

NCIS BULLETIN

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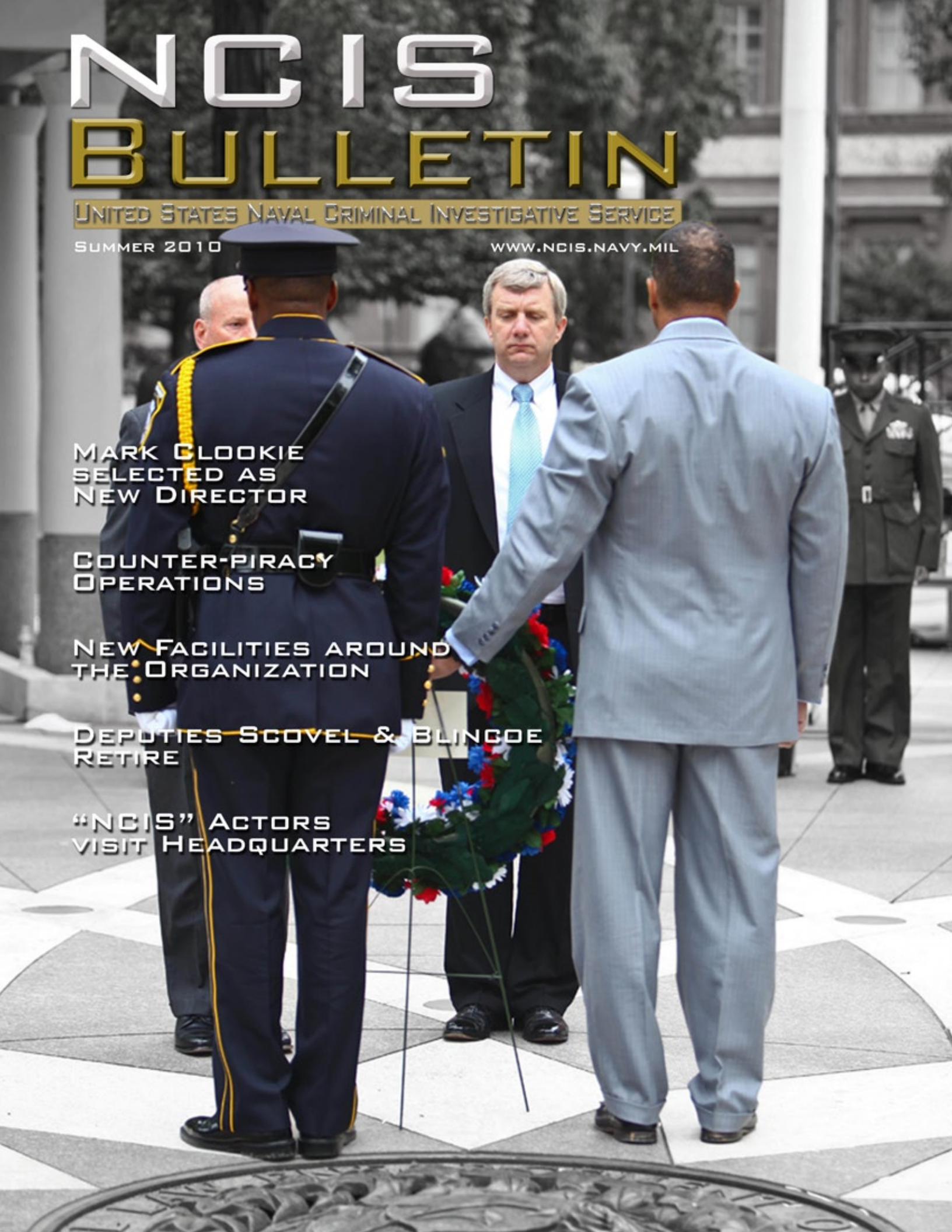
MARK CLOOKIE
SELECTED AS
NEW DIRECTOR

COUNTER-PIRACY
OPERATIONS

NEW FACILITIES AROUND
THE ORGANIZATION

DEPUTIES SCOVEL & BLINGOE
RETIRE

"NCIS" ACTORS
VISIT HEADQUARTERS





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SUMMER 2010



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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 members of NCIS. The Bulletin is intended for use by all members of NCIS.

The Bulletin is your tool for exchanging information, and your input is essential. Please feel free to contact me at: (202) 433-7113 or (202) 433-0904 (fax) or sara.p.johnson@navy.mil.

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Ladies and Gentlemen of NCIS,

It has been over four months since Secretary of the Navy Mabus swore me in as your new director. I am humbled by his selection of and confidence in me and incredibly grateful for the warm outpouring of support that I've received from all of you. Thank you! From my new "vantage point," I am even more impressed by the breadth and depth of what you do and how you carry out our mission.

A lot of you are wondering what will change as I begin to get more fully into my role as your chief. First, I can assure you that the fundamental elements of our agency—our commitment to operational excellence in support of the Navy and Marine Corps—will remain constant. At the same time, I would like to focus our attention on the four core values—Integrity, Accountability, Courage, and Teamwork (I ACT)—which I've mentioned in meetings and speeches and which I would like to establish as the hallmark for our agency.

Another area in which I would like to redouble our efforts is communication. Given the complexity and geographical dispersion of our organization, there are challenges in getting the word out and communicating what is going on throughout the agency. But in this age, with its many technological breakthroughs in communication, we have no excuses. I plan to explore every possibility and use every opportunity—whether it be a town hall meeting or a podcast or one of the newer forms of social media (I don't "tweet"...yet) —to communicate with you.

One of the more traditional ways is through this Bulletin. It has been some time since our last edition, and I hope to revitalize this time-honored and much-loved means of communication. This issue highlights our recent leadership transition; NCIS involvement in counter-piracy efforts and support to the relief effort in Haiti; developments on the cyber front; and other happenings around the agency. Enjoy. I look forward to hearing from you in the weeks and months ahead.

A handwritten signature in black ink, appearing to read 'Michael S. Tamm', is positioned at the bottom right of the page.



MARK D. CLOOKIE SELECTED AS NEW DIRECTOR OF NCIS

By Sara Johnson, Public Affairs Specialist, Code 00C

On February 17, 2010, Secretary of the Navy Ray Mabus swore in Mark D. Clookie as the fourth civilian director of the Naval Criminal Investigative Service during a ceremony at the Washington Navy Yard.

Director Clookie was selected after an extensive review and selection process, which included a series of interviews with senior leaders from the Navy, Marine Corps and Secretariat. Secretary Mabus made the official announcement at NCISHQ on January 21, 2010.



Secretary of the Navy Ray Mabus administers the oath of office to Director Mark Clookie as his wife, Mona Clookie, holds the family Bible.

Secretary Mabus noted some of Mr. Clookie's characteristics that demonstrated his capabilities to lead NCIS. "He grew up in the agency, understands the issues agents have out in the field, understands the situations that confront you on a day-to-day basis, understands what it takes to be an agent in a place like Djibouti, or deployed on a carrier strike group or somewhere where the situation is not ideal, but where the Navy and Marine Corps need you."

Mr. Clookie began his 28-year-long career with the Naval Investigative Service (NIS) in 1982 at the NIS Resident Agency in Newport, RI. His career then continued with tours in Washington, DC, Bahrain, the Northeast Field Office and Okinawa, Japan. In August 2001, SA Clookie was promoted to GS-15 and reported to the Pentagon as the Chief, Joint Staff Support Branch, Joint Counterintelligence Center. Following the terror attacks of September 11, 2001, he assumed duties as the Special Agent in Charge (SAC) of the Middle East Field Office.



Director Mark Clookie signs the appointment papers after taking the oath of office.

Following more than two years in the Middle East, SA Clookie returned to NCISHQ to serve as the Executive Assistant to the Deputy Director for Management and Administration. He also led NCIS modernization initiatives and was later promoted to Assistant Director (AD) for Human Resources.

In October 2007, SA Clookie was promoted to the Senior Executive Service and assumed responsibilities as the Executive Assistant Director (EAD) for Middle East and Pacific Operations. In April 2009, he was reassigned as the EAD for Combating Terrorism.

AN INTERVIEW WITH DIRECTOR MARK D. CLOOKIE



By Sara Johnson, Public Affairs Specialist, Code 00C

SJ: I understand your dad's career was with the Coast Guard? Did he encourage you to join the Coast Guard or the Department of the Navy?

MC: My dad joined the Coast Guard at 17 years of age. He fought in WWII, in the Philippines specifically. He made a career of it, retiring as a CWO4 in Two Rivers, WI, which is where I was born. His last official act as a Coast Guard officer before he retired was to swear in my oldest brother, Woodrow, who then began his career as a Coast Guardsman. My dad encouraged me to do the best I could do at whatever job I ultimately decided to take on. He and my mom were very pleased and proud that all three of their boys decided to go into public service, specifically the Coast Guard and NCIS.

SJ: Your immediate family has a strong connection to NCIS. Can you explain?

MC: My brother Wayne started the NCIS legacy [when he became a special agent], and, after Woody retired from the Coast Guard, he joined NCIS as an analyst, and most recently, my oldest daughter Lysie joined NCIS as a special agent and currently works at the Carolinas Field Office.

SJ: You joined NCIS in 1982 in Newport, RI and prior

to 9/11, you served in a number of different locations, including Washington, DC, Bahrain and Okinawa. Prior to 9/11, are there any noteworthy cases you investigated or other career highlights you'd like to mention?



1987 photo of the Clookie Brothers, (from left to right): Woodrow Clookie, Special Agent (retired) Wayne Clookie and Director Mark Clookie

MC: I started in Newport, RI as a general crimes agent, and I remember working a number of cases, including a homicide of an officer aboard the USS Miller. Shortly thereafter I transitioned to procurement fraud investigations. Then I moved to DC and ultimately was one of the supervisors in the *Ill Wind* bribery investigation, which was one of the largest procurement fraud investigations in our history. Throughout the rest of my career I moved between various disciplines. I feel fortunate to have been exposed to many different cases in all of our mission fields, both prior to becoming a supervisor and afterward. I think it really helped me to gain appreciation for the whole scope of the NCIS mission. Within the first five or six years of my career it helped to gain a good perspective on what the whole organization was about and how important we are to the DON.

SJ: Following the attacks of 9/11, you served more than two years as SAC of the Middle East Field Office directing NCIS Global War on Terrorism missions. What challenges did you face during that time? Are there any accomplishments, cases or anecdotes you'd like to share about the Middle East Field Office?



Left to right: Director Mark Clookie, Mona Clookie, Kaitlyn Clookie, Secretary of the Navy Ray Mabus, Special Agent Lysie Clookie, and Mark Clookie, Jr.

MC: That was just after 9/11, but before we as a nation had made the decision to enter into hostilities against Iraq, and the field office was relatively small, about three dozen personnel. Once the decision was made that we were going to enter into hostilities with Iraq, I faced a tremendous challenge to quickly develop the infrastructure necessary to support the increased number of personnel, about 140. Not all of them were in Bahrain. Some were deployed to the United Arab Emirates; many were deployed to Kuwait as a staging area for people going into Iraq. One of the most important steps we took was to align ourselves with the Commander 5th Fleet and his staff, as well as the Commanding General of MARCENT, just to ensure that we were appropriately aligned and had the correct personnel in place to support them.



SAC Clookie of the Middle East Field Office, in Iraq at the NCIS/USMC Criminal Investigations Division office in 2004.

with the way that team worked together. We also had reservists and leaned heavily on reserve officers and enlisted personnel who were called up to serve with us, several of whom have now become special agents.

SJ: Prior to your appointment as the Director, you served as the EAD for Combating Terrorism and before that as the EAD for Middle East and Pacific Operations and a number of other positions. Besides what you've already mentioned, what do you consider to be the highlights of your career with NCIS so far – either because of what was accomplished or just what you enjoyed the most?

MC: Every position I've had has brought unique and new experiences and allowed me the opportunity to meet different people and to be influenced by those people. I think one of the most important lessons I've learned over the years is that you can learn from everybody, whether they are your mentor, your supervisor or your subordinates. If you keep an open mind and realize yours is not the only perspective, there's a wealth of knowledge and experience out there that can be utilized and gained from. All my tours were good in their own right. I did enjoy my overseas tours; I found them incredibly rewarding, and I think the thing I enjoyed most about my overseas tours was the level of camaraderie that, not only I, but my family experienced interacting with other NCIS employees and their families. I think we miss that a bit when we're stationed in CONUS, but those tours have their positives as well. The other thing I want to highlight is that a headquarters tour is



Director Clookie with NCIS personnel in Iraq while serving as SAC, Middle East Field Office in 2004.

We had to keep all the moving parts synchronized and backfilled during the first few years of the GWOT. It was a bit challenging, but fortunately we had a great team, all of whom were volunteers. I was incredibly proud and pleased to lead that group. That group not only included very young agents and analysts and intel operations specialists but also annuitants. We had many annuitant volunteers, all with great experience. They brought a degree of calm and confidence that ultimately was very reassuring for our younger personnel who had never before experienced warlike conditions. It was a great blending of youth and age, of inexperience and experience, and I couldn't have been more pleased



Director Clookie and NCIS personnel during his service as Executive Assistant Director for Pacific Operations.

critical. There's definitely a different perspective at headquarters from the field and vice versa. I think you need to experience both, especially if you're looking to go into the management ranks.

SJ: As you assume the leadership of NCIS, what will be your main areas of focus?

MC: I want to emphasize the fact that headquarters exists to support our operators in the field. We need to remind ourselves of that continuously. I think we've done a great job over the past few years of looking at new initiatives and engaging new partners, both foreign and domestic. We've had some great initiatives such as LInX that I think will live on for many, many years. We have some other initiatives which are sensitive in nature and that can't be discussed in a public forum, but I think they also have great value. I think for the next year or two I'm going to look at making sure that the infrastructure that supports our agency is what it needs to be. We've done a good job with improving some of our physical structures, the buildings we work in. I'm very pleased with that progress, but I think IT and HR in particular are a couple of areas I want to take to the next level.

SJ: Do you have a management philosophy?

MC: Some are cliché, but they are cliché because they have survived the years. Don't ask someone to do anything you're not willing to do or that you haven't done yourself. Respect everyone; keep an open mind; learn from everyone. I ACT (see next page) reflects

basic tenets we all have to live by, particularly in the career field of law enforcement; they are an absolute necessity. Just looking out for each other; taking care of each other. If we all spent more time looking out for each other, we would be an even stronger organization.

SJ: What are your short-term goals and plans, say for the next 6 months to a year?

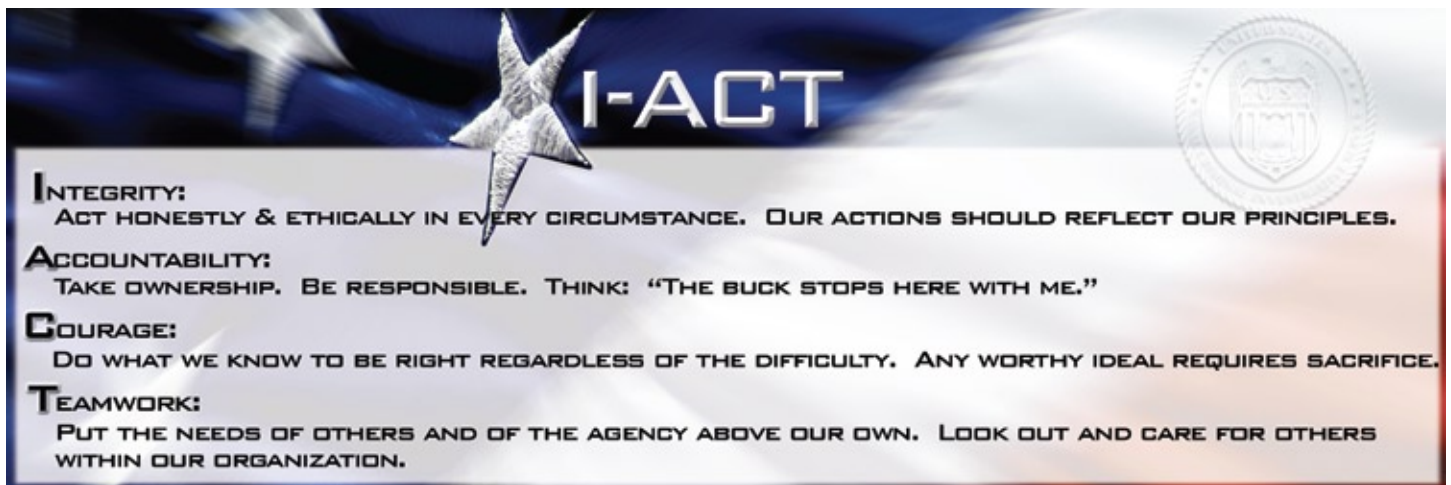
MC: I will be making field office visits and calling on Navy and USMC seniors, not only here in DC but out at the other major commands. I also want to explore some additional international partnerships, specifically with IACP and INTERPOL – additional opportunities to interact with those organizations.

SJ: What do you see as some of the major challenges NCIS will face in the next 5-10 years?

MC: More immediate concerns are our preparations for the BRAC moves. It won't have as much of an impact on most of the field, but will have a huge impact on headquarters as we relocate to Quantico and Fort Meade, and part of us [elements of the MTAC] will move to Suitland, as well. The transition from NSPS back to a GS-based personnel system and bringing our IT infrastructure up to current standards are also going to be challenges. We have a strong operational foundation as far as our capabilities are concerned and we need to make sure we continue to remain relevant to the DON and that we have the workforce necessary to do that. To achieve this, I will be pushing toward expanding our Foreign Area Officer (FAO) program and doing some highly specific and highly targeted recruitment.



SAC Clookie (far right) of the Middle East Field Office, and an NCIS reserve officer give soccer balls to children in Umm Qasr, Iraq in 2003.



SJ: The Secretary of the Navy and Under Secretary have been to NCIS headquarters several times recently. In your discussions with them, have they made any comments about our agency or given you any insight about their vision of the NCIS mission now or into the future that you would like to share?

MC: The fact that Navy leadership has been at NCIS headquarters on a number of occasions already in the past few months demonstrates their recognition of the importance of NCIS to the DON. I can assure you that in my weekly interactions with them that they are very much interested in the future of our organization and all that we can contribute to the DON. And I'm very much encouraged by their level of interest. I have shared with them my vision to make sure that our infrastructure is what it needs to be, to move us into the next 5-10 years. They completely concur with that, so we have their support in that regard.

One of the other areas of initiative that I want to stress is building our cyber capabilities. Both the SECNAV and Under Secretary see that as an absolute need. We have also discussed details on expanding the FAO program and hiring people who reflect the ethnicities and cultures of the various environments in which we work, and they are fully supportive of that.

We have talked in great detail about where I want to take the organization, and Navy leadership has pledged their full support.

SJ: Do you have any final comments?

MC: I would just like to reiterate that it's an incredible privilege for me to be appointed as the Director, and I don't take the position lightly. I'm very much encouraged by the strong leadership that exists throughout our organization, not only here at headquarters but throughout the field offices. We have a cadre of strong leaders, and that is very encouraging for me. I recognize that my term as a Director is going to be limited, and I think a great part of my responsibility is to develop my successor and the successors for the management levels. That is going to be a key part of what I do over the next couple of years.



Director Clookie, Mona Clookie and General James T. Conway, Commandant of the Marine Corps, at the 2010 Navy-Marine Corps Relief Society Ball.

NCIS BRINGS LAW ENFORCEMENT EXPERTISE TO COUNTER-PIRACY OPERATIONS



By Deedra Allison, MTAC (previously assigned to Code 00C)

As long as vessels have traversed the seas, there have been pirates targeting them. But it's been only recently that the Navy has trained its sights on combating the escalating maritime menace off the Horn of Africa – and the effort is paying off.

Until recently, encounters with pirates in the region were almost expected; shipping companies using the Gulf of Aden considered ransom payments a cost of doing business. Extortion was an ad hoc toll paid to the young, destitute Somali fishermen-turned-pirates who trawled international waters looking for easy money. But in April 2009, four Somali pirates targeted the wrong ship. The MV Maersk Alabama crew fought back, and Navy SEALs ultimately neutralized the Somali brigands. NCIS agents provided critical law enforcement support in responding to the incident and in helping to build the federal case against the surviving suspect.

“We’re it. We’re the only law enforcement agency that’s actually embarked on Navy ships right now dealing with counter-piracy,” said Assistant Special Agent in Charge (ASAC) Matt Butler of the Middle East Field Office (MEBJ) in Bahrain. ASAC Butler has been part of NCIS’ counter-piracy efforts since 2006.

The epidemic is so widespread that it’s not just a problem for the Bahrain-based agents. “Piracy has continued to be a growing problem for the entire maritime shipping industry,” said Steve Roehrick, the Resident Agent

in Charge (RAC) in Dubai (MEDB). “It’s affecting everybody right now. Our primary mission is to gather information on the pirates that we can give to the action authorities to help thwart them in the future.”

Part of that law enforcement mission is bringing the pirates to justice. Officials in the Kenyan government, which has prosecuted a number of pirates detained by the U.S., have instructed other nations to follow the protocol and procedures established by NCIS, ASAC Butler said. “The prosecutors have recently stated, ‘We want you to use the NCIS prosecutorial package. That’s the model.’” NCIS is the one organization that offers expertise in every phase of the mission, including counter-piracy, law enforcement and country-specific knowledge.

“We have a global understanding of law enforcement outreach and information sharing,” said Mark Russ, who was Special Agent in Charge (SAC) of the Middle East Field Office when the Maersk Alabama was attacked. “NCIS, specifically, has counterintelligence and law enforcement expertise; we bring a lot to the table.” To date, about 16 NCIS agents have played key roles in the Navy’s counter-piracy operations.

Maersk Alabama: Building the Case

On April 8, 2009, the world took notice when four Somali pirates boarded the Maersk Alabama, a United States-flagged container ship with a crew of 20 American merchant mariners. The attackers took the Maersk Alabama’s master, Captain Richard Phillips, hostage, but not before the crew was able to overpower

and capture one of the four pirates. The captured pirate was released by the crew in exchange for Captain Phillips. But this plan went awry, and the four Somali pirates escaped with Captain Phillips aboard the Maersk Alabama's encapsulated life boat. The USS Bainbridge (DDG-96), a guided missile destroyer about 300 nautical miles away, was dispatched to the scene, along with the guided-missile frigate USS Halyburton (FFG-40) and the amphibious assault ship USS Boxer (LHD-4).

"We were well-poised to respond," said ASAC Butler. "We had the right people in place at the right time." On

the day of the rescue, SA John Swanson, based in the Singapore Field Office (SNSN), was aboard the USS Boxer as the NCIS Law Enforcement Advisor to Combined Task Force 151 (CTF-151), and SA Noel Zuniga, from the San Diego Field Office (SWND), was the afloat agent aboard. Two agents who were on temporary duty in Nairobi, Kenya, Ed Jones and Keith Allen, and agents from Djibouti boarded the Maersk Alabama in Mombasa and debriefed the crew. "The expertise of NCIS was brought to bear," ASAC Butler said. "We were not only able to gather critical intelligence about the pirates, but also key information about Captain Phillips, which was passed on to U.S. Naval Forces Central Command (NAVCENT) and ultimately incorporated into the rescue plan."

Meanwhile, SA Joel Mullen (SWND), an experienced hostage negotiator, briefed the NAVCENT Commander, VADM William Gortney, and personnel aboard the Bainbridge who were communicating directly with the pirates. The international saga played out for five days, and when negotiations for Captain Phillip's release finally broke down on April 12, 2009, US Navy SEAL snipers shot and killed three of the pirates. At the time of the rescue, the surviving pirate, who had

been stabbed in the hand during the initial altercation with the Maersk Alabama crew, was aboard the USS Bainbridge to assist with negotiations and seek medical care.

SA Swanson interviewed Captain Phillips immediately



NCIS Special Agent Eric Rahlf (right) interviews a suspected pirate aboard the Visit, Board, Search and Seizure (VBSS) RHIB. The suspected pirate dhow is in the background towing a skiff typically used to launch piracy attacks.

following his rescue and, on the following day, took a Rigid Hull Inflatable Boat (RHIB) to the lifeboat, processed the scene, gathered evidence, and began the arduous task of documenting the events that had unfolded. The surviving pirate in the Maersk Alabama case was transported by SA

Zuniga from the USS Boxer to another ship, where he was ultimately turned over to the FBI and flown back to New York. On May 18, 2010, he pled guilty to hijacking, hijacking conspiracy, hostage taking, hostage taking conspiracy, kidnapping and kidnapping conspiracy. His sentencing will occur in October, and it is expected he will receive a 33-year sentence. To date, NCIS agents have testified in three piracy trials in Mombasa, though only one case has been successfully prosecuted. In 2006, all seven pirate defendants were convicted and received lengthy sentences.

The Navy's Winning Strategy

The U.S. Navy's Fifth Fleet, which is organized to conduct naval operations in the NAVCENT area of responsibility, has primary responsibility for counter-piracy there. Its mission is to deter disruptive countries, defeat violent extremism and strengthen partner nations' maritime capabilities in order to promote a secure maritime environment in the region. "One of the Navy's major strategies is keeping those sea channels open and keeping commerce moving," SAC Russ said. The responsibility is vast: it's virtually impossible to police 2.5 million square miles of water.

To that end, the Combined Maritime Forces (CMF), consisting of more than 20 nations, created Combined Task Force (CTF) 151 in January 2009. The group is tasked with actively deterring, disrupting, and suppressing piracy around the Horn of Africa in order to protect global maritime security and secure freedom of navigation. SA Keith Allen, the country referent to Kenya, was the first agent assigned to CTF-151, serving as the law enforcement advisor to the admiral. His job was to coordinate a law enforcement surge throughout

ships are traveling in the IRTC,” ASAC Butler said, “and naval forces are actively looking for pirate skiffs.” When a distress call comes from a merchant ship, a CTF-151 vessel is likely nearby, ready to dispatch a helicopter or launch a skiff with a Visit Board Search and Seizure (VBSS) crew and an NCIS special agent assigned as the law enforcement advisor.

Because Kenya requires the testimony of eyewitnesses to prosecute pirates, getting agents to the scene as quickly as possible has been the key. Evidence collection



The Visit, Board, Search and Seizure (VBSS) crew from USS Chosin approaches a suspected pirate dhow and prepares to take suspected pirates into custody. NCIS Special Agent Eric Rahlf is in the back row with the orange whistle attached to his vest.

Africa and the Middle East to debrief crews after their release from pirate control, and collect evidence to learn the pirates’ tactics, techniques, and procedures (TTPs). “There’s a tremendous amount of information that can be gathered from the pirates,” RAC Roehrick said.

The Role of an NCIS Agent

One strategy to keep the seas safe has been to narrow the lanes of commerce to a more manageable size. The International Recognized Transit Corridor (IRTC) is a 464-mile long “highway” that ships are advised to follow because it’s regularly patrolled by ships and aircraft of the U.S. Navy and naval forces from other countries. “At any one time, between five and nine

begins immediately – agents photograph the grappling hooks and ladders pirates use in their attempt to take over a ship, and weapons – typically AK-47s and RPGs – and cell phones are seized. “When the agents board the vessel, they secure the ship and debrief the crew, collecting more information about the pirates’ mode of attack,” ASAC Butler said. The knowledge they’ve gained from the crews has been invaluable in learning how pirates operate – and devising countermeasures. “We’re learning the ways they communicate, learning who the bad guys are working with – the ‘who’s who’ of the piracy infrastructure,” RAC Roehrick said. “Then we use all of the U.S. government’s capabilities to stop piracy before it happens.”

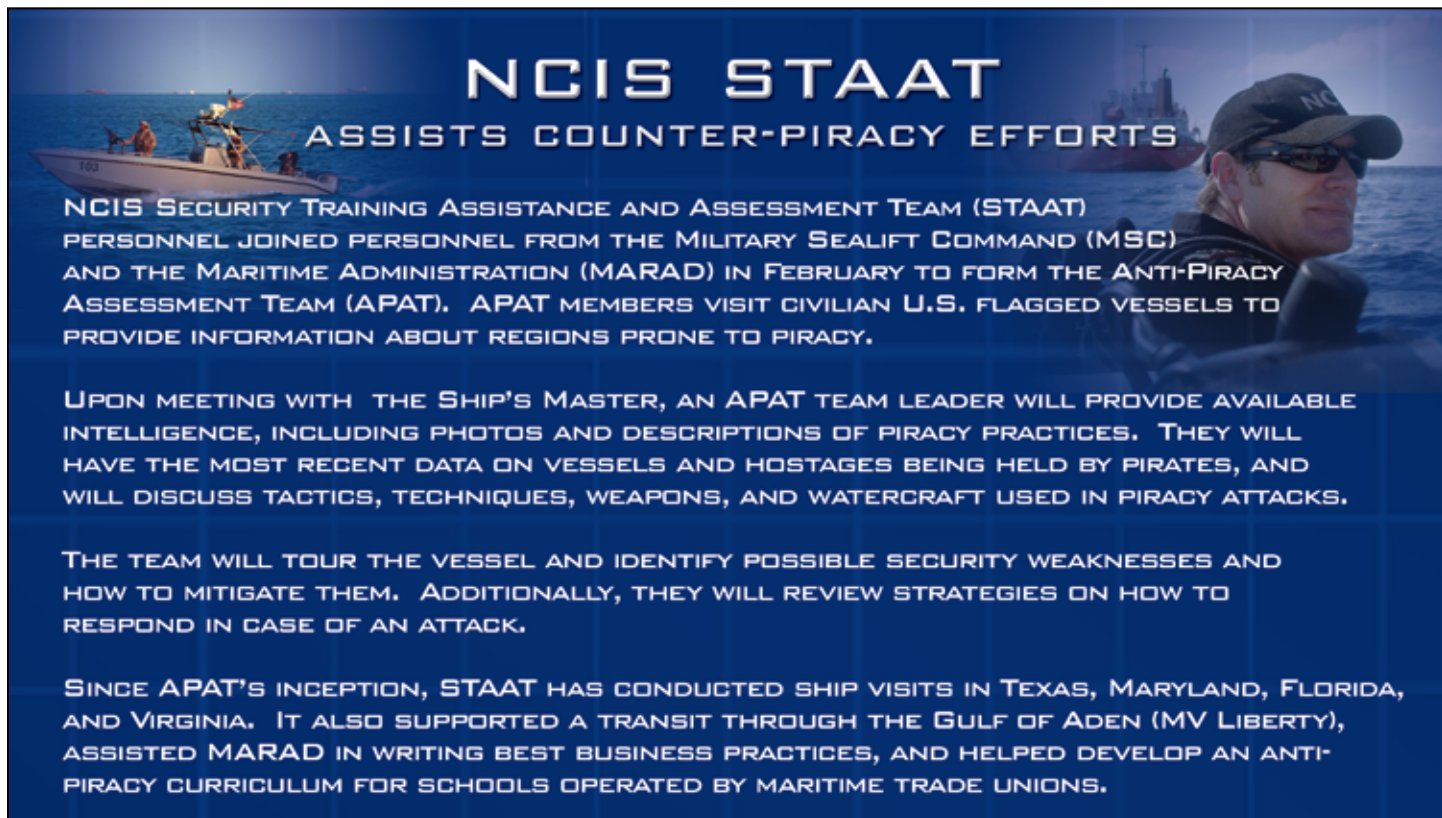
On February 21, 2010, these collective anti-piracy efforts successfully thwarted an attack when eight suspected pirates tried to take the MV Barakaale I, a Tanzanian-flagged ship. The outcome was very different than that of the Maersk Alabama attack less than a year earlier. The ship's crew contacted the Navy when it spotted a pirate skiff approaching. The USS Farragut (DDG-99), part of CTF-151, was nearby. An SH-60B Seahawk helicopter and a RHIB with a VBSS team and SA Eric Rahlf was launched and successfully located and apprehended the eight pirates. "The pirates almost boarded," said SA Eric Rahlf, TDY from the Contingency Response Field Office (CRFO). He said that the ship's crew used the recommended countermeasures, such as increasing speed and turning port and starboard, to make it difficult for the pirates to board. "In this case, it worked." The eight suspected pirates were taken aboard the Farragut while SA Elizabeth Heisey coordinated the subsequent debriefings of the ship's crew with SAs Danielle White and Casey Peterson in Dubai. CMF and CTF-151's efforts in the Gulf of Aden and Somali Basin have had a marked effect in decreasing piracy. During the past year, the number of successful attacks has dropped 40 percent, despite a general increase of pirate activity.

Future of Counter-Piracy Efforts

NCIS' job isn't done once agents have turned over suspects to the appropriate authorities and turned the evidence into a prosecutable case. Agents also investigate how the ransom money is funneled into other criminal activity. "One of our major goals is to figure out, 'Where's that money go?'" RAC Roehrick said. "We're talking millions of U.S. dollars that are given to the pirates in hard cash. We're talking pallets of U.S. cash – it's not easy to spend in that form. So this money has to be laundered. It has to be turned into a form that the pirates can use and fund their backers." Finding out where it's laundered, how it's laundered and where it ends up will help authorities disrupt what is an extremely lucrative piracy enterprise.

As the Navy and coalition forces patrol the sea lanes and target pirates, NCIS agents are ready to play their part. "We're there to help the Navy bring the bad guys to justice," SAC Russ said. "We're there to come up with a practice and process to prosecute these guys."

RAC Roehrick knows it's a job with a secure future, but knows that NCIS agents are making a real difference in deterring pirates and making the seas safer. "Piracy is not going to go away anytime soon – it's a win-win situation for the pirates. They have nothing to lose."



NCIS STAAT

ASSISTS COUNTER-PIRACY EFFORTS

NCIS SECURITY TRAINING ASSISTANCE AND ASSESSMENT TEAM (STAAT) PERSONNEL JOINED PERSONNEL FROM THE MILITARY SEALIFT COMMAND (MSC) AND THE MARITIME ADMINISTRATION (MARAD) IN FEBRUARY TO FORM THE ANTI-PIRACY ASSESSMENT TEAM (APAT). APAT MEMBERS VISIT CIVILIAN U.S. FLAGGED VESSELS TO PROVIDE INFORMATION ABOUT REGIONS PRONE TO PIRACY.

UPON MEETING WITH THE SHIP'S MASTER, AN APAT TEAM LEADER WILL PROVIDE AVAILABLE INTELLIGENCE, INCLUDING PHOTOS AND DESCRIPTIONS OF PIRACY PRACTICES. THEY WILL HAVE THE MOST RECENT DATA ON VESSELS AND HOSTAGES BEING HELD BY PIRATES, AND WILL DISCUSS TACTICS, TECHNIQUES, WEAPONS, AND WATERCRAFT USED IN PIRACY ATTACKS.

THE TEAM WILL TOUR THE VESSEL AND IDENTIFY POSSIBLE SECURITY WEAKNESSES AND HOW TO MITIGATE THEM. ADDITIONALLY, THEY WILL REVIEW STRATEGIES ON HOW TO RESPOND IN CASE OF AN ATTACK.

SINCE APAT'S INCEPTION, STAAT HAS CONDUCTED SHIP VISITS IN TEXAS, MARYLAND, FLORIDA, AND VIRGINIA. IT ALSO SUPPORTED A TRANSIT THROUGH THE GULF OF ADEN (MV LIBERTY), ASSISTED MARAD IN WRITING BEST BUSINESS PRACTICES, AND HELPED DEVELOP AN ANTI-PIRACY CURRICULUM FOR SCHOOLS OPERATED BY MARITIME TRADE UNIONS.



By SA Tammy Key, Code 10B

Charleston, South Carolina, renowned for its Southern architecture and gracious charm, is well known as one of the preferred tourist destinations in the U.S. What many don't know is that the city is also home to one of the world's busiest sites for maritime security-related training: FLETC Charleston.

Former Division Chief Doug Einsel of the NCIS Training Academy explains why Charleston has become such a frequented training center. "The primary focus of the Federal Law Enforcement Training Center (FLETC) in Brunswick, Georgia is to provide basic law enforcement training to federal agencies. Because of the increasing number of basic classes, the Brunswick campus has been unable to support all of the desired advanced classes. To ensure NCIS can still hold advanced training when the Brunswick campus cannot accommodate it, the NCIS Training Academy has moved many advanced training classes to FLETC Charleston." Einsel explained that FLETC Charleston provides NCIS and other agencies with new opportunities for training because of its training platforms and maritime environment. During FY09, seven advanced NCIS training courses were held, training over 160 personnel.

Traditionally, the primary users of FLETC Charleston have been U.S. Customs and Border Protection, the Coast Guard Law Enforcement Training Academy, U.S. Immigration and Customs Enforcement, the Administrative Office of the U.S. Courts, and the U.S. Probation and Pretrial Services System. The use of FLETC Charleston for advanced training by other agencies is increasing, however. In 2007, FLETC Charleston instructed 4500 students; in 2008, that number climbed to 7921 students, a 77% increase. In light of the growing demand for advanced training, there are a number of projects in the works for facilities improvements to FLETC Charleston. In March 2009, construction began on a \$10 million Physical Training

Center, which will open this year. In addition, a proposed \$40 million dormitory able to accommodate 300-400 students is projected for completion circa 2011.

Although the NCIS Training Academy conducts a variety of advanced training courses at FLETC Charleston, the Maritime Liaison Agent Training Program (MLATP) is the mainstay for NCIS at this site. The MLATP is an innovative, collaborative effort developed by the NCIS Training Academy, the NCIS Combating Terrorism Directorate, the Federal Bureau of Investigation's Maritime Security Program (MSP) and the FLETC Maritime Law Enforcement and Port Security Training Division. The pilot MLATP course was held in May 2007.



Two NCIS students practice boarding a ship during hands-on training.

The MLATP is designed for personnel assigned Maritime Liaison Agent responsibilities, as well as individuals who will be tasked to conduct activities in support of the National Strategy for Maritime Security. The students include personnel from NCIS, FBI, Coast Guard Investigative Service (CGIS) and occasionally

the Office of Naval Intelligence (ONI). The MLATP is a very unique training program specifically designed to improve interoperability, synchronization and coordination to enhance national maritime security. During this week-long course, students receive training in the strategic maritime threat; cargo analysis; commercial vessel boarding and exploitation; maritime document exploitation; underway boarding; maritime intelligence networking; source development; seaport operations; and the National Strategy for Maritime Security. They also board a 494-foot break bulk freighter, conduct interviews and search compartments. During the practical exercise phase, the students conduct an underway boarding and search of a 65-foot high interest vessel in open water.

In addition, during FY10, the NCIS Training Academy and Contingency Response Field Office (CRFO), in collaboration with the FLETC Maritime Law Enforcement and Port Security Training Division, will launch the Maritime Afloat Investigations Training Program (MAITP). The MAITP incorporates the best of the MLATP with the addition of specific courses of instruction for agents who will be assigned to Special Agent Afloat positions, participate in counter-piracy missions or other similar maritime investigations/operations. This new training program replaces the traditional Special Agent Afloat training course that has historically been held in Norfolk.

Charleston has the second largest container seaport on the East Coast and the fourth largest container seaport in North America. The port is considered the second most productive port in the world after Hong Kong. With its major shipping channels, container terminals, port support operations, and numerous rivers and ravines, a wide range of classroom instruction is enhanced by real life hands-on scenario-based exercises for students. FLETC Charleston is the perfect place to accommodate maritime training, and NCIS and its sister agencies will derive benefits from this innovative training well into the future as maritime investigations/operations continue to evolve.



By Sara Johnson, Public Affairs Specialist, Code 00C

NCIS field offices have undergone many significant changes and improvements in the last few years. According to Mark Haskett, DAD for Logistics and Security, there have been a number of successful construction projects, especially in the last five to six years. DAD Haskett is responsible for developing the NCIS facility program, securing the Director's guidance on what projects to pursue each fiscal year, and constructing facilities that are secure. "The two best successes are the Norfolk and the Washington Field Office," said Haskett. "Those truly support what our staff and our agents need and project a positive, professional image of NCIS. And there are some major projects on the horizon which will significantly improve the quality of work for our employees."

In April 2007, the NCIS Norfolk Field Office moved out of Building U-40 aboard NAVSTA Norfolk and into six temporary trailers located a block from the office to accommodate the renovation of office spaces. Funded at \$3.3 million, the project called for floor-to-ceiling gutting of the spaces, reconfiguration of the 12,000 square feet available and the addition of an elevator at the east end of the building to serve as the public entrance to the second floor NCIS lobby.

In July 2008, the field office returned to the renovated spaces, where it has been located for 30 years. Former Director Tom Betro participated in a formal ribbon cutting in September 2008, which was attended by NCISHQ senior



Deputy Director Mark Ridley and DCWA SAC Sandy MacIsaac (with sun glasses) assist CAPT John Sears (left), CO of Joint Base Anacostia-Bolling, and RDML Patrick Lorge, Commandant, Naval District Washington, with the ribbon cutting inaugurating the new DCWA Field Office.

managers and facilities personnel, area commanders, retired NCIS agents and other invited guests.

The renovation increased seating capacity from 52 to 72 seats. It provided a separate office suite for the SAC/ASACs/FOSO, a SCIF (the first for NCIS Norfolk), large squad bays for two crim squads and professional staff, private offices for supervisors, two conference rooms, three interrogation rooms, an evidence room with an evidence drop from the hallway, tech/weapons room, separate visitor restroom facility off the lobby and modern lighting throughout. The lobby floor leading to the elevator contains an embedded tile mosaic of the NCIS seal, and a second floor enclosed glass walkway leads from the elevator to the interior lobby of the office.

According to SAC Mark Russ, “The work involved in renovating the field office spaces underscores the outstanding dedication and commitment associated with our organization. Our headquarters facilities and engineering staff, current FOSO and former field office SAC did an amazing job in maximizing every square inch of available space. The field office currently serves as the model for others to emulate now and well into the future.”

On October 1, 2009, the NCIS Washington Field Office moved out of Building 200 of the Washington Navy Yard and into a new facility aboard the Anacostia Annex next to Bolling Air Force Base. The field office consists of 25,000 square feet on the second deck of building 168, formerly the home of the Naval Media Center. The second deck underwent a \$2.9 million renovation to accommodate the needs of a law enforcement agency with unique requirements. The front portion of the spaces contains a new lobby, a reception area behind bullet-resistant glass and two full interview rooms. The interview rooms have one-way mirrors for viewing, video recording capability in one room, an anchor bar for handcuffing suspects and a “panic button” should an agent need assistance with a combative suspect.

The spaces are divided into large bays of cubicles for the squads of crim, fraud, FCI and cyber. The forensic consultant agent has a dedicated space for examinations, experiments and processing evidence. The new evidence facility is much larger than the old one, allowing the office to consolidate and store evidence in one location. All supervisors have their own offices, and the field office boasts six conference rooms and two employee lounges. The field office is also in the process of obtaining accreditation for two full SCIFs for the spaces to house Top Secret connectivity. Approximately 70 employees



Marine Corps West Field Office

are using this specific space; the field office currently has a total of 110 employees, comprised of agents, professional staff, investigators and collectors who are spread throughout the National Capital Region. “The end result of this year-long process is a modern law enforcement facility that has significantly increased morale and reflects what a field office should look like for an elite agency such as NCIS. Washington, DC Field Office alumni will be impressed when they see the new facility compared to the old office in Building 200 aboard the Navy Yard,” said SAC Sandy MacIsaac.

There are additional significant construction projects underway at other field offices. The Marine Corps West Field Office in Camp Pendleton, a \$7 million project, has been completed and is in the process of being occupied. NCIS will be the sole occupant. The Southwest Field Office is undergoing a multi-million dollar renovation that will span the next two years. The Contin/gency Response Field Office is also in the process of building new office space. Other smaller projects are underway in Chinhae, Korea and Little Creek, VA.

Haskett stated, “To maintain 200 facilities, it takes continuous investment. Every year things have to be replaced like carpeting, paint jobs, furniture, etc. Then there are the big projects. It’s important to keep investing because we’re a dynamic agency and we keep growing.”

Jeff Edwards, AD for Administration and Logistics agrees, “These field office facility improvements are the result of a deliberate decision by the NCIS leadership to invest in improvements to our facilities under the goal of caring for our people.”

NEW NCIS HEADQUARTERS BUILDING WELL UNDERWAY



The 2005 BRAC law directed that NCIS Headquarters move to Marine Corps Base Quantico (MCBQ) no later than September 2011. NCIS HQ will be co-located with the Air Force Office of Special Investigations Headquarters (AFOSI), the Army Criminal Investigation Division Headquarters (Army CID), the Defense Security Service (DSS) and elements of the Defense Intelligence Agency (DIA).

"When you put like organizations together that have similar or identical missions, I think generally you are going to gain efficiencies. There's a tremendous amount of benefit to that."

*-Jeff Edwards,
Assistant Director for
Administration & Logistics/
NCIS Sovereign BRAC Leader*

The building will be a state-of-the-art, 720,000 square foot facility with its own fitness center and food court, as well as a significant amount of parking. Much of it will be either open-storage secret or a SCIF facility. The building will house approximately 2,600 personnel. It will be located west of I-95 South in Virginia at the point where Russell Rd. meets Telegraph Rd.

At publication time, the building is approximately 75% percent complete. NCIS and the other co-locating agencies are scheduled to take possession of the building



in December 2010. The NCIS move is scheduled to begin in June 2011 and finish in July 2011.





The 2005 BRAC law also directed the Department of the Navy Central Adjudication Facility to move to Fort Meade, MD no later than September 2011. At Fort Meade, DONCAF will co-locate in a facility with all defense services and agencies that have an adjudication mission: the Department of the Air Force Central Adjudication Facility; Army Central Clearance Facility; Defense Intelligence Agency Central Adjudication Facility; Defense Office of Hearings and Appeals/Defense Legal Service Agency; Defense Industrial Security Clearance Office; Joint Staff Central Adjudication Facility; National Security Agency Central Adjudication Facility; Washington Headquarters Service Central Adjudication Facility; and the National Geospatial Agency (NGA) Central Adjudication Facility.

The site of the new facility will be located between the Lewers and Reese Gates (off of Routes 175 and 32). A total of approximately 800 civilians, contractors and military personnel will occupy the new facility.

"The greatest benefit is the long-term savings of tax dollars and a more modernized work environment for our very talented workforce."

-R.B. Peele,
DONCAF
Deputy Assistant Director

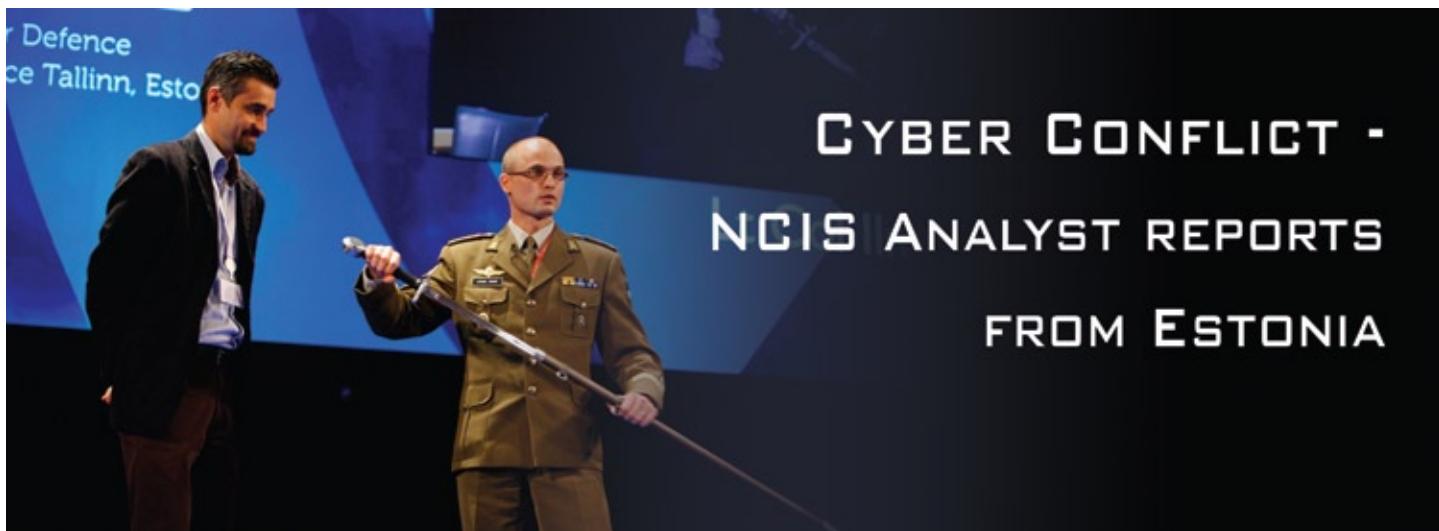
The final structural steel beam was recently hoisted into place, and the actual move date may occur as early as May 2011. The new Adjudication Co-Location Facility is a three-story, 151,590-square-foot Georgian-style building consistent with the existing architectural style at Fort Meade. In addition to an assortment of secure rooms and SCIFs on all three levels, there will be a lobby, conference and training suite, mail room, loading dock, and break room on the ground floor.



Progress of DONCAF building at Fort Meade. Photo taken April 2010.



Barbara Campbell, project manager at the Fort Meade building site.



*By Kenneth Geers (NCIS)
U.S. Representative, Cooperative Cyber Defence
Centre of Excellence*

Tallinn, Estonia

Cyberspace is becoming the new front line of warfare. With increasing dependence on computers and information networks, countries are more vulnerable to cyber attacks than ever before. Cyber attacks can target political leadership, military systems, critical infrastructure, and average citizens anywhere in the world, during peacetime or war, with the added advantage of attacker anonymity. While the ultimate goal of warfare – securing victory over the adversary – has not changed, the Internet provides a potent new delivery mechanism that can increase the speed, diffusion, and power of an attack.

If war breaks out between two or more major world powers, how much of the conflict will take place in cyberspace? It is all but certain that part of the war will be waged via the Internet. And it is just as likely that the outcome will have a profound impact on the nature and future of both the Internet and warfare as we know it.

One can predict there will be at least two broad categories of cyber attacks during such a war. The first will target the adversary's military forces. Cyber weapons will be used as part of an effort to disable weaponry and disrupt military command and control (C2) systems. In 1997, the U.S. Department of Defense (DoD) held a large-scale cyber attack red team exercise called Eligible Receiver. The simulation was a success. As James Adams wrote in the May/June 2001 edition of *Foreign Affairs*, a group of supposed North Korean hackers, using a variety of cyber-enabled information warfare tactics, "managed to infect the human command-and-control system with a paralyzing level

of mistrust ... as a result, nobody in the chain of command, from the president on down, could believe anything." In 2008, real-world hackers broke into a wide range of DoD computers, including a "highly protected classified network" of Central Command (CENTCOM), which manages the two wars in which the U.S. is now engaged. The Pentagon was so alarmed by the attack that Chairman of the Joint Chiefs Michael Mullen personally briefed President Bush on the incident.

A second category of cyber attacks will target the adversary's ability and willingness to wage war for an extended period of time. These may include attacks on a nation's financial sector, production capacity, and morale. One of the most effective ways to undermine a wide variety of these second-tier targets is to disrupt the generation and supply of power. In May 2009, President Obama made a dramatic announcement: "[C]yber intruders have probed our electrical grid ... in other countries cyber attacks have plunged entire cities into darkness." The TV news program *60 Minutes* reported that the attacks to which Obama referred took place in Brazil and affected millions of civilians in 2005 and 2007. The program noted that the source of the attacks is still unknown. On the subject of cyber attacks targeting the financial sector, former Director of National Intelligence (DNI) Mike McConnell has stated that our primary concern should not be individual cases of fraud or theft, but an assault that targets the integrity of the financial system itself, designed to destroy public confidence in the security and supply of money.

The technical challenge of tracing cyber attacks is difficult at best. But for cybercrime and counterintelligence investigators, the added complications of political, geographic, cultural and linguistic hurdles can make the task almost impossible. The international nature of the Internet's architecture guarantees that a multinational approach to cyber security is often the only way to proceed. However, given national sensitivities concerning both offensive and defensive computer network

operations, international collaboration so far has been elusive. There is, therefore, a sound basis to suggest that the best place to begin making progress on international cyber security is within the framework of the world's most powerful political and military alliance, the North Atlantic Treaty Organization (NATO).

For many years, NCIS has taken a progressive approach to investing in cyber defense. The Cyber Department has had analysts looking at the connection between computer security and national security since 1999. During the 2007 cyber attacks against Estonia, NCIS sent two analysts (Will Stutz and me) to the Tallinn-based, NATO-accredited Cooperative Cyber Defence Centre of Excellence (CCD CoE) to see firsthand what had happened. Within six months, NCIS had moved my family to Tallinn, and I was working full-time at the CCD CoE. The CCD CoE is an ultra-modern research facility located in a building originally constructed by the Czarist military in 1905. The Centre's mission is simple: to enhance the capability and cooperation of NATO and NATO nations in cyber defense through education, research and development, lessons learned and consultation. Its core areas of research are (1) legal and policy concerns, (2) concepts and strategy, (3) the tactical environment, and (4) critical infrastructure protection.

I have witnessed the Centre grow from just two countries – Estonia and the U.S. – to eight, including Latvia, Lithuania, Germany, Italy, Slovakia and Spain. Hungary and Turkey will be here soon, as well as virtual representatives from non-NATO nations Finland and Sweden. According to Estonian General Johannes Kert, who conceived the idea to build the CCD CoE over five years ago, NCIS' decision to provide the Centre with its first analyst from outside Estonia was critical to its current and future success.

Last year, the United States began talks with Russia and a United States arms control committee about strengthening Internet security and limiting military use of cyberspace, thereby signaling the opening of negotiations between Russia and the United States on a possible disarmament treaty for cyberspace. I was in attendance when the two countries further engaged during an annual Russia-sponsored Internet security conference in April 2010 in Garmisch, Germany.

Whatever the future of these discussions, one thing is clear: To the extent we ignore the cyber threats of today and tomorrow, we place our national security at risk.

Kenneth Geers (NCIS) is the U.S. Representative to the NATO-accredited Cooperative Cyber Defence Centre of Excellence (CCD CoE) in Tallinn, Estonia. He has published numerous articles on cyber security, spoken at a dozen conferences on three continents, edited a book called The Virtual Battlefield: Perspectives on Cyber Warfare, and is a lecturer on cyber defense at the NATO School in Germany.

NCIS CYBER DEPARTMENT AND THE NEW NAVY CYBER COMMAND

Recently, the U.S. Tenth Fleet was reactivated as Fleet Cyber Command. The command provides operational support to Navy commanders worldwide, supporting information, computer, electronic warfare and space operations. In the interest of pursuing an enterprise approach to safeguarding DON cyberspace operations, NCIS has adopted a strategy of integrating resources into Tenth Fleet. SA Dave Compton currently serves as the first NCIS Senior Representative to Tenth Fleet.

NCIS' cyber activities remain a critical element in supporting DON computer network operations, law enforcement and counterintelligence efforts. While the ability to perform digital forensics, track electronic communications, and conduct cyber-related analysis has assumed increasing importance in meeting NCIS' traditional investigative requirements, the Cyber Department's mission does not end there. NCIS remains continually focused as well on the Navy and Marine Corps cyberspace domain, which is routinely targeted by advanced technical threats to the hardware and software required to maintain information availability, integrity and security.

“The NCIS Cyber Department must continue to be agile and strategically partnered,” observes DAD Rocky Bush, head of the NCIS Cyber Department. “The department will remain focused on supporting reactive cyber forensic requirements for NCIS field offices; provide spontaneous technical investigative response to DON cyberspace breaches; and continue innovative approaches to acquire strategic decision advantage in the global cyberspace domain.”

NCIS AGENTS SUPPORT RELIEF OPERATIONS IN HAITI



By Deedra Allison, MTAC (previously assigned to Code 00C) and MCI(SW/AW) Kristen Allen, Code 00C

After a 7.0 magnitude earthquake shook Haiti on the afternoon of January 12, NCIS agents played a major role in providing timely intelligence and information to U.S. Navy decision makers and commanders involved in the humanitarian aid/disaster relief (HA/DR) operation.

“Agents are highly mobile, and in this situation, the Navy relied on us to be the first people on scene to provide an on-the-ground assessment of conditions and overall situation,” said SA Carrie McNamara, who served as team leader for the agents deployed to Haiti.

NCIS personnel were among the first naval forces in Haiti. The team of SA McNamara, SA Bill Elflein, SA Jean Pierre Blanchard, Intelligence Analyst Richard O’Neill from SEFO, and SA Chastity Bonner from Virtual CRFO, arrived January 15 aboard USS Carl Vinson (CVN 70), operating off the coast of Haiti. Three STAAT personnel, OIC Rand Brinkman from SEFO and Tony Green and Rick McNeely from NFLT, arrived three days later.

The quickest way into Haiti involved taking a helicopter from Guantanamo Bay, Cuba, to Carl Vinson and then taking another helicopter from the ship to an airfield in Haiti.

NCIS and STAAT were key players because of their knowledge of the country and their security assessment skills.

“We knew where to go and how to get to the places we needed to go,” said SA McNamara.

Before the Navy could implement a plan to transport and care for patients and distribute food, some basic logistical

information was imperative: which roads and bridges were passable? Could ships safely dock at the ports? Were the airfields clear? Were the hospitals functional?

“We were the eyes and ears for the Navy to know what was going on. No one was on the ground yet. We didn’t even know if the piers at the Killick Haitian Coast Guard Base were standing,” SA McNamara said.

What they found was chaos.

“The embassy grounds were being used as a logistical camp for people coming in and for embassy personnel and American citizens who’d lost their homes,” SA McNamara said. “The embassy personnel we regularly rely on for missions to Haiti were not only stressed, they were traumatized. Many had been inside their homes when they came down.”

McNamara’s team tried to contact a familiar driver, Renee, who has worked with NCIS for several years but was never able to locate him while in country.

“This was one of the hardest things I’ve ever done because I had been to Haiti before and personally knew the people involved. I still don’t know if Renee is alive,” said SA McNamara.

The team discovered that the port at Terminal Varreux, near Cite Soleil, couldn’t be transformed into a medical site because a main wall separating it from a slum had crumbled. Certain roads and bridges were impassable; others simply didn’t exist anymore.

All of the team members had different skills they brought to the table to overcome issues, including previous deployments to Haiti or port support in the AOR. Particularly, SA Blanchard was invaluable in gathering information due to his fluency in French and Creole.

“This whole mission was a team effort, from SAC Kisthardt who directed our immediate deployment, to our SEFO Administrative Assistant Christina Medina, who ensured we received the necessary tents and supplies.”

One day the team was asked to assess damage and accessibility at Killick because there were a lot of injured people who needed supplies, medical care and transportation to medical facilities.

“The roads were so full of people and cars, it was impossible to get through,” SA McNamara said. “We couldn’t find transportation, and I was considering going back to the airfield to get back to the ship.”

They were at the Port-Au-Prince commercial port, the halfway point between the airfield and Killick, and had to determine if they continued on whether they’d be able to make it back to the airfield in time for the return flight to Carl Vinson, since at that early stage they had no supplies to stay overnight on land.

SA McNamara then saw Cmdr. Jim Spotts, Commanding Officer of USCGC Tahoma (WMEC 908), on the pier. She had worked with Cmdr. Spotts in 2008 and 2009 when he served as the Military Liaison Officer at the U.S. Embassy in Port-Au-Prince, and she had been the NCIS liaison officer to 4th Fleet/NAVSOUTH. His ship had been in the area conducting drug interdiction operations and was diverted to render aid after the earthquake.

SA McNamara told Cmdr. Spotts that she and the rest of the NCIS team needed to get to Killick but that the roads there were all but impassable.

Spotts put them in Coast Guard boats and took them across the bay to the Killick Haitian Coast Guard Base so the team could complete its mission. The agents assessed damage to base buildings to determine if they could be used as field hospitals, checked to see if the small boat pier could be utilized, and assessed the condition of an open field previously used as a helicopter landing zone (HLZ) for medical evacuations to see if it could be used now. They also documented the conditions of the people at Killick to determine how many were injured, how many were displaced, and if there were

any security forces that could assist in maintaining peace if the U.S. Navy set up a field hospital, and if any USCG or local national doctors were already administering care on scene.

“We documented the area through photography and notes, specifically that the HLZ was starting to fill up with tents from displaced persons and that medical supplies were very low, and passed that information back to the Navy commanders and decision makers,” said SA McNamara.

After the mission was completed, Cmdr. Spotts then took them to his ship and sent them by helicopter to another U.S. Coast Guard ship, where a U.S. Navy helicopter landed and took them to the Carl Vinson. The next day, Navy personnel began arriving to assist USCG personnel on the ground and bring much needed medical supplies, and, within a couple of days, they started evacuating patients to USNS Comfort.

McNamara says it was fortunate that she and Cmdr. Spotts were standing at the same place at the same.

“I knew him, he knew me. And we were standing there needing help. It was incredible,” said SA McNamara.

The information the team gathered was critical to enable the Navy to identify and secure sites for patient care and transport and food distribution. Once those sites were operational, the team focused on working with police and security forces to monitor criminal activity and other threats to those sites.

“Could all of these things happen without NCIS involvement? Yes. The Navy and Marine Corps are amazing in their ability to get things done,” said SA McNamara. “But we were able to assist them in order to get the mission done more quickly in those first few days.”

The global Red Cross network estimated that about three million people were affected by the quake. The Haitian government reported that as many as 220,000 people may have died, an estimated 300,000 were injured, and 1.3 million were left homeless.

As the relief operation in Haiti clearly demonstrated, NCIS personnel continue to adapt their missions and improve their skills and abilities in order to provide invaluable support whenever a crisis or unexpected event occurs anywhere in the world.



By Andrea J. Eales
Congressional Affairs Specialist, Code 00C

Once every three years, each field office and headquarters directorate is required to be inspected by the NCIS Inspector General's Office. Most employees would rather not undergo an IG inspection, but almost all would agree that it is a necessary process to ensure that NCIS maintains high professional standards. I was fortunate to be able to participate in an inspection shortly after I joined NCIS and was able to see at the ground level how NCIS field offices function. The intent of my participation was not to review files or procedures, but rather to observe the IG inspection process, learn about the agency and to educate others on the benefits of participating in an inspection.

According to the NCIS Inspector General's Office, the primary purpose of an inspection is to make certain that the NCIS mission and program plans are being carried out as intended. Inspections focus on the following objectives:

- Assess the leadership, efficiency, and performance of the office;
- Ensure conformance with the NCIS Strategic Plan (Prevent, Protect, & Reduce);
- Evaluate execution of the Field Office Tactical Plan/Program Direction Document;
- Assess the quality of investigative and operational activity;
- Measure compliance with established policies and procedures; and
- Evaluate anomalies which prevent/inhibit effectiveness and compliance with established policies and procedures.

Inspection teams are formed by the IG and tailored to the specific office that is undergoing inspection. In addition to members of the Inspector General's Office, experts are drawn from throughout NCIS. A recent

trend is to include professional staff with expertise in records, administration, safety, arms and ammunition, sources, and intelligence analysis. In addition, a special agent and an administrative employee from the next field office scheduled for inspection participates so they can go back and help their office prepare.

While senior agents and NCISHQ program direction staff play a key role in evaluating investigations and operations, junior personnel have been included in recent inspections because it is an excellent learning opportunity. Though the inspection week is very busy, there is often time to do some sightseeing and plenty of opportunities to socialize with field office and inspection team personnel.

“Inspections are a great learning opportunity. Even the most senior agents walk away from an inspection having learned something new. The new supervisory special agents really learn how to run their offices more effectively.” Lou Beyer, *Inspections Division Chief, Office of the Inspector General*

During an inspection, investigative operational case files are reviewed; safety procedures and security of the office are evaluated; and the general administration functionality of the office is assessed. Once the team is identified, statistics for the field office such as work hours, budget and travel dollars, personnel manning documents and the previous inspection report are reviewed and utilized as a basis for the pending inspection. The process usually kicks off on Sunday, when 30% of closed cases from the most recent year are reviewed.

On Monday morning, the office provides an in-brief to orient the inspectors and identify issues which are impacting operations. The inspectors review 100% of pending cases before interviewing every available

employee on leadership, morale and equipment issues. During the week, the NCIS Inspector General and team leaders interview key customers or stakeholders (commanding officers, ambassadors, fleet commanders, legal officers, etc.) on the quality and availability of NCIS services. The process ends on Friday with an out-briefing of the findings and recommendations of the inspection. Within 30 days of the completion of an inspection, an inspection report is published, and the Director and executive staff are briefed on the findings and recommendations. Once the inspection report is published, the inspected office has 45 days to implement corrective action and report back to HQ.

During the Washington Field Office (DCWA) inspection in which I participated, there was an opportunity to meet and talk with many colleagues about their perception of the process. A brief sampling of those comments includes former ASAC Sheri Rostodha, who stated that in the past she viewed the inspection process more as a “pass/fail situation.” However, she sees them now as an assessment and validation with the IG asking important questions like: What kind of help is needed from NCISHQ? What resources are needed to help

the office function well? SSA Marnie Crane noted her belief that IG inspection teams can be a vehicle to pass important information up the chain of command within the organization.

Inspections are a great way to learn more about NCIS, and they allow for participants to take what is learned and apply it to their own work within the agency. All NCIS employees are eligible to participate in an inspection, and each NCIS code with equities in an upcoming inspection are asked by the IG to nominate an employee to participate. All NCIS employees with an interest in being a member of an inspection team should contact Division Chief Lou Beyer at louis.beyer@navy.mil after obtaining their supervisor’s approval. The inspection schedule through 2015, and other information, can be found at the IG website at: <http://infoweb/agency/deptwebsites/ig/ig-index.html>



After flying into Naples, the IG team spends the late afternoon visiting Pompeii before the start of the Europe and Africa Field Office inspection the following morning.



On February 19, 2010, Special Agent Gregory A. Scovel, Deputy Director for Operations and Acting Director during the transition from Director Tom Betro to Director Mark Clookie, retired after 31 years of government service. In the letter below, he reflects upon his career with NCIS and some of the changes the agency has undergone.

To the Men and Women of NCIS:

I have had the honor and privilege to serve NCIS, the DON, and our nation for the past 31 years. During that time, I witnessed and participated in a transformation that realized changes which were once only dreams. We have come a long way since those days of yesteryear. From a Navy captain as our director, restrictions on our arrest authority, 3rd echelon command status, and carrying an old .38 cal service revolver, to our current status of reporting to the Secretary of the Navy, a civilian Director, second echelon command, civilian arrest authority, and service issued .40 cal automatic weapons! Yet some things do not change—our “core” mission and the skill sets necessary to meet that mission remain as they did when I first took the oath.

Today our agency is much better situated and resourced to serve the Department. Yet, as I have said, these transformational changes did not occur overnight. Rather, it has been a progression, built upon the backs of our past leaders who established a foundation of excellence, dedication, work ethic, and vision that allowed us to evolve. We have been blessed by a higher caliber of employee, both in the support and agent corps, which enabled this positive evolution for our agency. But even with such a talented



Deputy Director Scovel at his retirement ceremony.

work force, you must have leaders with vision and drive. We were fortunate to have, in succession, Directors who drove the transformation of NCIS to our current modern state. We owe them a debt of gratitude.

While it seems a cliché to say that “time flies,” it truly seems like just yesterday I received my letter of welcome from Regional Director for Operations Pete Ipsen assigning me to NISRA Newport. I remember my excitement and how privileged I felt to be selected for employment by the Naval Investigative Service. And so the adventure began, as I drove my family across country from San Diego to Newport and reported for duty on 26 June 1978. My career has spanned four decades, and I was just as excited about showing up for work on my last day as I was in my early days in Newport, Gaeta, London, Naples, Norfolk and Washington. It’s been a remarkable and extraordinary ride, and I will truly miss it. However, I find comfort in knowing that I leave this agency in great hands, with talented leadership, and an extremely competent work force. The future is bright for our NCIS!

In closing, I encourage you all to hold as sacrosanct your integrity, sincerity and courage; remain vigilant and fight complacency; and seek out opportunities and recognize potential. Continue building upon the NCIS family, and keep up the great work! I salute you all for your dedication, sacrifice and patriotism. Again, I am grateful for my opportunity to have served, and I look forward to maintaining the NCIS friendships which I know will endure the test of time and distance.



Deputy Director Scovel's family at his retirement ceremony.

*Sincerely,
Greg Scovel*



On February 26, 2010, Special Agent Ralph J. Blincoe, Deputy Director for Management & Administration, retired from NCIS after 28 years of service. His farewell message to the men and women of NCIS appears below.

To My NCIS Colleagues:

Although my career with NCIS spanned some 28 years, nine PCS moves, countless days away from home, agency name changes (NIS, NCIS), and rising through the ranks from GS-7 “street” agent (making a whopping \$7.34 per hour) to the SES level, I must tell you that it all passed by so, so quickly. I’ve been thinking about how, in such a demanding public service job as ours, time could pass by in the blink of an eye? I believe the answer lies in the fact that every day I carried my NCIS credentials, I was inspired to work with such remarkably talented and dedicated professionals who sacrifice much to keep our Sailors and Marines safe from crime and other threats around the globe. With that said, I have been asked often what I will miss the most about NCIS and, without hesitation, I answer every time, “the people.”

I have two pieces of advice that I would like to share with you all. First, remember every day that you walk into the office—your work in some way, either directly or indirectly, supports the safety and security of the Department of the Navy and our nation. Whether you are a special agent working a drug operation aboard a domestic naval base, or a force protection operation overseas, a STAAT team member conducting a vulnerability assessment, an MTAC analyst piecing together threads of intelligence, or a professional support staff member administratively processing an investigative report, everyone’s efforts must be done with a sense of urgency and a sense of purpose because we are a nation at war, and our customers deserve our best efforts. Secondly, and perhaps most importantly,



Director Clookie presents Deputy Director Blincoe with a shadow box containing his past credentials.



Left to right: daughter Blair Blincoe, son Trey Blincoe and wife Leslie Blincoe.

enjoy and treasure your remaining days and/or years you have left to serve as an employee with this amazing opportunity-filled agency. Because, trust me, in the blink of an eye it will be your turn to sit on the sidelines and robustly cheer for those who remain in the fight, which is precisely what I will be doing for all of you.

Thank you all for the honor and privilege of serving with you, and I wish you God’s speed and safety as you continue your professional journey with NCIS.

*Sincerely,
Ralph Blincoe*



by Talyn Camp, OOC Intern from Brigham Young University

For seven seasons, the Hollywood version of NCIS has continued to climb television's ladder of success. CBS president and CEO Les Moonves remarked at the network's annual presentation in May 2010 at Carnegie Hall that "more people watched *NCIS* this season than watched the highest-grossing film of all time, *Avatar*."

During the second week of May, NCIS employees at headquarters didn't need a TV to see a few characters from the show. For three days during the week of May 10, NCIS headquarters was buzzing with excitement after word had spread that Director Vance (Rocky Carroll), Ducky (David McCallum), and Abby (Pauley Perrette) were coming to visit.



Audiences around the world can't seem to get enough of *NCIS*, its characters, and its intriguing criminal investigations for the Navy and Marine Corps. Likewise, many real NCIS special agents and staff members find themselves sitting in front of their TVs each week to watch new crimes and storylines unfold on the show.

Over the course of their visits, David McCallum and Rocky Carroll were briefed about a variety of aspects of NCIS including forensics, biometrics, and polygraph. Briefers included Special Agent Elizabeth Toomer, forensic consultant; Lou Eliopoulos, Division Chief for Forensics; and Mike Missler, Division Chief

for Biometrics, who each gave interactive presentations about the new technologies and techniques within their fields of expertise and how these developments have affected the investigative process.

In addition to participating in these briefings, Rocky Carroll, whose visit was his first, took a tour of Technical Services and the Armory and was given a polygraph demonstration by examiner Ed Postlewait and analyst Tom Stroot. David McCallum, who has made a number of previous visits to NCISHQ, also took advantage of the opportunity to receive a polygraph demonstration.

Carroll and McCallum, along with Perrette, also had the opportunity to tour the Multiple Threat Alert Center (MTAC) and meet with Director Clookie and Deputy Director Ridley. After attending these meetings, briefings, and demonstrations, each actor was greeted by a crowd of enthusiastic NCISHQ employees who were lined up and waiting for autographs and pictures.

The support and genuine interest Carroll, McCallum, and Perrette have in the real NCIS makes Hollywood's *NCIS* stand out among other TV shows. Their effort to come to NCIS headquarters and gain deeper knowledge and background about the characters they portray has a positive impact on how the real agency appears on TV. During McCallum's visit, his copious note-taking was one evidence of his efforts to make sure the show is as accurate as possible.

NCISHQ is happy with the positive way the agency is portrayed and publicized on TV by Hollywood's version of *NCIS*. Director Clookie, in his meeting with Pauley Perrette, emphasized the public awareness benefits of the TV show when he said, "Thank you for portraying us so well as an organization. The show means so much to our organization . . . from a recruiting standpoint, from a public awareness [standpoint], and an international awareness [standpoint]."



PAULEY PERRETTE RECEIVES A SMALL MEMENTO FROM DIRECTOR CLOOKIE



LOU ELIOPULOS, MIKE MISSLER, KATHERINE MCCALLUM AND DAVID MCCALLUM



ROCKY CARROLL SUBMITS TO A POLYGRAPH DEMONSTRATION FROM ED POSTLEWAIT

The actors were more than happy to provide these items along with giving the occasional handshake or hug. Jeanette Harley, a program assistant in Records Management, seconded that feeling: "The actors were all so gracious, warm and personable. They were so easy to talk to."

In response to similar thanks from the director, David McCallum recognized the presence of appreciation on both sides when he said, "Thank you for existing. Without you, we would be nothing."

