

EYES on TARGET

THE NAVAL CRIMINAL INVESTIGATIVE SERVICE (NCIS)—the Department of the Navy's (DON) primary law enforcement and counterintelligence arm—is in the midst of a transformation. No longer is the traditional, reactive law enforcement model adequate given the complex and increasingly blurred terrorist, intelligence, and criminal threats to our Navy/Marine Corps Team. To counter these evolving threats, NCIS has implemented a new, proactive strategic plan featuring the following priorities:

- **PREVENT** terrorism and related hostile acts against DON forces and installations;
- **PROTECT** against the compromise of operations, information and systems that would cause an unacceptable risk to DON personnel and strategic assets; and
- **REDUCE** criminal activity and mitigate its impact on Navy and Marine Corps operational readiness.



This strategic plan addresses both the evolving threats to our naval forces and the related, burgeoning demand for NCIS services. Today, for instance, Navy ships cannot enter a port unless an on-the-ground NCIS threat assessment has been performed and a vulnerability assessment incorporating NCIS security

No longer is the traditional, reactive law enforcement model adequate given the complex and increasingly blurred terrorist, intelligence, and criminal threats to our Navy/Marine Corps Team.

expertise has been generated.

In developing its new strategic plan, NCIS exhaustively assessed the threat and methodically realigned resources to meet its strategic goals, thus enhancing its ability to collect threat intelligence and engage our adversaries more proactively.

This strategic plan is coupled with an enterprise-wide Modernization

Initiative. NCIS seeks to leverage technology to ensure that its 2,100 personnel are best positioned to accomplish their mission. In particular, the agency aims to improve its ability to analyze threat information and disseminate it via enhanced secure information and mobile communications networks.

Given the speed with which the threat

landscape can shift, these changes are essential to future mission success.

Together, they will help ensure that NCIS—the only Defense Department organization that combines the law enforcement, counterintelligence, and security missions—remains poised to defeat the complex threats facing the Navy and Marine Corps in the 21st century. 🏆

— David L. Brant, Director

Key

NCIS

Mission Areas

Prevent Terrorism:

- Maintain networks to collect intelligence and threat information around installations, ports, and airfields used by naval forces, as well as other critical facilities;
- Provide counterterrorism and law enforcement support to naval ships and aircraft visiting ports or transiting choke points;
- Resolve all suspicious incidents connected to Department of the Navy (DON) that have terrorism implications;
- Conduct proactive counterterrorism operations to preempt terrorist activity;
- Support USN Integrated Vulnerability Assessments for installations and conduct Port/Airfield Integrated Vulnerability Assessments;
- Conduct individual ship assessments for Military Sealift Command;
- Conduct Force Protection Readiness Reviews for deploying Strike Groups;
- Provide law enforcement/antiterrorism training to DON security forces;
- Operate the DON Multiple Threat Alert Center;
- Conduct protective operations for DON high-risk billets and visiting foreign dignitaries.

Protect Secrets:

- Neutralize foreign intelligence service activity against critical naval programs and Research, Development, Test and Evaluation facilities;
- Manage the DON information and personnel security programs;
- Operate the DON Central Adjudication Facility for personnel security clearances;
- Conduct Counterintelligence Scope Polygraphs within the DON;
- Conduct the Technical Surveillance Countermeasures mission within the DON;
- Investigate intrusions into DON computer systems and identify threats to DON critical infrastructure.

NCIS SPECIAL AGENTS using an alternate light source examine evidence on unexploded ordnance in Sana'a, Yemen. The ordnance was recovered in the aftermath of an explosion which killed two men linked to al Qa'ida. The men were trying to modify an anti-tank missile when it accidentally went off.



Reduce Crime:

- Conduct investigations of felony crime involving or affecting DON members;
- Serve as the primary liaison with local, state, federal and foreign law enforcement, security and intelligence agencies on all criminal, investigative, counter-intelligence and security matters;
- Maintain major crime scene response teams to investigate significant crimes including acts of terrorism;
- Maintain Domestic Violence Units to reduce and respond to sex crimes and acts of family violence;
- Conduct drug suppression operations to reduce the threat of illegal drugs to the Navy and Marine Corps;
- Assign Regional Investigative Coordinators to regional commanders to support and enhance lower-level investigative activities by base police forces;
- Conduct fraud investigations to ensure the integrity of the DON procurement process;
- Provide specialized technical, forensic, polygraph, and evidence support services to NCIS investigators and base police forces.

EYES on TARGET

THE NAVAL CRIMINAL INVESTIGATIVE

SERVICE (NCIS)—the Department of the Navy's (DON) primary law enforcement and counterintelligence arm—is in the midst of a transformation. No longer is the traditional, reactive law enforcement model adequate given the complex and increasingly blurred terrorist, intelligence, and criminal threats to our Navy/Marine Corps Team. To counter these evolving threats, NCIS has implemented a new, proactive strategic plan featuring the following priorities:

- **PREVENT** terrorism and related hostile acts against DON forces and installations;
- **PROTECT** against the compromise of operations, information and systems that would cause an unacceptable risk to DON personnel and strategic assets; and
- **REDUCE** criminal activity and mitigate its impact on Navy and Marine Corps operational readiness.



This strategic plan addresses both the evolving threats to our naval forces and the related, burgeoning demand for NCIS services. Today, for instance, Navy ships cannot enter a port unless an on-the-ground NCIS threat assessment has been performed and a vulnerability assessment incorporating NCIS security

No longer is the traditional, reactive law enforcement model adequate given the complex and increasingly blurred terrorist, intelligence, and criminal threats to our Navy/Marine Corps Team.

expertise has been generated.

In developing its new strategic plan, NCIS exhaustively assessed the threat and methodically realigned resources to meet its strategic goals, thus enhancing its ability to collect threat intelligence and engage our adversaries more proactively.

This strategic plan is coupled with an enterprise-wide Modernization

Initiative. NCIS seeks to leverage technology to ensure that its 2,100 personnel are best positioned to accomplish their mission. In particular, the agency aims to improve its ability to analyze threat information and disseminate it via enhanced secure information and mobile communications networks.

Given the speed with which the threat

landscape can shift, these changes are essential to future mission success. Together, they will help ensure that NCIS—the only Defense Department organization that combines the law enforcement, counterintelligence, and security missions—remains poised to defeat the complex threats facing the Navy and Marine Corps in the 21st century. 🏆

— David L. Brant, Director

THE EVOLVING THREAT

AS THE NEW CENTURY UNFOLDS, AMERICA finds itself confronting a multitude of emerging national security challenges:

Terrorism

The al Qa'ida organization, supported by a global network of terrorist and extremist groups, remains committed to inflicting massive damage on American interests around the world. A central focus of this terrorist strategy is to strike at one of America's most visible, capable, and symbolic assets—its naval expeditionary forces. This operational goal was reflected not only by the bombing of the USS Cole in

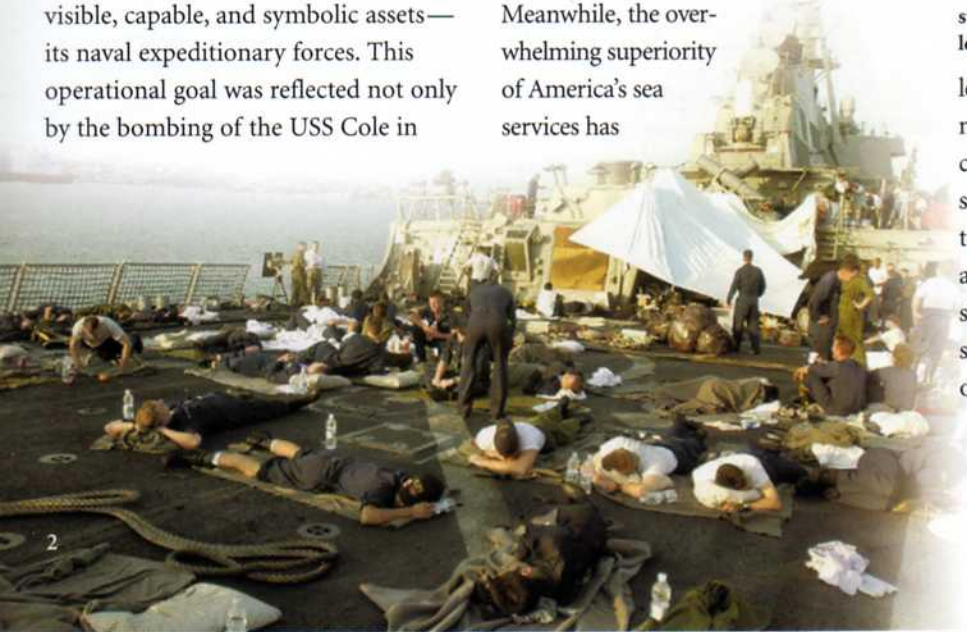
October 2000, but by the October 2002 attack against U.S. Marines in Kuwait and by a number of other operations targeting U.S. naval assets overseas that have been foiled. While NCIS has a long history of countering terrorist organizations like the New People's Army in the Philippines and 17 November in Greece, the global reach, refined methodologies, and suicidal devotion manifested by present day extremists represent a qualitatively different threat. Meanwhile, the overwhelming superiority of America's sea services has



NCIS SPECIAL AGENTS provide protective services to senior leaders in a host of high risk Navy and Marine Corps positions worldwide. They have also provided protective service support to Coalition Provisional Authority leaders in Iraq.

led rogue states to pursue asymmetrical means of countering U.S. power. The challenges associated with defeating sophisticated, global underground terrorist networks or states that embrace asymmetric weapons and tactics significantly alter the military battlespace and necessitate new strategic and operational paradigms.

EYES ON TARGET



Espionage

Foreign intelligence services—both those traditionally hostile to our national interests as well as those of some allies and coalition partners—have expanded their efforts to gain military and economic advantage at our expense. Often acting in concert with foreign commercial competitors, they seek to compromise weapons programs and technologies that have cost us billions of dollars to develop and are

vital to America's future warfighting dominance, international market share, and indeed, global leadership. Increasingly, the very technologies that have dramatically enhanced our military's capabilities also represent a potential Achilles' heel: modern architectures may enable a hostile actor to access and exploit networked data that in past times would have resided on stand-alone systems.

Criminal Enterprise

Computer hackers, malevolent insiders, corrupt officials and businesses, and criminal organizations pose an unconventional but extremely serious problem to the DON. Computer hackers seek to penetrate DON networks to make a political statement, secure personal gain, or simply obtain notoriety. Malevolent insiders seek sensitive information for personal or corporate advantage. Corrupt officials and businesses pursue elaborate efforts to overcharge the DON or

provide deficient goods or services. Criminal organizations seek to peddle illicit drugs like Ecstasy to the men and women who operate our most sophisticated and important weapons systems. These threats can impose personal injury or hardship on our Sailors and Marines, undermine good order and discipline, debilitate critical infrastructure, and disrupt military operations. They represent a real threat to our nation's military readiness.

The Changing Threat

As if the dangers posed by the threats characterized above are not enough, two trends serve to heighten the danger all the more.

First, the traditional distinctions between the threats posed by terrorism, foreign intelligence operations, computer hackers, organized crime, commercial espionage, and insider efforts are blurring. Today, any one of these actors



THE BOMBING OF THE USS COLE in Yemen on October 12, 2000 was a clarion call to military leaders of the dangers to "in-transit" units posed by al Qa'ida and related terrorist groups. NCIS special agents were the first federal agents on the scene after the bombing, conducting interviews, collecting evidence and pursuing leads. NCIS remains directly involved in efforts to bring the perpetrators to justice.



YEMEN EXPLOSION INVESTIGATION

On August 9, 2002, a thunderous explosion shook downtown Sana'a, Yemen. Upon investigation, police found the bodies of two males and a stockpile of weapons and explosives in the apartment that was the source of the blast.

The Yemenis sought investigative support from the U.S. Embassy. The U.S. Ambassador, aware of NCIS' extensive involvement in the Cole investigation and long-term presence in the country, asked if the agency could help. NCIS immediately complied.

NCIS participation in the investigation soon yielded dividends. The U.S. Government learned that the blast resulted from the accidental detonation of an anti-tank missile. The two victims, who were linked to al Qa'ida, were trying to modify the weapon when it went off. NCIS also discovered that the apartment had contained additional missiles as well as some 650 pounds of high explosives—concealed in milk crates filled with pomegranates—that had not detonated.

As a result of NCIS' involvement, additional information was obtained that helped target several other al Qa'ida members. The assistance that NCIS provided further cemented the agency's relationship with the Yemenis—a factor that proved crucial a few months later following the explosion aboard the French tanker Limburg. 🇺🇸

may be involved with another, as in the case of a terrorist group that funds its activities through smuggling, money laundering, or narcotics trafficking.

Second, the traditional distinctions between foreign and domestic involvement in these hostile activities have lost much of their relevance in an era of



growing globalization, shifting military coalitions, international systems integration, transnational causes, and complex corporate relationships. Among those detained and imprisoned for supporting the murderous acts of transnational terrorist groups are a number of American citizens.

Meanwhile, domestic hackers operate via remote servers to conceal their true identities and cover their tracks, while foreign hackers seek access through domestic accounts to feign legitimacy. Both may be willing to sell ill-gotten material to the highest bidder without regard to future use.

The NCIS Response: Strategic Transformation

NCIS has recognized the increasingly symbiotic nature of these evolving threats and the danger they pose to the Navy and Marine Corps. Capitalizing on the powerful synergies that exist among its law enforcement, counter-intelligence, and security mission areas, NCIS' response to the changing threat environment has been multi-faceted.

First, NCIS has undergone a top-to-bottom review of its strategic direction. As a consequence, it has implemented an integrated operational strategy that emphasizes force protection and seeks above all to ensure the operational readiness of the DON.

This approach recognizes that the traditional, reactive law enforcement model is largely outdated in the modern threat environment. Today, it is insufficient for NCIS to merely respond to indications of criminal or intelligence activity. Rather, NCIS views it as imperative to supplement its reactive capabilities with proactive measures. This proactive approach lies at the heart of the new strategic plan.

Second, NCIS has realigned its organizational structure. It has established a new Combating Terrorism Directorate

EYES ON TARGET



NCIS SPECIAL AGENTS AND SECURITY SPECIALISTS were instrumental in preparing for the historic visit of the USS Vandergrift to Ho Chi Minh City, Vietnam in November 2003. The Vandergrift was the first U.S. Navy ship to visit that country since the end of the Vietnam War. Months before the ship pulled into port, an NCIS team met with Vietnamese and U.S. officials in country to develop information about any threats to the ship or its crew. The team also provided technical support for a Port Integrated Vulnerability Assessment. NCIS routinely supports such assessments at ports around the world before U.S. Navy vessels enter them. *Photo/AFP.*

(CTD) to increase the level of focus on the agency's highest strategic priority. The CTD has assumed responsibility for NCIS' offensive counterterrorism mission—which aims to interdict terrorist activity through investigations and operations—from NCIS' Counterintelligence Department, where this mission has historically resided. In doing so, it has drawn on

expertise resident within NCIS' counterintelligence and felony investigative disciplines. The CTD has coupled this offensive counterterrorism effort with NCIS' defensive antiterrorism mission, which supports the physical security requirements of naval commanders. This has better enabled NCIS to target its offensive counterterrorist



EDUCATION-PREVENTION- DETERRENCE

In April 2003, concerned about the drug threat to U.S. Sailors about to dock in Fort Lauderdale for South Florida's annual "Fleet Week," NCIS agents ran an aggressive counterdrug operation. In an effort to prevent drug dealers from selling to service members on liberty, special agents went undercover to facilitate the very public arrest of 12 street-level dealers. The result was a greatly reduced drug presence and the successful evolution of Fleet Week.

Port drug suppression operations are just one way that NCIS protects Sailors and Marines from drug threats. By utilizing data from the Navy's successful urinalysis program and analyzing trends, agents are able to identify drugs of abuse and greatly reduce their presence within the Navy and Marine Corps. This strategy enabled NCIS to launch an "Education-Prevention-Deterrence" campaign against

the drug Ecstasy after observing a spike in its use five years ago. Agents briefed commanding officers and targeted rave clubs, effectively

decreasing the use of the drug among service members. Recent NCIS data have indicated that methamphetamines are growing in popularity, leading the agency to focus its efforts on the reduction of "meth" use, which threatens the health, safety, and operational readiness of Sailors and Marines. 🇺🇸

NCIS IN IRAQ

NCIS support to America's naval expeditionary forces includes significant operations in Iraq. NCIS personnel teamed with Special Operations Forces and with the Marines to provide specialized support during Operation Iraqi Freedom.

NCIS personnel were involved in the earliest stages of the conflict, securing and debriefing captured Iraqis who provided information crucial to the safety of coalition forces. Among other things, debriefings conducted by NCIS yielded precise intelligence about Iraqi plans to sow mines in the Arabian Gulf and to use suicide boats against allied shipping. Based on this information, the Iraqi vessels to be used for these missions were neutralized, and the threat to coalition forces was eliminated. NCIS also helped pave the way for humanitarian aid to begin flowing through the Iraqi port of Umm Qasr by deploying physical security specialists to identify and mitigate hazards, thereby enabling the British ship *Gallahad* and subsequent vessels to offload their cargos.

Since then, NCIS has provided protective services to senior officials of the Coalition Provisional Authority and has performed counterintelligence and investigative missions in support of military forces in Iraq. NCIS personnel have investigated Iraqi war crimes and provided forensic support at Iraqi mass grave sites. 🇺🇸



NCIS SPECIAL AGENTS have provided significant specialized support to naval forces in Iraq since the start of Operation Iraqi Freedom. Most recently, NCIS has provided protective services to senior officials of the Coalition Provisional Authority and has conducted counterintelligence and investigative missions in support of military forces stationed there.

capabilities at areas where defensive surveys indicate naval vulnerabilities may be greatest.

Third, NCIS created a new Multiple Threat Alert Center (MTAC). The MTAC is the DON's fusion, analysis, and dissemination center for terrorist, criminal, counterintelligence and security information. The MTAC was born from the recognition that investigative leads and intelligence gleaned from operations no longer fit neatly within the parameters of the traditional NCIS disciplines, which

were focused on areas such as crimes against persons, counterintelligence, economic crimes, and the like. Given the symbiotic nature of the 21st century threat, the need to break down "stovepipes" between the various NCIS disciplines was viewed as essential to enhancing operational and investigative effectiveness. Since its advent in April 2002, the MTAC has become central to NCIS' "blended" approach to its multi-faceted mission. (For more information about the NCIS MTAC, please see page 10.)

EYES ON TARGET

Fourth, NCIS has repositioned its resources in the field. In particular, NCIS personnel have been shifted more heavily into the DON's overseas operating areas. While NCIS has always been forward deployed with the Fleet and Fleet Marine Forces, the enhanced focus on preventing terrorism has resulted in an increased flow of personnel to overseas locations, where vulnerability to terrorism is typically higher and NCIS must deploy to ports, airfields, and exercise areas ahead of naval forces to support their force protection needs. At the same time, NCIS has shifted its remaining resources within the United States to emphasize the DON's priority programs, installations, and assets.

Finally, NCIS has embarked on a Modernization Initiative—a concerted effort to modernize its capabilities and ensure its continuing ability to defeat the 21st century threat. In December 2001, NCIS launched an all-inclusive, business case-oriented examination of the entire NCIS “enterprise.” This review looked at every aspect of the agency’s operations, from business practices and processes to organizational structures to the use of technology. The effort was supported by a team comprised of agency veterans and representatives from two contractor

firms possessing vast experience in business process reengineering and technology solutions. Together, this team conducted a rapid diagnostic of the organizational, process, and technology performance of NCIS. It also identified a portfolio of investments critical to the agency’s long-term modernization, which were gathered into a final report. This final report convinced the DON leadership to infuse NCIS with the funding necessary to begin its Modernization Initiative in late 2002. (For more information about the NCIS Modernization Initiative, please see page 12.)

Conclusion

Drawing on its unique collection of capabilities, resources, and talents, NCIS has moved aggressively to meet the needs of the Navy/Marine Corps Team of the 21st century. With a revised operational strategy and a force structure realigned to focus on its three strategic goals—Preventing Terrorism, Protecting Secrets, and Reducing Crime—NCIS has best positioned itself to promote the safety and security of our naval forces, installations, assets, and technologies. 🇺🇸



MAJOR CASE RESPONSE TEAM

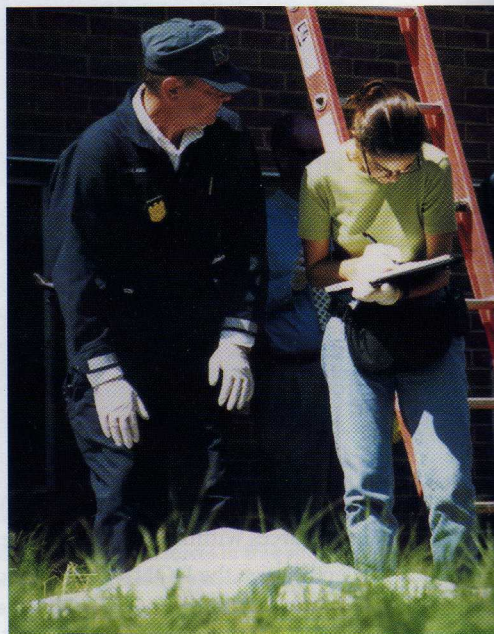
In October 2002, a motorcyclist detonated a nail-laden bomb outside a café frequented by American military personnel in Zamboanga, the Philippines, killing one American Green Beret and badly injuring another. Though NCIS does not typically investigate crimes against Army members, the NCIS Major Case Response Team (MCRT) based in Okinawa was sought by the U.S. Ambassador to the Philippines for their post-blast investigative expertise and ability to respond promptly. Four NCIS Special Agents loaded their equipment onto a C-130 aircraft and flew to Zamboanga to process the scene, which they determined was the result of a terrorist attack.

Based in each of NCIS’ major field offices, members of the agency’s 17 MCRTs boast advanced training in crime scene investigations and processing. Seasoned specialists investigate non-combat deaths and felonies such as rape, aggravated assault, and arson involving naval personnel or on naval vessels and installations. The defining principle of the MCRT is the team approach to solving crimes. MCRT members apply their proficiency in collecting fingerprints, biological traces, and impression evidence, in addition to creating sketches and photographing the scene. The MCRT’s approach enhances NCIS’ ability to surge specialized resources and effectively process crime scenes anywhere in the world. 🇺🇸

F ESS



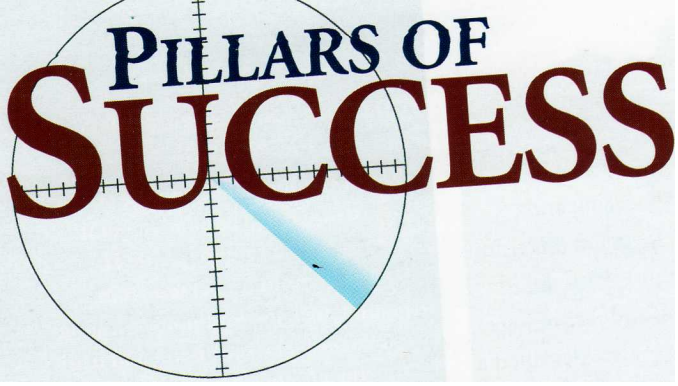
NCIS SPECIAL AGENTS IN AFGHANISTAN examine the site of a bombing in the town of Bagram. Five locals were killed in the explosion. NCIS special agents receive specialized training in post-blast investigations.



NCIS SPECIAL AGENTS AND FORENSIC SPECIALISTS from the Major Case Response Team respond to a death scene on a Navy base. NCIS has such teams, which have advanced training in crime scene investigations and processing, in each of its field offices worldwide.

AN NCIS SPECIAL AGENT GREET'S IRAQI CHILDREN OUTSIDE THE CITY OF AL-HILLAH, IRAQ. During Operation Iraqi Freedom, NCIS provided significant investigative and counterintelligence support to Navy and Marine Corps forces stationed in Iraq. NCIS also provided protective services to senior officials from the Coalition Provisional Authority.

EYES ON TARGET



- Cadre of trained professionals
- Worldwide forward deployment with Fleet and Fleet Marine Force assets
- Strategic integration of personnel into key law enforcement and Intelligence Community agencies, to enhance investigations and the sharing of threat data
- Centralized command and control, which enables the rapid surge of resources to address contingencies
- Synergies between NCIS' law enforcement, counterterrorism, counterintelligence, cyber investigations, and security mission areas

PORT INTEGRATED VULNERABILITY ASSESSMENT

THE ATTACK ON THE USS COLE PROMPTED THE NAVY to establish the Port Integrated Vulnerability Assessment (PIVA) program. The program ensures that the vulnerabilities of ports are fully assessed and documented before U.S. Navy vessels enter them. Today, a Navy ship captain wishing to make a port call at any non-Navy facility, either foreign or domestic, must first obtain a current PIVA and an NCIS Threat Assessment for that destination, and use those documents to build a force protection plan, called an In-port Security Plan (ISP), specific to that port. NCIS contributes physical security, law enforcement, and other expertise to the fleets' multi-disciplinary PIVA teams. Moreover, when the ship finally does reach port, NCIS agents are typically there to provide the latest threat update. NCIS' role in this burgeoning mission area has imposed significant new requirements on the organization.



AN NCIS RESERVE AGENT CONDUCTS a Port Integrated Vulnerability Assessment (PIVA) in the port of Umm Qasr, Iraq. Since the attack on the USS Cole in October of 2000, the Navy has conducted over 510 PIVAs in ports around the world. NCIS has provided significant support to these efforts.



ENGAGING THE EMERGING THREAT: NCIS' MULTIPLE THREAT ALERT CENTER

THE NCIS MULTIPLE THREAT ALERT CENTER (MTAC) is the Department of the Navy's fusion, analysis, and dissemination center for terrorist, criminal, counterintelligence, cyber, and security threat information. By capitalizing on NCIS' unique charter and combination of law enforcement, counterintelligence, and security responsibilities, the MTAC is ideally positioned to provide indications and warnings for a wide range of threats to Navy and Marine Corps units throughout the world.

The MTAC's heritage dates to 1983 when, following the bombing of the Marine Corps barracks in Beirut, NCIS was tasked to establish an Antiterrorist Alert Center (ATAC) to provide terrorism threat information for DON assets worldwide. The ATAC successfully supported the Navy and Marine Corps Team with terrorism threat products for nearly two decades. But a heightened appreciation of the changing threat

facing the DON in the 21st century—culminating in the events of September 11th, 2001—led NCIS to transform the ATAC into the MTAC in 2002.

The threats facing the DON today no longer fit into distinct "traditional" categories like terrorism, espionage, or crime. Rather, the 21st century threat environment is increasingly blurred, and the threats themselves are increasingly symbiotic. For instance, both hostile nation-states and terrorist organizations alike have branched into such activities as narcotics trafficking, money laundering, and smuggling to support their higher goals. Similarly, there is evidence of computer hackers colluding with foreign intelligence services, commercial enterprises, criminal organizations, and terrorist groups in furtherance of the aims of each.

In this new environment, NCIS has found that the most effective response requires a multi-disciplinary approach—one that cross-connects terrorism,

counterintelligence, cyber, criminal, and security information to leverage all available indicators of threat. By drawing the gamut of threat and vulnerability data into one central location for fusion and analysis, NCIS agents and analysts in the MTAC are best positioned to identify threat indicators. This better enables NCIS to develop trends and anomalies from seemingly disparate events and build the enhanced, comprehensive threat picture that today's operational commanders require.

This multi-disciplinary approach and multi-dimensional focus are key characteristics that distinguish the MTAC from other government intelligence centers. Equally important, the MTAC does not seek to reanalyze strategic national intelligence developed by other agencies; rather, it seeks to marry that intelligence with information gleaned from NCIS's local source networks and broad array of law enforcement activities in order to provide the direct operational



BY CAPITALIZING ON NCIS' UNIQUE CHARTER and combination of law enforcement, counterintelligence and security responsibilities, the Multiple Threat Alert Center (MTAC) is ideally positioned to receive, correlate, analyze and disseminate information regarding a wide range of threats. Reports available from the MTAC regarding terrorist, foreign intelligence and criminal activities provide enhanced situational awareness to naval commanders.

support that is most relevant to Navy and Marine Corps commanders. In this regard, the MTAC strongly complements the Department of Defense's Joint Intelligence Task Force-Combating Terrorism (JITF-CT), and in fact, formally serves as the JITF-CT's maritime component. Still another factor that sets the MTAC apart is its ability to reach out to NCIS field assets around the world, which enables the agency to run

down critical leads and obtain "ground truth" in virtually any operating environment in short order.

The MTAC moved into new, expanded spaces within NCIS headquarters in September 2003. NCIS has worked with the Office of Naval Research (ONR) and the Space and Naval Warfare Systems Command (SPAWAR) to capitalize on new technology and processes to streamline the complex tasks

associated with intelligence collection, fusion, analysis, and production. These improvements, in concert with the Modernization Initiative, will significantly improve the MTAC's ability to conduct secure communications with NCIS offices and operatives in the field and result in a profoundly enhanced capability to both receive and disseminate threat data rapidly and accurately. 🇺🇸

NCIS MODERNIZATION INITIATIVE

IN DECEMBER 2001, NCIS LAUNCHED A REVIEW OF the agency's business practices, organization, and technology. This review—the NCIS Modernization Initiative—was led by a team of the agency's most experienced veterans and representatives of two consulting firms. Using a “business case” approach that highlighted the risks to the Department of the Navy from evolving terrorist, counterintelligence, and criminal threats, the team evaluated NCIS' ability to address and mitigate those risks based on existing capabilities, and devised portfolios to upgrade NCIS' capabilities. A brief description of some of those portfolios follows.

Multiple Threat Alert Center (MTAC)—

As the only organization within the DON with the charter and capability to fuse and analyze national intelligence, law enforcement, and counterintelligence



NCIS PERSONNEL, such as this female special agent seeking threat information in support of military operations in the Horn of Africa, are routinely called upon to operate independently in austere conditions. Secure, reliable communications systems are essential to ensuring that deployed NCIS personnel are able to receive and disseminate threat intelligence in a timely manner.

information, NCIS provides the DON with threat status and warnings associated with terrorist, criminal, cyber, and counterintelligence activity throughout the world.

Launched in April 2002, the Multiple Threat Alert Center (MTAC) incorporates new technology and improved designs to streamline complex collection, analytical, and production processes to provide improved service to naval forces. (See the related article on page 10.)

Combating Terrorism Directorate—

Created in 2002 to ensure a dedicated focus on the terrorist threat, the Combating Terrorism Directorate (CTD) provides programmatic support within NCIS for efforts aimed at detecting, deterring, and disrupting terrorism against DON personnel and assets worldwide. The CTD brings a wide array of offensive and defensive capabilities to the mission of combating terrorism.

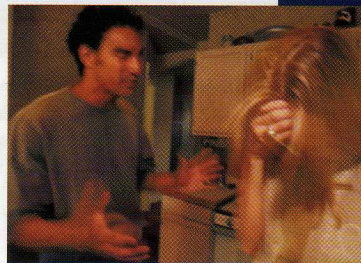


NCIS PERSONNEL WEAR LEVEL A BIOHAZARD SUITS for participation in Operation Rubble Pile, an exercise held at the Center for National Response in West Virginia. The exercise scenario tested the NCIS response to a chemical/biological dispersal device detonated in a car.

Offensively, NCIS conducts investigations and operations aimed at interdicting terrorist activities. Defensively, NCIS supports key DON leaders with protective services and performs vulnerability assessments of military installations and related facilities, including ports, airfields, and exercise areas to which naval expeditionary forces deploy.

Enterprise Networks and Desktops/Laptops—

NCIS operates a unique investigative and threat alert team at more than 140 sites worldwide. Sufficient classified computer equipment and networks are critical to exchange information about threats to DON forces. NCIS must upgrade and modernize these networks and




DOMESTIC VIOLENCE PREVENTION

NCIS' Domestic Violence Units (DVUs) perform an array of tasks to ensure the safety of Navy and Marine Corps families, including investigating child and adult physical and sexual abuse. An aggressive approach to preventing violence in military households is the cornerstone of the DVU's philosophy. These units proactively engage domestic violence, often discovering information that was previously unknown to Navy or Marine Corps commanders, such as a suspect's record with local police. By documenting instances of escalation and taking preventative measures in concert with family advocacy personnel, DVUs

are able to thwart potential violence and promote informed decision-making regarding family situations.

Agents assigned to DVUs receive specialized training to ensure an understanding of the unique dynamic of Navy and

Marine Corps families and the common stressors of military life. Instruction in interview techniques for child victims and male suspects makes agents as successful as possible in extremely sensitive situations. 



USS ALABAMA TRANSITS HOOD CANAL near the Naval Submarine Base in Bangor, Washington. NCIS has made counterterrorism a priority, and for the NCIS Field Office in Washington State, that means protecting the Navy's eight Trident ballistic-missile submarines, two aircraft carriers, and shipyard in the Puget Sound area. To support this effort, NCIS has initiated the Law Enforcement Information Exchange (LInX) to share law enforcement information with local police departments in the area. A similar LInX initiative is coming together in the Norfolk, Virginia area.

computers to enhance information sharing among NCIS offices and with Navy and Marine Corps commanders.

Data Integration and Analytical Tools—

NCIS' need to collect, process, analyze, and distribute threat-related data is significant. Current capabilities must

expand to mitigate the risks faced by naval forces. This portfolio covers a suite of tools to fulfill NCIS' needs in the areas of data modernization, knowledge management, and investigative management. One key initiative, called CLEOC, will for the first time capture virtually all DON law enforcement, judicial, and corrections data in one system,

enhancing the ability to analyze and target crime.

Mobile Voice and Data Communications—

The current operational environment requires real-time access to secure voice and data communications. NCIS has initiated testing of a number of mobile



NCIS SPECIAL AGENTS TRAIN ON THE FIRING RANGE at the Federal Law Enforcement Training Center facility in Artesia, New Mexico in preparation for their deployment to Iraq to perform protective service operations there.

communications systems to enhance mission performance. Ultimately, a hybrid communications solution will be needed to meet NCIS' worldwide needs.

Mission Essential Equipment—

State-of-the-art investigative and surveillance equipment and agent protective systems are essential to counter modern equipment and tradecraft used by terrorists, spies, and criminals. In addition to ensuring that the NCIS inventory of protective gear remains within its recommended service life, this

portfolio updates equipment for key support functions such as forensic laboratories, technical services, polygraph, and technical surveillance countermeasures.

Continuity of Operations Plan (COOP)—

NCIS is the sole repository within the DON of significant quantities of data related to counterterrorism, counter-intelligence, and law enforcement. The COOP will ensure these data are protected—a good business practice and also an Executive Branch requirement.



AN NCIS SPECIAL AGENT PROCESSES THE CRIME SCENE in the aftermath of the attack on the Pentagon on September 11, 2001. More than 60 NCIS personnel worked on the investigative and recovery effort at the Pentagon in the days and weeks that followed 9/11.



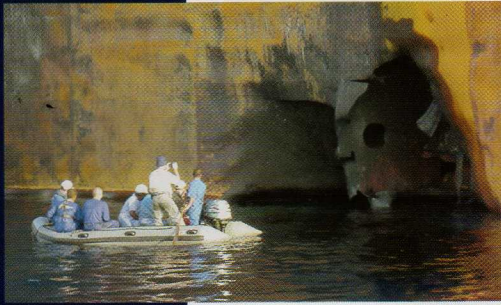
AN NCIS SPECIAL AGENT COLLECTS EVIDENCE on the deck of the USS Cole following the terrorist attack in October 2000. NCIS was the first law enforcement agency to reach the Cole and process the crime scene in the aftermath of the attack.

LIMBURG BOMBING

In November, 2002, the French tanker Limburg suffered a debilitating explosion while sailing in the Gulf of Yemen. The Yemeni government's initial suspicion was that this blast resulted from a maritime accident.

Given the professional relationships established during the investigations of the USS Cole and Sana'a bombings, NCIS was asked to join this investigation. NCIS was especially interested in participating because of its interest in learning more about potential terrorist techniques in the maritime environment and, in particular, their implications for U.S. Navy operations. Teamed with French and Yemeni authorities, NCIS personnel visited the crippled ship and provided critical forensic support. It was conclusively demonstrated that the explosion resulted from a suicide boat attack. This was an important finding, as it indicated an ability on the part of terrorists to target a moving marine vessel—albeit a slow one.

As a result of these contributions, Yemeni authorities were able to make significant progress in this investigation to determine the cause of this attack. 🇺🇸



Resource Management—

NCIS' workload has grown enormously in recent years. Advanced management and planning tools are required to support its global enterprise operations. To enhance agency performance and increase accountability, NCIS management systems must be able to integrate and correlate financial, time-keeping, case, and other data critical to effective management.

Human Capital Improvement Initiative (HCII)—

The successful fulfillment of NCIS missions depends on the agency's ability to attract, develop, and retain its strongest and most important asset—human capital. The HCII portfolio addresses comprehensive personal development, enhanced



AN NCIS SPECIAL AGENT using a self-contained breathing apparatus searches for evidence during an exercise aboard a Navy vessel. NCIS routinely conducts training exercises to teach special agents new skills and to prepare them for real life scenarios.

training programs, and better performance management. 🇺🇸

EYES ON TARGET



This enemy attacked not just our people,
but all freedom-loving people everywhere in the world.
The United States of America will use
all our resources to conquer this enemy. **We will rally the world.**
We will be patient, we will be focused,
and we will be steadfast in our determination.”

— *President George W. Bush,*
remarks while meeting with National Security Team, Sept. 12, 2001



Naval Criminal Investigative Service

www.ncis.navy.mil

716 Sicard St., SE, Suite 2000
Washington Navy Yard, Washington, D.C. 20388-5388
Phone: (202) 433-8800

On the Cover: NCIS INTELLIGENCE ANALYSTS and special agents along with Navy watch officers staff the Multiple Threat Alert Center located at NCIS headquarters.

