STRATEGIC VISION

GLOBAL SUPPORT TO GLOBAL CHALLENGES

NCIS
NAVAL CRIMINAL INVESTIGATIVE SERVICE

The Naval Criminal Investigative Service Strategic Vision

Global Support to Global Challenges

Prevent, Protect, and Reduce

Foreword

The Naval Criminal Investigative Service (NCIS) contributes to the security of the United States by investigating major criminal activity impacting the Department of the Navy. This vital work takes place across many boundaries and domains and relies upon close cooperation with a diverse group of partners at home and abroad. As the naval services deploy forces in new, more widely dispersed, and sometimes unfamiliar modes and contexts, NCIS will coordinate and focus its recruitment, training, resources, and operations to provide the right capability at the right time.

The terrorist attacks on USS COLE, the World Trade Center, and the Pentagon required NCIS to reassess our approach to combating major criminal activity. The impact of terrorism and espionage on naval and marine operational readiness presents a threat exceeding that of traditional criminal activity. In 2002, NCIS responded by adopting a three-prong operational strategy: Preventing Terrorism, Protecting Secrets, and Reducing Crime (PPR). Since its adoption, the PPR strategy has formed the bedrock of the NCIS mission. This Strategic Vision focuses on how NCIS should apply greater flexibility to the PPR strategy in order to meet the future needs of our naval services.

Over the past several years, the demand for the non-traditional application of NCIS capabilities has grown considerably as we have been called upon to support an unprecedented variety of combat-related and expeditionary missions. In response, NCIS has developed innovative, deployable capabilities to support combat forces in Iraq, Afghanistan, and the Horn of Africa. Future success will require that we sustain these capabilities, adapt quickly to meet emerging requirements, and develop a diverse, highly skilled, and well-trained 21st century workforce. Key to this success will be a focus on increased collaboration, coordination, and communication with our interagency and international partners. Accordingly, we will heighten the priority of acquiring and delivering decision-quality information to better support the forces we serve.

This Strategic Vision provides the framework for NCIS operations. It conceptualizes our mission, approach, and ends, and sets the stage for the NCIS Strategic Plan. The Strategic Plan will provide the means by which this Strategic Vision will be realized and will determine the allocation of scarce resources. It is imperative that we aggressively plan to support new naval missions that are still being defined, and that we draw upon our unique versatility and adaptability in this effort. How well we accomplish this task will ultimately define our relevance to the Department of the Navy.

Mark D. Clookie, *Director*
February, 2010

Introduction

This Strategic Vision will guide the development and alignment of NCIS capabilities to support our naval forces in both standing and emerging missions. In providing this support, one of our objectives is to mitigate the risks faced by our naval forces in those mission areas where NCIS has unique capabilities that can be of assistance. When we identify risks we cannot adequately mitigate, we will provide information to leadership for informed decision-making in light of such circumstances.

The characteristic versatility and adaptability of NCIS are direct reflections of our people. Our agents and supporting staff are trained to conduct a wide spectrum of investigative, operational, and engagement activities that are increasingly important to the Department of the Navy in the 21st Century. This document reflects an analysis of the current and anticipated strategic environment and the means by which NCIS personnel and capabilities will be focused and coordinated to provide the best possible support to our naval forces.

A critical value NCIS provides to the Department of the Navy is our ability to apply statutory law enforcement and counterintelligence authorities—as well as unique engagement activities—to all naval missions, ashore and at sea. Our deployments in Iraq, Afghanistan, and the Horn of Africa have demonstrated the value of NCIS support to combat and contingency operations. Our law enforcement engagement along the global waterfront in support of port visits, exercises, maritime security, and piracy investigations is integral to the larger objectives of Global Maritime Partnerships and maritime security. At home, we will continue to provide a menu of services required to promote operational readiness and protect against terrorist attacks, intelligence threats, and criminal activity.

As we plan our approach, we must regard our capabilities as multipurpose, deployable, and scalable in order to meet the objectives of the Maritime Strategy. The 21st century operating environment requires us to incorporate cyber capabilities as a core mission.We will thus shape our recruitment, training, and employment schemes to meet the changing operational patterns of a globally distributed naval service.

Strategic Assumptions and Implications

The strategic assumptions contained in this document reflect national security and Department of Defense strategies, our new Maritime Strategy, "A Cooperative Strategy for 21st Century Seapower," and the Naval Operations Concept.

Consensus within the Department of Defense envisions a future environment for our forces consisting of persistent states of threat, conflict, and opportunity in different regions of the world. This environment will test the ability of our naval forces to fight and prevail in conventional wars, insurgencies, piracy, and other maritime challenges. In addition, "hybrid" conflicts—exemplified by unconventional fighters or insurgents equipped with modern weapons and information technology—are of growing concern. NCIS planning must ensure that we have the capability and capacity to support the naval forces in dealing with both conventional and "hybrid" adversaries. The assumptions and implications for NCIS are that:

- Naval forces will be in high demand and employed in a variety of traditional and non-traditional missions, often in unfamiliar locations and contexts.

  - Implication: NCIS must adapt its training and deployment practices to anticipate these dynamic needs, and ensure that we invest in skills that will enable our people to provide expertise relevant to the needs of commanding officers.

- The growing nexus of crime, terrorism, and conflict will require a special focus on irregular threats and insurgencies.

  - Implication: NCIS must focus on enhancing cooperative relationships to obtain and share relevant, time-critical information with decision makers.

  - Implication: NCIS personnel in these environments will require a high level of training in a diverse set of skills to acquire and distribute this information.

- The Middle East, Southwest Asia, and Africa will remain deployment zones for our naval forces well into the future.

  - Implication: NCIS must provide sufficient numbers of well-trained field agents and support personnel to assist naval expeditionary forces.

  - Implication: NCIS must strengthen "badge-to-badge" relationships to ensure continued access to information critical to the security of these forces.

Strategic Imperatives

In planning how to provide essential criminal investigative, counterintelligence, and combating terrorism capabilities to the Department of the Navy, NCIS must execute three strategic imperatives:

- **Support the Force:** NCIS must continue to focus its capabilities on preventing terrorist acts against the naval forces; protecting secrets by countering adversarial intelligence threats aimed

at our deployed naval forces, shore commands, and acquisition programs; and reducing serious criminal activity.

- ■ **Multiply the Force:** NCIS must focus its capabilities to support the Navy and Marine Corps wherever they operate. Our permanent presence along the global waterfront will enable us to expand opportunities to meet the requirements of Maritime Domain Awareness, maritime security, and expeditionary warfare.

- ■ **Align to the Force:** NCIS must adapt its planning, resourcing, recruitment, training, and personnel development policies to support the Navy and Marine Corps as they operate in new environments and in unprecedented capacities.

To achieve each of these imperatives, NCIS will prioritize our resource allocation decisions to maximize direct relationships and high-level integration with naval operating forces.

Implementing the Strategic Vision—Core Capabilities

NCIS supports the operational readiness of the Department of the Navy through our core law enforcement, counterintelligence, and combating terrorism capabilities and authorities.

Preventing Terrorism

Protecting the naval forces from violent extremist organizations and individuals will remain our highest priority. As the primary law enforcement and counterintelligence component for the naval services, NCIS will remain focused on countering threats to the physical security of our Sailors, Marines, and civilian personnel and on preventing terrorist attacks against installations and ships. We will aggressively seek to develop partner-nation counterterrorism capacity by building on our existing law enforcement relationships. The training NCIS provides partners and allies plays an important role in combating terrorism through the Theater Security Cooperation program. We will continue to work cooperatively with the forces engaged in building security capacity in the armed forces and security services of partner nations. To execute this core capability, we will:

- ■ Assign NCIS personnel to Joint Terrorism Task Forces in locations where there is a significant U.S. naval presence.

- ■ Employ NCIS Security Training Assistance and Assessment Teams to enhance the capacity of foreign law enforcement partners that support U.S. naval forces.

- Structure our force protection activities and operations to meet emerging threats faced by our naval components, expeditionary forces, and combatant commanders.

- Generate advanced threat mitigation strategies and increase our ability to assess risk and vulnerability in the maritime environment.

- Provide focused collection and timely reporting on potential terrorist threats.

Protecting Sensitive Information

Espionage and foreign intelligence threats to the United States are high and likely will increase in the future. These threats will create an increased demand for NCIS counterintelligence capabilities. We must detect espionage and prevent foreign military and intelligence services, global criminal elements, terrorist groups, and commercial competitors from acquiring Department of the Navy sensitive information. To achieve this critical function, NCIS will:

- Conduct counterintelligence operations and investigations to defeat or mitigate the acquisition of information on vital Department of the Navy technologies, plans, policies, methods, and strategies.

- Alert commands, identify and employ threat mitigation methodologies, and publish foreign intelligence threat reports to inform those at risk.

- Provide counterintelligence awareness training to inform Department of the Navy personnel about evolving hostile intelligence threats.

- Increase counterintelligence support to naval laboratories, systems commands, and U.S. defense contractors responsible for developing and building Navy and Marine Corps weapon systems.

- Develop new detection capabilities to counter the insider threat.

- Increase engagement with allied and partner intelligence services and agencies around the world in order to conduct combined counterintelligence operations.

Reducing Crime

Crime directed against the Department of the Navy jeopardizes operational readiness and compromises the morale, welfare, and safety of our service members and civilian workforce. NCIS will apply its law enforcement authority and skills to:

■ Modernize NCIS investigation, interrogation, and advanced evidence collection capabilities to pursue, capture, and support the prosecution of criminals.

■ Maintain the highest law enforcement standards for the resolution of sexual violence crimes.

■ Strengthen existing relationships and operational protocols with our foreign and domestic law enforcement partners and establish additional relationships that support maritime security and other Department of the Navy requirements.

■ Increase emphasis on acquisition fraud, to ensure the integrity of the acquisition process and the delivery of conforming goods and services for the warfighter. Specifically, NCIS will:

■ Continue to monitor the integrity of the U.S. naval acquisition process, with emphasis on detecting procurement fraud.

■ Establish new Regional Fraud Units in the United States, as well as offices in select foreign locations, including combat and combat contingency environments, where appropriate.

■ Work closely with partners in the U.S. and the foreign law enforcement community to investigate instances of fraud, bribery, and product substitution.

Cyber Crime

Secure networks and information integrity are crucial to maintaining operational readiness and ensuring the effectiveness of our warfighting capabilities in the 21st Century. Illegal cyber activity can constitute both an intelligence threat and a crime. Although proactive network security is the responsibility of other organizations, NCIS will use its law enforcement authorities to disrupt cyber attacks on naval Information Technology systems, adopting a "whole of government" approach to investigating cyber crime. NCIS will work with our interagency and intelligence community partners to focus on innovative ways to counter cyber threats. We will also maintain a persistent and proactive operational presence within and beyond the Department of the Navy cyberspace. To further its anti-cyber crime efforts, NCIS will:

■ Mitigate cyber threats that target naval Information Technology systems by actively coordinating our cyber investigative activities with the newly established U.S. Fleet Cyber Command / U.S. 10th Fleet and U.S. Marine Corps Forces Cyber Command as well as other domestic and foreign law enforcement organizations.

■ Acquire new network intrusion attribution capabilities and insider threat tools.

■ Increase capacity to conduct active cyber investigations and operations in support of the Department of the Navy.

- Pursue and disrupt attacks on cyber systems integrity in conjunction with the interagency cyber community.

- Incorporate cyber methodologies into counterintelligence, combating terrorism, and criminal investigations.

Implementing the Strategic Vision—Support to the Warfighter

The October 2007 Maritime Strategy clearly defines how the naval services will operate differently to protect and sustain our global security. In order to provide crucial support to the warfighter, NCIS must adapt along with our naval forces as they respond to an ever-changing international environment.

Our recent experiences in the Middle East, Southwest Asia, and Africa have demonstrated the value of applying advanced criminal investigative skills—including interrogation techniques, crime scene forensics, sensitive site exploitation, evidence collection, and polygraph capabilities—in counterinsurgency and irregular and hybrid warfare operations. The application of these skills within theaters of combat and contingency operations upholds the rule of law through the successful criminal prosecution of non-uniformed adversaries. NCIS will accomplish this end by:

- Advancing the use of state-of-the-art technologies in forensics and biometric data collection.

- Maintaining a deployable cyber response capability to exploit time-sensitive cyber evidence.

- Building our foreign area expertise through participation in the Navy's Language, Regional Expertise and Culture, and Foreign Area Officer programs.

Maritime Security

Transnational crime threatens international maritime security and undermines good governance in ports and littorals. Transnational criminal elements exploit maritime security weaknesses to further their criminal enterprises. Achieving a secure maritime environment is a profound challenge to weak, inadequately resourced, or failing states, but is of critical importance. A key mission objective of our 21st Century naval forces will be to enhance maritime security by building international relationships through Theater Security Cooperation activities. A primary focus will be on capacity building, humanitarian assistance, regional frameworks for improving maritime governance, and cooperation in enforcing the rule of law throughout the maritime domain. Success in these efforts will increase the capabilities to interdict criminal activity and to promote the rule of law by countering terrorism, weapons proliferation, piracy, drug trafficking,

and other illicit activities. NCIS will support our naval forces by maintaining and expanding partnerships with our interagency and international law enforcement allies. We will also assist foreign law enforcement organizations in building their own capacities, specifically those with a maritime connection. To achieve a secure maritime environment, NCIS will:

- ■ Assist the Department of the Navy with understanding the international environment and the gaps in governance that impact maritime security.

- ■ Establish global maritime partnerships with the law enforcement agencies, security services, and non-government sectors of maritime nations to obtain and share information that enhances maritime domain awareness.

- ■ Promote collaborative associations with foreign law enforcement and security partners to assist the protection of U.S. naval forces.

- ■ Provide law enforcement training to our foreign partners to assist them in strengthening maritime security and good governance.

Expeditionary Support Capabilities

Humanitarian assistance and disaster response, as articulated in the Maritime Strategy, are considered core capabilities of our naval services. The international relationships we foster in times of calm will enable us to respond expeditiously in times of crisis. Because of their mobility and flexibility, naval forces are often first on the scene of natural or man-made disasters. As naval forces support humanitarian assistance and disaster response (HA/DR) efforts, it will be incumbent upon NCIS to ensure that law enforcement and security requirements are properly coordinated. NCIS will assist expeditionary support capabilities by:

- ■ Ensuring that our engagement planning accounts for HA/DR support activities.

- ■ Conducting HA/DR engagement discussions and processes with our interagency and foreign partners to ensure that the HA/DR law enforcement and force protection requirements are well thought out and coordinated.

- ■ Establishing theater-based law enforcement and force protection contingency response teams that can immediately respond to the needs of our naval services.

Decision-Quality Information

Human-derived information is one of the most important ingredients in today's decision making. The quality of information, the speed by which it is obtained and delivered, and the context in which it is provided, matter greatly to decision makers. The NCIS Human Derived Information (HDI) program will establish human networks for the collection of naval and maritime-related decision-quality information. Through the HDI program, NCIS will establish relationships with international law enforcement communities, maritime sectors, and other sources for the primary purpose of collecting and sharing information supporting maritime security.

Our People

Our success in implementing this Strategic Vision demands that we continue to invest in our greatest asset—our diverse and highly skilled personnel. The unique expertise of our special agents, analysts, intelligence and security specialists, and support professionals cannot be developed overnight. The agility and adaptability of the NCIS workforce provide our competitive advantage over the adversaries of the United States. To maintain and further develop this critical resource, NCIS will:

- Recruit personnel who represent the diversity of the world in which we live and ensure they are provided with the necessary skills to meet our mission requirements in the global operating environment.

- Ensure that our workforce is organized, equipped, and tasked to operate flexibly, in order to provide security for naval forces that are deployed in non-traditional locations and capacities.

Conclusion

NCIS will support the operational readiness of those we serve. We will bring to justice those who would plan harm to the naval services, be it through terrorist activity, violent crime, or trespass in cyber domains. We will relentlessly pursue and hinder those who attempt to steal our secrets. We will work with the Navy and Marine Corps to ensure that their bases, buildings, ships and people are safe, while we collaborate with allies and partners to assure the security of our forces and civilians overseas.

NCIS is committed to meeting the challenges of operating in a dangerous world, where new dangers constantly emerge. With 130 years of history and experience behind us and the critical responsibilities of an uncertain future ahead, the men and women of NCIS are ready for their next mission.