen's terms what M&A is all about. I gladly accepted that request and hope through the publication of this article to try to help the NCIS population that does not deal with M&A on a regular basis come to better understand and appreciate their mission and critical role in the day-to-day support of the infrastructure of NCIS.

Fall 2003 witnessed significant changes initiated by Director Brant in terms of re-organization as a result of several ongoing studies as well as guidance from contractors Bearing Point and the Center for Strategic Management (CSM). The first noticeable change was the front office structure and creation of two Deputy Directors under the Director, designated, as we know, as "00." Mr. Bob Thompson, an SES and an NCIS special agent since 1976, was selected by the Director to be "01," the Deputy for M&A. Mr. Tom Betro, an SES and an NCIS special agent since 1982, was selected to be "02," the Deputy for Operations. The two directorates are on par with one another, each reporting directly to Mr. Brant and instructed to work inter-related issues with one another towards our common goals of "Preventing Terrorism, Protecting Secrets, and Reducing Crime" or PPR.

Modernization is a critical word in "NCIS-speak" and needs to be properly understood. Perhaps like many others, I thought NCIS modernization meant updating computers, getting state-of-the-art equipment, and taking advantage of the best in technological breakthroughs to support our mission. Wrong. While it does relate to such things, the greater application of "modernization" in NCIS-speak means that we are modernizing or updating our overall business practices, doing things more efficiently, maximizing productivity, and improving the NCIS business processes. It can certainly include new and improved gadgets and such but, make no mistake, it's much bigger than that parochial image.

CLEOC, or the Consolidated Law Enforcement Operations Center, is one example of the modernization effort (an improved business process) already being applied. In spite of technological glitches, a learning curve, fear of the unknown and other obstacles in initiating CLEOC smoothly, the fact of the matter is that CLEOC — with its ultimate inclusive report writing system and databasing ability — will ultimately facilitate the NCIS report writing and data collection/retrieval process. That product, DONCJIS, will enable the tracking of criminal incidents from inception to incarceration of the guilty parties.

The subsequent HQ codes were re-numbered accordingly, with the "10" codes being designated under 01, or M&A, and the "20" codes being designated under 02, Ops. The "20" codes held onto the obvious operational entities, such as 21 being CT, 22 being CI and 23 being Crim. M&A's "10" codes include Codes 10, 11, 12, 14, and 15.

CODE 10 – The Human Resources Directorate is headed up by Mr. Laithe Haik, Assistant Director for HR, who recently came to NCIS from a career as a Navy HR Specialist. Under Code 10 are three sub-directorates:



Assistant Director for Human Resources, Mr. Laithe Haik

Code 10A – Personnel Operations and Services. Code 10A's responsibilities are vast and cover all those personnel issues from recruiting to billet management, payroll to benefits, TDY travel to PCS orders, insurance to TSP, and many more. Code 10B – Training. Based at FLETC in Glynco, Georgia, this code validates and provides all training requirements and resources, NCIS-wide.

Code 10C – Office of Military Support (OMS). OMS provides administrative and personnel support to our nearly 400 military personnel (active duty and reserve) serving NCIS in a variety of assignments worldwide. Code 10C is located at NCISHQ.

CODE 11 – The Administration and Logistics Directorate is headed by Assistant Director Chuck Lohman, a retired Marine Colonel and former Chief of Staff to the Director. Under it, three sub-directorates were organized:



Assistant Director for Administration and Logistics, Mr. Charles Lohman (Code 11).

Code 11A — Security and Facilities. Code 11A has been charged with two primary concerns: the security of our facilities and personnel, and to ensure that our facilities are up to speed, properly



Deputy Assistant Director for Security & Facilities, Mr. Mark Haskett (Code 11A).

maintained, and that appropriate budget prioritization is applied to the maintenance, repair and modification of our facilities. NCIS maintains nearly 150 different facilities worldwide, each with its unique situation and maintenance needs.

Code 11B — Contracting and Supply. Code 11B, likewise, has myriad responsibilities, the primary being to ensure that our leases (rental facilities, GOVs, cell phones, and so many other day-to-day operational necessities) are prioritized, properly executed and resourced, and adequately meet our operational goals.



Deputy Assistant Director for Contracting & Supply, Ms. Cathy Riddick-Brown (Code 11B)

Code 11C — Administrative Services Division. Code 11C has the responsibility for smooth facilitation of all our administrative processes, to include staffing of administrative personnel as well as records management. This being no simple task, it includes mobility issues relative to our professional staff to ensure that our “hard to fill” and overseas billets are adequately staffed and that those offices are administratively up to speed; tracking and information collection regarding field office tasking and data collection calls; and the smooth administrative flow of information and processes between HQ and the field, as well as those internal to HQ.



Ms. Pamela Forbes, Chief, Administrative Service Division, (Code 11C)

CODE 12 — The Planning and Evaluation Directorate is headed by Special Agent Gary Hardgrove, Assistant Director for P&E. While we readily recognize many of the other codes as logical business issues to run an agency (i.e., personnel, supply, etc), P&E may appear to be the unusual one, or perhaps the least recognizable. While they maintain an excellent and informative Directorate webpage on the NCISnet, it is worth a brief explanation as to their charge here. How many times have we asked ourselves “Why was that decision made?” or perhaps, “What were they thinking?” In truth, the answer to that question in the past may very well have been, “They weren’t.” The seniors will readily admit that

for too long NCIS was run like a “mom and pop outfit” without sufficient regard to long-term strategic planning.

The creation of P&E is intended to fix that problem for the future and then, through an ongoing evaluation and re-analysis of trends, facts, needs and mission, continue to plan for and maintain acceptable and proper billet structures, manpower and staffing needs, and maximize manpower efficiency by placing the right numbers and quality of personnel at the appropriate times and places as dictated by changing world events and mission circumstances. This is not a task to be accomplished overnight, as it takes baseline calculations and analytical study to determine what is that “right combination” at any given point in our future, as well as to maintain the integrity of that combination over time. No easy task. It is no wonder that P&E is considered one of the Director’s top priorities, and when it reaches its potential, will be an enviable resource for NCIS. As it pertains to the everyday employee, it will be able to satisfactorily respond to the questions “Why was that decision made?” or “What were they thinking?”

← Code 12A — Strategic and Program Planning is charged with numerous activities relative to planning, one significant charge being to ensure that NCIS goals and that our annual agendas are in sync with those of the Department of the Navy. P&E is clearly a growing entity, and recent GENs advertising vacancies demonstrate this fact.

← Code 12B — Performance Management and Evaluation is tasked with measuring field office performance (through mid-year evaluations and end of the year reports), compliance with reaching FO performance plans, or addressing shortfalls and restructuring subsequent years’ plans.

CODE 14 — The Financial Management Directorate is headed by Assistant Director Cliff Link, a career NCIS special agent. Code 14 is possibly the most complicated of the M&A directorates and possibly that which is most difficult to fully understand. It’s not that there is rocket science involved, but rather there are unbelievable uncertainties all through the execution year. As an example, in this current fiscal year, funds that earlier should have been expected to be available no longer are due to things like a

Congressional tax to support the Global War on Terrorism. Further decaying the science of the ledger books are the unexpecteds, such as significantly increased fuel costs in such a short period of time.

AD Link sums up the Financial Management Directorate in the most basic of terms when he likens it to you, your household expenses, and your paycheck. You know your monthly expenses, your expected income, and perhaps are even prepared for an emergency expense. But what do you do when multiple emergency expenses surface at the same time? You can probably handle the car breaking down this month and get by because you have some savings or have planned for realistic incidentals, but what about when the HVAC dies out in that same month...or a large medical bill comes due? Our budget works much the same way, and we all economize and cut wherever we can to make ends meet. Frustrating? Surely. Where this pertains to you and me is wherever those required decisions apply. It may be in grounding GOVs; withholding issuance of PCS orders (at an average estimated cost per family of nearly \$80,000); or elsewhere.

Consider this: as a warfighting defense organization, should operationally oriented cuts be at the top of that list? This year an unexpected Congressional GWOT tax was placed against us for \$10,000,000, as well as approximately \$3,000,000 for increased vehicle costs. If you do the math, how many GOVs can we ground to cut costs and make up that difference? How many PCS orders can be delayed to impact the difference? How many force protection ship visits would you cancel that would place DoN personnel and assets at unnecessary risk? The bottom line is that our seniors face these challenges every day. Then, just when they believe they have a handle on a new direction or

a new course of strategy, another curveball comes their way. They have to make — and re-adjust accordingly — decisions that place our mission essentials at the least risk. Yes it also impacts us, delays our moves and possibly inconveniences our families. But the question remains, if not on these personnel issues (which frankly are far and above our greatest cost of business) then where do we manage the budget savings?

All is not lost. Through a very aggressive and cooperative relationship with P&E, as well as significant foresight into “planning for the outyears” as never has been accomplished before, there is evidence and optimism that the clouds of this fiscal

year will give way to brighter years ahead, as soon as the beginning of FY06 in October, 2005. Because of proper outyear planning, as well as through aggressive and informational briefs to the NCIS Board of Directors (BOD) on a repetitive cycle, NCIS seniors believe that better times are ahead of us in terms of financial support.

Finally, the Director reminds us regularly that at a time when DoN money is getting tighter and nearly every single Navy command is decreasing in personnel, NCIS is growing. Over the next few years, we have been approved to increase by 392 additional personnel above replacements for attrition. This growth is significant, in that it demonstrates a huge vote of confidence by senior Navy leadership in NCIS and our mission success.

Another financial issue that complicates the NCIS function is that, unlike most Navy commands, we simply don't have to maintain and be accountable to



Financial Management Directorate, left to right: Comptroller Ken Burns (14B), Assistant Director Cliff Link (14), and Watson Pryor, Formulation, Plans & Program (14A acting).

one lone money pot. Because of our unique missions, essentially and historically based on the “crim and FCI” sides of the house, we have multiple financial resource providers. Do you know the difference between S&IA funds and FCIP (pronounced Fi-Sip) funds? Security and Investigative Activity funds (about 60% of the budget) are those that come to us from the Navy leadership from the DoN budget, and are essentially used to support the crim mission for NCIS. FCIP funds (about 30%) are those from the DCI and are used to support our CI mission, as well as our strategic CT money, such as JTTFs and FPDs. Additionally, Joint Military Intelligence Program, or JMIP money, comprising about 10% of the budget, rounds out the remainder of the budget and is used for things like RTP.

Code 15 — Information Technology is headed by Rick Holgate, Assistant Director for IT, who also serves as the Command Information Officer for NCIS. Code 15 provides all Information Technology services for NCIS from secure and unclassified networks and desktop support, to mobile communications (cell phones and Blackberries), to systems development, deployment and maintenance. Code 15 is divided into two separate functions.



*Information Technology Directorate, Code 15,
Assistant Director Rick Holgate*

← Code 15X focuses on the operational aspects of our Information Systems.

← Code 15P focuses more on long-term functions as identified in their title of Information Strategy and Plans.

So what does it all mean, and what does M&A have to show for itself? The truth is plenty, as well as the fact that the build-out of M&A is still a work in progress that will have even greater accomplishments and impacts on the agency in time. At the one-year mark of their inception, a seven-page document of accomplishments and impact was produced. To highlight just a few of these for each code which pertain to the average NCIS employee, consider the following:

Code 10 expanded the potential hiring pool in terms of talent and diversity by allowing age waivers for highly qualified special agent applicants over the age of 37. They established a new and improved process for the promotion of GS-14 and GS-15 special agent personnel. They defined the process for approval of AUO for non-agent personnel. They developed and implemented a tele-work program for certain civilian personnel. They successfully transferred the responsibility for overseas allowances and entitlements from HRO to Code 10A, significantly reducing related problems for NCIS personnel. They developed and implemented numerous new training courses and have provided invaluable support to the volunteers in support of mission areas in Iraq and Afghanistan.

Code 11 is preparing a Facility Vision and Master Plan for fiscal years 2005 through 2010, a living document to enable intelligent prioritization of facilities spending and resourcing. They accomplished a facility assessment program by getting a “hands-on” look at our facilities worldwide and then databasing the information learned from the assessments.

Code 12 completed mid-year field office performance reports and assessments, working closely with each SAC and HQ program manager to ensure Field Office goals were either being met or properly recalibrated to reach expectations. They worked with the Naval War College to capture NCIS performance metrics in Port Visit “after action reports” to enable that information to become an enhanced resource for future port visits. They created a transition plan to move the annual planning process from the PARS cycle to the fiscal year cycle.

Code 14 established a budget process requiring participation by all relative segments of NCIS in the

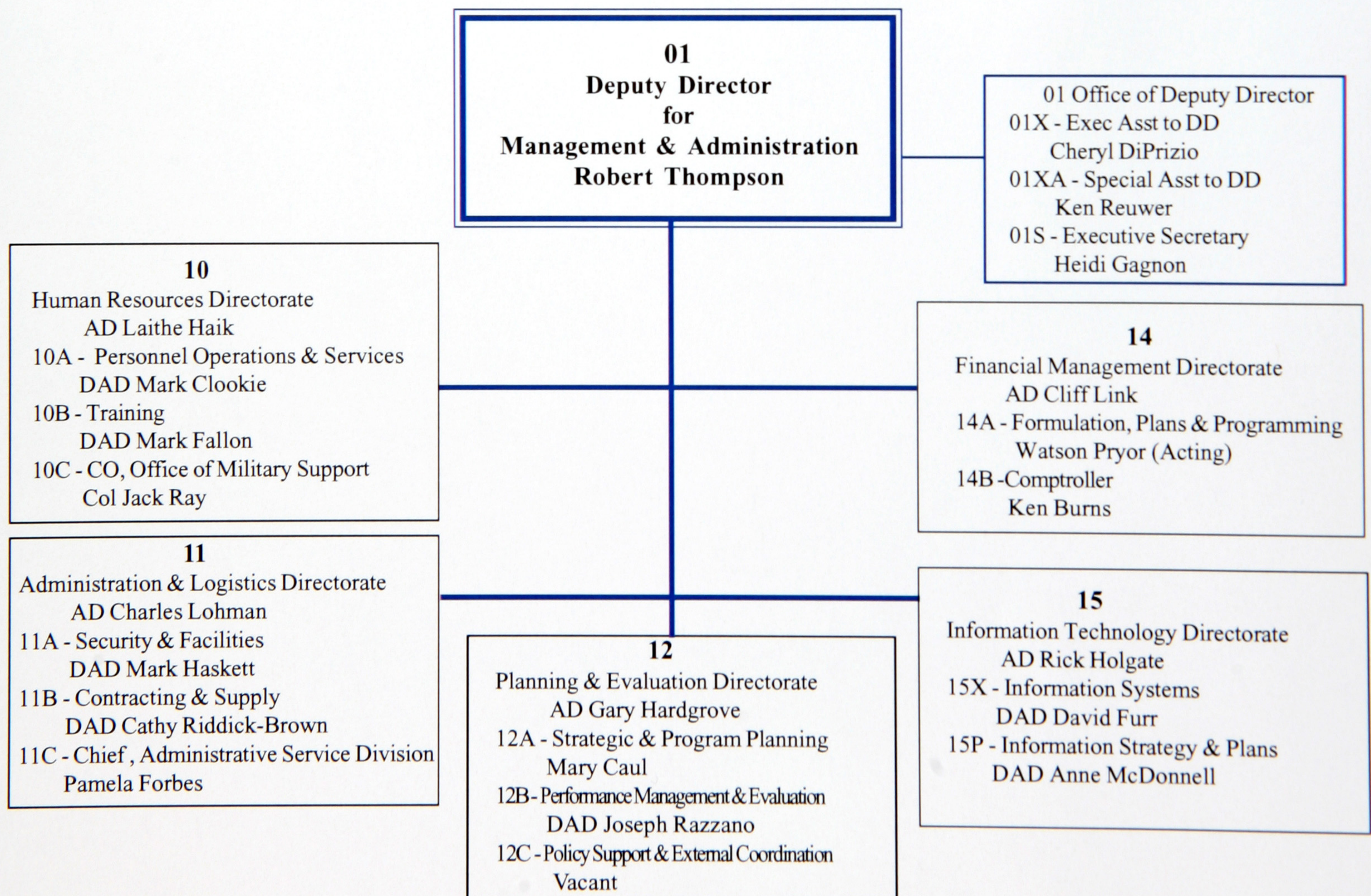
development of the annual budget. They established a process to analyze execution of our budget to identify trends and improve subsequent resource allocations. They enabled all program managers to have access to and input into the fiscal side of our billet structure.

Code 15 strengthened network infrastructure and connectivity for NIPRNET, SIPRNET, and JWICS, in both CONUS and OCONUS locations. They have supported major strategic initiatives, including the initial deployment of Portico and the development of LInX in the Northwest and Hampton Roads areas. They identified and have led the build-out of our COOP (Continuity of Operations) site. They successfully negotiated a secure NMCI solution for our sensitive data and are currently overseeing its construction and implementation, and obtained authorization for early delivery of 340 NMCI seats.

In conclusion, M&A is a vital aspect of the realities of doing business at NCIS. Without the various missions of M&A crosscutting into the operational side of the house, NCIS would be ineffective. Imagine trying to run an exclusively operational organization without any

infrastructure support, and you will quickly see that it cannot be done. Management, administration and operations must work hand-in-hand for maximum efficiency, be it staffing, acceptance of new missions and functions, or just plodding along on a regular basis. In the world of transformation and modernization, the concept of doing business as usual simply does not cut it. As budgets and resources are cut, we must be more business minded and execute our business processes more efficiently. The Directorate of M&A is here to do just that, in support of NCIS and our organizational interests. As it grows, M&A will continue to be staffed by all of us at various times and junctures, whether we are special agents or non-agent personnel, managers or non-managers, subject matter civilian experts or perhaps just passing through for an exposure tour. At the end of the day, the products of M&A pertain to us all. It is in our collective interest to know M&A and to be aware of the resources and services the Directorate provides.

For further information about M&A or the contents of this article, please feel free to contact Ken Reuwer at (202) 433-7356 or by email at kreuwer@ncis.navy.mil





David McCallum aka Dr. Donald "Ducky" Mallard



By Sara Johnson, Communications Directorate

David McCallum was born in Scotland and came to America in 1961. He has since appeared on both sides of the Atlantic in theatre, film and television and has recorded over thirty books on tape and CD. For his performance as Illya Kuryakin in the "Man From Uncle," he received two Emmy nominations.

As a side note – and coincidence — McCallum is a long-time friend of FBI Director Robert Mueller, and the two of them participated in each other's weddings many years ago.

McCallum lives in New York City with his wife Katherine, an interior designer, and they have a son and a daughter. He has two sons by a previous marriage and, to date, two grandchildren.

His many television appearances include "The Outer Limits," "The Education of Max Bickford" on CBS, "Kidnapped," "The Invisible Man," "Law and Order," "Sex and the City," and "Sapphire and Steel." His most recent role is that of Dr. Donald "Ducky" Mallard, the medical examiner on the TV show NCIS. I recently had the opportunity to interview Mr. McCallum by phone about his character on the show as well as his observations about the "real" NCIS.

When asked what attracted him to playing the role of Ducky, he said, "Sometimes when you read a script, the character instantly connects with you and jumps right off the page. That's how I reacted to the character of Ducky. I was instantly attracted to him." He went on to say that Donald Bellasario, creator of NCIS, actually modeled the character after himself, but, "Ducky is 100% me."

I asked McCallum if he was surprised by the

popularity of the show. He replied that, "Given all of the work that went into creating, casting and writing the show, I'm not surprised, just gratified. When you bake a cake, you hope it will rise instead of falling flat, and this cake has risen."

In order to prepare for his role as a medical examiner, McCallum did a lot of research on pathology and physiology, which fascinates him. "I'm curious about things I don't know about, and I have a thirst for knowledge. I've spent a lot of time with the coroner in Los Angeles (close to where the show is taped in Valencia, CA), and he has frequently made himself available to educate me and answer my questions."



Left to Right: David McCallum, LCOL Mark Vojtecky, Admin Officer for Air Force Medical Examiner, CDR Craig Mallak, MC, USN, Chief Medical Examiner, and William Rodriguez, PhD, Forensic Anthropologist, AFIP.

He also met with SA Jeanmarie Sentell, who explained her Armed Forces Institute of Pathology (AFIP) training and work experience, as well as her recent experiences in Iraq on behalf of AFIP and the AF Medical Examiner. McCallum also met with Lou

Eliopulos and SA Tom Brady regarding the Major Case Response Team (MCRT) and Forensic Consultant Unit (FCU) mission. Additionally, he met with Don Housman, Code 23BA case reviewer, to help him understand his role. During a recent visit to NCISHQ, he received a tour of the MTAC; attended a death review board; and then participated in a roundtable discussion with forensic pathologists and anthropologists from the Armed Forces Institute of Pathology. He also met with staff from other directorates, such as the Cold Case Unit, and showed up prepared with lots of questions on NCIS death investigation procedures.

I asked him if, with his newly gained knowledge about the occupation of medical examiner, he ever provides suggestions or ideas to the TV show's writers. He said that, although the writers are aware of his knowledge, he does not have the opportunity to sit down with them to discuss possible story lines. He does, however, use his knowledge to ensure the props on the set are more authentic and the death investigations on the show follow appropriate medical procedures.

Not long ago, several crew and cast members of NCIS visited the NCIS Training Academy at the Federal Law Enforcement Training Center (FLETC): Leon Carroll (NCIS SA Ret) who serves as a technical advisor to the show; Sean Murray, who plays Agent McGee; and David McCallum. All were given an extensive tour of FLETC and briefed on the different functions of the NCIS Academy and FLETC. Included was training on high-speed pursuit, boot-legs, j-turns and use of force training.



Caption

Their presence at FLETC did not go unnoticed. Numerous staff and students of FLETC and other partner organizations recognized the actors, who were very gracious in meeting with staff and students individually, as well as in classroom settings. McCallum said one female student walking down the hallway saw him and Sean Murray and gasped at them in disbelief, "Oh my god! You really DO work for NCIS!"

I asked McCallum what he thought about the "real" NCIS. He responded that, "I knew nothing about NCIS when I accepted the role of Ducky on the show, but I am extraordinarily impressed. The special agents I have met all come from very different backgrounds but are thrust toward the common goals of the agency. Their talent, dedication, experience and skills are quite unique to law enforcement, and the TV show tries to capture and express that special uniqueness."

His appreciation of NCIS agents has also manifested itself. During the last SAC conference, NCIS sponsored a SAC/Chiefs Breakfast in Los Angeles to provide recognition and thanks to police chiefs who are located in the AOR of the NCIS field offices. Mr. McCallum graciously accepted our invitation to be the guest speaker and took the time to meet all of the SACs and other attendees and pose for photos.

When asked if he had any parting words about the TV show, McCallum said, "The role of Ducky has been a great addition to my career. We have a wonderful cast, and Don Bellasario adds warmth and humor add to the show. At my age (70), I am happy to still be working and enjoying what I'm doing. This is a glorious time for me."



High Risk= High Speed

By SA Ray Koon, Code 10B

September 11, 2001 changed the way many organizations conducted business, and the Naval Criminal Investigative Service (NCIS) was no exception. As a result of the Global War On Terrorism (GWOT), NCIS now deploys personnel to the Middle East on a regular basis. To prepare for this new mission, it was necessary to train NCIS employees for the environment they would face in places like Iraq and Afghanistan. In 2003, the NCIS Training Academy, located at the Federal Law Enforcement Training Center (FLETC) in Glynco, GA, developed the first Iraq Operations Training Program (IOTP). It was four days in duration, followed by two weeks of training by ITI in San Antonio, TX.

Since that time, there was a need to further evolve the IOTP into a program, which would provide deploying personnel with the necessary skills to accomplish the diverse missions faced by NCIS in support of the GWOT. As a result, the High Risk Operations Training Program (HROTP) was developed, and the first iteration ran in January 2005. One of the first orders Special Agent Mark Fallon made when he was selected as the Deputy Assistant Director (DAD) for Training was to move the HROTP to Glynco and to partner with FLETC. Since that time, there have been two additional iterations of HROTP, and a total of 59 students have been trained. The attendees have been deployed for missions in Iraq and Afghanistan for the SCID, IIIMEF, IIMEF, CITF and SPECWAR.

The HROTP is a collaborative effort between the NCIS and FLETC that consists of four weeks of intensive training with several training evolutions conducted at night. Guest instructors/speakers who

have recently returned from deployment are brought in to provide the students with up-to-date information regarding the various missions. On the first day of training, the students receive a brief by the Deployment Support Office and also receive a portion of the gear they will take with them on deployment. Among the issued gear is level IV body armor, which weighs approximately 40 pounds, and other tactical gear that they are required to wear during the course of the training day. Students are also issued red, hard rubber replicas of the Sig Sauer 9mm and the Colt M4 carbine which they are required to carry during the course of the training day. This allows the students to become accustomed to their gear before they arrive at their deployment site.

During the first week, the students attend nothing but firearms training, where they learn to fire the H&K MP5 submachine gun and the Colt M4 carbine. They are required to qualify with both weapons while attending the HROTP. Firearms training continues during the second and third week of training with various drills and AK 47 familiarization. Special Agent Greg McKamey, NCIS firearms instructor detailed to FLETC, equates the amount of firearms training the students receive to that of "being hit with a fire hose." This translates into approximately 60 hours of firearms training.

During the second week the students begin driver training where they are trained in high speed driving, off-road driving, skid control techniques, evasive driving, motorcades, offensive driving techniques and night driving operations. Driver training continues into the third and fourth weeks of the HROTP for a total of approximately 47 hours. Also during the

second week, the students receive training in GPS/land navigation, the rules of engagement, the Arab mindset and intelligence, counterintelligence (CI) and counterterrorism (CT).

The third week of training continues with more CI/CT and driver training, but the students also receive training in tactical first aid, improvised explosive devices/ordnance orientation and post-blast investigations.

During the fourth week of training, the fast pace continues, and the training becomes more dynamic. In this week driver training continues, and the students learn vehicle evacuation techniques in case their vehicles are disabled while driving. They also learn how to properly search their vehicles for improvised explosive devices. Additionally, there is training in tactical movement techniques and dynamic



HROTP students during land navigation class.

building searches. The training culminates with two days of “round robin” scenarios at the use of force complex and the High Intensity Training (HIT) complex that is complete with various forms of physical, visual and audio stimuli. During this phase of training, the students incorporate many of the skills they have learned over the course of the four weeks while operating in two and four person teams.

At the end of the HROTP, the students are asked to critique the course. These critiques are reviewed at every level, both within the NCIS Training Academy and at FLETC, in order to make each



Captain

iteration of the HROTP better than the last. The students who attend HROTP come from all walks of life—military, non-military, law enforcement, non-law enforcement — and each one has their own set of skills. An overwhelming majority of students have high praises for the program and the instructors, as is evident from some of their comments. “I feel the training was some of the best I’ve had in 11 years of law enforcement & seven years in the military.” “The firearms and driving portions were outstanding! Great use of time and good instruction.” “Some of the best training I’ve ever received, anywhere at anytime.”

As the enemy changes its tactics, so must the HROTP change. DAD Fallon provides guidance to keep the curriculum fluid and continues to modify the course to keep pace with the adversary. He says, “We will probably never conduct any two HROTPs exactly alike.” During conversations with FLETC instructors who are involved with some of the training evolutions, you can tell they also enjoy the training. An instructor assigned to the Driver/Marine Division related he felt he had a new “purpose” in life. He went on to explain that the instructors know the students who attend the HROTP will deploy to an area where they are placing their lives on the line on a daily basis, and the training they receive at FLETC could possibly save their lives. Another DMD instructor advised that because of the HROTP, he became more interested in NCIS and requested to be assigned as the class coordinator for the driving phase

of the HROTP. Several FLETC instructors have expressed an interest in becoming special agents with NCIS.

According to DAD Fallon, "Another strong component of the HROTP are the returning deployers who provide valuable lessons learned, based on real world experiences, that are cycled back into the training process. It's a true demonstration of a process of continuous improvements, and it's based on the global war we are facing today and the challenges we expect to face into the foreseeable future."

When Director Brant and the NCIS



leadership made the decision to place the new NCIS Contingency Response Field Office (CRFO) at Glynco, the driving factor was the partnership with FLETC and the manner in which Director Patrick and the FLETC leadership embraced the concept. Training Department Division Chief Charlie Converse advised that the consolidation of the HROTP at Glynco has resulted in a net savings of approximately \$2,400 per student. SSA Doug Einsel, who supervised the design and development of the HROTP, said: "At one time we needed to turn to vendor support to achieve the desired training levels, but now our programs meet and exceed what others in the industry can deliver. We tailor our training to the requirements at hand and to the unique nature of the NCIS mission in a high-risk environment." According to DAD Fallon: "While our goal was always driven by the desire to instill the level of competency necessary to meet mission objectives, the savings of almost \$2400 per student

can be used to enhance other advanced training programs."

The HROTP has become a model of CT training at FLETC. FLETC is in the process of developing an \$80 million Counter Terrorism Operations Training Facility (CTOTF) that will encompass about 120 acres at FLETC. AFOSI is in the process of relocating some of its high-risk training to FLETC and has also partnered with FLETC and the CTOTF. DAD Fallon says, "The partnership between NCIS and FLETC will pay dividends to both organizations and to the federal law enforcement community long into the future." NCIS has hosted

numerous senior officials to tour FLETC, receive a brief on the training initiatives and experience first hand some of the training that is received in the HROTP. Some of these guests include: Director Brant, General Counsel Alberto Mora, Under Secretary of the Navy Dionel Aviles, EAD Ralph Blincoe and EAD Greg Scovel.

DAD Fallon said: "I am proud of the magnificent job both the NCIS Training Department and staff at FLETC are doing in preparing our folks to deploy into high-risk environments. Each and every one of them offer significant contributions in the global war on terrorism and there is no doubt in my mind that lives are being saved due to their outstanding efforts."

Life After NCIS

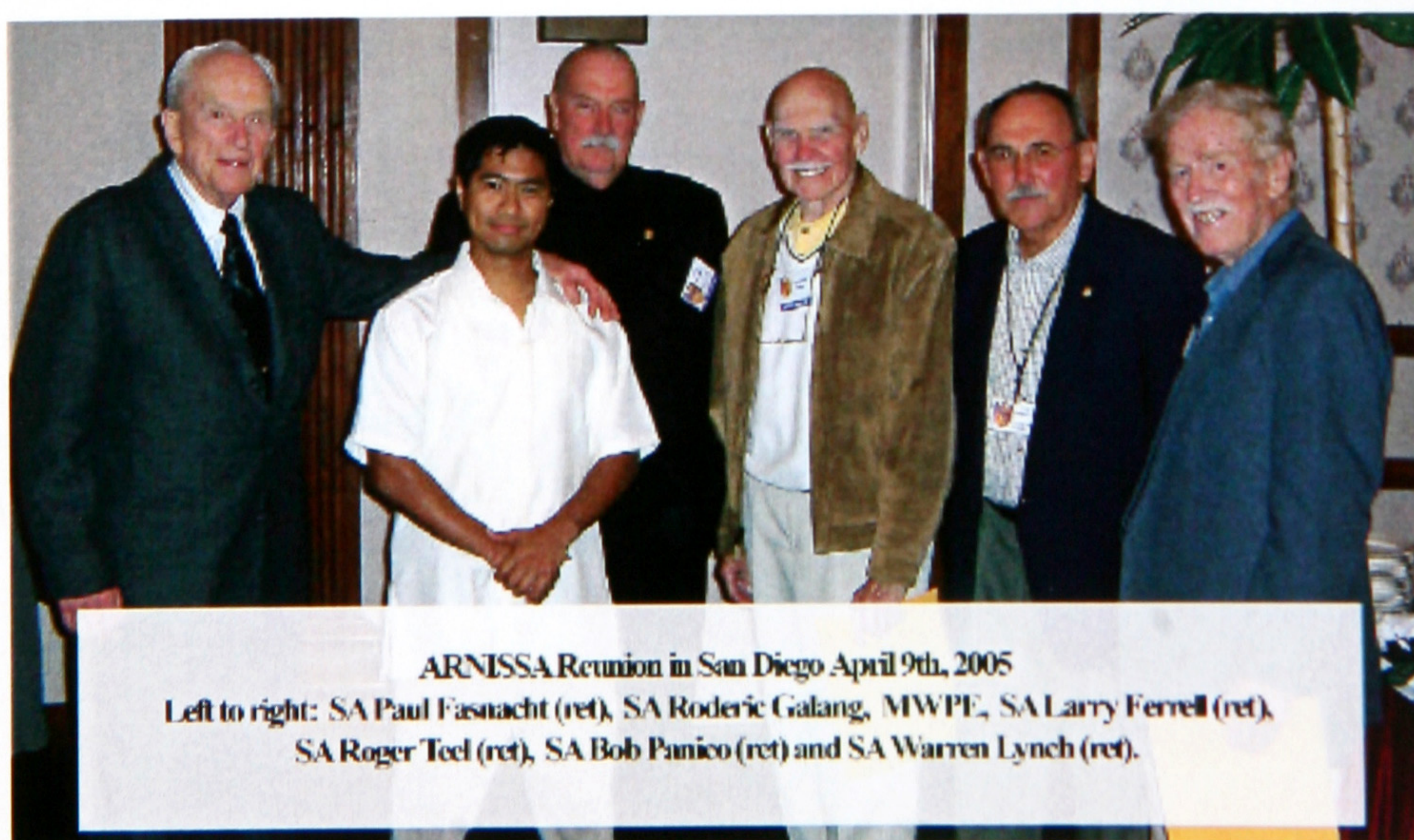
by Neil Robins, ARNISSA National President



Life after NCIS...I'm sure there are many of you reading this who wonder what happens when the time comes to bid farewell to the job you've had for many years. If you are like many of us who have gone before, NCIS was our life and the only real job we ever had. We never had to fill out a resume and were not even sure we had a "marketable" skill. These are legitimate concerns, and ones many of us currently in retirement dealt with. Well, to help alleviate your fears...yes, there is life after NCIS and, frankly, it can be as challenging as you want it to be.

Many retirees associate themselves with the Association of Retired Naval Investigative Service Special Agents (ARNISSA) upon retirement. ARNISSA grew out of a group of special agents who, back in the late 1970's, wanted a way to keep in touch with the folks they had "grown up" with. The Association was granted a tax-exempt status by the IRS in 1983. Although it's probably safe to say that some things have changed since then, it remains an Association by which we continue to enjoy the connectivity we developed through our careers.

Not long ago, ARNISSA conducted a mass mailing to over 700 former employees to update our databases and, from that, we also gained some interesting information about what our members are doing. As you might expect, many retirees have gone on to second and third careers, which cover many interesting fields. Some have taken on completely different things. A sampling of the responses: Pete Anderson, who retired to California in 1993, is making award-winning wine; others are consulting within the intelligence community; working for defense contractors; and cruising the waterways in their boats. Brian Green is operating a cattle ranch in New Mexico after retiring in 1991. Some enjoy keeping up with their grandchildren; wintering in Florida; traveling the world (and not on PCS orders); while Joe McCartney, who served in the 1950's, has been playing a back-up actor on "The Sopranos" TV show. Still others have been forming businesses like Nick Nichols, who retired to Florida in 1986 and has his own real estate company. Some retired agents are involved with charities or playing golf, and others actually are retired.



ARNISSA Reunion in San Diego April 9th, 2005
Left to right: SA Paul Fasnacht (ret), SA Roderic Galang, MWPE, SA Larry Ferrell (ret),
SA Roger Teel (ret), SA Bob Panico (ret) and SA Warren Lynch (ret).

While working for a defense contractor in the DC area, one of the things I've been impressed with is just how much respect NCIS commands in the law enforcement and intelligence communities. Additionally, in my travels and interaction with many DOD agencies, I find they are very much aware of NCIS and the capabilities we bring to the table. So, if you are currently working for NCIS, you are establishing a great foundation for a second career.

If you desire to pursue a career after NCIS, then keep in mind that security clearances are quite valuable – in addition to things like being in the right place at the right time. Many of us working as retirees from NCIS are making an effort to help new retirees find jobs, and I think the networks we are establishing now will enable this service to become a significant benefit for the ARNISSA membership.



SA Jack Donnelly (ret) with Director Brant on the course in San Diego.

We have some fun, too. In early April, ARNISSA held its National Reunion in San Diego where, for several days, we had the opportunity to visit with old friends and make some new ones....listen to lies and tell a few of our own. But, most importantly, it was a time to enjoy the fellowship of those with whom we shared our lives as we made a career of the NCIS. Through the encouragement of Director Brant and his staff, we also spent time with several agents from the active ranks who participated in briefings, the golf tournament and the banquet. This helps to underscore the relationship between those currently working and folks who have gone before. It is worth mentioning



Golf foursome, left to right: Darryl Heintz, Brian Stamper, Roy Rainville and Toni Perrin.

that, although ARNISSA obviously caters to those who have retired, being retired is not a requirement for membership. Membership is open to all persons who have a minimum of two years with NCIS.

So I would encourage you to drop me a note at nrrobins@earthlink.net, visit our website at www.arnissa.org or contact your nearby ARNISSA folks and ask questions. It's a good way to gain an understanding of what's out there and to begin to develop relationships that could last throughout your retirement.



yada dayd on left is greeted by Toni Perrin at the ARNISSA dinner/reception.



BRIDGING THE GAPS IN LAW ENFORCEMENT INFORMATION SHARING

By Bill Klein, Senior Policy Advisor

NCIS has spearheaded a new information sharing initiative that has the potential to reinvent the way law enforcement is performed in the United States.

The concept and developmental architecture was originally pioneered by the FBI, but was ultimately abandoned because of technical and other challenges. The NCIS initiative, dubbed the Law Enforcement Information Exchange (LInX), has already produced two regional data warehouses that have enabled an unprecedented degree of information sharing between local, state, and federal levels of law enforcement. LInX has given NCIS and its participating partners automated access to more than 11 million law enforcement records, with access to millions more on the way.

To date, NCIS has implemented LInX in the Puget Sound and Hampton Roads Fleet Concentration Areas. Following closely behind these two kick-off areas are further LInX initiatives in three regions that are also ripe for information sharing – south Texas, Hawaii, and northeast Florida/southeast Georgia. Additional regions, as well as expansion to scores of additional jurisdictions in the five existing LInX regions highlighted above, are in the planning stages.

The first iteration of LInX – established in the Pacific Northwest as a test to refine the technology and related operational concepts – reached initial operational capability in October 2004, and it has already been used to link incidents and solve crimes that might otherwise have gone unconnected and unresolved. A second-generation system, with much more capability, has just come on-line in Hampton Roads. This more capable version of the system has been retrofitted to Puget Sound and will be the new standard as LInX expands to other regions.

In bringing LInX to fruition, NCIS has been able to capitalize on two critical organizational strengths: its resourcefulness in meeting significant technical challenges with limited resources, and the outstanding liaison relationships and skills that the organization relies upon every day to accomplish its worldwide mission. In coupling these strengths together under the banner of LInX, NCIS has won high praise from officials at high levels of law enforcement.

Notably, FBI Director Robert Mueller commended NCIS for its effort to aggressively pursue data sharing between all levels of law enforcement. During his last visit to Seattle, Director Mueller noted that, "with the LInX project ... I think one can see that the level of [law enforcement] cooperation in the state of Washington could not be better."

U.S. Deputy Attorney General James Comey has also praised the system, calling NCIS' initiative "a gift to the Nation." Noting the criticality of making Department of Justice (DOJ) information available to all levels of law enforcement in order to "more effectively investigate, disrupt and deter criminal activity, including terrorism," he has commended LInX as a way to "put this strategy into action in a regional pilot plan."

The Problem – Inadequate Sharing of Information

Fundamentally, LInX seeks to address a long-standing problem facing the law enforcement community. While the sharing of criminal investigative data between law enforcement

agencies is routine, it is also very inconsistent, as automated systems for exchanging data are lacking. This is true both across law enforcement jurisdictions and between different levels of law enforcement – local, state and federal.

During the course of normal business, local law enforcement agencies collect large quantities of data on criminal activities and suspicious incidents in areas of great interest to the DON, such as Fleet Concentration Areas where nuclear vessels are home ported. Local police officers who respond to such events, however, often have little context for understanding whether they indicate a threat to DON equities or have relevance to other law enforcement efforts. For instance, the data contained in something as benign as a traffic citation could have significant implications for a criminal investigator or terrorism analyst from another agency, but this kind of information is typically shared only under exceptional circumstances.

Ordinarily, a responding officer will document the results of his or her response to an incident in a report that is sent to their agency's Records Management System. Such reports are not usually put into any kind of system

Efforts to fight crime and thwart terrorist activities affecting the Department of the Navy (DON) are about to get a significant boost with implementation of the NCIS Law Enforcement Information Exchange (LInX) in a number of key locations around the nation. The program is increasingly being recognized as a new national model for law enforcement information sharing. It has received acclaim from numerous high-ranking government officials, including United States Deputy Attorney General James Comey; FBI Director Robert Mueller; and Admiral John Nathman, Commander Fleet Forces Command.



that shares the information with other law enforcement agencies in the region. Unless a responding officer realizes that the activity may be related to a crime or indicates a threat that lies beyond their department's jurisdiction, personnel from other law enforcement agencies rarely even become aware of the existence of a potentially important report. Joint task forces may help overcome some of these information gaps, but even they have significant fault lines, since connections between related but seemingly random events are often not immediately apparent.

The Solution – Law Enforcement Information Exchange

LInX aims to address these gaps in information sharing by providing participating law enforcement agencies in areas of strategic importance to the DON with secure, automated access to regional crime and suspicious incident data.

Under LInX, a single data warehouse administered by NCIS is set up in each LInX region to mirror the investigative records held within the Records Management Systems of the various local, state, and federal law enforcement agencies in that region. The information is updated on a real-time/near real-time basis – meaning that as soon as an officer from a participating agency inputs a record to his or her agency's Records Management System, the information becomes accessible to other agencies via LInX, as well. Authorized personnel from any participating agency in the region are able to access and search the full range of this data using "Google"-



type tools, and can also apply extremely capable link analysis software to it – thus enabling users to search for and correlate data drawn from multiple jurisdictions to help solve crimes, resolve suspicious events, and enhance officer safety. LInX combines local and state law enforcement information and NCIS information in a common data warehouse, yielding unprecedented access to potentially critical law enforcement data. It will greatly enhance the agency's ability to protect DON assets against terrorism and fight crime affecting naval forces.

NCIS initiated LInX in the Puget Sound and Hampton Roads areas due to the significant fleet concentrations there, including nuclear combatants and the related infrastructure. Refinements suggested by a limited, multi-agency group of users in the Puget Sound area have led to several significant improvements in the user interface and numerous proposed enhancements, including the ability to display mug shots, fingerprints, and other data. The Puget Sound system, which currently incorporates 18 agencies in addition to NCIS, provides authorized users access to some one million law enforcement records. In Hampton Roads, the number of participating agencies now stands at 23 plus NCIS, and some 10 million records are available to users. More records will be added as additional jurisdictions sign on to each system.

"One can only imagine the possibilities had this system been in place during the D.C. sniper case," observes NCIS Director David L. Brant, referring to a three-week rampage in the fall of 2002 that resulted in 10 murders in the greater D.C. area before two subjects were finally apprehended. "Here is a situation where the two shooters were engaged by local law enforcement in multiple jurisdictions and on multiple occasions, but no one could connect the dots because there just wasn't any system in place. I think LInX could have made a big difference in that situation."

Keys to the System's Success

As LInX has developed over the last two years, many factors have led to the accomplishments reached to date. But it is clear that two critical ingredients have helped to make this initiative a success.



First, each agency that participates in LInX is given an equal role in determining the circumstances under which their regional system will operate. A Board of Governance established for each region ensures that every participating agency in the region has full visibility and voting equality on all LInX implementation issues. Through this Board, which includes senior officials from every participating agency, policy-making is a shared responsibility. Decisions about the incorporation of additional agencies, user access, parameters for data utilization, and the like are reached through consensus.

“I think in years past, it would have been much tougher to sell LInX to law enforcement professionals because, frankly, the very concept of information sharing between federal, state, and local authorities was freighted with a lot of excess baggage,” says Director Brant. “Of course, 9/11 changed a lot of thinking in this country. But I think one thing that NCIS also brought to the table was a level of appreciation for our partners in law enforcement, born of many years of strong relationships and working together. This appreciation is something that has been made tangible in LInX in the form of the Board of Governance concept, where every agency is equally empowered.”

Another key point is that LInX contains only criminal justice data provided by local, state, and federal law enforcement agencies. The effort has deliberately steered clear of the kinds of stumbling blocks that have caused the demise of other information sharing concepts – such as capturing airline ticket or credit bureau information. Civil libertarian organizations that

have looked at LInX have not raised the kinds of objections that they have with previous information sharing systems. Indeed, the most common reaction to LInX has come in the form of a question: “You mean you guys don’t do that already?”

“This system is really intuitive, and I think that is its greatest strength,” comments Special Agent Michael Dorsey, who leads the LInX program for NCIS. “This kind of information has been shared for a long time within the law enforcement community. It’s just that the systems have not been in place to do it very effectively. All we’re doing with LInX is enabling law enforcement to do its job in the most efficient and effective way.”

As more and more government leaders become aware of LInX, the effort has picked up steam. Gordon England, the former Secretary of the Navy and newly designated Deputy Secretary of Defense, commended NCIS for its leadership in bringing LInX to fruition, as has Under Secretary of the Navy Dionel Aviles. For Fiscal Year 2005, Representative John Murtha (D-PA), a senior member of the House Defense Appropriations Subcommittee, successfully championed a \$4.2 million Congressional “plus-up” for the initiative. And, in February, 2005, then Vice Chief of Naval Operations (now Commander, Fleet Forces Command) John Nathman learned about LInX and introduced it to his counterpart at the Coast Guard (Vice Commandant Terry Cross), with the suggestion that the new Joint Harbor Operations Center (JHOC) port security concept incorporate the system. The suggestion was readily adopted, and discussions to implement the proposal at even more locations around the country are pending.



Finally, in April, 2005, Deputy Attorney General Comey directed five Department of Justice (DOJ) agencies – the Federal Bureau of Investigation; Drug Enforcement Administration; Bureau of Alcohol, Tobacco, Firearms, and Explosives; U.S. Marshals Service; and Bureau of Prisons – to give the Seattle LInX initiative access to their investigative data on a trial basis. Assuming this pilot is successful, DOJ will expand its participation to each of the other LInX sites, as well.

Increasingly, LInX is becoming recognized as a national model for law enforcement information sharing. The International Association of Chiefs of Police (IACP) recently recognized the LInX Hampton Roads project as “an innovative and advanced concept in law enforcement information sharing”, and provided

LInX with the IACP’s Law Enforcement Information Management (LEIM) Information Technology Award at their May 2005 annual conference.

“LInX has gained a lot of momentum in a short period of time, and I’m very proud of what NCIS as an agency has been able to accomplish,” says Director Brant. “But in the end, we could never have done this by ourselves. As much as anything, it’s a tribute to the chiefs, the sheriffs, and the other law enforcement leaders from each of the participating agencies who have embarked upon this trip with us. They have completely embraced the vision and the potential of this initiative. If LInX is going to be a success – and I feel very confident that it will – it is because it has truly been a joint success.”



The Exciting Side of Economic Crimes Cases

The pursuit of economic crimes usually brings to mind visions of paper mounds, a multitude of contract forms and tedious legal proceedings – for most people. The reality at NCIS is something completely different. NCIS special agents can and do take the traditional “overt” path to fraud investigation, where leads are investigated openly for particular cases. But, there is also the covert approach to investigations. The excitement for many agents lies in the covert approach, where the ensuing activity can mirror the same stealth used to pursue the most licentious drug kingpin or the most heinous murderer.

Every Case Begins with a Clue

The clue that something may be amiss comes in a variety of packages – the anonymous letter, the phone call, email, perhaps even a fax. This is where the critical decision occurs. The agent must decide to tackle it covertly or overtly. When possible, NCIS agents adopt a proactive, covert mindset. Some agents, such as SA Tom Gribbens, tap into their general crimes investigation skill sets. Or if you are a fresh recruit from the IRS like SA Greg Ford, you may know only one way: proactive, covert operations.

With the initial lead, the first priority is to determine the category of crime and evaluate what element of proof is needed to open the case. This is critical, because pursuit of the element of proof drives the case strategy.

Even the most complex cases begin with a single tip. In one particular case, Gribbens’ covert radar kicked into gear as a tip led him to a construction contractor. With his investigative antennae up, he initiated a series of meetings that took place outside of NCIS and away from the construction company with the complainant. A “playbill” of everyone who might be targeted or might be beneficial to the case was assembled during the course of several meetings. The complainant became a cooperating witness or CW.

Developing The Cooperating Witness (CW)

During the course of these initial meetings, SA Gribbens extracted such a significant level of fraud detail from the CW that he began to suspect that the complainant was also involved in illegal activities. As the primary case agent, Gribbens developed the CW’s trust, and extracted a confession from him. The contractor, and now the key CW, was losing business due to unfair competition from other contractors, but he was also committing contract fraud in the use of illegal alien workers. His business was in trouble, and he needed

help from NCIS. He accused other contractors of the same illegal alien practice, and also paying bribes to government inspectors. After collaborating with the US Attorney General's Office, SA Gribbens utilized the CW to target the corrupt government inspectors.



Surveillance Activity

Once intel is gathered from the CW meetings, the NCIS agents prepare a plan of action, and an operations briefing for case agents who will be involved in the surveillance activities. The surveillance plans focus on gathering evidence for successful prosecution of the targets.

SA Greg Ford, the NCIS agent with covert IRS background, describes the typical briefing sessions that take place once NCIS supervisors authorize surveillance activities. The strategy and nature of the case determine the number of agents involved. These sessions focus on plotting activities on a marker board to familiarize everyone with the area of operation. Written plans are distributed. Safety procedures are reviewed. SA Ford is quick to emphasize how critical the safety procedures can be. He says the traditional way of looking at fraud is that, "it's not the same safety issue, but it is." The white-collar criminals often have much more at stake than the drug kingpin or someone who has committed homicide. The white-collar criminal can still pull a weapon, and in some cases, they commit suicide. So the same emphasis on safety techniques is critical.

In anticipation of the first surveillance activity in SA Gribbens' case, his next step was to spend time with the CW to review strategy for the meeting with the target. Then the case agents set up the surveillance assignment, which may include audio and video monitoring. Other agents might be included undercover as part of the safety strategy. The CW was wired as part of the first surveillance of the target.

Case Strategy

The operations included setting up the CW to make numerous controlled bribe payments to multiple government officials. The operation identified the suspect DoD contractors who were later convicted of various counts of contract fraud. The government inspectors pled guilty to bribery and public corruption charges. SA Gribbens says that his source is still in business, and he recalls the success of this case each time he drives by the CW's business.

The Best Days and the Worst Days

It isn't all surveillance work. There is always an element of paperwork because, as SA Greg Ford will tell you, the best days generate the worst days. For SA Ford, the best days are the field days, and the worst days can be filled with paperwork galore. Patience with the paperwork is just as important as patience in developing a source and planning covert or overt activities to resolve a case.



Spotlight on the NCIS Economic Crimes Department

The NCIS economic crimes program is hitting the spotlight at the highest levels in the Department of the Navy. Navy General Counsel, Alberto J. Mora assigned Mark Wilkoff, Deputy Director of the Navy Litigation Office, to lead a comprehensive effort to streamline communications and increase the effectiveness of the Navy's ability to fight fraud. The result of Mr. Wilkoff's team efforts is the new Naval Acquisition Integrity Organization. Five key divisions, including investigative, contractor responsibility, remedies coordination, civil recovery and audits will operate together within the General Counsel's office. These divisions report to a Naval Suspension Debarment Official and will operate on parallel tracks for greater effectiveness. This parallel track will enable administrative actions such as contractor debarment into play as legal prosecutions move through the courts.

New Resources for NCIS

NCIS agents will also benefit from the tighter coordination between these resources as it tackles fraud cases. In addition to working with Mr. Wilkoff in standing up the NAIO, the NCIS economic crimes department is gaining an influx of new agents. In the NCIS Fraud Senior Manager's Group meeting, General Counsel Mora reported that NCIS was punching in well above its weight on its role in the NAIO fraud initiative. DAD for Economic Crimes Kate McKenna has been appointed as the key contact from NCIS to keep direct access to legal and audit resources open to NCIS agents around the world.

The Allure of Economic Crimes Cases

SA Gribbens will tell you that the best thing about his job is when he gets a chance to enlighten other agents to the fact that they can use proactive and covert investigative techniques to successfully identify and

target procurement related crimes. The covert skills he learned while running the streets with SA Mark Fallon and the DCWA general crime special operations squad have served him well as a fraud agent.

He stresses that thinking and acting proactively from the beginning enables agents to uncover a lot more criminal activity – fraud related or not. It enables them to develop and resolve their cases a lot more quickly and, more importantly, it gets them out of the office and on the streets working closely with commands, contracting officials, sources, etc.

The benefits are the excitement and challenges of covertly working with sources; conducting consensual oral and wire intercepts; working closely with Tech Services and all their gadgets; and developing and running an undercover fraud operation.



Satisfaction For a Job Well Done

Gribbens joined the Fraud Department to learn something new and to test his investigative skills against white-

collar criminals. "A crime is a crime; however, the challenge of targeting a corrupt government official or a greedy contractor who is attempting to pull one over on the American taxpayers and the members of our military, is a strong motivating factor for me as a criminal investigator." He added, "This is especially true when it involves a criminal product substitution case. This is when a contractor intentionally produces an inferior part or product in order to make a greater profit. These parts, including inferior critical safety items, can make their way out to ships, planes, and battlefields. Our service men and women are already in enough harm's way as it is. They shouldn't have to be subjected to potential disasters caused by something like deficient parts."

From the Virgin Islands to Hawaiian Islands: Cold Case Homicides

By Gwen Paro, Communications Directorate

In an all-out effort to solve a languishing murder mystery about a young U.S. Navy Lieutenant in the U.S. Virgin Islands, NCIS organized its first "cold case" multi-agency task force. The trail had run cold after almost 18 months of searching for three suspects responsible for the 1993 brutal beating of three sailors and subsequent death of one as a result of gunshot to the head. The sailors were on a port visit off the USS Yorktown and attempting to make a telephone call just 500 yards from the pier. Their assailants used baseball bats and guns for the attempted robbery. Lt. Robert D. Bartlett was shot point-blank in the head, while his crewmates, Petty Officer Michael R. Nendze and U.S. Coast Guard Lt. Patrick S. Gardella were beaten with bats.

NCIS brought in six special agents, who teamed up with five Virgin Island Police Department detectives and one Deputy U.S. Marshal. The Virgin Island Task Force (VITF) effectively reopened the Lt. Robert D. Bartlett case on January 4, 1995 and the first suspect was arrested on January 31, 1995.

The NCIS Cold Case Homicide Unit was launched later that year based on the success of the Virgin Islands' case. This was the first fully dedicated department to cold case homicides within federal law enforcement. NCIS now has 10 agents fully dedicated to investigating cold cases around the world. An impressive 47 cold cases have been resolved in the past 10 years by the NCIS Cold Case Homicide Unit.

During its brief history, the NCIS Cold Case Unit has gained a worldwide reputation due to the success of its investigation methodologies that are unique to cases where the leads have been exhausted. And, true to its original mission, NCIS has also assisted and trained law enforcement agencies around the world.

This year another first occurred in NCIS cold case history. A combined unit was established at the NCIS Hawaii Field Office, where a staff of investigators

from the State Attorney General's office will work to try to resolve almost 400 cold cases in the Islands of Hawaii. The State Attorney General combines resources of the NCIS Hawaii Field Office with those of the local police departments of Honolulu, Maui, the Big Island, Kauai, as well as the Department of Public Safety, the Department of Land and Natural Resources, and the JPAC.

In keeping with local culture, in Pearl Harbor, the Rev. Kordell Kekoa performed a blessing ceremony of the NCIS offices dedicated to this joint effort. Hosting the ceremony, NCIS Hawaii Field Office SAC Bradley Howell introduced Donald Wong, chief special agent for the Attorney General's Office, and Richard Bissen, state public safety director, who expressed their hopes for the future of the unit. The Director of NCIS, David L. Brant, also on hand to applaud this unique opportunity, underscored the primary motivation for tackling cold cases: "Resolution of these cases does not bring back loved ones, but can help bring closure for the families of the victims."

Special Agent Bruce Warshawsky has been a key leader at the NCIS unit in Hawaii. His primary focus has been to work with the Hawaii law enforcement agencies to resolve cases involving members of the Navy or Marines. The effectiveness of NCIS methodologies in solving local cases led to a joint seminar hosted by NCIS and the State Attorney General's Office. Top instructors from other NCIS offices also participated in the two-day program.

As they move forward, and as SA Warshawsky heads to his next assignment in Singapore, he is hopeful for this new unit's plans to form a support group of retired specialists with careers in forensic anthropology, handwriting analysts and others who can help with the large caseload.

So, from combining forces to solve its first cold case in the Virgin Islands to establishing a permanent partnership with local law enforcement and the Attorney General in the Hawaiian Islands, NCIS continues to investigate cold case homicides until all leads have been thoroughly exhausted.

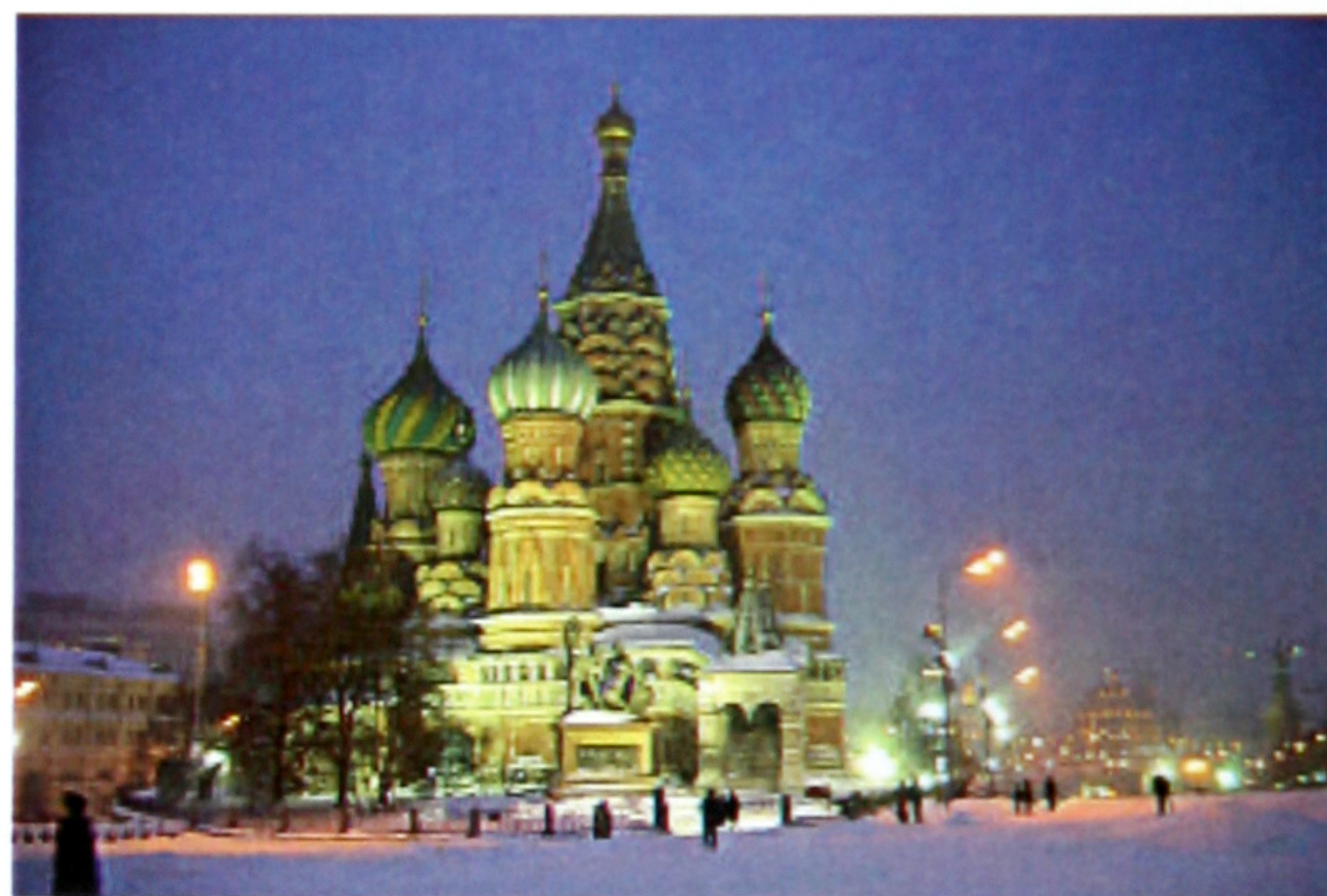


A Symbol of Change

By SSA Craig Covert

When most of us ponder our limited knowledge of Russia, we often think of a stereotypical cold war enemy – staunch communists with a dislike for anything American. We envision a deep-seated distrust of democracy, capitalism and freedom. During the week of February 14, 2005, five NCIS special agents promptly cast aside those stereotypes when the Russian Federal Security Service (FSB) Military Counterintelligence Division hosted NCIS at a series of meetings in Moscow. The meetings were designed to strengthen existing force protection information exchanges between NCIS and the FSB and were attended by EAD for Atlantic Operations Ralph Blincoe and SAC Ron Possanza of the Europe Field Office. Also in attendance were Dave Cronk, ASAC of the Europe Field Office; Kate Smith, the NCIS representative to the Commander of Naval Forces Europe, and Craig Covert, the Executive Assistant to EAD Blincoe. The interchange was the third iteration of continuing efforts to develop a positive working relationship with the Russian FSB and Russian Naval forces. Accompanying the NCIS-led delegation were senior representatives from the staffs of Commander **Naval Forces Europe, Commander 6th Fleet**, and the European Command. Representatives from the US Embassy Naval Attache Office also joined the delegation.

As the successor to the KGB, the FSB is Russia's largest and strongest federal special service. As such, its structure is comparable to a combination of our Federal Bureau of Investigation, Central Intelligence Agency, and Department of Homeland Security. The FSB is comprised of several separate departments and divisions to include the Military Counterintelligence Division (MCD). Among other duties, this division provides force protection support to the Russian Naval Fleet. Despite similar anti-terrorism/force protection (AT/FP) missions, the FSB is admittedly a beginner



in the realm of AT/FP, and requested NCIS assistance in providing future force protection for its fleet in European ports.

During the NCIS visit, EAD Blincoe and the NCIS delegation engaged in strategic dialogue with a number of senior FSB officials, to include General-Colonel Aleksandr Bezverkhniy (Director); General-Lieutenant Nosov (1st Deputy); Admiral Stanislav Korenkov (Deputy Director); and Captain 1st Rank Boris Pratskevich (Head, Naval Branch). Traditional toasts of vodka and heaping plates of fine Russian foods followed each meeting, permitting the members of each delegation to learn more about each other and their responsibilities. In an effort to place their guests at ease, the Russian delegation hosted a number of cultural events throughout the week, to include visits to the Kremlin, the Moscow Museum of Modern Art, and other historic locations. The NCIS delegation was honored to be the special guests of the Deputy Mayor of Moscow and was also briefed by Russian VADM Oleg Burtsev, the 1st Deputy Chief of Staff of the Russian Navy. The FSB counterparts could not have been any more gracious or accommodating in hosting NCIS throughout the week. Everything was first class.



From the various cultural programs and tours they arranged, it was clear the FSB intended to do everything in their power to continue to forge a strong relationship with NCIS and the Department of the Navy. The most poignant moment of the visit came at the end of one of the evening meals when EAD Blincoe presented NCIS lapel pins to each of the FSB counterparts. Upon receiving his lapel pin, RADM Korenkov explained that a Russian tradition calls for officers to place high awards they receive into a glass of vodka. The officer traditionally drinks the vodka and thereafter kisses the award before pinning it on as a show of respect and faith. RADM Korenkov then placed the NCIS pin into the glass of vodka, drank it, and kissed the NCIS badge, toasting to a long-lasting friendship with NCIS. In succession, each of the remaining FSB members did the same thing. Never did a member of the NCIS entourage think they would see something like this occur. It was a very symbolic event that clearly demonstrated to us exactly how much the world has changed.

Retirements

<u>First Name</u>	<u>Last Name</u>	<u>Office</u>	<u>Effective Date</u>
Gary	Logan	MPMP	1/2/05
Rene	Vasquez	SWND	1/2/05
Brent	Barrett	0222	1/3/05
Sandra	Kuehn	MPCF	1/3/05
Darrell	Paul	FEYK	1/3/05
Walter	Wallmark	DCWA	1/3/05
Joseph	Gewerth	NFNF	1/3/05
Marilyn	Hourican	0223	1/3/05
John	Karshner	0220	1/3/05
Sarah	Wagner	NFNF	1/3/05
Daniel	Wiegrefe	0111	1/7/05
McLee	James	GCPF	1/8/05
Grant	McIntosh	0110	1/8/05
Patricia	Benning	0223	2/1/05
Guy	Kirk	0110	2/1/05
Daniel	Symonds	0223	3/1/05
Douglas	Johnson	SWND	3/3/05
Michael	McDonnell	GCPF	3/3/05
Debra	Jones	NFNF	3/31/05
Dora	Inouye	HIHN	4/1/05
John	O'Connell	DCWA	4/2/05
Stacey	Waldman	0225	4/8/05
David	Worn	0225	4/8/05
Olan	Minor	SWND	4/30/05
Richard	Wilson	NWBR	5/2/05
Peddie	Rousakis	SWND	5/28/05
Donald	Ackerman	0229	5/31/05
Thomas	Hadaway	FESN	5/31/05
Jo-Nell	Moss	SWND	5/31/05
Larry	Fuentes	0223	6/3/05
Barbara	Carruth	0114	6/3/05

IN MEMORY OF
Thomas P. Marzilli
January 22, 1956 – July 19, 2004



On July 19, 2004, Special Agent Tom Marzilli, Deputy Chief of the NCIS Multiple Threat Alert Center (MTAC), collapsed during a run while at the Washington Navy Yard and passed away.

Special Agent Marzilli began his career with NCIS in 1987 at NCISRA Boston. He served his country proudly as the NCIS "Special Agent Afloat" aboard the USS Theodore Roosevelt aircraft carrier during Operation Desert Shield and Operation Desert Storm and supervised a five-person detachment during the Albania-Kosovo conflict in 1999. He then worked overseas as a supervisory special agent in charge of operations for England and Western Europe. In the aftermath of the terrorist attacks of 9/11, he was one of the senior agents designated to build the precursor to the NCIS Counterterrorism Department.

During his tenure with NCIS, Tom was the recipient of a number of prestigious awards such as the Superior Civilian Service Award and the Special Agent of the Year Award.

Special Agent Marzilli was a humble, personable man who was also highly determined, competitive and extraordinarily capable. His many contributions to our agency and our country were significant.



IN MEMORY OF
Randall Clark Waddell
December 10, 1949 – June 30, 2004

Special Agent Randy Waddell, a member of the NCIS Central Field Office, passed away on June 30, 2004, after a courageous battle with cancer.

Special Agent Waddell joined NCIS in 1979 at Charleston, SC, where he was very proactive in narcotics interdiction. This set the groundwork for a successful career with NCIS which took him to various supervisory positions in Diego Garcia, British Indian Ocean Territory; Subic Bay, Philippines; Norfolk, VA; New Orleans, LA; and finally his position as the Regional Security Investigator at the Central Field Office in Pensacola, Florida.

Special Agent Waddell was instrumental in initiating a Memorandum of Agreement between the Chief of Naval Education and Training and the NCISFO Gulf Coast in 1999, becoming the first Staff Criminal Investigations Coordinator for CNET.

Randy Waddell was very patriotic. He always had a strong desire to serve his country and demonstrated this time and time again through his career choices, beginning with his service as a member of the United States Marine Corps at Camp Lejeune, NC. He later served his country and the citizens of Greensboro, NC as a municipal police officer and then as an NCIS special agent.

Randy set high standards of conduct for himself and had a tremendous work ethic. He will also be remembered for his **energetic sense of humor, ready smile and positive attitude toward life.**

Special Agent – Professor: Norwitz Educates Future Leaders

by Sara Johnson, Communications Directorate

On October 6, 1884, Secretary of the Navy William Chandler signed General Order 325, which began by simply stating: “A college is hereby established for an advanced course of professional study for naval officers, to be known as the Naval War College.” Fleet Admiral Chester W. Nimitz, class of 1923, would write: “The war with Japan had been reenacted in the game rooms at the Naval War College by so many people, and in so many different ways, that nothing that happened during the war was a surprise...except the kamikaze tactics toward the end of the war.” Retired Gen. Robert Scales, a former commandant of the Army War College at Carlisle, Pennsylvania, calls the Naval War College, the finest heuristic teaching institution in the world. For 125 years, Newport, Rhode Island has been the home to brilliant military educators and students.

The tradition continues, and today the course has evolved into a graduate degree-granting curriculum that includes NCIS special agents in the ten-month resident course. Graduates, who receive a master’s degree in National Security and Strategic Studies, go on to senior positions in the national security arena. NCIS has War College graduates throughout its ranks, including Deputy Director for Operations Tom Betro.

Special Agent Jeff Norwitz attended the Naval War College and was invited to join the faculty when he graduated in 2001. He is presently a full faculty peer with PhD and active duty Captain/Colonels of the National Security Decision Making Department. During his tenure, Special Agent Norwitz has designed and rewritten approximately 15% of the department’s curriculum. Jeff has been ranked highest among the top educators at Newport and recently received the Provost “summa cum laude” award for teaching excellence.

The goal of the National Security Decision Making Department curriculum is to educate Naval War College students in the effective selection and leadership of military forces within the constraints of available national resources. As a professor, Jeff provides instruction in the strategic planning and selection of future military forces, systematic techniques for making programmatic choices under conditions of high uncertainty, and the nature of economic, political, military, and organizational factors that affect the selection and command of military forces.

Jeff is widely recognized in academia for his articles and curriculum on matters relating to terrorism. He often lectures at military, public and private institutions of higher learning. Jeff has been published nationally, and his material appears in books and professional periodicals. Jeff also designed and teaches an entire course at the Naval War College entitled, Terrorism: Strategic Implications for National Security which features guest speakers from NCISHQ who have an unprecedented opportunity to speak directly to the “best and brightest” military leaders attending the War College.

Last year, Jeff was an invited lecturer at Harvard University, where he taught a course on Globalization and Terrorism to more than 70 graduate and PhD students from Harvard (see photo).

Jeff’s office is bedecked with NCIS indicia everywhere, and students immediately know their professor also carries a gun. Jeff’s students have gone on to senior positions in the Pentagon, Capitol Hill, State Department, and The White House, as well as throughout all of the armed services. Wherever and to whomever Jeff teaches, audiences at institutions of higher education are exposed to NCIS in profoundly new ways.

Special Agent Norwitz has three decades of law enforcement experience including 20 years with NCIS. Jeff can be contacted at norwitzj@nwc.navy.mil.



Special Agent Jeff Norwitz at Harvard University with Dr. Joan Johnson-Freese, Chair of the National Security Decision Making Department at the Naval War College.



By Gwen Paro, Communications Directorate

March 31, 2004 was a historic date for NCIS. In response to the Secretary of Defense, the Chief of Naval Operations ADM Vern Clark asked the entire Department of the Navy (DON), including NCIS, to assume a new posture in responding to "Requests for Forces" to support U.S. security efforts in Iraq and Afghanistan and in the continuing Global War on Terrorism. The CNO's mandate was that such requests be met with a "we can do it" attitude, understanding that individual missions would be sacrificed in order to answer the call.

When the time came for NCIS to seek qualified volunteers to deploy to Iraq and Afghanistan, NCIS personnel enthusiastically responded with a "we can do it" attitude that continues today. More than 200 NCIS Special Agents and NCIS Military "support" have volunteered for deployments to the Middle East. This speaks volumes about the caliber of our agents and their dedication and commitment to their agency, their country and the DON.

We are in Iraq, Afghanistan, Bahrain, Guantanamo Bay and other locations performing every aspect of our mission: criminal investigations, counterintelligence activities, protective operations and combating terrorism/force protection. It is clear that the demand for our services in high-risk areas can be expected to continue, and we must be prepared to answer the calls when they come.

According to NCIS Director David L. Brant, as these agents return from their missions, they contribute valuable information that affects NCIS strategic planning and the evolution of its mission capabilities in a combat environment. The NCIS mission continues to adapt and evolve, as does the threat to DOD personnel. NCIS must be willing to modify its role to ensure the safety of the service men and women we protect.

Now that we are deploying personnel into high-risk environments, training and special equipment are provided and further refined to ensure our continuing safety in these theaters. Armed with two weeks of intensive training to learn how to handle high-powered firearms; orientation to sophisticated GPS systems to navigate untracked and unfamiliar territory; and enhanced driving skills, agents are systematically moved out to the staging arena in Bahrain. With a final briefing from the Bahrain NCISFO, they are transported to their assigned destinations in Iraq.

Their missions are diverse — some agents are deployed with the First Marine Expeditionary Force (IMEF), where they must conduct criminal investigations in a tactical environment. For those who have Multinational Force-Iraq/ Strategic Counterintelligence Directorate (MNF – I/SCID) assignments, the focus is on counterintelligence where they are tasked with collecting information on threats against MNF-I personnel. A number of agents are assigned PSO tours.

Special Agent Larry Fuentes volunteered from May – September 2004 in support of the IMEF, Fallujah, Iraq, during a time of tense and arduous conditions investigating numerous homicides and detainee abuse investigations. Then in December 2004 – March 2005, Special Agent Fuentes volunteered again for the Navy Seal Teams 3 and 5 operating throughout Iraq. He was recently interviewed about his decision to volunteer for two separate and very different missions.

Q. Why did you want to volunteer for your first mission?

A. I have always been a patriot. I'm a person who wanted to contribute after 9/11. I'm not a stranger to combat. I was on duty during Desert Storm and I went to Vietnam as a 19-year old Marine as a Tank

Commander, Third Marine Division. So, I wanted to experience the Iraq theater and compare the experience to Vietnam.

Q. How was the training for this mission?

A. NCIS provided high-stress training through FLETC. Most helpful was gaining an idea of the mindset of the Iraqis. They are associative thinkers, and we're cognitive thinkers. They don't read maps, so you have to know to deal with landmark references instead. Particularly helpful in the training were the instructors who had been in Iraq and could talk about what they had experienced.

Q. In what other ways did you prepare for this mission?

A. I reverted back to my previous experiences. A lot of my focus was on how to move from point A to point B. As a **Tank Commander** in Vietnam, I knew what it was like to hit a mine. Based on the terrorists' use of IEDs, this became much more of a c o n c e r n , because with the IED you're facing loss of limb or loss of life. It's p e r m a n e n t . And, I knew there wouldn't be any tank protection on my mission to Iraq.

Q. Can you describe the scene when you arrived in Iraq?

A. While I traveled with a group of top military dignitaries, the ride was almost like a crash landing. The plane made a corkscrew descent with one final lunge at the ground. We disembarked at the Baghdad International Airport, where there were U.S. Government beige tents surrounded by huge concrete drainage tubes decorated with concertina wire. You fell in line with the other soldiers to pick up your equipment. You were on your own to dig through the

pile until you found your stuff.

Q. How did you reach your camp in Fallujah?

A. I told the guy at the processing desk that I needed to go to Fallujah. His terse response was, "Well, you're not going to get a helicopter to get there. Someone will have to pick you up." So, being the observant NCIS agent that I am, I spotted a couple of guys with "Navy" stenciled on their shirts. You could tell that they had been in country awhile due to the state of their dress and how they wore their body armor. It turns out they were Seabees, and they agreed to give me a ride. I waited with them until midnight when a convoy arrived outfitted with Humvees with turrets and 50 caliber machine guns placed between the trucks that were carrying pallets of MREs (Meals Ready to Eat) and other supplies. We sat around until three or four in the morning because the convoy was only authorized to move on a route at specific times for the main road to Fallujah.



Q. How was your first convoy ride experience?

A. Our first stop was less than three miles down the road where we had a b r o k e n Humvee. The soldiers must immediately set up a security perimeter, and then it can take up to half an hour to hook up the Humvee behind one of the

big trucks. We drove almost five miles before another Humvee broke down, and it was the same scenario again. I was assigned to the back of one of the big trucks. No Humvee ride for me. It was just before daylight when we arrived at the MEK camp, a camp that was originally constructed by Iraqi soldiers loyal to Saddam.

Q. What was the camp like? How did you get oriented?

A. I located the three NCIS agents who were at the MEK and spent time getting briefed before two of the three headed for home. This was May 2004, and it was already hot. It was 120 degrees hot. The accommodations were stucco and glass with a concrete floor. My familiarity with the concrete floor would become intense at times as rockets and mortars zoomed in and overhead. You could run the 500 yards to a ditch or sandbagged zone. I generally judged for myself the approximate direction and hugged the concrete floor. Only in August did it start getting bad. A couple of rockets came close – between me and another agent. One rocket embedded in a tree not 50 yards away without exploding. It required special attention to wrap the tree and detonate the device.

Q. What do you remember the most about your time in Fallujah?

A. There was not one drop of rain on my first tour. We kept asking when it was going to rain. Everything you touched was covered with dust, and you had to shake your bed linens every night before retiring.

Q. What was it like going home after the first tour?

A. September 8, 2004, was the return date. I was walking on air. It was a 3:00 a.m. departure on a helo. We had the whole office out on the airstrip where we sat on trucks talking, surrounded by blacktop and sandbags, and eating sandwiches. We were having a good time. However, I felt better when I landed in Kuwait. Only then did I feel like I was home free.

Q. Where was your second assignment?

A. Second time around I was headed to Baghdad. Two Navy Seals met me at the landing site. It was a ten-minute ride to Rhadinyhia Place or RP Compound. Here I was introduced to the Seal Team. Lt. Commander Chad Muse, a Naval Academy graduate, younger than my 26 year-old son. He is the kind of guy you would follow into hell, and I respected him right away. He was very happy with the two previous NCIS agents and wanted NCIS to be more actively involved with their mission. This time around, the assignments would focus on tactical CI.



As the elections in Iraq drew nearer, the Seals were pulled into PSO missions to protect the Iraqis. My mission was redirected to support Army Special Forces. I tapped into my Marine CI experience, supplemented by field manual study.

Sandy McIssac, SSA Baghdad, called me with a special interview assignment. The Army was pursuing an Iraqi insurgent alleged to be responsible for the IEDs in Baghdad. He was possibly connected to the Green Zone bomber responsible for killing an OSI agent and DynCorp contractor. Doc [Dr. Michael] Gelles, Mark Fox and Mark Cranfield were in Iraq at this time, and we they collaborated with me on the interview process.

Q. How did you get to interview the accused insurgent?

A. The prisoner was locked up in Abu Ghraib. We wanted to pick him up and bring him back to

Baghdad to interrogate him there. This took a great deal of coordination through Navy JAG. We contacted a Seal team flight coordinator for flight mission. He arranged for me to meet the Army Special Forces under cover of night where we would head for the landing zone.

Two helicopters came in and picked us up, and we arrived at Abu Ghraib at midnight. Amazingly the prisoner was ready so, with the helo engines still running, we strapped the prisoner in and took off. We spent three days in interviews. My interview approach is one of give and take. A sense of compassion is much more powerful than any brutality. He became an informant but will stay in jail.

Q. What advice would you have for anyone else who might be headed to Iraq?

A. For those who follow, I would advise that they show an understanding and compassion for what we are trying to accomplish in Iraq. We need to win the hearts and minds of these people to make this an effective overall mission. We must show why Americans set the pace for the rest of the world. It is what freedom is all about.

Q. I understand you recently retired from NCIS but plan to return as an annuitant to assist with the Deployment Support Office?

A. Yes. After 27 years in narcotic operations and homicide cases, serving as the agent afloat on the USS Ranger, procurement fraud cases, and environmental crimes, it's time to take a supporting role in coordinating our deployment efforts. It's the warrior in me.



Larry Fuentes is among the nearly 200 NCIS agents presented with the Navy Meritorious Civilian Service Award for their service to counter the efforts of former regime elements, foreign terrorists and other hostile enemies who pose threats to U.S. and Coalition forces, and to aid in the establishment of a safe and secure environment for the people of Iraq and Afghanistan.

SPECIAL AGENT JOE HUDOCK RECOGNIZED FOR HIS ROLE IN THE "VIRGINIA JIHAD" TRIAL

Paul McNulty, U.S. Attorney for the Eastern District of Virginia, sent this letter to DCFO SAC Baldwin in May 2005, commending the work of SA Joe Hudock in connection with the "Virginia Jihad" trial. SA Hudock was recognized for his skill in protecting a witness and supporting him psychologically and emotionally in the face of community pressure to refuse to cooperate. The trial resulted in 10 convictions for terrorism-related offenses and the highest sentences imposed anywhere in the country for terrorism offenses since 9/11. The letter appears below.



U.S. Department of Justice

United States Attorney

Eastern District of Virginia

2100 Jamieson Avenue

703/299-3721

Alexandria, Virginia 22314

FAX 703/299-3981

May 4, 2005

SAC Rodney Baldwin
1014 N Street, S.E.
Suite 102
Washington, D.C. 20374

Re: Special Agent Joe Hudock

Dear SAC Baldwin:

I was the lead prosecutor in the "Virginia Jihad" trial in 2004 and the trial of Ali Al-Timimi last month in the United States District Court for the Eastern District of Virginia. These trials resulted in 10 convictions for terrorism-related offenses - - including soliciting treason, conspiracy to levy war against the United States, and conspiring to aid the Taliban - - and the highest sentences imposed anywhere in the country for terrorism offenses since 9/11. I write you this letter to bring to your attention the fine work that one of your agents, Special Agent Joe Hudock, did in connection with these prosecutions.

A significant witness in both cases was Andre Thompson, an active duty Navy enlisted man. Testimony at trial reflected that, in a part of the Muslim community in the Washington, D.C. area, loyalty to the United States was secondary to loyalty to fellow Muslims. One witness testified that, before he retired from the United States Air Force after 9/11, he learned in the local Islamic Center that serving in the United States military was "acceptable" so long as he would not in doing so harm another Muslim; no conflict was even seen between his oath of service and his loyalty to co-religionists. Petty Officer Thompson regularly attended that same Islamic center, but nevertheless defied that atmosphere and those teachings to retain his loyalty to the United States of America as paramount.

Petty Officer Thompson faced substantial pressure from members of the local Muslim community to refrain from cooperating with law enforcement officers investigating the travel to foreign terrorist camps of Muslim men who had trained for jihad in this area. In the face of antagonism from parts of the Muslim community, however, Petty Officer Thompson continued to cooperate with investigators, and was essential in ensuring that justice was done. In February 2004, in a courtroom overflowing with supporters of the defendants who intimidated other Muslim witnesses for the government into swallowing some of their words, he testified certainly and surely as a witness for the government. That testimony significantly contributed to the

SAC Rodney Baldwin
May 2, 2005
Page 2

conviction on terrorism-related charges of three fellow Muslims - - including two who traveled to foreign terrorist camps in September 2001.

I understand that, after giving that testimony, Petty Officer Thompson's family faced harassment as a result of their connection to a Muslim who chose his duty to the United States of America over loyalty to other Muslims. Yet, in the face of continuing antagonism from parts of the Muslim community, Petty Officer Thompson continued to cooperate with investigators, testified again in open court in the trial of Ali Al-Timimi last month, and was essential in ensuring that justice was done in that prosecution as well.

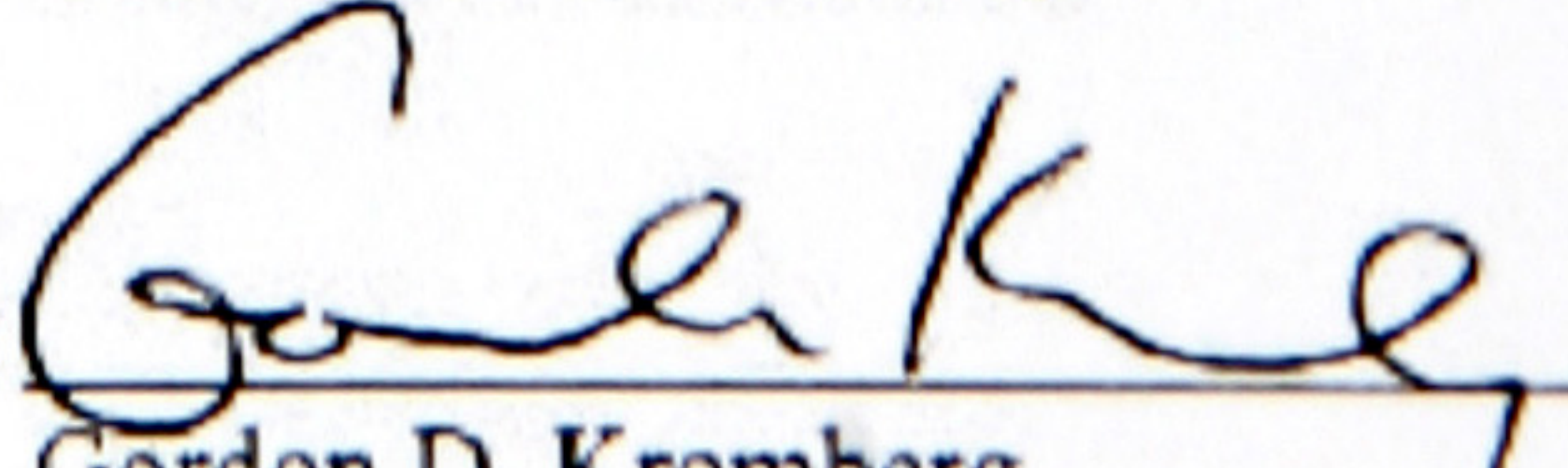
I believe that Thompson continued to cooperate in the face of ostracism from parts of his community at least in part because of the dedication of SA Hudock. Typically, a law enforcement agent is seen to do a good job when he brings a criminal to justice. In this case, SA Hudock solved no crime and brought no one to justice directly; indeed, the investigations by and large were undertaken by a different office of the FBI than the one with which he typically worked. Yet, the investigations were brought to a successful conclusion because of a different skill that SA Hudock brought to bear: the skill of protecting a witness and supporting him psychologically and emotionally in the face of community pressures to refuse to cooperate and even recant.

Throughout two years of debriefings and testimony, Petty Officer Thompson never contacted an attorney for himself, but instead relied on the counsel of SA Hudock. That advice was in every respect thoughtful and correct. SA Hudock accompanied Thompson to multiple debriefings in Virginia, to testify before the grand jury in Virginia, and on two occasions, to testify at trial in Virginia. None of those occasions could have been welcome to or easy for Petty Officer Thompson. The United States Department of Justice, the United States Attorney's Office, and the Federal Bureau of Investigation relied completely on SA Hudock's assurances that Thompson's cooperation would continue and that he would be available for trial. Our reliance was well-placed, because, with SA Hudock's support, Thompson remained solid throughout very trying times.

I believe that a significant part of the success of the prosecutions in the Northern Virginia Jihad case and the Ali Al-Timimi case is attributable to the fine work that SA Hudock has done with Petty Officer Andre Thompson since 2003. His work reflects well on the NCIS, your office, and on himself, and I wanted you to know about it.

Sincerely,

Paul J. McNulty
United States Attorney

By: 
Gordon D. Kromberg
Assistant United States Attorney