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# THE COMPLEX



EYES ONLY

Agency Dossiers for *Delta Green: The Role-Playing Game*

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# From Big Data to Beltway Bandits

Cosmic terror infects the U.S. government and the companies that profit from it. *Delta Green: The Complex* offers 21 new dossiers for federal agencies and important contractors to enhance your Delta Green campaign. Each dossier describes the entity's budget, operatives, organizational structure and history, mandate, areas of friction with other agencies, suggested professions for Delta Green agents, and what it's like to work there.

*The Complex* gives deep and playable details for both the Handler and the Agents. It covers the ATF, Booz Allen Hamilton, the Coast Guard, Consolidated Analysis Center Incorporated, Constellis Group, Customs and Border Protection, DARPA, the Defense Intelligence Agency, FEMA, the IRS, Lockheed Martin, NASA, the National Nuclear Security Administration, the National Counterterrorism Center, the National Geospatial Intelligence Agency, the National Parks Service, the National Reconnaissance Office, the NSA, the Office of Naval Intelligence, the RAND Corporation, and the Secret Service.

*The Complex* supplements *Delta Green: The Role-Playing Game*, one of the most acclaimed RPG series of all time.



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This is a work of fiction.

Aum Supreme Tr  
(Aum)  
a.k.a. Aum Shiriky  
Aleph

RESTRICTED  
TOP SECRET//ORCON//SPECIAL ACCESS  
REQUIRED-DELTA GREEN

# DELTA GREEN

## // The Complex //

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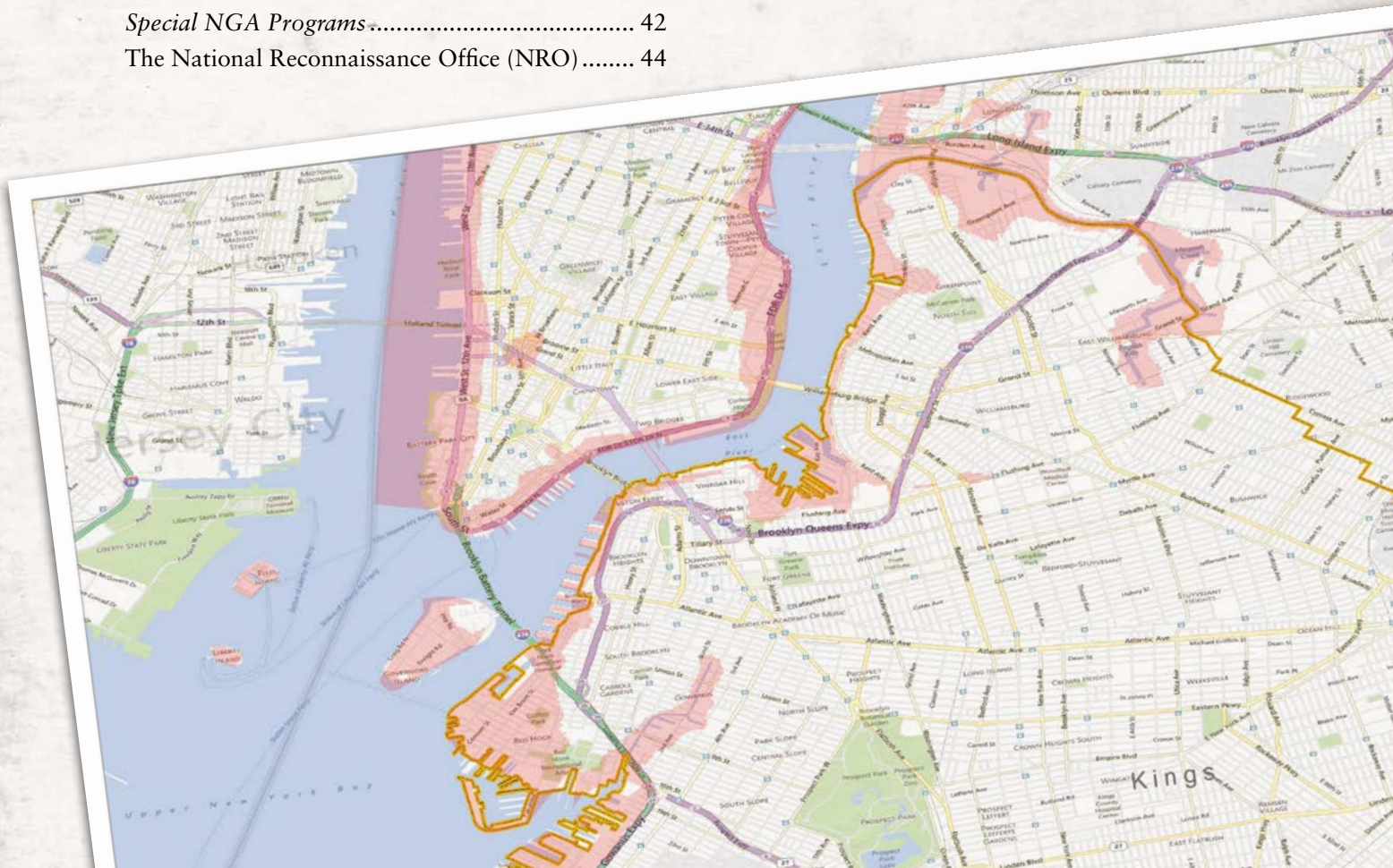
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# Contents

<b>Introduction</b> .....	4	<b>Interior</b> .....	47
At a Glance .....	4	The National Park Service (NPS) .....	47
Suggested Professions.....	4	“Type 1 Hotshots” .....	48
The Organizations .....	5	<b>Public Safety</b> .....	51
<b>Law Enforcement</b> .....	6	The Federal Emergency Management	
Customs and Border Protection (CBP) .....	6	Agency (FEMA) .....	51
<i>Background Checks</i> .....	6	<b>Research</b> .....	54
The Bureau of Alcohol, Tobacco, Firearms		The National Aeronautics and	
and Explosives (ATF or BATFE) .....	11	Space Administration (NASA).....	54
<i>Tracing Firearms</i> .....	13	Defense Advanced Research	
The U.S. Secret Service (USSS).....	15	Projects Agency (DARPA) .....	57
<b>Defense</b> .....	20	The National Nuclear Security	
The U.S. Coast Guard (USCG).....	20	Administration (NNSA) .....	61
“Cutters” .....	21	<b>Treasury</b> .....	65
<b>Intelligence</b> .....	26	The Internal Revenue Service (IRS) .....	65
The National Counterterrorism Center (NCTC) ..	26	<b>Private Sector</b> .....	67
The Office of Naval Intelligence (ONI) .....	30	Constellis Group, Inc. ....	67
The National Security Agency (NSA) .....	33	<i>Firing and Prosecution in the Private Sector</i> .....	68
SCIFs .....	35	Lockheed Martin Corporation (LMT) .....	70
“Five Eyes” Coordination (FVEY).....	36	CACI International Inc. (CACI) &	
The Defense Intelligence Agency (DIA) .....	37	Booz Allen Hamilton Inc. (BAH).....	73
The National Geospatial-Intelligence		RAND Corporation.....	76
Agency (NGA) .....	41		
<i>Special NGA Programs</i> .....	42		
The National Reconnaissance Office (NRO).....	44		



## Introduction

The composition of Delta Green, whether the Program or the Outlaws, changes every year. Delta Green writ large has always had its deepest roots in the military and in the FBI, but it recruits co-conspirators where it finds them.

The National Parks Service is a surprisingly fruitful source of Agents. But perhaps that is not so surprising when you consider the number of incursions that emerge in national parks, where ordinary people venture into the unwatched dangers of the wilderness. The Coast Guard responds to a wide range of disasters and emergencies in U.S. waters, and its sailors have more than once encountered shocking horrors.

Unbeknownst to most Delta Green agents in the field, certain elements of the National Security Agency are crucial to catching possible incursions of the unnatural. Its technical specialists and analysts occasionally have to venture out of the Beltway to aid operations. The IRS has access to astonishingly broad and deep details on the activities of individuals and organizations, legitimate and otherwise.

The private sector, meanwhile, receives roughly an eighth of the U.S. government budget, depending on the year. Massive contractors like Constellis and Lockheed Martin are deeply engaged with the government's most secret operations. For Agents whose crimes on behalf of Delta Green see them driven out of government service, they can be attractive places to start over.

## At a Glance

Each agency includes a few questions that summarize what it offers to Delta Green.

### "Powers of Arrest?"

This indicates whether the agency deploys law-enforcement officers trained and authorized to make arrests. (An Agent without arrest powers can make a so-called "citizen's arrest" but has no special legal protections.)

### "Expected to Carry a Weapon?"

This indicates whether the public would be surprised to see someone from the agency armed. Outside combat that usually means a pistol. Most law-enforcement officers are expected to carry sidearms most of the time while in the United States. Military personnel are expected to carry weapons in combat or on missions. Everyone else is governed by the same laws as civilians.

Every city, county, and state in the U.S. has its own laws regarding civilians carrying weapons.

Government facilities and airports forbid anyone to have a firearm who is not not a guard or law-enforcement officer on duty. They screen entrants with metal detectors, chemical sniffers, and/or pat-downs.

### "Access to Official Funds?"

Most agencies give their personnel credit cards to use for official purposes, especially when traveling.

### "Operational Budget/Restricted Items?"

This entry suggests unusual equipment and access that an Agent from this agency can seek. (See **OFFICIAL REQUISITION** on page 86 of the *Agent's Handbook* for details.)

## Suggested Professions

Each profile suggests a few offices or units particularly suitable for Agent professions. Each entry includes professional skills and Bonds (or else an existing profession to use); suggested bonus skills that are important to the office's work; and equipment that an Agent from that office is likely to have.



**>> The Organizations**

These agencies and companies are detailed in *The Complex* or in the *Agent's Handbook*.

Organization	Abbreviation	Function	Book and Page
Booz Allen Hamilton Inc.	BAH	Private Sector	<i>The Complex</i> , 73
Bureau of Alcohol, Tobacco, Firearms and Explosives	ATF or BATFE	Law Enforcement	<i>The Complex</i> , 11
CACI International Inc.	CACI	Private Sector	<i>The Complex</i> , 73
Centers for Disease Control and Prevention	CDC	Public Safety	<i>Agent's Handbook</i> , 158
Central Intelligence Agency	CIA	Intelligence	<i>Agent's Handbook</i> , 148
Constellis Group, Inc.	Constellis	Private Sector	<i>The Complex</i> , 67
Customs and Border Protection	CBP	Law Enforcement	<i>The Complex</i> , 6
Defense Advanced Research Projects Agency	DARPA	Research	<i>The Complex</i> , 57
Defense Intelligence Agency	DIA	Intelligence	<i>The Complex</i> , 37
Department of Defense service branches (overview)	DoD	Defense	<i>Agent's Handbook</i> , 126
Drug Enforcement Administration	DEA	Law Enforcement	<i>Agent's Handbook</i> , 114
Environmental Protection Agency	EPA	Public Safety	<i>Agent's Handbook</i> , 161
Federal Bureau of Investigation	FBI	Law Enforcement	<i>Agent's Handbook</i> , 109
Federal Emergency Management Agency	FEMA	Public Safety	<i>The Complex</i> , 51
Immigrations and Customs Enforcement	ICE	Law Enforcement	<i>Agent's Handbook</i> , 118
Internal Revenue Service	IRS	Treasury	<i>The Complex</i> , 65
Lockheed Martin Corporation	LMT	Private Sector	<i>The Complex</i> , 70
National Aeronautics and Space Administration	NASA	Research	<i>The Complex</i> , 54
National Counterterrorism Center	NCTC	Intelligence	<i>The Complex</i> , 26
National Geospatial-Intelligence Agency	NGA	Intelligence	<i>The Complex</i> , 41
National Nuclear Security Administration	NNSA	Research	<i>The Complex</i> , 61
National Parks Service	NPS	Interior	<i>The Complex</i> , 47
National Reconnaissance Office	NRO	Intelligence	<i>The Complex</i> , 44
National Security Agency	NSA	Intelligence	<i>The Complex</i> , 33
Office of Naval Intelligence	ONI	Intelligence	<i>The Complex</i> , 30
RAND Corporation	RAND	Private Sector	<i>The Complex</i> , 76
U.S. Air Force	USAF	Defense	<i>Agent's Handbook</i> , 132
U.S. Army	Army	Defense	<i>Agent's Handbook</i> , 130
U.S. Coast Guard	USCG	Defense	<i>The Complex</i> , 20
U.S. Department of State	DoS	Diplomacy	<i>Agent's Handbook</i> , 153
U.S. Marine Corps	USMC	Defense	<i>Agent's Handbook</i> , 136
U.S. Marshals Service	USMS	Law Enforcement	<i>Agent's Handbook</i> , 122
U.S. Navy	USN	Defense	<i>Agent's Handbook</i> , 134
U.S. Secret Service	USSS	Law Enforcement	<i>The Complex</i> , 15
U.S. Special Operations Command	SOCOM	Defense	<i>Agent's Handbook</i> , 140

# Law Enforcement

## Customs and Border Protection (CBP)

Customs and Border Protection is the largest law enforcement agency in the United States in terms of manpower. It enforces border regulations including visitor access, trade, cargo, customs (import taxes), and immigration. CBP works closely with Immigration and Customs Enforcement, the Drug Enforcement Administration, and the FBI to keep U.S. borders safe while facilitating legal immigration, visitation, business and trade.

**BUDGET:** Approximately \$12 billion in 2015.

### The CBP Operative at a Glance

**POWERS OF ARREST?** Yes.

**EXPECTED TO CARRY A WEAPON?** Yes.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission. The credit line can be up to a Standard expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

Using Bureaucracy, the operative can access surveillance and tracking equipment. Items like infrared or low-light cameras or goggles are equivalent to an Unusual expense. Specialized vehicles including dune buggies, improved police cruisers, improves SUVs, hardened ATVs (quads), patrol boats, and horses are Major expenses. Aerial vehicles like drones or helicopters with surveillance equipment are equivalent to an Extreme expense.

### The Organization

Based in Washington, D.C., CBP employs over 50,000 people (40,000 of whom are law enforcement personnel) and maintains offices at over 300 points of entry into the United States, including preclearance posts at airports in foreign countries.

In terms of law enforcement operations, CBP's three most important offices are Air and Marine Operations (AMO), Border Patrol (BP), and the Office

## Background Checks

Most government employees and contractors who work with classified materials are subject to significant background checks and screening. For example, key personnel in the intelligence community must receive Top Secret and SCI clearance at a minimum, which requires an extensive background check, psych screening, and counterintelligence and lifestyle polygraph tests. In the background check, FBI agents call references and walk around an applicant's neighborhood, workplace, or school, asking people about habits and associations. Applicants are also subject to a long, automated psych test that flags troubling personality traits.

Previous drug use or indiscretions aren't necessarily disqualifying. The background check looks for vulnerabilities in the applicant's lifestyle: things a foreign spy or agent could exploit or leverage into blackmail. Large amounts of consumer debt are a major red flag, as is any "secret" lifestyle. Sexuality is not an issue, as long as the applicant is "out" to colleagues and family.

of Field Operations (OFO, pronounced "oh foh"). All three employ special agents and uniformed officers to enforce U.S. law. OFO staffs the points of entry into the United States, including customs and immigration offices and posts at land borders, maritime ports, and airports. Border Patrol covers the rest of the border and is responsible for tracking and arresting illegal entrants. AMO provides air and maritime support for OFO and BP and conducts maritime searches.

Within the Office of Border Patrol is the elite Special Operations Group (SOG). SOG provides Customs and Border Protection with specially trained and equipped teams capable of rapid response to dangerous situations, including hostage rescue, tactical operations, search and rescue, and field medical response. Within SOG there are two operational units. The Border Patrol Tactical Unit (BORTAC) deploys at a moment's notice around the world, including into



active combat zones. The Border Patrol Search, Trauma, and Rescue Unit (BORSTAR) provides advanced search and rescue and field medical support. SOG maintains a small in-house Intelligence Unit (SOG IU) and deployable logistics team (the Mobile Response Team, or MRT). SOG IU conducts electronic targeting and collections, and provides additional support for selected CBP missions and Border Patrol. MRT deploys into crisis areas to provide logistical and supply management support for other SOG or federal law enforcement teams.

### Key CBP Offices

- » Air and Marine Operations (AMO)
- » Border Patrol (BP)
  - › Special Operations Group (SOG)
    - Border Patrol Tactical Unit (BORTAC)
    - Border Patrol Search, Trauma and Rescue Unit (BORSTAR)
- » Office of Field Operations (OFO)
  - › Canine Enforcement Program
- » Office of Intelligence

### Operatives

CBP agents have the authority to stop, question, inspect, and examine any person or vehicle entering or exiting the United States, and to arrest individuals suspected of violating federal law. The primary difference between OFO, BP, and OAM is the parts of the border they focus on. OFO focuses on formal points of entry,

BP patrols the large stretches of the border, and OAM covers the skies. Each CBP trainee completes courses in integrated law (including nationality, immigration, and criminal law), physical training, firearms instruction, and driving. Many CBP employees learn Spanish.

SOG officers train like other federal SWAT teams, though they travel more than most. SOG specializes in remote-area tactical operations, and in many ways operates like a military unit.

CBP canine officers use specially trained detector dogs to identify narcotics, concealed humans, smuggled agriculture products, explosives and ammunition, and unreported currency. These teams are some of the most effective means to catch explosives and contraband and are in high demand.

### Authority and Mandate

In general, CBP ensures that authorized people and goods have minimal trouble entering the United States, while making it hard for illegal people and items to enter. CBP's border-security missions include interdicting illegal narcotics and other contraband; refusing entry to people attempting illegal entry or who pose a risk to the U.S. (including known or suspected terrorists); protecting American agriculture from harmful pests and diseases; collecting import duties; and enforcing trade, immigration, and agriculture laws.



## Field Operations

For Border Patrol and AMO, the “field” is a breathtaking amount of territory along the northern and southern borders as well as maritime ports of entry. Agents usually spend more time out of the office than in. An AMO patrol covers specific territory such as a marine port or shipping lane. AMO patrols board ships and aircraft. Border Patrol covers large areas of remote land. While most patrols only last a day or two, they can sometimes stretch into many days or weeks, particularly if the team is looking into suspected criminal trafficking in remote wilderness.

It is increasingly common for surveillance drones to support Border Patrol on routine outings. BP deploys advanced IR and low light cameras, and is open to exploring new or untested surveillance technologies. By setting up regular patrols over areas suspected to be used by smugglers, the organization builds a large amount of time-lapse data on a discrete area. It discovers considerable detail by tracing physical evidence like footprints, tire tracks, or even residual heat signatures.

OFO works inside or nearby static facilities; “ports of entry” at the land border, traditional ports, and airports.

## Areas of Friction

CBP generally gets along well with other federal agencies. It cooperates closely with DEA, ICE, ATF, and the FBI to combat terrorism and criminal syndicates. It is a large contributor to Joint Terrorism Task Forces. CBP works with the Department of State to identify potential criminals or terrorists who try to use fake or illegally obtained passports or visas to enter the United States.

CBP gets into bureaucratic trouble due to the distinct cultures of its three operational arms. OFO, BP, and AMO all operate in different environments, with different equipment, and sometimes with different priorities. The three offices often act like independent units rather than part of a cohesive CBP, making information sharing and cooperation unnecessarily difficult.

A series of operational failures and difficult public relations stories about the treatment of refugees and immigrants, particularly South Americans and Muslims, have subjected CBP to ongoing public criticism. Congress increasingly scrutinizes its day-to-day operations.

## Playing CBP

At land Ports of Entry, OFO officers look at the credentials of drivers who enter the U.S. from Canada or Mexico. Travelers entering through portal facilities or airports are interviewed as CBP stations as the last line of clearance to enter the United States. Even at slow entry portals or airports, OFO officers and agents perform hundreds of these interviews a day.

As a member of OFO, you likely wanted to be part of law enforcement for some time. OFO provides the opportunity to guard the border and a comfortable and stable work environment. If you are family-oriented, this is a good job. Travel is light, your assignments last years at a time, and your hours are regular. OFO-operated facilities and entry portals are often the best and most reliable employers in some of the most remote areas of the country.

As part of OFO, your loyalty is to the American people, not to the traveler trying to get past you. You are sympathetic, but your job is to stop the wrong



people from entering the U.S., even those who don't know they are in the wrong. The law is the law, and the grey areas are few and far between. Travelers either have valid credentials and qualify to enter the U.S. or they don't. Simple as that. You are amazingly quick at evaluating someone's intentions, even outside of work. You watch for micro-expressions, universal tell-tale signs on a person's face or in their demeanor. You listen to the pitch of their voice. You watch to see how steady their hand is. You don't so much listen to what someone says as much as how they say it.

Border Patrol attracts a very different breed. Border Patrol agents tend to be happy to go out on long patrols in everything from SUVs to kayaks. Border Patrol tends to rely on the judgment of its personnel in the field. In the middle of the night, surrounded by desert, there isn't always time to call headquarters for approval. On patrol, you use the same skills as a hunter: patience and a keen eye for physical evidence.

The primary activity of a Border Patrol agent is "Line Watch." Line Watch involves the detection, prevention, and apprehension of terrorists, illegal aliens and smugglers near the border by maintaining an extensive surveillance network, both active and passive. Active surveillance involves drones, canine units, remote cameras, and officers' eyes. Passive surveillance involves sensing equipment like unmanned infrared cameras and chemical sniffers to determine the numbers and locations of illegal crossings.

AMO is somewhere in between the outdoor appeal of BP and the stable offices of OFO. If you are AMO, you like the fusion of law enforcement and vehicles such as aircraft or boats. The wide-open environment means you have to think a bit differently than most police, constantly evaluating the environment and geography. AMO officers usually play a support role to Border Patrol and OFO, and that suits you fine. Your team only gets called in when there is a need that the other offices can't cover. That means much less wasted time.

## Suggested Professions

### Border Protection (Preclearance or Portal Monitoring) (OFO/P)

These officers man points of entry into the United States. They screen visitors and cargo. Many are posted in dangerous border crossings and face well-armed and determined narcotics traffickers.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Alertness, Bureaucracy, HUMINT, Persuasion.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

### Marine Interdiction (AMO/MI)

Marine Interdiction Agents are drilled in boarding actions, particularly from a small ship onto a large vessel.

**PROFESSIONAL SKILLS:**

- » Alertness 50%
- » Bureaucracy 30%
- » Criminology 50%
- » Drive 50%
- » Firearms 50%
- » Forensics 30%
- » Foreign Language (Spanish) 50%
- » Heavy Weapons 30%
- » HUMINT 60%
- » Law 30%
- » Persuade 40%
- » Pilot (Boat) 60%
- » Search 50%
- » Swim 50%
- » Unarmed Combat 60%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Alertness, Athletics, Search, SIGINT.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*, along with water survival gear.

### Detection Canine Program (OFO/K9)

CBP canine teams assess and identify smuggled material, particularly contraband, illegal narcotics, and

explosives. K9 teams are always in high demand and can travel extensively.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Alertness, Craft (Dog Training), Science (Veterinary Science), Search.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*, a canine colleague (working or sporting breed), dog handling equipment, and veterinary medical supplies.

## U.S. Border Patrol

Border Patrol officers run interdiction, surveillance, and search teams to identify trends in illegal entry and capture illegal migrants or contraband. Border Patrol officers are hardy and used to operating out of an SUV for extended periods of time.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Athletics, Drive, Navigate, Survival.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook* and access to a wide range of transportation.

## Border Tactical Unit (SOG/BORTAC)

Deployable and mobile, the BORTAC is CBP's primary tactical operations group. It specializes in both dense urban and remote environments and is designed to be self-sufficient for days without support or resupply.

**PROFESSIONAL SKILLS:**

- » Alertness 50%
- » Bureaucracy 20%
- » Criminology 50%
- » Drive 50%
- » Firearms 50%
- » Forensics 30%
- » Foreign Language (Spanish) 40%
- » HUMINT 40%
- » Law 30%
- » Navigate 60%
- » Persuade 50%
- » Pharmacy 50%
- » Search 50%
- » Survival 60%
- » Unarmed Combat 60%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Alertness, Firearms, Melee Weapons, Military Science (Land).

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

## Border Patrol Search, Trauma and Rescue Unit (SOG/BORSTAR)

BORSTAR provides skilled medical and search and rescue personnel for BORTAC and other law enforcement groups to provide. BORSTAR specializes in operations in remote areas.

**PROFESSIONAL SKILLS:**

- » Bureaucracy 50%
- » First Aid 60%
- » Forensics 50%
- » Medicine 60%
- » Navigate 40%
- » Persuade 40%
- » Pharmacy 50%
- » Science (Biology) 50%
- » Search 50%
- » Surgery 50%
- » Survival 30%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Firearms, First Aid, Medicine, Survival.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook* and extensive medical supplies and trauma equipment.



### National Air Security Operations (AMO/NASO)

NASO operates CBP's long-range patrol aircraft, P3 surveillance planes and drones.

**PROFESSION:** Pilot.

**SUGGESTED BONUS SKILLS:** Alertness, SIGINT, Pilot (Airplane or Drone), Craft (Electronics).

**EQUIPMENT:** Troubleshooting manuals, flight checklists, and access to a P3 aircraft or secure space to operate a drone.

## The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF or BATFE)

The Bureau of Alcohol, Tobacco, Firearms and Explosives is under the Department of Justice and usually goes by its older name, Alcohol, Tobacco, and Firearms (ATF). Its role in tracking contraband alcohol and tobacco decreased after changes to its mandate and organization following 9/11. The ATF focuses heavily on reducing the threat of violent crime linked to firearms and explosives. The bulk of its work involves regulating firearm commerce and tracing firearms and explosives involved in crimes. The ATF also arrests violent offenders who unlawfully possess firearms.

**BUDGET:** About \$1.2 billion in 2015.

### The ATF Operative at a Glance

**POWERS OF ARREST?** Yes.

**EXPECTED TO CARRY A WEAPON?** Yes.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or assignment. The credit line is worth up to a Standard expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF**

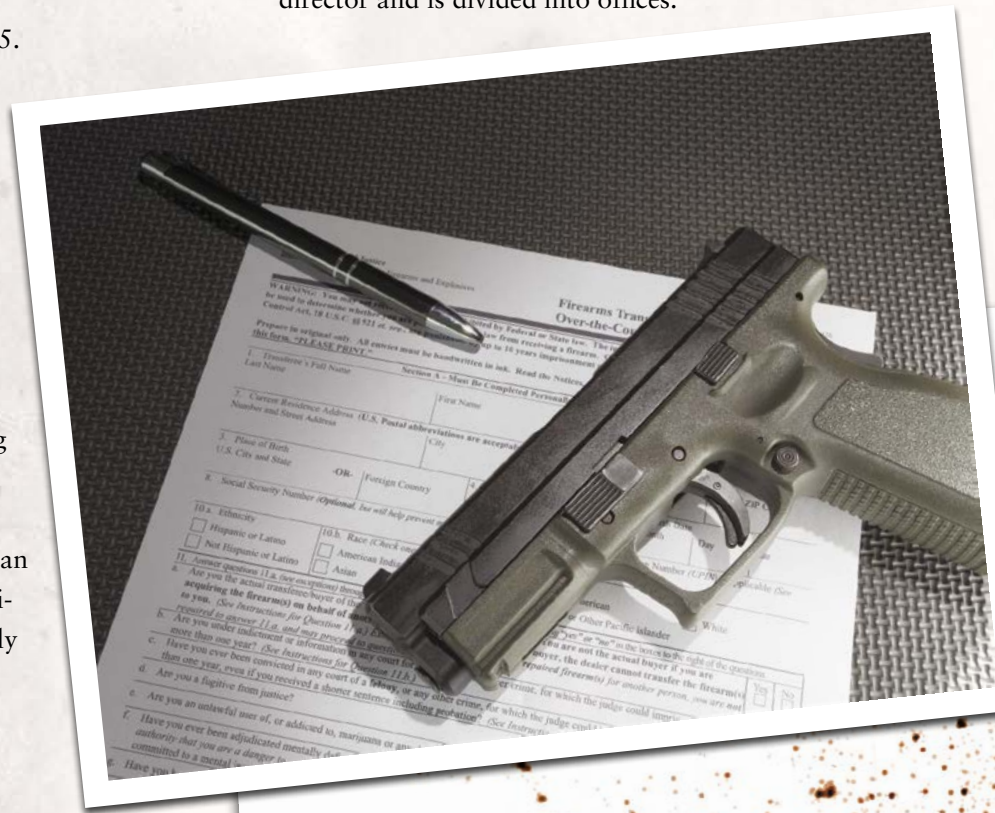
**RESTRICTED ITEMS?** With Bureaucracy, an Agent may check out confiscated evidence from previous busts, ostensibly

for examination or comparison with evidence from another case. Checking out a firearm connected to an existing case, but that can be purchased in the U.S. legally, is equivalent to an Unusual expense. Expensive or rare items, such as an impounded vehicle, are equivalent to a Major expense. Accessing heavily modified or illegal weapons or ammunition such as hollow-tipped bullets, armor-piercing or high-velocity bullets, incendiary rounds, or handguns modified to handle larger caliber ammunition is equivalent to a Major expense. Checking out evidence from a case the Agent is not involved with automatically triggers official review unless the Agent takes steps to hide his or her identity. Hiding the Agent's identity requires a Criminology roll. If it fumbles, the Agent is caught and faces possible firing and prosecution.

With Forensics or Bureaucracy, an ATF agent may request the use of special vehicles that contain extensive scientific, analytical, and forensics gear. The request is equivalent to a Major expense.

### The Organization

The ATF employs about 2,000 special agents and about 3,000 other employees, a relatively low number compared to other federal law enforcement agencies. It is notably small considering the number of cases the ATF sends for prosecution. ATF is headed by a director and is divided into offices.



The operational section is the Office of Field Operations, which is supported by the Office of Intelligence and Information and the Office of Enforcement Programs. Other offices are technical or bureaucratic. ATF operates a number of forensics laboratories and ballistics/chemical identification centers. In its unique Fire Research Laboratory in Beltsville, Maryland, full-scale mock-ups of criminal arson or crime scenes are reconstructed.

ATF's SWAT component is its Special Response Teams (SRTs). SRTs have a much wider range of missions than many federal SWAT teams. SRTs respond to high-risk arrest and search warrants, home invasion investigations, robberies, and undercover operations. They provide tracking in rural areas by human and canine operators, high-risk surveillance, precision weapon systems, and high-threat VIP protection details. The ATF maintains a large number of working dogs, many attached to SRTs.

ATF's National Integrated Ballistic Information Network (NIBIN) provides federal, state, and municipal agencies with an automated ballistic imaging system. NIBIN examines physical details such as bullet striation or types of entry wounds to link previously unrelated crimes.

## Key ATF Offices

- » Office of Field Operations and Investigation (OFO)
  - › Special Response Teams (SRTs)
    - Tactical Canine Program
- » Office of Strategic Intelligence and Information
- » Office of Enforcement Programs (OEP)
  - › Explosives Enforcement
    - Accelerant and Explosives Detection Canine Program
    - National Explosives Task Force (NETF)

## Operatives

ATF special agents conduct criminal investigations involving firearms, explosives or contraband, and work with state and local police to reduce violent crime. On the other side of the house, ATF investigators are charged with regulating the gun and explosive

industry. These men and women are not armed law enforcement officers but have administrative authority to conduct inspections and searches, and to recommend revocation or non-renewal of Federal Firearms Licenses when licensees violate federal firearms laws.

ATF uses criminal profilers who are trained at the FBI's National Center for the Analysis of Violent Crime (NCAVC) in Quantico, Virginia. Behavioral profilers analyze and interpret crime-scene behavior and witness and suspect testimonies to assess the personality of the perpetrator. A geographic profiler analyzes connected crime locations to pinpoint the most probable area where an offender would live. ATF is the only federal agency to use geographic profilers.

## Authority and Mandate

The ATF has the lead authority on federal crimes whose nature involves firearms or explosives. It regulates the sale, possession, and transportation of firearms, ammunition, and explosives in interstate commerce and issues approvals to prospective gun sellers. The ATF conducts firearms licensee inspections and background checks. The ATF investigates cigarette smuggling and narcotics investigations.

## Field Operations

Travel budgets for ATF employees are reasonably robust. Official travel is frequent and not heavily scrutinized. ATF agents have large caseloads and sometimes travel between states or overseas for weeks at a time. When in the field, ATF agents, investigators, and officials operate like other federal law enforcement personnel. It is rare for an ATF agent to operate alone, and the ATF is likely to send a team composed of at least an agent and an investigator. When violence is expected (which is common in ATF operations), multiple special agents are sent while investigators and other personnel are held back. If available, a Special Response Team is deployed.

ATF utilizes a National Response Team (NRT) to deploy personnel to significant events. NRT members are expected to deploy within 24 hours. The NRT is composed of veteran personnel, including explosives specialists, fire investigators, forensic mapping

## Tracing Firearms

When a trace request comes in to ATF's National Tracing Center, the microfilm department is activated. This department stores over 500 million records in microfilm format. Employees retrieve microfilm cases from a shelf, search the records using a special reader that magnifies the images, and reports their findings to the law enforcement agency that put in the request. Urgent requests are turned around within 24 hours, but the process usually takes five or more days. ATF employs specialists trained to quickly search, analyze, and verify information on microfilm. ATF uses microfilm technology because of legal restrictions on creating electronic databases on firearms owners.

specialists, explosive detection canine teams, electrical engineers, and forensic chemists. A deployed team is generally broken down into two components, one that processes the scene and another to lead the investigation.

### Areas of Friction

Due to the databases the ATF maintains, it is often called upon by other federal and state law enforcement bodies for forensic or firearms tracing data. The data never comes quickly enough. There is always more demand for data from the ATF than it has resources to quickly handle, leading to resentment and a general sense that ATF personnel "aren't doing their job."

Firearms are involved in many crimes in the United States, but the ATF's involvement in many of these crimes is to focus on violations of firearms or explosives law rather than the primary criminal act. This can lead to the ATF feuding with other agencies over jurisdiction, especially when it comes to serving a warrant and getting credit for the operation. Frequently, the Drug Enforcement Administration (DEA) and ATF often work at cross purposes against the same criminal organizations or suspects.

ATF's mandate brings it into conflict with a number of lobbying and special interest groups,

particularly the powerful and well-funded National Rifle Association (NRA). This places ATF operations under constant public and political scrutiny.

### Playing the ATF

You don't have time for niceties. ATF special agents consistently rank at the top of all federal agencies in cases referred for prosecution and arrests made. Every agency bemoans the fact that it is understaffed and underfunded, but ATF has it particularly rough. Your supervisors place a premium on closing cases or sending them to jury. You wish you had more time to go through the details, but you have to rely on your instincts to make sure you don't get bogged down in minutiae.

ATF investigations are intense. Every interaction with a suspect is potentially deadly. ATF personnel are taught to be cautious and thorough until a situation begins to unravel. Then, the ATF personnel are expected to take control quickly and forcefully. Suspects are often better armed than the ATF, so the best response is to secure the initiative.

Most ATF agents perform well under stress. If they didn't, they would have left long ago. Still, you have to find ways to cope. For many that means drinking. Hopefully you have another outlet on your time off to help you wind down and stay focused. Travel is a significant part of your life, making a balance of work and a personal life more difficult. You have to make it work. If you don't, something will break.

You have a lot of face time with the worst elements of society on their own turf. ATF agents not only have to learn how criminal organizations work and the personalities involved, but must be able to blend in to their neighborhoods and communities. This type of work is better learned in the field with veteran agents than in classrooms.

## Suggested Professions

### Tactical Canine Program (SRT/K9)

ATF's canine program focuses on hidden or fleeing suspects. The human member of the team is expected to be good at tracking human suspects on their own,

and with a canine partner, they are formidable. The duo is also trained to work in concert in a fight.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Craft (Dog Training), Melee Weapons, Search, Survival.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*, a canine colleague (working breed), dog handling equipment, and limited veterinary medical supplies.

## Tactical Medic Program (SRT/TMP)

Tactical medics are special agents who specialize in combat trauma care.

**PROFESSIONAL SKILLS:**

- » Alertness 50%
- » Bureaucracy 40%
- » Criminology 50%
- » Drive 50%
- » Firearms 50%
- » First Aid 50%
- » Forensics 30%
- » HUMINT 60%
- » Law 30%
- » Medicine 30%
- » Military Science (Land) 30%
- » Persuade 50%
- » Pharmacy 50%
- » Search 50%
- » Unarmed Combat 60%

**BONDS:** 1

**SUGGESTED BONUS SKILLS:** Firearms, First Aid, Science (Biology or Veterinary), Surgery.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook* and extensive (and portable) first aid and trauma gear.

## Tactical Operations (SRT/TO)

ATF's Special Response Team tactical operators focus on highly dangerous manhunts.

**PROFESSIONAL SKILLS:**

- » Alertness 60%
- » Athletics 60%
- » Demolitions 50%
- » Dodge 60%

- » Firearms 60%
- » First Aid 40%
- » Heavy Weapons 50%
- » Melee Weapons 50%
- » Military Science (Land) 30%
- » Navigate 50%
- » Stealth 60%
- » Survival 50%
- » Swim 50%
- » Unarmed Combat 60%

**BONDS:** 1

**SUGGESTED BONUS SKILLS:** Athletics, Demolitions, Firearms, HUMINT.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

## Office of Field Operations and Investigation (OFO)

ATF special agents put cases together against suspected illegal weapons dealers and smugglers. That often means conflict with organized criminal gangs and syndicates.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Criminology, Forensics, Firearms, Law.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

## Criminal Investigative Analyst

Geographic profilers and behavioral profilers anticipate a suspect's tendencies and motives as well as areas they are likely to strike.

**PROFESSIONAL SKILLS:**

- » Bureaucracy 40%
- » Computer Science 40%
- » Criminology 50%
- » Foreign Language (Spanish) 40%
- » HUMINT 60%
- » Forensics 40%
- » Law 40%
- » Psychotherapy 30%
- » Science (Statistics) 50%
- » Science (Biology) 50%

**BONDS:** 3



**SUGGESTED BONUS SKILLS:** Criminology, Forensics, Law, Psychotherapy.

**EQUIPMENT:** Access to FBI and ATF databases and files, access to academic research on psychology and behavioral sciences, and a respectable library on criminal behavior.

## Explosives Specialist

Certified Explosives Specialists (CES) are special agents trained in explosives investigations, the disposal of explosive materials, and how the commercial explosives industry operates. Some CES are also trained as Explosive Enforcement Officers with additional skills in defusing explosives during kinetic operations.

**PROFESSIONAL SKILLS:**

- » Alertness 60%
- » Athletics 60%
- » Artillery 40%
- » Demolitions 60%
- » Dodge 60%
- » Firearms 50%
- » First Aid 40%
- » Heavy Machinery 60%
- » Heavy Weapons 50%
- » Military Science (Land) 20%
- » Stealth 50%
- » Survival 50%
- » Swim 50%
- » Unarmed Combat 50%

**BONDS:** 1

**SUGGESTED BONUS SKILLS:** Criminology, Demolitions, Forensics, Science (Chemistry or Physics).

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*, explosives protection gear, a large selection of tools, electronic and chemical diagnostics equipment, and access to remotely operated vehicles to approach, surveil, and neutralize suspected explosives.

## The U.S. Secret Service (USSS)

The United States Secret Service is a federal law enforcement agency within the Department of Homeland Security. The USSS has a two-fold mission: protection of the nation's leaders and protection of its financial infrastructure. The first mission is defensive in nature, and involves ensuring the safety of the President, other key leaders and dignitaries, and high-visibility facilities. The second mission is investigative in nature, and involves financial crimes such as wire fraud, money laundering, and counterfeiting.

**BUDGET:** Just over \$1.6 billion in 2015.

## The Secret Service Agent at a Glance

**POWERS OF ARREST?** Yes. Special Officers and Uniformed

Division officers can only make arrests connected to their official duties, as opposed to many other federal agents, including USSS special agents, who can make arrests of nearly anyone suspected of a crime in their presence, and certainly anyone who commits a crime in front of them.

**EXPECTED TO CARRY A WEAPON?** Yes.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to a Standard expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

Using Bureaucracy, an operative may use advanced, converted armored civilian vehicles such SUVs and limousines (always in black). These vehicles are not only armored and have improved engines, they also come with a wide range of encrypted communications gear, advanced drone support, and surveillance gear. Such a vehicle is the equivalent of a Major expense. Operatives may request transport of their vehicles or any large piece of equipment by military aircraft to support VIP protection details as an Extreme expense. Because of the rarity of these vehicles, "borrowing" one automatically elicits official review. Hiding the agent's identity requires a Criminology roll; if it fumbles, the agent is caught and faces possible firing and prosecution.

## The Organization

The missions of the Secret Service have evolved considerably. Originally part of the Department of the Treasury and tasked with investigating counterfeiting and financial fraud, the USSS was soon tasked with protection of the President. Following 9/11, the USSS was transferred to the newly formed DHS. The Secret Service is one of the smaller agencies within the DHS in terms of both personnel and budget. The agency employs over 3,000 special agents, around 1,300 Uniformed Division officers, and around 2,000 support and technical personnel. The USSS has agents assigned to 136 field offices with the headquarters in Washington, D.C.

USSS is divided into offices. The most notable include the Office of Protective Operations, the Office of Investigation, and the Office of Strategic Intelligence and Information (SII). Protective Operations focuses on protecting VIPs. Supporting USSS agents on protective details is the Protective Intelligence and Assessment Division (PID), which engages in information analysis, threat investigation, risk assessment, and intelligence sharing.

The National Threat Assessment Center (NTAC) provides training on the prevention

of targeted violence and the identification of attack-related behaviors. NTAC conducts its own behavioral research, and sets the standard for threat assessment and risk assessments on particular individuals.

To investigate financial crimes, the USSS utilizes a nationwide network of Electronic Crimes Task Forces (ECTFs) to investigate and prevent attacks on financial and critical infrastructure. Electronic Crimes Task Forces bring together federal, state, and local law enforcement, prosecutors, private-sector companies, and academia to address serious financial or identity-theft crimes.

## Key USSS Offices and Divisions

- » Office of Protective Operations
  - › Personal Protective Detail Division
  - › Special Operations Division
    - Counter Assault Team
    - Counter Sniper Unit
  - › Uniformed Division
  - › Protective Intelligence and Assessment Division (PID)
- » Office of Investigation
  - › Forgery Division
  - › Electronic Financial Crimes Division
- » Office of Strategic Intelligence and Information (SII)
- » National Threat Assessment Center (NTAC)

## Operatives

In general, there are three law enforcement career paths in the Secret Service. The most high-profile are the special agents who perform investigation and protection mandates. Special officers support the



protective mission with a fusion of law enforcement skills and site surveillance equipment such as metal detectors. The Uniformed Division uses traditional policing techniques to protect facilities like the White House. The support network for the Secret Service includes specialized Administrative, Professional and Technical (APT) personnel. APT includes bureaucratic and support staff as well as technical specialists like digital forensics analysts. Much of the investigative side of the USSS is performed by APT personnel.

Special agents' careers are more varied than other USSS personnel. They are expected to do stints in both the Office of Protective Operations and the Office of Investigations. Special agents' dual responsibilities in protection and investigation mean they must excel at different skill sets.

Uniformed Division officers carry out their protective responsibilities through a network of fixed security posts as well as foot and vehicular patrols. Within the Uniformed Division are a number of specialized teams: the Counter Sniper Team (CS), the Canine Explosives Detection Team (K-9), the Counter Assault Team (CAT), and the Emergency Response Team (ERT). Officers assigned to CS, ERT, and K9 are designated "technicians" to recognize their advanced training. These units are part of the agency's Special Operations Division.

## Authority and Mandate

The Secret Service has primary jurisdiction in cases that involve threats against those it protects and cases that involve certain financial crimes counterfeiting of U.S. currency, forgery or theft of federal monies, credit card fraud, telecommunications fraud, computer fraud, money laundering involving federal funds, and identity fraud.

VIP protection remains the most visible mission of the Secret Service. The USSS is tasked with protecting the President and Vice President of the United States and their families. Visiting heads of state and key dignitaries are also protected by the USSS while they are within the United States.

## Field Operations

Special agents travel often, but they have little leeway in their missions since most field operations are tied to high-visibility and extremely busy VIP protection details. Much of the Secret Service's travel is for site preparation and reconnaissance missions in advance of a visit by a VIP. These "Advance Teams" are usually composed of one or two special agents and either technical personnel or a special officer. USSS always operates as a team during VIP protective details. Most requests for material go through at least the Agent in Charge (AIC) before being sent to Washington for approval. While in the field, funding is tightly monitored and is reviewed back in Washington, D.C., after the operation.

Field operations and travel connected to financial crimes leave the individual agent in command of their resource requests and locations of travel. Special agents and, occasionally, special officers execute arrest warrants across the United States connected to financial or identity crimes. These operations are generally handled in conjunction with the local ECTF or field office. Field offices maintain small armories and a relatively large fleet of standard and armored vehicles for agents' use.

## Areas of Friction

The Secret Service must rely on local law enforcement for crowd control and intelligence, but in terms of operations, it is loath to relinquish any control. This makes USSS less than popular with state and local law enforcement, and creates animosity with other federal agencies whose personnel aren't treated much better. The arrival of USSS is often seen with dread by local police.

USSS works closely with the Department of the Treasury when investigating financial crimes. The USSS's primacy on financial investigations is not always well respected by Treasury investigators, leading to overlapping and sometimes redundant cases.

## Playing the Secret Service

As a Secret Service agent, you are smart and tough. You work for one of the world's most historic and

elite law enforcement organizations. The Secret Service name means something, and the organization prides itself on its exclusivity. You get to be the best. You have no issue comparing yourself to SOCOM or other elite forces. What you do is different, but no less intense. Even the technical staff is a cut above most agencies.

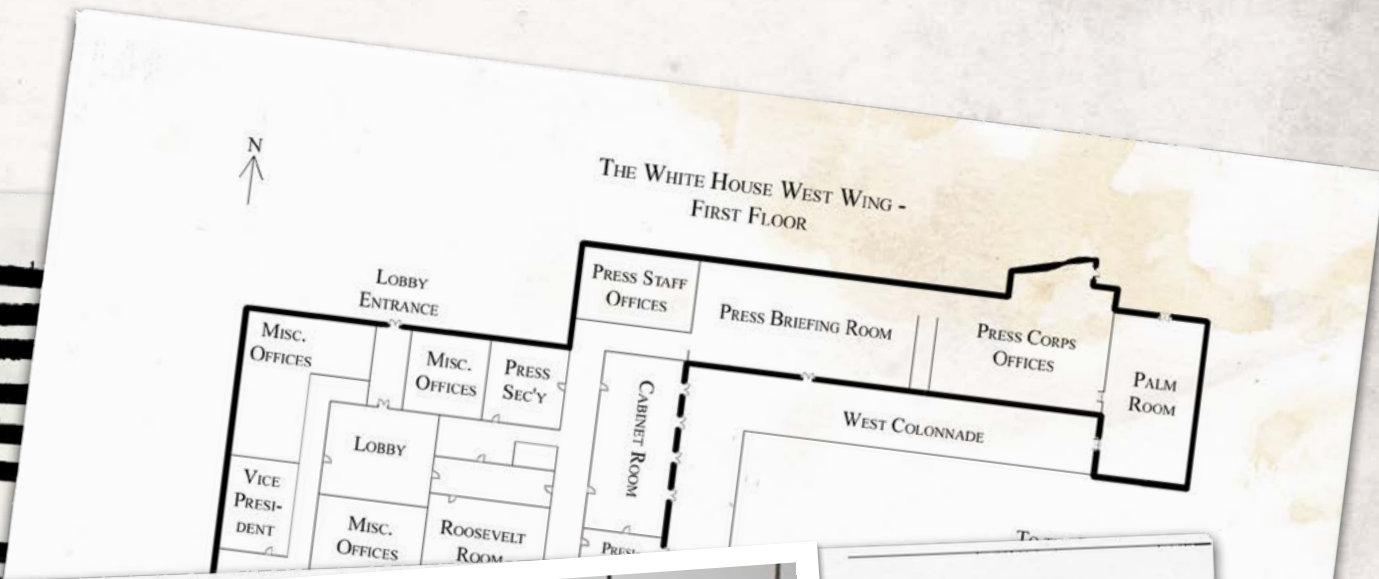
Secret Service agents look and act like those from any other federal agency, but with a stronger background in Internet and financial crime. Investigations begin, evidence is gathered and cataloged, (digital) forensic techniques are applied, warrants are issued, arrests are made, and assets are recovered.

Secret Service agents are rarely talkative and usually very cautious. Their constant proximity to VIPs is part of the reason they need high-level security clearances. It is usually better to stay quiet about what is seen rather than risk breaching personal or professional trust.

Protection involves much more than looking intimidating around a VIP. Your job is to be paranoid. You constantly evaluate worst-case scenarios. Experienced agents know where to look for vulnerabilities like single-exit buildings, blind corners, and narrow roads that could serve as bottlenecks. You are expected to be hyper vigilant. As cops everywhere say, your head is on a swivel. You watch people's shoulders. When you know what to look for, the shoulders are dead giveaways for hostile intent.

Protective details aren't about winning a fight. You approach firefights or physical altercations differently than other law enforcement or military organizations. Your priority is not to take down a suspect but get the protectee away safely. If that means emptying several magazines without hitting your target even once, so be it.

APT specialists form the bureaucratic backbone of the financial crimes division. These investigations require very specialized knowledge.



collecting info is contained in 50 U.S.C. 402 (a)(1); 50 U.S.C. 10865, 12333, 12958, and 12958. Auth for collecting Routine Uses found at 56 Fed. Reg. 10,531 (1993) and 5, 09, and 10 apply to this info. This info will be used for the purpose of determining your eligibility for a reassignment. Disc of this info, other than SSN, may prevent Agency from making a decision at all, regarding your reassignment.

TODAY'S DATE (YYYY-MM-DD) \_\_\_\_\_

MALE  FEMALE

RANK OR GS LEVEL (if applicable) \_\_\_\_\_

WIDOWED  REMARRIED

WILL I ACCOMPANY YOU? \_\_\_\_\_

## Suggested Professions

### Protective Intelligence and Assessment Division (PID)

PID collects open-source and classified intelligence from a wide range of sources and analyzes the data for indications of an attack against a VIP. If the data suggest an attack, PID then builds a case file on the suspected nature of the attack and the perpetrators.

**PROFESSION:** Intelligence Analyst.

**SUGGESTED BONUS SKILLS:** Computer Science, Criminology, HUMINT, SIGINT.

**EQUIPMENT:** Access to classified reporting from across the intelligence community.

### Personal Protective Detail Division (PPD)

PPD agents and special officers are bodyguards and site control officers for the most high-profile VIPs.

**PROFESSIONAL SKILLS:**

- » Alertness 60%
- » Athletics 50%
- » Criminology 30%
- » Demolitions 40%
- » Drive 50%
- » Firearms 60%
- » Heavy Weapons 50%
- » HUMINT 60%
- » Law 20%
- » Melee Weapons 50%
- » Navigate 50%
- » Stealth 50%
- » Survival 50%
- » Swim 50%
- » Unarmed Combat 60%

**BONDS:** 1

**SUGGESTED BONUS SKILLS:** Athletics, First Aid, Military Science (Land), Search.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

### Counter Assault Team (CAT)

The CAT is a unique SWAT team that specializes in defensive and suppressive combat to evacuate VIPs who are under attack.

**PROFESSIONAL SKILLS:**

- » Alertness 60%
- » Athletics 60%
- » Demolitions 40%
- » Drive 50%
- » Firearms 60%
- » First Aid 40%
- » Heavy Weapons 50%
- » Melee Weapons 50%
- » Military Science (Land) 60%
- » Navigate 50%
- » Stealth 50%
- » Survival 50%
- » Swim 50%
- » Unarmed Combat 60%

**BONDS:** 1

**SUGGESTED BONUS SKILLS:** Alertness, Criminology, Firearms, Law.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

### Financial Administrative, Professional and Technical Support

F-APT's accountants and bureaucratic specialists perform financial investigations and analytical and digital forensics.

**PROFESSION:** Lawyer or Business Executive.

**SUGGESTED BONUS SKILLS:** Accounting, Computer Science, Criminology, SIGINT.

**EQUIPMENT:** Access to significant classified reporting from across the intelligence community.

# Defense

## The U.S. Coast Guard (USCG)

The Coast Guard patrols the maritime borders, ports, and rivers of the United States. The USCG prevents unauthorized vessels from entering, responds to maritime disasters, and conducts search and rescue operations. It occupies an odd space between the military and federal law enforcement, and has a mandate that applies to both. The USCG is a member of the the armed forces but is part of the Department of Homeland Security. It is the only branch of the military with widespread federal law enforcement powers, and the only military branch within DHS. Coast Guardsmen are officially called “sailors,” and colloquially referred to as “coasties.”

**BUDGET:** Just over \$8 billion in 2015.

### The Coast Guard Operative at a Glance

**POWERS OF ARREST?** Yes.

**EXPECTED TO CARRY A WEAPON?** Yes.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to a Standard expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?** A Bureaucracy roll can provide a wide range of maritime and survival gear. Survival and nautical gear such as thermal suits, wetsuits, and well-stocked medical kits are available as a Standard expense. Surveillance and navigational data and logs are available as Incidental expenses.

### The Organization

The USCG normally operates under the Department of Homeland Security during peacetime, and can be transferred to the U.S. Department of the Navy by the President or by Congress during times of war. The Commandant of the Coast Guard reports to the Secretary of Homeland Security and is headquartered in Washington, D.C. The USCG employs approximately

40,000 active duty personnel, with another 18,000 civilian employees and reservists. The Coast Guard auxiliary employs another 30,000 civilians as specially-trained support personnel.

The Coast Guard divides its geographic responsibilities into two area commands, the Atlantic Area Command and the Pacific Area Command. Each command includes sub-district commands with their own assets like cutters, boats, aircraft, installations, other vehicles, and equipment. Aside from the area commands, “functional commands” provide support, intelligence and training and are all based at Coast Guard Headquarters. The functional commands include Intelligence and Criminal Investigations, Response Policy, Command/Control and Information Technology, Prevention Policy, Operations, and administrative commands like Human Resources, Acquisitions, and Engineering and Logistics.

Coast Guard specialized units respond to high-threat or difficult circumstances. These elite forces answer to the area commands. They include the Helicopter Interdiction Tactical Squadron (HITRON), Port Security Unit (PSU), Tactical Law Enforcement Teams (TACLET), the Maritime Safety and Security Teams (MSST), the Maritime Security Response Team (MSRT), and the National Strike Force.



HITRON is an armed helicopter squadron specializing in the use of force to disable hostile watercraft in drug-interdiction missions. The Tactical Law Enforcement Teams conduct boarding, interdiction, and armed security operations. The PSUs are manned primarily by reservists. They rapidly deploy patrol boats and security personnel to protect installations. The MSST use armed and transportable patrol boats and provide high-threat interdiction and direct action. The MSRT is the Coast Guard's primary SWAT equivalent, focused on maritime tactical entry and boarding. The NSF provides technical personnel (such as divers) and specialized equipment to respond to oil spills, hazardous materials releases, and possible weapons of mass destruction incidents.

## Key Coast Guard Commands

- » Operations Command (G-0)
  - › Intelligence and Criminal Investigation (CG-2)
  - › Response Policy (CG-5R)
- » Mission Support Command (G-M)
- » Investigative Services (G-I)
  - › Office of Investigations & Casualty Analysis (CG-INV)
- » Pacific Area Command
- » Atlantic Area Command

## Operatives

Unlike the other branches of the United States Armed Forces, which are largely prevented from acting in a domestic law enforcement capacity by the Posse Comitatus act, the Coast Guard has law enforcement powers which apply to all commissioned officers, warrant officers, and petty officers. They are subject to the Uniform Code of Military Justice and receive the same pay and allowances as members of the other uniformed services.

As a small service, the Coast Guard invests junior officers with more operational responsibility than other military branches. There is too much to do under difficult circumstances to consolidate command and control in the same way as the Army or Navy. Instead, the Coast Guard empowers officers to lead, especially when deployed on operations. This fosters self-reliance

## "Cutters"

The Coast Guard uses the term "cutter" for a ship 65 feet (19.8 m) or longer that has accommodations to house personnel over extended periods. For other maritime vessels, the USCG uses the term "boat." The major distinction is in terms of assignments. A coastie assigned to a cutter is expected to live on board during patrols or missions. Coasties on other craft are assigned to the base that operates the craft, not the vessel itself.

and confidence. The Coast Guard does not emphasize training as strongly as the other military services, because its personnel are always on missions, giving significant opportunities to learn on the job.

## Authority and Mandate

The Coast Guard's primary missions include maritime safety, security, and stewardship. It has a number of sub-missions including maritime homeland security (border protection), maritime law enforcement (MLE), search and rescue (SAR), marine environmental protection (MEP), and the maintenance of river, coastal, and offshore Aids To Navigation (ATON).

The Coast Guard patrols all of America's coastlines, including Alaska, Hawaii, Puerto Rico, and other territories and protectorates. Rivers and ports also fall under Coast Guard jurisdiction, though that responsibility is often concurrent with other federal agencies like Customs and Border Patrol and the EPA. USCG vessels patrol international waters, especially the Caribbean and the Gulf of Mexico. The USCG is especially active during and after maritime or coastal disasters such as hurricanes and floods.

The USCG supports military operations overseas, working closely with the Navy.

## Field Operations

The Coast Guard is best known for its search and rescue missions. When a call for help comes in, the local installation commander evaluates the suspected size of

the distressed craft and what assets are available, then dispatches a helicopter or boat (or, rarely, shore based fixed-wing aircraft or a nearby cutter).

Daily responsibilities involve maintaining location buoys and maritime navigational aids as well as inspecting suspected toxic spills or failing infrastructure. The National Response Center (NRC), which is operated by the Coast Guard, is the primary point of contact for reporting suspected oil, chemical, radiological, and biological spills in the United States and its territories.

When conducting counter-drug and interdiction operations, USCG cutters and aircraft (cutter-based helicopters and shore-based maritime patrol aircraft, or MPA) search for unidentified vehicles, usually boats. If an MPA locates a suspicious craft that refuses to identify itself, a helicopter or interceptor boat launches to check it out. If the vessel fails to stop after visual and verbal warnings, things become more serious. The chase craft fires warning shots. If those do not convince the suspects to stop, the gunner attempts to disable the vessel by shooting its engines. Once the craft is stopped, it is boarded and searched.

## Areas of Friction

The Navy provides support in terms of personnel and ships, platforms, and installations. The USCG also works closely with ICE and Customs and Border Patrol.

Sometimes the Coast Guard comes into conflict with other law enforcement agencies when mandates overlap. The DEA is interested in the Coast Guard's role in stopping and confiscating illegal narcotics entering the U.S. When traffickers operate at a port, the coasties and DEA may trip over one another due to miscommunication or parallel investigations. Similarly, ICE and Customs and Border Protection often have crossover of mandates once illegal activities reach a point of entry into the U.S.

Generally, the Coast Guard is seen as competent and effective, if a little slow in producing necessary paperwork.

## Playing a Coastie

Working for the Coast Guard means you understand the importance of taking responsibility. Your mission

is law enforcement focused but with military tools. It's a good thing, too, because with anything less, many more lives would be lost. The unofficial motto of the Coast Guard is, "You have to go, but you don't have to come back." Whether you fly a helicopter, man the radar on a cutter, or process travel vouchers for reimbursement, the ethos of the Coast Guard is to do your job and to take responsibility for your actions. For most coasties, this is empowering.

The operational tempo of the Coast Guard is unrelenting. If you are on the operations side of things, you are busiest when weather or conditions are the worst. Your "office" may involve rough seas, darkness, bitter cold, equipment failure in the middle of nowhere, and Murphy's Law. This is why the Coast Guard trusts you with tactical, operational, and command decisions. If it always relied on the chain of command, nothing would be done in time. The Coast Guard has to trust you to make smart decisions.

Because of the challenges, you take pride in your work. The Coast Guard gets things done. It saves lives. It makes the region safer. It catches bad guys. It does all these things because of its strong reliance on the team. You are often most comfortable working within a group. You put a lot of faith in leaders who work with the people they lead and who use the team member's strengths.

You likely value practical solutions to problems. The mission is key. If the standard operating procedure is an impediment, figure out a better way. Coasties prefer to ask forgiveness rather than permission. More often than not, leadership supports decisions that promoted a successful mission despite going against the "book." But if you make a bad call, that's firmly on you. There will be analysis after the fact, rest assured. A fundamentally bad decision means punishment, especially if it cost lives.

Coast Guard basic training teaches that you aren't a hero. You may have signed up because you want to be a hero, but that is drilled out of you quickly. Heroes make stupid decisions. Heroes dive into obviously dangerous waters when it would be smarter to use a harness. No, you aren't a hero. You are a professional. Save yourself so you can save others.



## Suggested Professions

### Search and Rescue Team (SAR)

In many ways SAR teams are the hearts and soul of the Coast Guard. SAR units are expected to face the worst environmental conditions head on to save lives.

**PROFESSIONAL SKILLS:**

- » Alertness 60%
- » Athletics 60%
- » Craft (Electrician) 40%
- » Craft (Mechanic) 40%
- » First Aid 50%
- » Foreign Language (Spanish) 20%
- » HUMINT 40%
- » Navigate 50%
- » Pilot (Small Boat) 50%
- » Pilot (Helicopter) 30%
- » Science (Meteorology) 50%
- » Swim 60%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Alertness, First Aid, Navigate, Swim.

**EQUIPMENT:** Portable search and rescue gear, water survival equipment, thermal wetsuit, swimming gear.

### Office of Response Policy (CG-5R)

Response Policy works closely with other military branches to create joint counterterrorism programs and training opportunities. Response Policy is also the primary point of contact on counterterrorism missions involving Coast Guard assets.

**PROFESSION:** Program Manager.

**SUGGESTED BONUS SKILLS:** Accounting, Bureaucracy, Persuade, Military Science (Sea).

**EQUIPMENT:** Contacts throughout the military and access to classified terrorism or military operations files.

### Office of Investigations and Casualty Analysis (INV)

INV builds detailed case analyses of deaths or serious injuries that are the result of Coast Guard operations.

**PROFESSION:** Anthropologist or Historian.

**SUGGESTED BONUS SKILLS:** Craft (Electrician or Mechanic), Forensics, HUMINT, Search.

**EQUIPMENT:** A sizeable online and physical library of disaster history and data (crashes, hurricanes, flooding, and so on).



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## The Helicopter Interdiction Tactical Squadron (HITRON)

HITRON combines the mobility of a helicopter with some of the military's best and most experienced sharpshooters. HITRON snipers specialize in disabling watercraft with large-caliber precision shots.

### PROFESSIONAL SKILLS:

- » Alertness 60%
- » Athletics 40%
- » Bureaucracy 30%
- » Craft (Electrician) 50%
- » Craft (Mechanic) 50%
- » Firearms 60%
- » Heavy Machinery 40%
- » Military Science (Sea) 50%
- » Navigate 50%
- » Pilot (Helicopter) 50%
- » Science (Meteorology) 40%
- » Swim 50%

### BONDS: 2

**SUGGESTED BONUS SKILLS:** Alertness, Craft (Mechanic), Firearms, Pilot (Helicopter).

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SPECIAL OPERATOR** on page 85 of the *Agent's Handbook*, as well as a custom Barrett M82 .50 caliber sniper rifle with telescopic, infrared, low light, holographic, or laser sights.

## Tactical Law Enforcement Team (TACLET)

These teams deploy aboard U.S. and allied naval vessels to conduct maritime law enforcement missions such as interdiction of narcotics smugglers and arresting suspected pirates.

### PROFESSIONAL SKILLS:

- » Alertness 50%
- » Athletics 40%
- » Bureaucracy 40%
- » Criminology 50%
- » Drive 50%
- » Firearms 50%
- » Foreign Language (Spanish) 50%
- » Forensics 30%
- » Heavy Weapons 50%
- » HUMINT 60%
- » Law 30%
- » Persuade 50%
- » Search 50%
- » Swim 60%
- » Unarmed Combat 60%

### BONDS: 2

**SUGGESTED BONUS SKILLS:** Alertness, Firearms, Military Science (Sea), Pilot (Boat).

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*, as well as basic water survival gear.

## Maritime Safety and Security Team (MSST)

MSSTs patrol the waterways around large ports with a focus on combating national security threats.

### PROFESSIONAL SKILLS:

- » Alertness 60%
- » Athletics 50%
- » Bureaucracy 30%
- » Craft (Mechanic) 40%
- » Criminology 40%
- » Firearms 40%
- » Heavy Weapons 50%
- » Law 40%
- » Military Science (Sea) 50%
- » Navigate 50%





# Intelligence

## The National Counterterrorism Center (NCTC)

The National Counterterrorism Center (NCTC) was established in 2004 to ensure that information about potential terrorist acts could be made available to analysts throughout the government. As a component of the Office of the Director of National Intelligence (ODNI), NCTC is composed of analysts with backgrounds in many government agencies and with access to various agency databases. It prepares material ranging from strategic assessments of potential terrorist threats to daily briefings and situation reports. It is also responsible for planning (but not directing) counterterrorism efforts.

**BUDGET:** Classified, but estimated to be \$35 million in 2015.

### The NCTC Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or fact-finding mission, up to an Unusual expense without eliciting official review. NCTC provides its employees with more robust budgets than other agencies, but does not offer access to equipment of its own.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

With Bureaucracy, an Agent can request access to classified security-related reports from any other federal agency as well “recovered” analysis from other countries’ intelligence services. These requests are the equivalent of an Unusual expense. A failed roll immediately triggers official review. A second failed roll triggers a criminal investigation into the Agent’s actions, as they are suspected of mishandling classified material or engaged in espionage.

### The Organization

Headquartered in McLean, Virginia, NCTC was established to bring together analysts from the sprawling U.S. intelligence community under one roof. It collects information on terrorists and their plans, analyzes that information, and warns of potential attacks. Sixteen federal agencies sit side by side at NCTC. It is designed as a place where the various organizations in the intelligence community must work together and learn from one another. But in the face of competing interests among its member agencies and the lack of authority to require them to cooperate, NCTC’s execution of its goals has always been lackluster.

NCTC integrates foreign and domestic analysis from across the intelligence community and produces assessments of those threats to inform senior policymakers and other agencies. NCTC is organized differently than other intelligence agencies due to its small size and focused mandate. It maintains a number of regional desks. These regional desks are clearing houses for both raw and finished intelligence. Alongside but independent of the regional desks are a number of focus cells who track, analyze, and anticipate the moves of terror groups and leaders. NCTC maintains databases of international terrorist identities in a system known as the Terrorist Identities Datamart Environment (TIDE).



NCTC is the central player in a number of task forces and fusion groups. The ODNI's Homeland Threat Task Force, which orchestrates interagency collaboration and keeps senior policymakers informed about threats, is chaired by members from NCTC. NCTC's Interagency Threat Assessment and Coordination Group (ITACG) facilitates information sharing between federal, state, local, tribal, and private partners in coordination with DHS, FBI, and other members of the ITACG Advisory Council. NCTC also heads the Radicalization and Extremist Messaging Group (REMG), which coordinates members of the intelligence community on identifying radicalization. NCTC's Chemical, Biological, Radiological, Nuclear Counterterrorism Group pools scarce analytical, subject matter, and scientific expertise from NCTC and CIA.

### Key Offices, Desks, and Task Forces

- » Africa Desk (AF)
- » Europe and Central Asia Desk (EUR)
- » East Asia and the Pacific Desk (EAP)
- » Near East and Middle East (NE)
- » Operations Center (Ops)
- » Interagency Threat Assessment and Coordination Group (ITACG)
- » Radicalization and Extremist Messaging Group (REMG)

### Operatives

Intelligence analysts are at the core of NCTC. In all but a few cases, these analysts come from other agencies, especially the FBI and CIA. In theory, these are terrorism-focused specialists. In reality, they are often junior or extremely senior (near retirement) members of their organizations who have little pull or influence. NCTC is seen by other agencies as a place to dump problem employees, or send junior analysts who need exposure to interagency processes. The result is that NCTC is often staffed by the expendable and forgettable.

In general, NCTC leadership likes to staff regional desks with detailees with specific regional experience, but staffing patterns do not always facilitate this. Far

too often, a detailee from another agency with background in a specific subject or region is assigned to a focus cell or regional desk that simply needs personnel to help with the workload. NCTC leadership suggest that these assignments "broaden the experience" of the detailee.

NCTC's Joint Counterterrorism Assessment Team is a blend of first responders (usually sheriff's deputies and state police officers) and public safety professionals who volunteer to be trained by NCTC and serve as impromptu terrorism analysts. JCAT members work with federal intelligence analysts, the Department of Homeland Security (DHS), and the FBI to research, produce, and disseminate counterterrorism intelligence. JCAT participants provide local insights to federal counterterrorism intelligence. After a year-long fellowship, a JCAT officer returns to his or her home department.

### Authority and Mandate

Under law as well as executive order, NCTC serves as the nation's primary agency for analyzing and integrating terrorism intelligence. It also conducts strategic operational planning for counterterrorism operations at home and abroad. In practice, it has few true leadership responsibilities outside of sharing information and occasionally spearheading analysis on emerging threat groups.

NCTC is inadequately organized and resourced for its missions. It simply doesn't have enough people to sift through all the intelligence produced by other agencies and then refine that data into something useful.

### Field Operations

NCTC employees mostly work from cubicles and offices at headquarters. However, most offices have small travel budgets that allow analysts to travel to their regions of focus. In these cases, the analysts sometimes travel undercover as civilians or as employees of other agencies. While in the field, NCTC analysts work to gather firsthand information and do research that is otherwise unavailable at a computer.

### Areas of Friction

The relationships between NCTC and terrorism-focused departments in other agencies are often poor. Despite NCTC using personnel from those sister agencies, it is rare for those NCTC detailees to push for NCTC's interests. Many back down when faced with opposition about roles or responsibilities from their home agencies; they still need a soft place to land when their tour of duty concludes. The relationships between NCTC and the CIA's Counterterrorism Center—which, prior to the establishment of NCTC, was responsible for performing much of NCTC's current mission—remains particularly acrimonious. The CIA's CT Center largely disregards NCTC as ineffectual, amateurish, and disorganized.

NCTC also has issues finding an appropriate audience for its analysis. Since many other agencies already have established and dedicated counterterrorism cells, it is often up to NCTC to justify the use of its products and reports over something generated “in house.” There is still a good deal of reluctance by the intelligence community to use “suspect” analysis from other agencies, especially NCTC.

### Playing NCTC

You took the NCTC gig because someone from your home agency had to do it and you drew the proverbial short straw. In theory, NCTC's job is critical, but it lacks the leadership and motivation from analysts like you to put it all together. Instead, NCTC ends up as a place where you have to spend a couple years in



### FIRST RESPONDER'S TOOLBOX

- A body of open-source reporting dating back to early 2014, indicates that ISIS is selling the organs of its captives and prisoners as a lucrative business, and the price is highly dependent on geographic location.
- In 2014, an Iraqi medical doctor based in Mosul, Iraq, reported that surgeries took place in local hospitals, and that organs were quickly transported through networks specializing in trafficking human organs. A specialized mafia is engaged in these operations, in addition to medical institutions working in other countries, according to open-source information.

### PARTS OF THE BODY HARVESTED FOR TRANSPLANT AND MAXIMUM TIME SPAN BETWEEN HARVEST AND TRANSPLANT



PRE-PROCEDURAL INDICATORS

**HARVEST:** Jurisdictional, nongovernmental, law enforcement

- Kidnappings of
- Missing tissue
- Makeshift equipment
- Stockpiles
- Organ

a “familiarization tour” that feels like you are wasting time. Most NCTC analysts feel the same. The unspoken reality is that you are here for a reason; because you were expendable.

The daily challenges in working at NCTC involve sifting through mountains of data. NCTC has access to an ever increasing number of agency reports and raw data on terrorists and suspected terrorists. NCTC analysts must learn to process a lot of data in a short time. For inexperienced analysts and intelligence officers, this is a daunting task.

If you are from the CIA or FBI, you and your leadership likely see NCTC as completely superfluous. If you are from State or Defense, you likely see NCTC as an oddity, with no meaningful pull and little to offer. If you are from one of the other intelligence or law enforcement agencies, you probably see your time at NCTC as a roadblock to getting your real work done or, worse, as the place where middling careers go to die.

So, when rare opportunities come up for you to shine, you better be ready to take them. NCTC is an agency that advises and recommends; it does not have its own dedicated kinetic operations unit. This undermines the credibility of the organization, since it always has to hand useful intelligence to the CIA, FBI, or SOCOM. It shouldn't be important which agency actually gets the bad guy, but in the age of limited congressional budgets and competing resources, always being on the sidelines hurts.

## Suggested Professions

### Joint Counterterrorism Assessment Team (JCAT)

The most prestigious of the joint task forces, JCAT sets policy and threat priorities for the intelligence community.

**PROFESSION:** Foreign Service Officer, Intelligence Analyst, Intelligence Case Officer, or Federal Agent.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Foreign Language (choose one), HUMINT, Law.

**EQUIPMENT:** Access to NCTC's extensive media and intelligence stores, including reporting from the CIA,

NSA, FBI, ONI, National Security Council, and allied agencies in the U.K., Canada, and Australia. Badges to access the main offices of all of the above (but not their satellite offices or “black” sites). Because many detailees to NCTC desks are on the outs with their home agencies or simply new to the job, they do not have access to their home agencies' equipment until they return to full-time work there.

### Interagency Threat Assessment and Coordination Group (ITACG)

ITACG is meant to coordinate intelligence and law enforcement agencies in sharing critical information on high priority groups (those identified by the JCAT). While agreements are made in the ITACG, the task force often has little success in actually getting the information to flow.

**PROFESSION:** Intelligence Analyst or Federal Agent.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Criminology, Foreign Language (choose one), HUMINT.

**EQUIPMENT:** Access to NCTC's extensive media and intelligence stores, including reporting from the CIA, NSA, FBI, ONI, National Security Council, and allied agencies in the U.K., Canada, and Australia. Badges to access the main offices of all of the above (but not their satellite offices or “black” sites). Because many detailees to NCTC desks are on the outs with their home agencies or simply new to the job, they do not have access to their home agencies' equipment until they return to full-time work there.

### Near East Desk, Analysis (NE)

The Near East desk focuses on terrorist threats originating in the Middle East and North Africa, both groups and individuals. It gathers information from the intelligence community and builds reports that it shares with other agencies.

**PROFESSION:** Intelligence Analyst.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Criminology, Foreign Language (Arabic, Berber, French, Kurdish, Persian, or Urdu), History

**EQUIPMENT:** Access to NCTC's extensive media and intelligence stores, including reporting from the CIA, NSA, FBI, ONI, National Security Council, and allied

agencies in the U.K., Canada, and Australia. Badges to access the main offices of all of the above (but not their satellite offices or “black” sites). Because many detailees to NCTC desks are on the outs with their home agencies or simply new to the job, they do not have access to their home agencies’ equipment until they return to full-time work there.

## The Office of Naval Intelligence (ONI)

The Office of Naval Intelligence (ONI) is the leading provider of maritime intelligence to the U.S. Navy and joint warfighting forces, as well as to national decision makers. Established in 1882, ONI offers particularly strong technical analysis, focusing on the capabilities of foreign military equipment and units.

**BUDGET:** Classified, but estimated to be approximately \$6 billion in 2015.

### The ONI Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to a Standard expense without eliciting official review.

#### **OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

With Bureaucracy an Agent can request access to classified reports from the other branches of the military or CIA. These requests are the equivalent of a Major expense. If a report does not contain technical data about a piece of equipment or a vehicle, the request triggers official review. It is often reasonable for ONI analysts to request non-technical analysis, but ONI leadership wants to verify the justification.

### The Organization

Created at the beginning of the Spanish-American War, ONI is the oldest member of the United States intelligence community. It is headquartered at the National Maritime Intelligence Center (NMIC) in Suitland, Maryland.

Within ONI are a number of divisions and subdivisions. Because ONI is a part of the Department of Defense, many of its offices have a regional focus congruous with the unified combatant commands’ areas of responsibilities (NORTHCOM, EUCOM, etc). ONI’s regional offices largely fall under its Maritime Domain Awareness (MDA) mandate, with each regional office tracking and identifying notable sea traffic in its area of responsibility. Technical and policy divisions house many of ONI’s mechanical and scientific personnel. ONI’s intelligence departments include: Scientific and Technical Intelligence, Maritime Intelligence, Ship Tracking, Counter Piracy, Counter Proliferation and Trafficking, Foreign Naval Analysis, and Fleet Intelligence Support.

The small ONI Police Force (OPF) protects the National Maritime Intelligence Center. While not a true SWAT-equivalent, the ONI Police Force is highly trained and well equipped and can handle many crisis situations. For serious or particularly dangerous events, the ONI Police Force defers to a dedicated federal tactical response police unit, such as an FBI SWAT team or HRT.

### Key ONI Offices and Divisions

- » Office of Maritime Domain Awareness
  - › CENTCOM MDA
  - › SOUTHCOM MDA
  - › PACOM MDA
  - › EUCOM MDA
- » Science and Technical Analysis Division
- » Maritime Intelligence Division
- » Foreign Naval Analysis Division
- » Counter Piracy Division

### Operatives

ONI employs more than 3,000 military, civilian, mobilized reservist and contract personnel worldwide, with analysts, scientists, engineers, specialists and technicians making up the majority. More than 800 mobilized Navy reservists provide specialized or technical skills such as IT support and mechanical expertise.

ONI recruits experienced active-duty intelligence officers and specialists, information professionals,



aviators, surface warfare officers, and submariners for duty assignments. On the civilian side, ONI is likewise selective in its hiring, and because of the prestige of the agency, usually has a large number of qualified analyst candidates. In general, civilians and active duty analysts work side by side, with active-duty personnel providing real-world viewpoints while the civilians provide specialized knowledge.

### Authority and Mandate

In house, the Navy refers to ONI as the “Information Dominance Corps.” ONI produces maritime intelligence for key decision makers within the Navy, for the larger intelligence community, and for government leadership. Currently, ONI focuses on the analysis of naval weapons, tracking technology proliferation, early identification of transnational threats to civil maritime operations, counter-proliferation of weapons, and counter-narcotics.

### Field Operations

With no case officers, ONI relies heavily on SIGINT and post-operation briefings by operational intelligence agents. Travel is relatively rare. Most ONI work involves poring over digital intelligence, such as recovered cell phone transcripts or satellite imagery of suspicious ships. Rarely, an ONI analyst specializing in a particular subject or group may travel to an embassy or remote site to perform a first-hand interview of a subject-matter expert. In most cases, if ONI needs a report, it tasks naval or intelligence personnel in the field and expects it to be transmitted via classified computer system.

An ONI analyst given the green light to travel often does so with a large budget and little oversight. Since travel is relatively rare, and the nature of the mission classified, bureaucratic bookkeeping is kept to a low roar. Not all travel by ONI analysts is to some highly limited location in a foreign country. Some of it



is domestic, visiting other intelligence agencies or receiving a debrief of a recently-returned special operations team. Rarely, an analyst is sent to another agency either on temporary detail (such as to NCTC) or to consult for a time on a specialized area. Each travel event is specific to the person and the position.

## Areas of Friction

ONI is generally well-regarded in the intelligence community and armed forces because of its small size and longstanding reputation for focused and successful work, and because its limited mandate to support the Navy means it doesn't often step on other agencies' toes. However, ONI does have trouble with in-house intelligence units in other military branches. There is a distinct rivalry between the various armed forces' intelligence communities, and sharing information is still the exception rather than the rule.

## Playing an ONI Analyst

When you are hired, you hear the phrase “tip of the spear” a lot. It is an unofficial motto of ONI. What it means is that your work is used by the guys that get into the middle of the worst situations you can dream up. DEVGRU, other SEALs, Marine Force Recon, and forward-deployed units around the world rely on your analysis and insight. Information wins wars, and ONI is expected to be among the best at gathering and analyzing the information the Navy needs. You work with experts at analyzing photographic and technical intelligence.

Other intelligence agencies have sweeping mandates to cover all aspects of national security. ONI does not. The core of your mission is to identify threats to Navy operations. You make sure the Navy is one step ahead of its enemies and potential rivals. You are concerned about terrorism and asymmetrical combats in so far as they touch on naval special operations, but your bread and butter is keeping up with what the Russian, Chinese, and Indian militaries are doing.

Working for ONI means you are very focused on analyzing new technology. When the Chinese roll out a new air-to-ship missile, ONI analysts, scientists,

and engineers figure out just how dangerous it is. In some cases, they make initial suggestions on likely countermeasures.

When Navy personnel or equipment are ordered into harm's way, the Navy looks to ONI to produce up-to-the-minute briefings and analysis. This is where having good contacts with other members of the intelligence community is particularly helpful, because they may have a more specific understanding of a threat—especially if the threat is a terrorist group or a non-state actor.

Even when you pull information and data from other agencies, you are expected to repackage it and give it the “Navy touch.” That means deconstructing the raw intelligence and making it useful for Navy decision-makers.

## Suggested Professions

### Office of Foreign Naval Analysis (FNA), Nimitz Operational Center

FNA scrutinizes the capabilities of foreign naval assets like ships, missiles and aircraft.

**PROFESSION:** Engineer or Sailor.

**SUGGESTED BONUS SKILLS:** Computer Science, Craft (Mechanic or Electrician), Science (Chemistry, Physics or Materials), Military Science (Sea).

**EQUIPMENT:** Access to imagery intelligence from the National Geospatial-Intelligence Agency and National Reconnaissance Office, as well as technical schematics of nearly every ship, aircraft, and weapon ever made.

### Maritime Domain Awareness—PACOM

The Pacific Command MDA team tracks the naval assets of foreign militaries in the Pacific and Indian Oceans so the Navy knows where those assets are and what they carry, and can make logical guesses as to where they are going and why. MDA is particularly interested in tracking foreign submarines.

**PROFESSION:** Intelligence Analyst.

**SUGGESTED BONUS SKILLS:** Awareness, Foreign Language (Chinese, Hindi, or Russian are most likely), Military Science (Sea), Search.



**EQUIPMENT:** Access to up-to-date tracking intelligence from human reporting and military satellites (including the National Reconnaissance Office and National Geospatial-Intelligence Agency).

## The National Security Agency (NSA)

The National Security Agency (NSA) is on the forefront of technical, electronic and computer-driven espionage. It is responsible for global monitoring, collection, and processing of information for foreign intelligence and counterintelligence operations. Originating as a unit to decipher coded communications in World War II, the NSA is now one of the largest U.S. intelligence organizations in personnel and budget. The NSA is part of the Department of Defense but also reports directly to the Director of National Intelligence. While scandals and leaks in recent years have shaken confidence in the integrity of the NSA, it remains powerful and influential.

**BUDGET:** Classified, but estimated to be more than \$11 billion in 2015.

## The NSA Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to a Standard expense without eliciting official review.

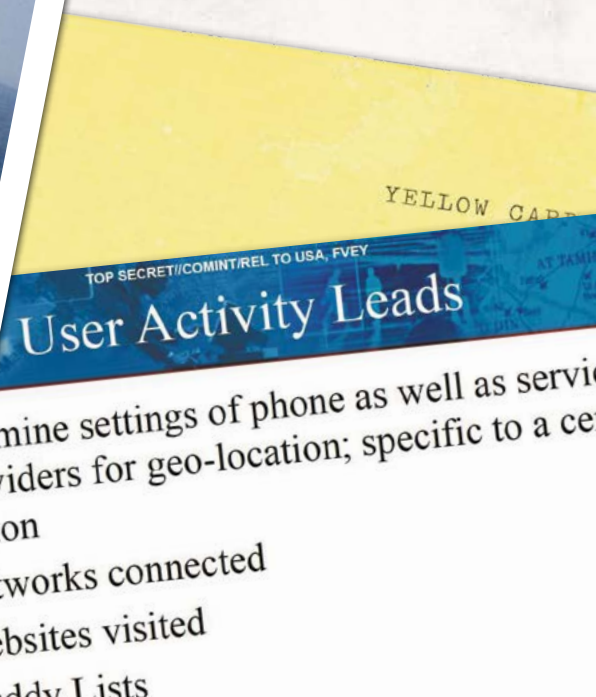
**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

With Bureaucracy or SIGINT, an Agent can request access to classified security-related reports from any other federal agency as well “recovered” analysis from other countries’ intelligence services. These requests are the equivalent of a Major expense. A failed request roll immediately triggers official review. A second failed roll triggers criminal investigation for suspected mishandling classified material or even espionage.

## The Organization

The NSA is led by the Director of the National Security Agency (DIRNSA), who also serves as Chief of the Central Security Service (CHCSS) and Commander of the United States Cyber Command (USCYBERCOM). NSA’s headquarters is at Fort Meade, near Baltimore.

The National Security Agency underwent a major reorganization process starting in 2017. During this process, NSA merged and rebranded a number of its core directorates. Key directorates include the Operations,



Capabilities and Research Directorate (“O Directorate”), responsible for developing and implementing intelligence gathering programs and technology and for codebreaking and developing new encoding methods; Information Assurance (“IA”), which is responsible for securing NSA’s systems as well as thwarting hostile actions; the Business Management and Acquisition Directorate, which is responsible for outreach to important companies to improve their information security and to leverage private-sector developments for the NSA’s use; the Foreign Signals Intelligence Directorate (“S Directorate”), which collects, analyzes, produces, and disseminates signals intelligence to partner organizations; and the Engagement and Policy Directorate, which engages with other government agencies and the U.S. legislature and sets overall policy.

The National Security Agency Network (NSANet) is a closed-system NSA intranet. NSANet is a highly secured network consisting of fiber-optic and satellite communication channels, almost completely separated from the public Internet. The network allows NSA personnel, and civilian and military intelligence analysts anywhere in the world, access to the agency’s systems and databases. Access is tightly controlled and monitored. Every keystroke is logged, activities are audited at random, and downloading and printing of documents from NSANet are recorded and reviewed by Information Assurance.

## Key NSA Directorates

- » Operations Directorate (“O”)
  - › Cryptoanalysis Unit
  - › Encryption and Confidentiality Unit
  - › Signals Intelligence
- » Information Assurance
  - › Installation Security
  - › Investigations

## Operatives

NSA has a reputation for hiring bookish types such as coders, lawyers, translators, and electrical engineers. Alongside a Top Secret clearance, technical certifications, and a successful polygraph, applicants must have at least four years of experience in a relevant

field, such as network engineering, cryptography, network security, or information assurance. NSA often demands further qualifications, especially for computer scientists and electronics specialists, including up to three years of experience with the Pentagon’s information assurance certification process.

NSA employees are usually law-abiding, though there are a few notable exceptions. The NSA employs white-hat hackers who are usually identified by recruiters after run-ins with law enforcement. The NSA does not blackmail a hacker into joining; such recruits are likely to do damage or leak secrets. Instead, NSA works with the hacker to clear their criminal record, pays them well, and gives them the chance to explore their craft against the enemies of the United States.

## Authority and Mandate

By presidential directive, NSA is the lead agency to monitor and protect the federal government’s computer networks. NSA’s eavesdropping mission includes radio broadcasting, personal communication over the Internet, website activity and browsing history, telephone calls, and other intercepted forms of communication. Its secure communications mission includes military, diplomatic, and other sensitive, confidential, or secret government communications. NSA is also charged with protecting government communications and information systems against penetration and network warfare. NSA assists with and coordinates government SIGINT collection.

The NSA is authorized to plant bugs and intercept wireless communication in and outside the U.S., particularly against foreign nationals. The NSA, like other domestic intelligence agencies, is limited by the 4th Amendment of the U.S. Constitution in how it targets American citizens. However, the Patriot Act and more recent legislation gave the NSA broad discretion in collecting intelligence on Americans while pursuing terrorism and national security leads. The NSA generally tries to avoid collecting Americans’ data, particularly domestically. Nevertheless, bulk data gathering means the NSA collects much more intelligence on Americans, including domestically, than it is allowed by law to use.

## SCIFs

A sensitive compartmentalized information facility (SCIF) can be found anywhere classified material is processed. A SCIF is generally a room or a series of rooms behind a limited-access door. Some are portable for temporary use, others permanent. Some comprise entire buildings. The floors and ceiling are recessed and raised from the building's structure, making it easier to monitor the wires and pipes that feed the electronics in the room. Some SCIFs have noise-dampening acoustical tile and conductive mesh linings to block electronic signals. Windows are never allowed in a SCIF.

With the surge in security spending in the years after 9/11, SCIFs became ubiquitous. They were a status symbol, a sign of a department's importance and credibility. Every organization wanted one. Insiders wryly called the phenomenon "SCIF envy."

Unlike the Defense Intelligence Agency and the Central Intelligence Agency, NSA does not unilaterally conduct human-source intelligence gathering. In fact, NSA is prevented by law from engaging in the recruitment of traditional human assets without the approval of the Secretary of Defense. The NSA can recruit assets only under very specific circumstances, usually connected to gaining long-term access to telecommunication nodes.

NSA works closely with USCYBERCOM, the Department of Defense's cyber domain combatant command. The Director of the NSA is also commander of CYBERCOM.

## Field Operations

NSA's work usually is focused on computers, not fieldwork. However, because of NSA's worldwide mission and the need to gather intelligence in the most remote places, travel to domestic and overseas listening stations and NSA facilities is more common than with other SIGINT-focused agencies. Periodic checks on domestic and international field offices, on-site verification of intercepted data, localized hacking, and area familiarization are all likely reasons for an NSA

analyst or employee to travel. NSA relies on delicate equipment which must be maintained and repaired. Engineers, mechanics, and software coders are sent around the world when NSA equipment "goes black."

Because of the ultra-secret and sensitive nature of NSA's work, its operatives typically use a cover. In many cases, they are provided basic credentials (often created by the CIA) to pass for a bureaucrat from a different, and innocuous, government agency.

## Areas of Friction

The NSA's biggest critics are in Congress, and the public and media that congressmen and women rely upon to get reelected. The Wikileaks and Snowden scandals placed NSA under a microscope by legislators, many of whom view the NSA's mandate as a violation of U.S. law or constitutional rights. Thus, NSA is under as much scrutiny and criticism as the executive office will allow (which isn't that much). NSA employees are instructed that it is illegal to look at a U.S. citizen's data without a court order—but gathering that information is legal. Occasionally, NSA run into complication with other intelligence or defense agencies, particularly the FBI, CIA, or ONI, but this is generally rare.

## Playing the NSA

You are changing the way governments approach intelligence gathering. CIA officers get to play spy, but they are relics. Congress talks up the importance of HUMINT, but the old way of cultivating and using assets is highly inefficient compared to what you do. Bulk data collection and filing—everything from cell phone conversations to texts to email—is where the real work of fighting terrorism and national security threats is performed. These days, everything important happens over electronic media. Intelligence is about math and circuits. It's just taking the CIA longer than most to figure this out.

For a government job, the paycheck starts out quite good and only gets better. It is nothing like what you could command on the civilian market, but the NSA offers perks and a mission that you cannot find in the private sector.

You work with some of the best in very deep fields: mathematics, electrical engineering, coding, and

even physics. NSA values intelligence and problem solving. This makes your work environment a bit like a competitive grad school. Morale is usually good, but personal rivalries and one-upsmanship sometimes leads to bad blood. It's best to just keep your head down and do a good job.

Your whole life is a secret. You are not allowed to talk about your job outside of work. It is not necessarily a secret that you work at NSA, but you are instructed not to discuss anything but the most basic information about your role in the agency with friends and family. People may know you do "computers" with NSA, but have no idea you are a cryptographer working on "smart" code-breaking systems. You should keep it that way. Everything you do or touch is classified to hell and back, so it's easier to talk sports or video games. If you work in a branch office under cover—likely some innocuous law or accounting firm—no one really wants to talk about your work anyway, so it is easy to keep cover. The need for secrecy and deception makes it easiest to simply date within the organization. If you are married, your spouse probably works for NSA.

As an NSA employee, you self-selected into your position. You wouldn't have applied for the job if you weren't reasonably sure you would pass the clearance process. Even if legal trouble is what brought you to the agency's attention, your talent, drive, and motivations were enough to pass muster. You probably have a sense of morality that lines up with the core values espoused by the United States: global security, democracy, free access to markets, and human rights. Even if the NSA's ubiquitous intrusion gives you pause, its mission of protecting the country is something you can honor.

You spend all day in a SCIF. Security teams regularly go through contents of your desk and wave equipment along the walls and ceiling looking for electronic bugs. You don't get to goof off on the Internet, because you use NSANet almost all the time, and it isn't connected to the World Wide Web except on restricted and heavily monitored terminals. That's OK, since you have a driven and work-focused personality. NSA employees don't last too long if they can't handle being part of Big Brother.

You are trained to stay away from data collected about Americans unless it is "hot." Deciding what is hot is more art than science, and getting that call wrong has embarrassed the NSA in the past. When a conversation or electronic message is flagged and returned in a database, you review it and decide if there is anything to it. In the vast majority of cases, there is nothing nefarious and you move on. In those rare cases where things in the readout look "off," you take it to your supervisor and a deeper dive is authorized.

## Suggested Professions

### Cryptoanalysis Unit, Operations Directorate

This unit creates algorithms to defeat foreign encryption.

#### PROFESSIONAL SKILLS:

- » Accounting 50%
- » Bureaucracy 40%
- » Computer Science 60%
- » Craft (Microelectronics) 60%
- » Criminology 50%
- » Foreign Language (choose one) 40%
- » Science (Engineering or Physics) 60%

## "Five Eyes" Coordination (FVEY)

The UK, Canada, New Zealand, Australia, and the U.S. are known as the "Five Eyes" countries. Their governments agree to share most clandestinely-gathered intelligence. Everything the NSA collects is by default shared with the Five Eyes, though it is routine for NSA employees to restrict materials from view by all foreign governments.



- » Science (Mathematics or Predictive Analytics) 60%
- » SIGINT 60%

**BONDS:** 3

**SUGGESTED BONUS SKILLS:** Computer Science, Craft (Microelectronics), Science (Mathematics), SIGINT.

**EQUIPMENT:** A large library of technical manuals and professional journals on math and computer science (and, perhaps, quantum mechanics).

### Tailored Access Operations Unit (TAO), Foreign Intelligence Directorate

TAO operatives hack into foreign computers to conduct cyber-espionage.

**PROFESSIONAL SKILLS:**

- » Accounting 50%
- » Bureaucracy 50%
- » Computer Science 60%
- » Craft (Electrician) 30%
- » Craft (Mechanic) 30%
- » Craft (Microelectronics) 50%
- » Criminology 60%
- » Foreign Language (choose one) 60%
- » HUMINT 50%
- » Science (Mathematics) 40%
- » SIGINT 60%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Bureaucracy, Computer Science, Foreign Language, SIGINT.

**EQUIPMENT:** A large library of reports and classified analysis of hacking techniques as well as more established literature on advanced language studies.

### Remote Device Activities Unit, Operations Directorate

This unit designs and installs clandestine surveillance equipment and physically recovers intelligence that is gathered remotely.

**PROFESSIONAL SKILLS:**

- » Alertness 50%
- » Craft (Electrician) 40%
- » Craft (Locksmithing) 60%
- » Criminology 50%
- » Disguise 50%

- » Dodge 40%
- » Drive 50%
- » Firearms 40%
- » Law 40%
- » Melee Weapons 40%
- » Persuade 50%
- » Search 60%
- » Stealth 60%
- » Unarmed Combat 50%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Craft (mechanic), Craft (microelectronics), Science (physics), Search.

**EQUIPMENT:** Lockpicks, operations and technical manuals of equipment that houses surveillance devices, disguises, specialized equipment to recover data stores (such as acoustical lasers or tailored RFID readers).

### Counterintelligence Investigator, Q Directorate

An NSA counterintelligence investigator investigates security risks and suspicious activities, audits security practices, conducts background investigations on NSA employees and contractors, and gives weekly security briefings for NSA employees, contractors, and military affiliates. The investigator works often with subject-matter experts from other agencies and backgrounds to prepare briefings on specific threats. A threat briefing could be a private meeting with a senior official or a walk-in staffer who has a concern, a presentation to an entire branch, or a speech to hundreds of NSA industrial partner employees.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Computer Science, Foreign Language, SIGINT, Stealth.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

## The Defense Intelligence Agency (DIA)

The DIA is the Pentagon's primary all-source intelligence agency, and the chief rival to the CIA for conducting intelligence analysis and covert operations. The DIA reports to the Undersecretary of Defense for

Intelligence (USDI) and to the Director of National Intelligence (DNI). As the principal military intelligence agency, DIA focuses most of its analytical and clandestine activities on support to the warfighter. DIA's activities cover everything from foreign leader intent to medical intelligence, scientific advances, and foreign economic infrastructure. DIA officers do not typically conduct operations within the United States, but may operate in support of other intelligence and law enforcement agencies on a case-by-case basis.

**BUDGET:** Classified, but estimated over \$2 billion in 2015.

## The Agency Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** Frequently when operating overseas, rarely when within the U.S.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a significant credit line, up to a Major expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

With Bureaucracy, an Agent can access a wide range of equipment including military-grade weapons and communications gear as a Standard expense. Access to an armored SUV or unarmed military transport vehicle counts as a Major expense. An Agent can

request experimental technology as an Extreme expense, but this automatically initiates official review. With Bureaucracy or SIGINT, an Agent can access classified security-related reports from the military branches, CIA, NSA, NRO, or NGA. Such a request is equivalent to a Major expense. A failed roll immediately triggers official review. A second failed roll triggers criminal investigation into the character's actions for suspicion of mishandling classified material or even espionage.

## The Organization

DIA provides intelligence to the Joint Chiefs of Staff and to the Joint Intelligence Centers within the Combatant Commands around the world. DIA headquarters is located at Joint Base Anacostia-Bolling in Washington, D.C., though it also has a large presence at the Pentagon. DIA has public and clandestine facilities scattered around the U.S. Nearly 17,000 people work for DIA around the world.

DIA is organized into operational, functional and support directorates, each with a specific mission. The Directorate for Analysis (DI) reports on key foreign military forces and leaders based on intelligence gathered by the other directorates and the Service Intelligence Centers in each branch of the military. The Directorate of Operations (DO) carries out covert





intelligence collection operations in conflict zones and against hostile foreign governments. The Defense Clandestine Service (DCS) deploys expert teams of case officers, cultural and linguistic specialists, and interrogators to gather human intelligence. DCS also supports special operations forces (particularly SOCOM). The Defense Cover Office (DCO) creates false identities for intelligence operatives and facilitates their access to denied locations and installations.

The Directorate for Science and Technology (DT) serves as a hub for DIA's highly specialized technical assets and personnel. Composed mostly of scientists, engineers and technicians, DT brings to bear unique capabilities such as Measurement and Signals Intelligence (MASINT) techniques, which can identify the distinctive signatures of mechanical or electronic targets using terrestrial and orbital radars, acoustic sensors, chemical and biological detection arrays, and other collection platforms.

The Defense Attaché Service (DAS) is composed exclusively of active-duty military officers operating out of Defense Attaché Offices (DAO) within U.S. embassies. These attachés liaise with foreign militaries and collect intelligence on foreign military systems and capabilities.

### Key DIA Directorates

- » Directorate for Analysis (DI)
- » Directorate of Operations (DO)
  - › The Defense Cover Office (DCO)
- » Directorate for Science and Technology (DT)
- » Directorate for Mission Services (DA)
  - › Defense Attaché Service (DAS)

### Operatives

DIA supports two missions, intelligence collection and analysis. Within the collections sphere, DO case officers and DCS operatives recruit human assets to provide insights into some aspect of a foreign military. DIA case officers operate much like their CIA counterparts but with a focus on military assets. Case officers and DCS operatives work SIGINT clandestine missions, placing bugs or wiretaps.

The Directorate for Analysis refines raw intelligence into succinct reports for policy-makers. Writing is its analysts' key ability, and those who can distill important information into succinct summaries are likely to go far. DI has a large list of priorities and specialized offices: analyzing and evaluating foreign military capabilities, anticipating economic shifts that may impact a country's stability or the budget of its military, assessing political leadership's relationship within their country's military.

Defense attachés are part diplomat, part intelligence collector, with a wide mandate. Their status as a DIA employee is not secret, though it is rarely highlighted. A defense attaché heads a Defense Attaché Office and oversees a number of other DIA staff. The defense attaché is the primary military advisor to the ambassador and embassy team.

### Authority and Mandate

The worldwide mandate of the Department of Defense extends to the DIA, demanding that it track myriad threats to the U.S. and its military. Whatever the DoD or the service branches are interested in, DIA is expected to either be the expert or become the expert.

In the intelligence community, DIA is the authority on most military matters. Given the size of the U.S. military, and the influence of military issues, this gives DIA significant credibility and authority.

### Field Operations

DIA expects its employees to travel. Even office-bound analysts often travel on familiarization trips. As DIA employees become more senior, travel increases. DIA terms employees as an "expeditionary workforce" and budgets accordingly. DIA deploys its workforce to conflict zones, areas of emerging threats, combatant commands, U.S. embassies, and allied military bases. Securing approval to travel as a DIA agent is relatively easy. Travel budgets are reasonably robust. The organizational culture of promoting travel as an essential part of the job means oversight is professional but not overly diligent.

## Areas of Friction

Competition between DIA and CIA often runs deep, with case officers often working at cross purposes while trying to recruit the best assets. Each see itself as the premier member of the intelligence community.

DIA also runs into conflict with service branches' intelligence bodies, such as the Office of Naval Intelligence. The two organizations often report on the same issues and sometimes cooperate, but conflict and resentment are more common. DIA pulls rank as the senior intelligence body with more resources, and ONI insists that it can better serve its Navy customers.

## Playing DIA

DIA may look like a civilian organization from the outside, and many of its positions are filled by civilian employees or contractors, but it is very much part of the U.S. military. If you are a civilian, you must conform to military standards. You don't salute, but you need to understand rank and military jargon. Even moreso than civilian employees within the service branches, you need to have at least a passing familiarity with all the services: service-specific phrases, the equivalent ranks and terms for officer positions, what each letter and number combination indicates for an occupational specialty, and so on. No one expects you to be an expert on the differences between the services, but you are expected to get the basics right and know a little bit about each service's culture.

If you are a HUMINT collector or case officer, you provide critical intelligence to decision makers and warfighters working on the front lines. You serve among best-in-class professionals on the front lines of the nation's defense. You are expected to immerse yourself in foreign cultures, and to take initiative and make decisions on your own. You interact with people around the world, speak multiple languages, analyze global events, and make an invaluable difference to national security.

You have wide latitude to get the job done. DIA is an empowering work environment, your position commands a certain amount of respect and deference from non-operative colleagues. It is also a unforgiving environment. Results are expected, and your insights

need to be accurate and timely. After too many failures you will be benched: transferred to an analyst billet or assigned to a portfolio or issue that no one prioritizes. Until then, you are an alpha. The prospect of not being at the center of this exciting career or focused on an issue that matters is disturbing.

If you are in the military, your work will be valued when you return to your home unit. DIA is respected throughout the services. This is a good spot to do a joint tour and check that box for promotion without setting your career back.

## Suggested Professions

### Defense Clandestine Service (DCS)

The DCS' well trained and versatile agents work overseas, gathering intelligence on foreign militaries. DCS operatives train alongside CIA spies and paramilitaries at "the Farm," and are expected to work closely with SOCOM and other special operations forces when kinetic operations are ordered.

**PROFESSION:** Intelligence Case Officer.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Foreign Language (Arabic, Chinese, Russian, and Spanish are most likely), HUMINT, Military Science (choose one).

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SPECIAL OPERATOR** on page 85 of the *Agent's Handbook*, though this equipment is hidden and secured to maintain cover.

### Directorate for Analysis (DI), Americas Division

DI Americas Division provides research and analysis on the militaries of Central and South America as well as the Caribbean. Because of regional proximity, the Americas Division pays the closest attention to the United States. Many Americas Division analysts come from humanities backgrounds.

**PROFESSION:** Intelligence Analyst.

**SUGGESTED BONUS SKILLS:** History, Foreign Language, HUMINT, Military Science (choose one).

**EQUIPMENT:** Access to classified reporting from throughout the military, and a large library of military history, geography, and biographies.

## Defense Attaché (DATT)

A DATT leads a Defense Attaché Office, which does a bit of everything. A DATT gathers and reports intelligence, recruits assets, and represents the U.S. military to a foreign government.

**PROFESSION:** Soldier or Sailor.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Foreign Language (choose one), HUMINT, Law.

**EQUIPMENT:** Access to an embassy building, armored SUV (with a driver), and diplomatic credentials.

## The National Geospatial-Intelligence Agency (NGA)

The National Geospatial-Intelligence Agency (NGA) is a combat support agency under the Department of Defense and an intelligence agency. It collects, analyzes, and distributes geospatial intelligence (GEOINT) in support of national security. As a combat support agency, NGA provides maps and targeting documents for strikes against enemy locations and military units. As an intelligence agency, NGA uses imagery intelligence (IMINT) to create strategic briefing documents, atlases, and battle damage assessments. NGA is a leader in utilizing data and imagery collected from space and high-altitude drones.

**BUDGET:** Classified, but estimated over \$5 billion in 2015.

## The Agency Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** Frequently when operating overseas, rarely when within the U.S.

**ACCESS TO OFFICIAL FUNDS?** Limited credit line, up to a Standard expense without eliciting an official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?** Using Bureaucracy or an appropriate Craft skill (such as Mechanics or Electronics), an Agent can access experimental military or civilian technologies being evaluated for

reconnaissance or field support. This is equivalent to an Extreme expense.

With Bureaucracy or SIGINT, an Agent can access classified reports from the other branches of the military, the NSA, or the NRO. This is equivalent of a Major expense. If a report does not contain technical or geographic data, the request triggers official review.

## The Organization

NGA serves as the Pentagon's primary means of collecting, analyzing, and distributing geospatial intelligence (GEOINT), usually from maps and imagery products created by satellite and aircraft reconnaissance missions. NGA is headquartered at Fort Belvoir, outside Washington, D.C. NGA employs approximately 14,500 personnel, including a mix of military and civilian engineers, technicians, imagery analysts, and mapmakers.

The Source Operations and Management Directorate (S Directorate) facilitates the acquisition of imagery intelligence (IMINT) and measurement and signature intelligence (MASINT). Its personnel are experts in technologies that peer into hidden corners and denied locations, including underground and undersea. The Analysis Directorate (A Directorate) uses the source material acquired by S to assess facilities and locations that catch NGA's attention. The Directorate of Military Support (MS Directorate) is the primary liaison to the various branches of the military, NGA's primary customers.



NGA has a strong interest in the civilian technology sector, with two directorates focused on innovative technologies. NGA Research invests in emerging technologies found in the private sector. It particularly focuses on radars, automation, electromagnetic detection, cyber and anticipatory analytics. Its scientists and engineers closely monitor promising tech start-ups and academic research programs. The Xperience Directorate (X Directorate) designs user interfaces and graphical presentations so non-specialists can understand NGA's analysis. Its personnel tend to have strong networks in the tech industry and academia.

### Key NGA Directorates

- » Source Operations and Management Directorate (S)
  - › GEOCELL (joint with NSA)
- » Analysis Directorate (A)
- » InnoVision Directorate (I)

### Operatives

NGA's personnel are experts in aeronautical analysis, cartography, geospatial analysis, imagery analysis, marine analysis, the physical sciences, architecture,

computer and telecommunication engineering, and photography.

At the core of NGA are its geospatial analysts, who are trained to analyze the most minute details of imagery and electronic data. Geospatial analysts produce reports that cover everything from the number of armored vehicles parked at a military depot to the exact location of ventilation shafts or sensor arrays at a supposedly hidden facility. The other disciplines work with NGA's analysts to draw logical conclusions from the vast amounts of data.

### Authority and Mandate

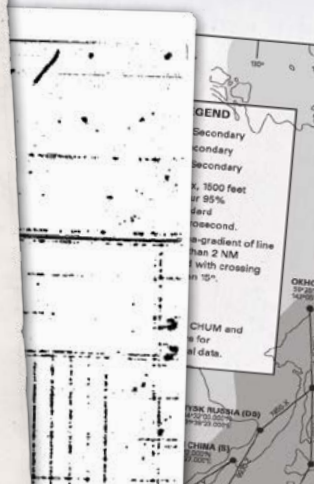
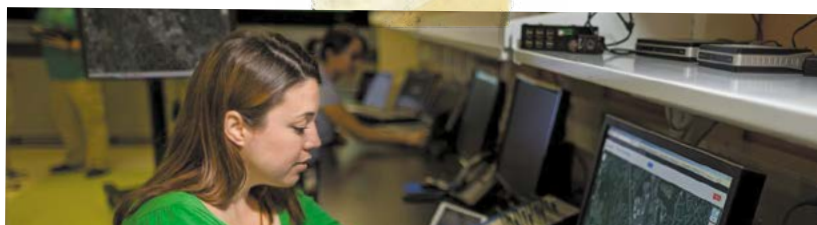
NGA covers a wide range of intelligence, from tactical details to estimating crop yields in foreign countries. NGA intelligence officers typically work in conjunction with other military personnel or intelligence agencies, providing key expertise and skills when needed. Perhaps more than any other intelligence agency, NGA works closely with civilian agencies to assist with disaster recovery by providing up-to-date maps of affected areas and security planning for important national events.

## Special NGA Programs

NGA operates a number of programs to support national security and counterterrorism. One example is the joint NSA-NGA "GEOCELL" program. Its purpose is to track terrorists through telephone traffic. The NSA intercepts the signal and the NGA uses satellite imagery to accurately pinpoint the call's point of origin. NGA was instrumental in Operation NEPTUNE SPEAR, the mission to kill Osama Bin Laden. Its imagery and architectural specialists created a replica of the Abbottabad compound using laser radar and imagery.

During the war in Iraq, the Joint Special Operations Command (JSOC) underwent an aggressive intelligence overhaul. One program formed to help troops on the ground is "NGA SKOPE." JSOC uses the program to merge data collected from various sources and predict where insurgents might strike. Among other tasks, SKOPE identifies trends in improvised explosive placement and the use of specific types of vehicles by terrorists.

NGA's analysis and vast inventory of digital maps are used in the civilian world on things such as Google Maps and Google Earth as well as support for disaster recovery. In the aftermath of Hurricane Katrina, NGA provided near real-time maps and updates to rescue personnel, and it helped city planners and engineers with the long-term reconstruction of New Orleans.



### Field Operations

Despite the worldwide nature of NGA's work, travel is relatively rare. Analysts focus on digital and electronic data. Occasionally, senior members of a team or project travel to a partner agency like the Air Force or to a civilian partner for consultations. NGA's travel budgets are low, and use of those limited funds comes with considerable scrutiny.

### Areas of Friction

NGA has a good reputation for cooperation with other agencies. It has relatively strong relationships with the Air Force, NRO, NSA, NASA, and SOCOM, all of whom provide images to be analyzed.

### Playing NGA

NGA provides a work environment that is interesting, fast-paced, and demanding. It is home to unusual skill sets such as cartography. It is staffed mostly by intellectuals with advanced degrees in esoteric technical disciplines. Morale is generally high, as most people feel fortunate to have found a well-paying job that allows them to indulge their passions.

Your daily routine brings you in contact with fascinating data. If there is a major event, NGA is watching and analyzing, even things that don't make the news. You get to see the events of the world, up close, in the comfort of your cubicle. Your analysis sets the tone for further research by organizations like NSA, NCTC, and CIA. In a very real way, your assessment of a situation sets the standard by which the other intelligence agencies react to a situation. Your analysis is reused and recycled by the intelligence community. Your colleagues across the U.S. government are hungry for your insights.

NGA analysts are the first line for discovering the weird and the surprising. If a satellite or reconnaissance

drone picks up something out of the ordinary, NGA puts resources into figuring it out. NGA operatives are particularly well placed to identify unnatural incursions before anyone else, and if need be, to cover them up.

Working relationships are collegial, and you have little problem asking colleagues with different backgrounds for input on a particularly interesting or puzzling piece of data. Other intelligence agencies see a lot of unhealthy competition and professional intrigue, but that's not the case at NGA.

There is one downside of work in NGA for a civilian. Many of the employees and managers are ex-military, with no experience in private industry, academia, or not-for-profit work. The culture is heavily influenced by military training styles. It is common for a manager or team analyst to yell at the top of their lungs to "inspire" you to work longer, faster, and harder. You either adapt to this thinly-veiled military structure or you simply keep your head down, do the job, and build up resentment against those in uniform.

## Suggested Professions

### InnoVision Directorate (I)

InnoVision researchers explore new ways to gather and use intelligence, particularly in creating expert or predictive systems.

**PROFESSION:** Scientist or Computer Scientist.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Craft (Engineering or Microengineering), SIGINT, Science (Chemistry, Geology, or Physics).

**EQUIPMENT:** Access to a program budget (see page 90 of the *Agent's Handbook*).

### Analysis Directorate (A)

Analysis creates detailed reports about imagery and intelligence and uses that data for predictive modeling.

**PROFESSION:** Intelligence Analyst.

**SUGGESTED BONUS SKILLS:** Accounting, Bureaucracy, SIGINT, Science (Cartography or Mathematics).

**EQUIPMENT:** A large library on mathematics, quantum mechanics, statistics-based modeling techniques, and game theory.



## The National Reconnaissance Office (NRO)

NRO builds the secret satellites used by the Pentagon and the intelligence community to monitor the world by collecting imagery intelligence (IMINT), signals intelligence (SIGINT), and measurement and signature intelligence (MASINT). Unlike many combat-support and intelligence agencies, NRO's contributions to national security occur long before a conflict or crisis breaks out. The United States relies on NRO's satellites to monitor looming threats and to provide early warning of potential attacks. With a workforce of only about 3,000 military and civilian staff, NRO relies heavily on civilian contractors with specialized skills and experience to integrate technically sophisticated and ultra-fragile components in billion-dollar satellites.

**BUDGET:** Classified, but estimated more than \$10 billion in 2015.

### The Agency Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** A credit line worth up to a Major expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

Using Bureaucracy, an Agent can access some advanced civilian or military technology, such as an experimental sensor or communications device, for a "field test." This is equivalent to at least a Major expense, although really experimental equipment would likely be an Extreme expense. As a Standard expense, an Agent can access detailed maps from around the world. As a Major expense, an Agent can request that a map be made of a specific area using satellites. This request automatically triggers official review and takes at least a week to complete.

### The Organization

NRO was secretly created on 6 SEP 1961 with the purpose of overseeing "all satellite and overflight reconnaissance projects whether overt or covert." The existence of the organization was declassified in 1992. The NRO continues to coordinate the use

of government-controlled satellites and the data they capture.

The Advanced Systems and Technology Directorate (AS&T) coordinates NRO's research and development of new sensing and communications technologies. The Imagery Intelligence Systems Directorate (IMINT) seeks to constantly improve the resolution and clarity of images from cameras placed on reconnaissance satellites. The Signals Intelligence Systems Directorate (SIGINT) refines the technologies needed to intercept electronic signals worldwide, including the ability to eavesdrop on protected signal channels. The Communications Acquisition and Operations Directorate (COMM) ensures that NRO's own communications remain secure and reliable, using advanced communications technologies such as lasers. Missions Operations Directorate (MOD) operates and reports on NRO's satellites and ground support systems. Systems Operations (SO), the Office of Space Launch (OSL), and the Ground Enterprise Directorate (GED) all support the launch and maintenance of NRO's satellites and space-borne data arrays. Other offices and directorates provide support for the operational directorates.

### Key NRO Directorates

- » Advanced Systems and Technology Directorate (AS&T)
- » Imagery Intelligence Systems Directorate (IMINT)
- » Signals Intelligence Systems Directorate (SIGINT)
- » Missions Operations Directorate (MOD)

### Operatives

The NRO is jointly staffed by members of the armed services (primarily the Air Force and Navy), the CIA, NGA, NSA, including civilian personnel. These detailees usually spend at least two years with NRO. They serve with one of the directorates, represent their home organizations, and, when necessary, advocate for their organizations' access to satellites. More than half of NRO's employees are contractors with many key analyst and technical positions filled by companies like SAIC and Booz Allen Hamilton.



### Authority and Mandate

The NRO designs, builds, launches, and maintains America's intelligence satellites. Together with other Defense Department satellites, NRO systems play a crucial role in global communications, precision navigation, early warning of missile launches and potential military aggression, signals intelligence, and near-real-time imagery to support counterterrorism. Satellite use is in high demand across the government, and NRO prioritizes requests for the use of satellites with its partner organizations.

NRO systems are often the only collectors able to access critical areas of interest. Data from overhead sensors provide unique information and perspectives not available from other sources. NRO monitors the proliferation of weapons of mass destruction, develops accurate military targeting data and damage assessments, supports international peacekeeping and humanitarian relief operations, and tracks international terrorists, drug traffickers, and criminal organizations.

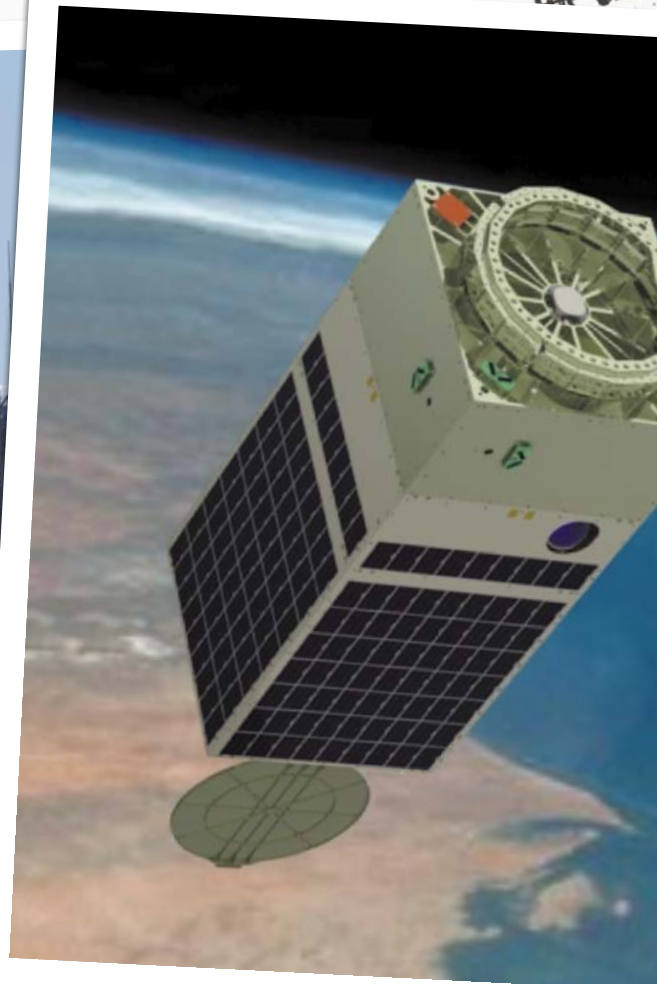
### Field Operations

There are few reasons for an NRO employee to travel on duty. The controlled and classified nature of the work means that travel draws considerable scrutiny. When travel does occur, it is often to brief partner organizations or to recruit at a contractor headquarters or other agency.

Technicians and engineers have an easier time traveling to support systems. If a remote ground tracking facility goes dark, NRO specialists travel quickly to the site and make the necessary repairs.

### Areas of Friction

NRO's technical and specialized role in the intelligence community and its willingness to share its products with other agencies mean it is generally well-regarded throughout the U.S. government.



## Playing the NRO

When you arrive at work, you say goodbye to the sun. Your office is in a building that is basically one enormous SCIF. Information security and Internet protocols are top priorities. You are constantly reminded that you have no right to privacy while at work, and you know security people review everything you do on your work computer. The government takes its satellite program seriously. You must be vigilant about what you are doing in case something looks askance.

You work on incredibly cool projects, with some of the best professionals in the business. Partner agencies and organizations that send detailees to NRO often send their best. NRO is seen by the Air Force and the intelligence community as a desirable place to do interagency work. If you are a detailee, your home agency remains supportive and management keeps you as much in the loop as you want. If you are a full-time NRO employee, you likely thank your lucky stars that the partner agencies and contractors send qualified people to help. From engineers to imagery analysts, NRO has some of the best in the business, and morale is routinely high. Even human resources and IT have a reputation for strong and supportive work. You like this job. You want to keep it.

Priority usually goes to the military during an operation. NRO's electronic assets mean that, when fully dedicated, real-time satellite coverage is possible. Advanced filters and optics can allow better resolution to defeat countermeasures such as smoke or physical housing.

The competing demands for NRO's data collection capabilities means that priorities must be assigned and time over a target must be regulated. NRO analysts work with detailees to create useful products. Those can include everything from a series of still pictures identifying armored vehicles to incredibly detailed hydrographic maps identifying structural damage after a flood.

NRO's leadership is demanding and thorough but is open to creativity. Offices and cells constantly work to upgrade the quality and readability of their data and analytical products, exploring non-standard ways of presenting their findings. For decades, NRO

has maintained a small wargaming office to explore the ways that its imagery and electronic data can best be used. NRO works in non-standard visual projects, such as "Patterns of Life" projects which process massive data sets to identify patterns in targets' daily lives and identify abnormal behaviors.

## Suggested Professions

### Imagery Intelligence Systems Directorate (IMINT)

IMINT is the heart and soul of NRO, bringing together capable visual analysts and dedicated engineers to improve the intelligence produced by satellites and drones. Most IMINT detailees are from the Air Force and NASA.

**PROFESSION:** Intelligence Analyst.

**SUGGESTED BONUS SKILLS:** Art (Drafting or Map-making), Computer Science, Science (Engineering or Geography), SIGINT.

**EQUIPMENT:** Access to a dizzying array of maps and photographic records from decades back, much of it is classified.

### Advanced Systems and Technology Directorate (AS&T)

AS&T develops groundbreaking and extremely classified technologies and applies them to gathering remote intelligence. Members of AS&T are expected to think creatively and use non-standard processes. AS&T works closely with academia and the corporate world, not discriminating against revolutionary technologies no matter where they come from.

**PROFESSION:** Scientist.

**SUGGESTED BONUS SKILLS:** Art (Graphic Design), Bureaucracy, Computer Science, Science (choose one, but Chemistry, Physics, and Geology are most likely).

**EQUIPMENT:** AS&T employees are on permanent visitor lists to many prestigious universities, think tanks, and corporate labs.



# Interior

## The National Park Service (NPS)

The National Park Service (NPS) manages all national parks, many national monuments, and a number of other conservation and historical properties. The agency employs just under 30,000 people from a broad range of backgrounds, including scientists, archeologists, historians, park rangers, and specialized firefighters.

**BUDGET:** Approximately \$3 billion, with an estimated \$12 billion maintenance backlog.

### The National Park Service Agent at a Glance

**POWERS OF ARREST?** Yes for Parks Police and Protection Rangers.

**EXPECTED TO CARRY A WEAPON?** Yes for Parks Police, sometimes for Parks Rangers.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to a Standard expense without eliciting official review.

#### **OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

An Agent in the field and from an appropriate career may use Bureaucracy to requisition specialized vehicles or camping/survival gear from a nearby office. Vehicles can include SUVs, boats, horses, swamp buggies, and hydroplanes. NPS employees operating in the field in areas of dangerous wildlife can request rifles. Those in science careers may to requisition monitoring equipment appropriate to their specialties, including cameras, audio recorders, tracking equipment, remote sensing equipment, and animal traps.

### The Organization

Headquartered in Washington, D.C., the NPS manages locations of national interest. NPS is administered within the Department of Interior, along with the Bureau of Indian Affairs, the USDA Forest Service, the Bureau of Land Management, and the U.S. Fish and Wildlife Service.

Under the NPS director are a number of deputy directors, including those for Congressional and External Relations, Management and Administration, and Operations. Operations is by far the largest subdivision, covering the day-to-day issues of running the agency. Within Operations are functional sub-directorates such as the Natural Resource Stewardship and Science Directorate, Park Planning Directorate, Facilities and Lands, Visitors and Resource Protection, and the Interpretation, Education and Volunteers Directorates.

Offices generally cover geographical areas or focused functional issues. Independent offices include the Alaska, Intermountain, Midwest, National Capital, Northeast, Pacific West and Southeast Regional Offices. Other offices are found under the directorates, and include the Law Enforcement, Security, and Emergency Services Office in the Visitor and Resource Protection Directorate.

### Key NPS Divisions

- » Visitor and Resource Protection Directorate
  - › Division of Fire and Aviation Management (DFAM)
  - › Park Police
  - › Law Enforcement, Security, and Emergency Services
    - Investigative Services Branch
- » Natural Resource Stewardship and Science Directorate
  - › Biological Resources Division
  - › Natural Sounds and Night Skies Division
- » National Capital Regional Office
- » Southeast Regional Office

### Operatives

NPS employs architects, police (Parks Police), historians, scientists (biologists, botanists, ecologists, and others), firefighters, support staff, and administrative personnel. NPS employs a relatively large number of scientists and history-focused professions. Many

## "Type 1 Hotshots"

An Interagency Hotshot Crew (IHC) is a team of 20 wildland firefighters drawn from agencies like NPS, the USDA Forest Service, and the Bureau of Land Management. Hotshot crews are coordinated through the National Interagency Fire Center in Boise, Idaho. These crews battle the most serious fires, and can be deployed abroad if requested by a host government. All hotshot firefighters meet and exceed the requirements of Type 1 firefighters in terms of additional training, high physical fitness standards, and ability to undertake exceptionally stressful assignments.

Hotshot crew vehicles become their homes during the peak fire season. These large and rugged off-road vehicles, also known as "Crew Haulers," "Buggies," or "Boxes," carry Hotshots along with their personal gear, tools, and everything else necessary to make the crew self-sufficient for several days.

types of ecologists, botanists and biologists work for NPS, both at headquarters and in regional offices and sites. Archaeologists, librarians, and historians are also employed in high numbers in order to help preserve locations or items of significance. These professions are usually located in Washington, D.C.

"Park Ranger" is a broad term for a multi-faceted and diverse career path. Park Rangers are responsible for protecting state and national parks; the natural resources, ecosystems, and wildlife within them; and the people who visit them. Park Rangers serve as law enforcement officers, environmental experts, and public-facing historians.

Although some modern NPS Park Rangers perform law enforcement duties ("Protection Rangers"), the varied environments in which they work require competency in a variety of safety skills. Within the Law Enforcement, Security, and Emergency Services Office, the Investigative Services Branch (ISB) employs federal agents who focus on long-term or complex crimes committed on NPS land.

Wildland firefighters within the National Park Service contain and suppress major fires. Crews are differentiated between Type 1 (the most experienced,

including elite "hotshot" crews), Type 2, and Type 3. Each crew consists of 18 to 20 men and women. Type 1 Wildlands Crews include Helitack crews, which deploy via helicopter to gain early control of a wild-fire. They are supported by helicopters to lift loads, redeploy teams, and drop water and other fire retardants. The famed Smokejumpers (a Type 1 crew) do not normally work for NPS, but are loaned from the USDA Forest Service or the Bureau of Land Management during emergencies.

## Authority and Mandate

NPS is charged with a dual role of preserving the ecological and historical integrity of places of national importance, while also making those locations available and accessible for public enjoyment. There are about 60 national parks, but the NPS manages over 400 "units": entities that include monuments, battlefields, historic sites, and special wilderness preserves. The National Park System includes all properties managed by the National Park Service, and includes areas within American-administered territories like Puerto Rico, American Samoa, Guam and the Virgin Islands.

## Field Operations

Many NPS careers come with a considerable amount of autonomy. Many of the field careers, like ecologists, biologists, and Park Rangers, spend many hours on their own within the parks.

Historians, scientists and archaeologists are expected to keep up with their disciplines and travel routinely within the U.S. and internationally to conferences and symposiums. They also travel to various parks and facilities that are in need of their expertise.

NPS employees travel overseas as speakers or as advisors to foreign governments and conservation societies. International technical assistance projects focus primarily on countries in close proximity to the U.S., such as Mexico, the Caribbean, Russia, and Canada.

Wildlands firefighter crews are deployed for months at a time. Their living conditions on assignments can be primitive. While in the field, daily work shifts can average sixteen hours, sometimes extending to 48–64 hours. Sleep deprivation and exhaustion are common.

## Areas of Friction

Although all units of the National Park System in the United States are the responsibility of NPS, they are all managed under diverse pieces of authorizing legislation or, in the case of national monuments, under the Antiquities Act or special executive order. Each park can be administered differently. Some allow economic activity such as tourism or mining while others do not. That can create friction and resentment with local communities.

NPS has a strong relationship with its sister agency, the USDA Forest Service, despite the fact that the two often have overlapping areas of responsibility.

## Playing the NPS

You don't happen upon a job at NPS by chance. NPS is composed of some very specific and coveted career paths. People who like the outdoors enjoy working at NPS. Computers and archives absolutely have their place, but that's not why you sought this career. NPS tends to hire people that tend towards the meticulous. Even in muddy, dusty or downright dirty careers, there is a sense of propriety.

Because of its focus on locales and specific pieces of history, NPS instills a sense of ownership and parochialism in its employees. You see the world through the lens of the park or piece of history you protect. This is especially true for Rangers. A career as a Park Ranger means you are front and center in the public's eye. There are only a relative handful of careers like Park Ranger, so you probably consider yourself quite lucky to do the work.

If you are a firefighter, you are one of the best of the best. You face some of the largest and nastiest fires anywhere in the world. Mortality is a very real threat. When it is go-time, you are at war with an inhuman, uncaring, voracious entity. During summer and autumn (fire

season), you work long hours in austere environments for months on end. You know the importance of teamwork, since backup is either days away or simply does not exist. You have the scars to go toe-to-toe with any of the combat arms. The demands are intense. A stable family life is often not possible for NPS firefighters

Fewer than 40 ISB agents cover the entire United States. There are more Protection Rangers and Parks Police, but even their numbers are paltry compared to the FBI or Marshals. NPS has a dearth of resources. It lacks extensive IT or forensics support. Because of the remote nature of the work, there is little chance to call in reinforcements.

"Frontcountry" criminals do their deeds in places with electricity, a luxury the "backcountry" does not afford. ISB and Protection Ranger crime scenes are often at the bottom of steep cliffs or in the middle of rivers. The underfunding of the Park Service means that ISB Agents and Rangers often personally carry equipment through the backcountry, sometimes at night, in the rain or snow. Truth be told, that is part of the allure. You are part of a scrappy service that looks for you to take lead on the entirety of an investigation,



from initial discovery to gathering and analyzing evidence, paperwork, and hopefully arrest. If there is a need for a long-term deep cover assignment, that is you, too. You do it all.

## Suggested Professions

### Park Ranger

Park Rangers are the front lines for NPS. They are expected to be jacks of all trades when it comes to law enforcement and security.

**PROFESSION:** Police Officer.

**SUGGESTED BONUS SKILLS:** Athletics, Navigate, Science (Ecology), Survival.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

### Interpretive Ranger

Interpretive Rangers (also called “Cultural Rangers”) are public-facing rangers who spend equal times educating the public and protecting their site.

**PROFESSIONAL SKILLS:**

- » Bureaucracy 50%
- » First Aid 60%
- » Forensics 50%
- » History 60%
- » HUMINT 60%
- » Navigate 40%
- » Persuade 60%
- » Science (choose one) 60%
- » Search 50%
- » Survival 60%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Firearms, First Aid, Medicine, Survival.

**EQUIPMENT:** Uniform, badge, camping tools, a small library including books on the history of the area, survival techniques, and ecology, biology, and botany.

### Investigative Services Branch (ISB)

ISB's Protection Rangers have gone through extra training to investigate crimes and build prosecutable cases.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Athletics, Navigation, Stealth, Survival.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*.

### Biological Resources Division (BRD)

BRD's biological scientists and ecologists preserve the natural splendor of the national park system. BRD also uses its practical expertise to advise policy makers on how best to preserve history and natural locations.

**PROFESSION:** Scientist.

**SUGGESTED BONUS SKILLS:** History, Law, Search, Survival.

**EQUIPMENT:** Scientific equipment appropriate to your profession, survival and camping equipment.

### Wildland Fire Division

NPS fire management includes hand crews, wildland fire modules, engine and helitack crews, as well as the elite hotshot firefighters.

**PROFESSION:** Firefighter.

**SUGGESTED BONUS SKILLS:** Athletics, First Aid, Survival, Swim.

**EQUIPMENT:** Rugged and well-worn wilderness survival gear (tent, brush pants and shirt, food, back-country pack and harness, goggles and safety glasses, shovel, camelback, and water bladders). Firefighting gear includes Personal Protective Equipment (PPE: helmet, hood, pants, coat, gloves, boots, air pack/respirator, and air filter/mask), halligan bar, Pulaski axe, McLeod tool, multitool, infrared camera, forehead lamp, firepump/firedrip, a radio with a chest harness, an emergency fire shelter, climbing gear (pitons, pulley kit, lots of types of rope, helmet, a harness), and a well-stocked personal medical kit.

### Federal Archeology Program

Federal archeologists identify undiscovered locations or items of significance and preserve or restore historical artifacts and locations.

**PROFESSION:** Historian.

**SUGGESTED BONUS SKILLS:** Archeology, Navigate, Search, Survival.

**EQUIPMENT:** Lots of aging books and camping gear.

# Public Safety

## The Federal Emergency Management Agency (FEMA)

FEMA's primary purpose is to coordinate disaster response within the United States, especially when the crisis overwhelms the resources of local and state authorities. Part of the Department of Homeland Security, FEMA ensures that first responders are trained and equipped to deal with natural disasters and the use of weapons of mass destruction.

**BUDGET:** \$10.4 billion in 2015.

### The FEMA Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to a Standard expense without eliciting official review.

#### **OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

With a Bureaucracy roll, an Agent can access first responder safety gear and professional rescue equipment as a Standard expense. Communications equipment designed to operate in austere environments is available as an Unusual expense. Agents may request off-road vehicles such as SUVs as a Major expense.

### The Organization

FEMA's administrator reports to the Secretary of Homeland Security and is headquartered in Washington, D.C. Unlike other agencies, FEMA's personnel constantly fluctuates. It is small when there is no crisis but swells in personnel and budget when disaster strikes. This surge happens regionally, so a disaster on the East Coast sees FEMA's ranks increase dramatically there they remain unchanged elsewhere. More than half of FEMA's nearly 10,000 personnel are reservists, employed on a part-time or temporary basis.

FEMA divides the country into ten regions, each containing multiple states. Regions are treated as offices in their own right and are coupled with functional offices in the overall bureaucratic structure. Functional offices include the Office of Response and Recovery (including the Field Operations Directorate, the Response Directorate, the Logistics Directorate, and the Recovery Directorate) and the Office of Protection and Natural Preparedness (including the National Preparedness Directorate and a number of funding and grant programs).



## Key FEMA Offices

- » Office of Response Recovery
  - › Field Operations Directorate
  - › Response Directorate
- » Office of Mission Support
- » Office of Protection and Natural Preparedness
- » Regional Administration Offices

## Operatives

FEMA's divides its response personnel into teams around the country. FEMA's core operational unit is the National Disaster Medical System (NDMS). NDMS's specialized teams include doctors, nurses, and pharmacists to provide medical care to disaster victims. NDMS's Rapid Deployment Force (RDF) teams are composed of officers of the United States Public Health Service Commissioned Corps. RDF personnel are expected to be the first on site once a disaster is declared, often prepositioning anticipated events. Disaster Medical Assistance Teams (DMAT) provide mobile medical care and are typically made up of doctors and paramedics. Also in the NDMS are National Nursing Response Teams (NNRT), National Pharmacy Response Teams (NPRT) Veterinary Medical Assistance Teams (VMAT), Disaster Mortuary Operational Response Teams (DMORT, which provides forensic services), and National Medical Response Teams (NMRT, equipped to decontaminate victims of chemical and biological agents).

FEMA also maintains an Urban Search and Rescue Task Forces (US&R), on call to deploy within 24 hours to rescue victims of structural and mine collapses. Mobile Emergency Response Support (MERS) teams provide communications support and repair. A MERS team may operate a truck with satellite uplink, computers, telephone, and power generation at a staging area so responders can communicate with the outside world. MERS teams are engineers and construction personnel trained to repair communication equipment and infrastructure.

FEMA maintains reservists who are trained to help in disaster mitigation but only employed during a crisis. Reservists make up a large portion of FEMA's manpower during a natural disaster. Most reservists

are working-class and middle-class workers who see the program as a way to augment their income.

## Authority and Mandate

FEMA is the central point of coordination in a major disaster. Its responsibilities also include dam safety, training local and state personnel on disaster recovery techniques, protection and storage of hazardous materials, and preparation and mitigation programs. It works to prepare for and minimize the impact of terrorist attacks using weapons of mass destruction.

## Field Operations

FEMA's emergency response is based on small, decentralized teams such as the National Disaster Medical System and Urban Search and Rescue teams. Funding for travel outside of an emergency is difficult to come by. Similarly, specialized tools are well monitored and difficult to requisition during quiet periods. The exceptions to this are training opportunities by NDMS or US&R teams. FEMA's budget allows for opportunities to train personnel in different types of terrain and regions across the United States. These teams sometimes train state-funded civilians and first responders.

During a crisis, FEMA oversight of its employees breaks down. FEMA relies on the initiative and professionalism of its employees because oversight is generally impossible. FEMA staff in a disaster area spend a lot of their time alone or in small groups. Team leaders communicate to their dispersed personnel via satellite phones, which can be unreliable. Team members stay in close proximity to one another and set up rally areas so they can maintain contact with team leads even if cut off electronically.

## Areas of Friction

High-profile logistical failures and right-wing conspiracy theories often put FEMA at odds with the public and Congress. Expectations are sky high at the most difficult times. When FEMA does well, few pay attention. When it fails, it is publically called to account, and the public sees FEMA leadership as clueless and ground personnel as ineffective.

FEMA is charged  
w/ the impossible

Bringing order from  
Chaos

## Playing FEMA

At FEMA's core are a bunch of do-gooders and ordinary people looking for a stable job. Despite public and official criticism, morale remains relatively high and employees are motivated. It is not always an easy job, but during a disaster, FEMA is welcomed.

You expect to be sent into serious crises. You utilize your skills best when law and order have failed. You rely on your team to back you up. Providing logistical support in a catastrophe, you need to be an example of stability and calm.

Not all of FEMA's work is in the middle of a natural catastrophe. It trains local and state officials on disaster preparation and advises them on dealing with crises and contingencies. The day-to-day work of many FEMA employees is significantly more mundane than disaster relief. You may sign up vulnerable communities for insurance packages or provide program management for a disaster-preparedness grant. The quiet hours spent filling out paperwork or training people are returned when that community is better prepared when a hurricane or wildfire erupts.

"Practicality" is FEMA's watchword. Normally, this is a good thing as it emphasizes protecting people and property and helping them recover quickly. The focus on practicality has also led to some of the most vociferous critiques of the agency. The agency and its actions are often construed as tone-deaf to communities it is trying to help, particularly minorities.

FEMA is expected to react quickly, and short-sighted decisions about the placement of temporary housing or the unequal distribution of provisions can lead to considerable criticism.

## Suggested Professions

### Urban Search and Rescue (US&R)

US&R involves the location, rescue (extrication), and medical support of trapped individuals. Structural collapse is most often the cause, but individuals may also be trapped in transportation accidents, mines, and collapsed trenches.

**PROFESSION:** Firefighter.

**SUGGESTED BONUS SKILLS:** Alertness, First Aid, Search, Survival.

**EQUIPMENT:** Extensive search and rescue gear, most of it portable or at least airliftable.

### Office of Mitigation Insurance (OMI)

Mitigation programs focus on building financial resources to prepare for and recover from disasters.

**PROFESSION:** Program Manager.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Craft (Architecture), Science (Meteorology or Statistics), Survival.

**EQUIPMENT:** Control of a project budget (see **PROGRAM MANAGERS** on page 90 of the *Agent's Handbook*) and access to research materials and program data.

### National Disaster Medical System's Rapid Deployment Force (NDMS/RDF)

The RDF's medical personnel focus on field trauma in disaster environments.

**PROFESSION:** Paramedic.

**SUGGESTED BONUS SKILLS:** First Aid, HUMINT, Psychotherapy, Survival.

**EQUIPMENT:** Extensive portable and airliftable medical supplies and survival gear.

# Research

## The National Aeronautics and Space Administration (NASA)

NASA is the U.S. government's leader in civilian space and high-atmosphere operations. NASA is also a leader in developing aerospace technologies, engineering high-stress materials, astrophysics, environmental and atmospheric research, and robotics. America's astronaut and space flight programs are operated by NASA.

While NASA's mandate is limited, it commands respect in those sectors in which it is involved, as well as with the American public.

**BUDGET:** \$1.8 billion in 2015.

### The NASA Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

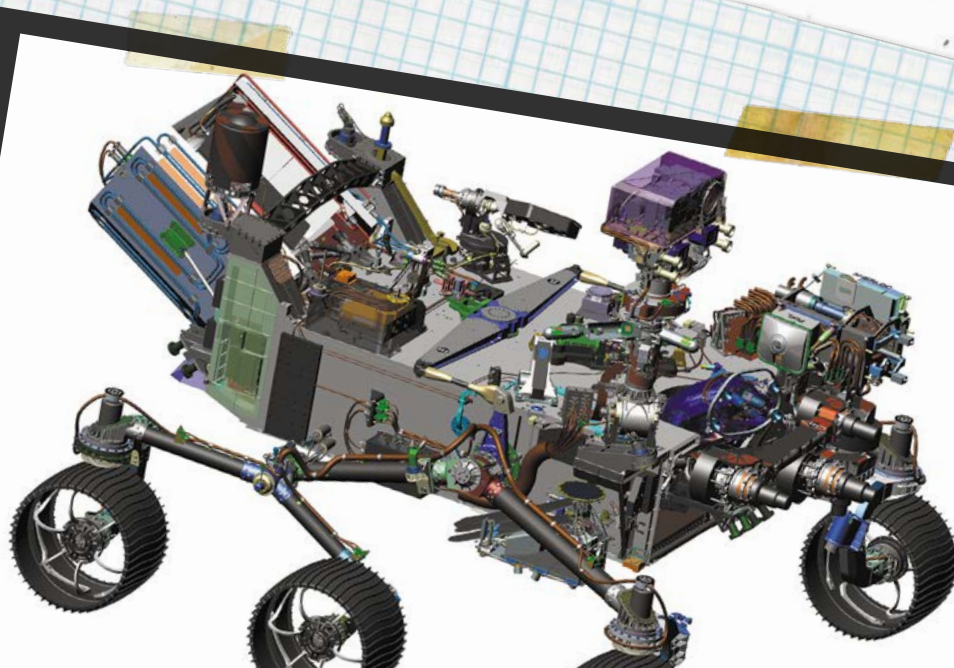
**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line while traveling for official reasons, up to a Standard expense without eliciting an official review.

**OPERATIONAL BUDGET/RESTRICTED ITEMS?** On a successful requisition roll at a Major expense, the Agent can access real-time, detailed geospatial and space-directed surveillance. Also as a Major expense equivalent, the Agent can request classified data relating to (or gain access to) restricted areas such as the Armstrong (Dryden) Flight Research Center, rocket testing gantries at Stennis Space Center, and the launch facilities at Kennedy Space Center.

Emergency Response Team (ERT) members may request military-grade weapons. These weapons are kept in a NASA facility and their removal is subject to a separate Unusual expense-equivalent request, which automatically triggers official review.

### The Organization

NASA's administrator is the agency's highest-ranking official and serves as the senior space advisor to the U.S. president. NASA is headquartered in Washington, D.C., and provides overall guidance and direction to facilities scattered around the world. NASA is divided into a series of directorates. These encompass mission-related responsibilities, like the Human Exploration and Operations (HEO) Directorate and the Mission Support (MS) Directorate, as well as directorates attached to each facility.



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NASA distributes operational missions and research priorities to its many facilities. For example, unmanned observation missions in Earth's orbit are managed by the Goddard Space Flight Center (GSFC). The Jet Propulsion Laboratory (JPL) handles unmanned interplanetary missions. The Armstrong Flight Research Center (AFRC) tests and evaluates newly designed aircraft and supports a number of classified projects like advanced stealth technology and experimental propulsion systems. The Johnson Space Center is the lead on the International Space Station (ISS). The Kennedy Space Center focuses on human space flight and major launches. The Johnson Space Center (JSC) houses mission control. NASA operates a number of other, smaller facilities as well, including the Glenn Research Center (Ohio; advanced materials), the Stennis Space Center (Mississippi; rocket testing), and the Ames Research Center (astrobiology and unmanned space exploration).

NASA operates a SWAT equivalent in the form of the Kennedy Space Center Emergency Response Team (ERT). The ERT patrols the KSC grounds and protects the facility from intrusion.

### Key Directorates

- » Human Exploration and Operations (HEO) Mission Directorate
- » Science Mission Directorate
- » Aeronautics Research Mission Directorate
- » Space Technology Mission Directorate
- » Johnson Space Center
- » Mission Control
  - › Armstrong Flight Research Center (AFRC)
  - › Ames Research Center (ARC)
  - › Jet Propulsion Laboratory (JPL)
  - › Space Communications and Navigation (SCaN)
  - › Goddard Space Flight Center (GSFC)
  - › Kennedy Space Center (KSC)

### Operatives

NASA employs about 18,000 members of the civil service and 40,000 contractors. Astronauts are the best-known NASA employees, but represent a very

small number of the total workforce. Many NASA workers are scientists and engineers as well as people with business degrees (to operate finance departments), office administration specialists, and technical writers. NASA employs medical doctors and lawyers in specialized capacities.

The stereotype of a reclusive scientist working in their office with the lights turned off is unwelcome at NASA. Budgets are too tight and project timelines are too restrictive to allow hoarding of knowledge or practical experience. NASA relies on a team approach to all projects, and values program managers and members of other output-oriented careers. Creativity and initiative are important character traits at NASA.

ERT members are usually recruited from other SWAT-equivalents or from retired special-operations personnel. Members of the ERT train heavily in vertical environments (such as launch gantries) as well as the selective use of force around volatile chemicals and sensitive equipment.

### Authority and Mandate

NASA was created to oversee U.S. space exploration and aeronautics research. The most high-profile work done by NASA includes putting astronauts and satellites in orbit, conducting scientific research (particularly into flight and aeronautics), and launching deep space missions to probe and explore the solar system and beyond. In addition to those major missions, NASA's mandate includes practical and theoretical research and providing resources to promote and advance science education.

### Field Operations

Official travel by NASA employees is relatively rare and constantly scrutinized. Personnel with important or in-demand skill sets, such as advanced engineering, are an exception. They can expect to consult and travel fairly regularly, particularly to other NASA centers or to another nation's space organization. Other travel may include visiting observation facilities or traveling to visit similarly-mandated organization like the Air Force or National Reconnaissance Office (NRO).

## Areas of Friction

Due to similar mandates to explore the practicalities of space, NASA must maintain a close relationship with the National Geospatial-Intelligence Agency (NGA), the NRO, and the Air Force. This occasionally leads to areas of friction when credit (or funding) for projects is in question.

NASA's mission to learn to utilize and exploit space must be underscored by the practicalities of improving humanity's understanding of the Earth. This means the biggest critics of NASA are found in Congress, many of whom see NASA's mission as a waste of taxpayer money. NASA is constantly struggling to prove its worth to Congress (and the public) and justify its expenditures.

## Playing NASA

You feel like you won the lottery. You aren't paid nearly as well as your civilian counterparts, but you get enormous satisfaction working at NASA. Your office is filled with smart people, many of whom are surprisingly friendly. The equipment you work on is the definition of cutting-edge, some of it decades ahead of the stuff at other organizations. You work in an environment that values problem-solving and creativity. That is extremely satisfying.

NASA makes you work in a team. You may have come to the organization expecting to make a name for yourself, but you see time and again that the project is what gets recognized, rarely the individual. If the project succeeds, the whole team is lauded. If the project fails, well, it falls squarely on the shoulders of the team leader. Worse? Too often, projects are cancelled right out from under the people working on them due

to the whims of some politician or bureaucrat in D.C. That is much more demoralizing than a failed project. At least NASA learns from a failed project.

Science, engineering, and math are your tools, but the top priority is always safety. NASA's funding is always precarious, and when projects or missions fail, they do so in spectacular (and expensive) fashion that inevitably brings in a Congressional inquiry. You may not have been a detail-oriented person before you joined NASA, but you surely are now. You check your work, re-check it, check it again, and then check someone else's work. Failsafes and redundancies are the name of the game. A common phrase between colleagues is, "Sweat the small stuff." It is better to get it right than do it quickly.

## Suggested Professions

### Kennedy Emergency Response Team (ERT)

The ERT provides SWAT services at the Kennedy Space Center as well as crowd control and VIP protection. ERT operates its own helicopters and is practiced in vertical insertion and rappelling.

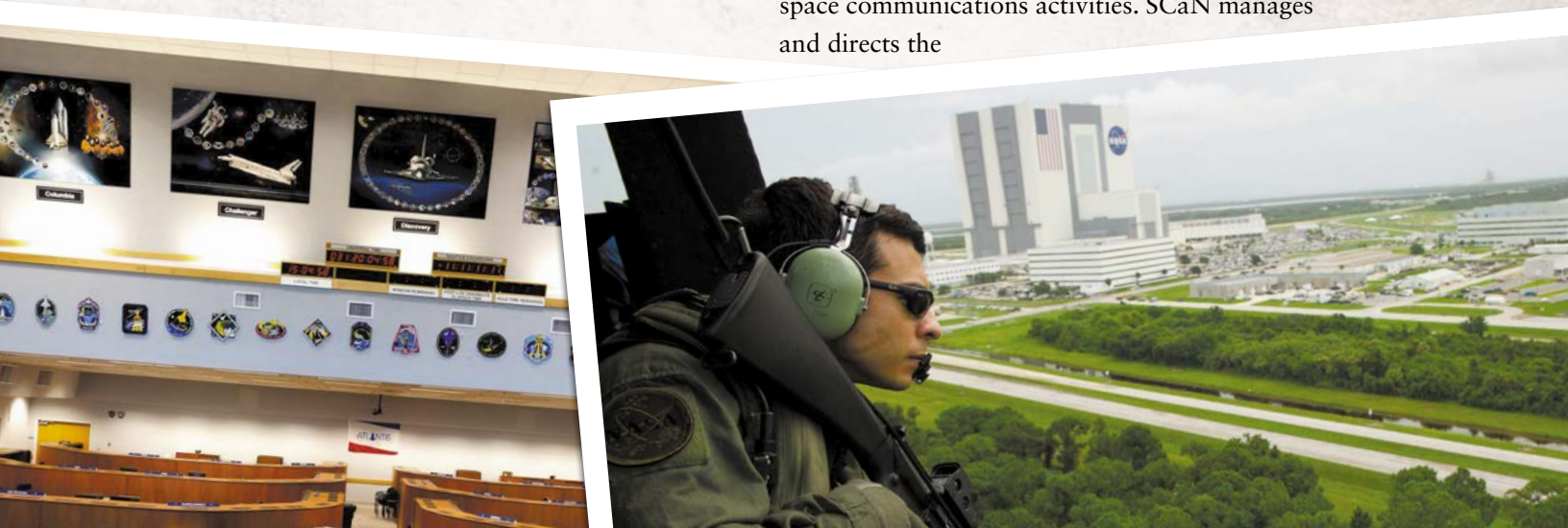
**PROFESSION:** Special Operator.

**SUGGESTED BONUS SKILLS:** Athletics, Awareness, Dodge, Firearms.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SPECIAL OPERATIONS** on page 85 of the *Agent's Handbook*.

### Space Communications and Navigation (SCaN)

Part of HEO, Space Communications and Navigation (SCaN) serves as the program office for all of NASA's space communications activities. SCaN manages and directs the



ground-based facilities and services provided by the Deep Space Network (DSN), Near Earth Network (NEN), and Space Network (SN).

**PROFESSION:** Scientist.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Computer Science, Science (Astronomy, Chemistry, Engineering, Geology, Mathematics, or Physics), SIGINT.

**EQUIPMENT:** A large library on your area of expertise as well as access to a huge amount of astronomical data and related research.

### Armstrong FRC Flight Research, Test, and Engineering Directorate (FRTE)

FRTE employs some of the most creative and intelligent aeronautical engineers and systems professionals who develop experimental and next-generation aircraft. Stealth technology was (partly) born here.

**PROFESSION:** Scientist.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Craft (Engineer), Craft (Mechanic), Science (Aeronautics).

**EQUIPMENT:** Engineering trade tools and access to aeronautical research.

### Astronaut Corps Pilot

Anywhere from 5,000 to 18,000 people apply for the space program annually. Fewer than 10 are accepted and make it through astronaut training. Even fewer are certified pilots and tapped to operate spacecraft and machinery in space as commanders, pilots, flight engineers, or payload commanders. You are as elite as they come.

**PROFESSIONAL SKILLS:**

- » Alertness 60%
- » Athletics 50%
- » Bureaucracy 30%
- » Craft (Electrician) 40%
- » Craft (Mechanic) 40%
- » Military Science (Air) 30%
- » Navigate 50%
- » Pilot (Airplane) 60%
- » Pilot (Spacecraft, Space Suit, or Remotely Operated Vehicle) 60%
- » Science (Meteorology) 40%
- » Science (Physics) 40%
- » Swim 40%

**BONDS:** 2

**SUGGESTED BONUS SKILLS:** Heavy Machinery, Science (Biology), Science (Math), Science (Meteorology).

**EQUIPMENT:** Extensive collection of tools, including some that have been hardened or modified for use in space. You also have access to launch sites and training facilities.

### Project Orion Management (Orion)

Part of HEO, Orion Project Management oversees the design, development and testing of the next-gen Orion spacecraft which will carry astronauts into space.

**PROFESSION:** Program Manager.

**SUGGESTED BONUS SKILLS:** Accounting, Bureaucracy, Craft (Engineering), Science (Physics).

**EQUIPMENT:** Access to a project's budget (see page 90 of the *Agent's Handbook* for more on program managers).

## Defense Advanced Research Projects Agency (DARPA)

DARPA is a sub-agency of the Department of Defense, responsible for the development of emerging technologies for use by the military. DARPA is independent from other military research and development bodies and reports directly to the Assistant Secretary of Defense for Research and Engineering. DARPA is a research-funding agency. It does not run its own labs. It contracts with companies, universities, and other agencies to conduct research. DARPA-funded projects have influenced many non-military fields, such as computer networking (the Internet), phased-array radars, infrared imaging, composite materials, voice recognition software, autonomous vehicles and robots, high-energy lasers, and graphical user interfaces for computers.

**BUDGET:** Almost \$3 billion in 2015.

### The DARPA Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** Non-program managers can be supplied with a credit line while traveling (up to an Unusual expense without eliciting official review).

Program managers have regular access to the equivalent of a Major expense in funds.

#### OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?

As a Major-expense requisition, an Agent can access one-of-a-kind prototypes and concept machines or computer programs. As a Standard-expense requisition, an Agent can acquire credentials to privately-owned research facilities associated with DARPA.

## The Organization

Headquartered in Arlington, Virginia, DARPA is an organizational oddity, with a low personnel count and a high budget. This ratio allows DARPA to explore the most cutting-edge technologies. DARPA's technical specialists and program managers fund and oversee hundreds of projects. DARPA does not conduct the bulk of its own research nor its own testing. Instead, DARPA employees (many of whom are on short-term details from their parent organizations or from academia) oversee DARPA-initiated projects that are performed at civilian or academic organizations. In essence, DARPA identifies interesting ideas, assigns (or recruits) a program manager to lead the project, competes out the project to see what organization or institution is willing to explore that particular technology, and then funds the project generously. If the project yields practical results, it is transferred to the Department of Defense. DARPA projects are usually assigned a finite amount of time, typically three to five years.

DARPA operates at least six program offices (and a number of support offices) at any given time, all of which report to the DARPA director. These offices tend to change name and focus over the years. The Defense Sciences Office (DSO) identifies and pursues high-risk, high-payoff research initiatives within the science and engineering communities. DSO is particularly interested in things like particle physics and innovative applications of supercolliders. The Information Innovation Office (I2O) explores information science and software to anticipate developments in cyber warfare. The Microsystems Technology Office (MTO) focuses on hyper-compact microelectronic components such as microprocessors, microelectromechanical systems (MEMS), and photonic devices. The

Strategic Technology Office (STO) focuses on technologies that improve combat computer networking and communications. The Tactical Technology Office (TTO) explores innovative vehicles and weapons platforms such as aircraft, satellites, robots, exoskeletons, ground vehicles, and ships. The Biological Technologies Office (BTO) fosters research that integrates biology with more traditional defense fields like engineering, and computer science.



### Key DARPA Offices

- » Defense Sciences Office (DSO)
- » Information Innovation Office (I2O)
- » Microsystems Technology Office (MTO)
- » Strategic Technology Office (STO)
- » Tactical Technology Office (TTO)
- » Biological Technologies Office (BTO)

### Operatives

DARPA comprises about 220 government employees in six technical offices. Those include nearly 100 program managers, who together oversee about 250 research and development programs. DARPA goes to great lengths to identify, recruit and support excellent organizational leaders. It wants extraordinary individuals who are at the top of their fields and are hungry for the



opportunity to push the limits of their disciplines. Project leaders have extremely robust budgets and a free hand to see each program to its conclusion. DARPA benefits from specially legislated statutory hiring authorities and “alternative” contracting methods, which allow it to recruit innovators who might not fit in a traditional U.S. government bureaucracy.

Project leaders are helped by support personnel, who make up DARPA’s bureaucracy and its institutional memory. Support personnel fall into two categories, SETAs and SMEs. SETAs, or scientific, engineering, technical, and administrative personnel, are DARPA’s administrative staff. SMEs, or subject-matter experts, act as technical consultants to project leaders. SETAs and SMEs stay with DARPA for significantly longer periods of time than project leaders, who typically stay for no more than five years.

### Authority and Mandate

DARPA’s mission is to make pivotal investments in breakthrough technologies for national security. DARPA explicitly reaches for transformational change instead of incremental advances. But it does not perform its engineering alchemy in isolation. It works within an ecosystem that includes academic, corporate, and governmental partners. It focuses constantly on the nation’s military services, which work with DARPA to create new strategic opportunities and novel tactical options.

### Field Operations

DARPA employees are mostly office-bound. When they do travel for official purposes, it is in support of a project, usually in a site visit to see firsthand how part of the program is developing. At later stages of a project, practical testing inevitably draws project leaders to the test facility. DARPA’s budget oversight for travel is lax compared to other U.S. government agencies. On the other hand, it prioritizes operational security and protection of trade secrets. DARPA leadership does not want the media or research think tanks to see the results of a project until it has been vetted as safe for public display.

### Areas of Friction

Being small and dealing with technologies and processes that are considered too experimental for traditional agencies or businesses means that DARPA rarely runs afoul of other organizations. Occasionally there is a dispute over the ownership of a technology or innovation. Resentment is more likely to arise between DARPA and the organizations from which it poaches project leaders and technical staff. These employees are often highly paid innovators in their fields, and their “home” organizations are sometimes reluctant to give them up, even for a limited time. However, these organizations are often the ones running for DARPA contracts, so they often see the temporary loss of one of their top people as an acceptable trade. Personnel who become project leaders at DARPA benefit from their association with the agency after they leave, leveraging their experience for better positions in the private sector and sometimes even returning as private contractors.



As a part of the Department of Defense, DARPA's budget is generally safe from the predations of Congress, but leadership is still cautious about how it reveals its more off-the-wall projects. DARPA does not want to raise the ire of legislators who might see the type of experimenting it promotes as too "out there." Even in its successes, DARPA is quiet in claiming credit in order to maintain a low profile.

## Playing DARPA

The skill sets that interest DARPA are usually very specific, particularly for project leaders. DARPA wants technical and scientific innovators, visionary academics, think-tank researchers, engineers, and traditional scientists.

At DARPA, you are under a constantly ticking clock. Projects come and go, but the pressure to get more done is always there. You work with smart people who are focused and driven. That can lead to huge egos and short tempers, but it also leads to amazing results that push the boundaries of what is practical or possible.

As a project leader, you are a bit of a fish out of water. You walked into a bureaucracy that is well established, were handed impressive funding, and were instructed to "go." You make up the parameters for success as the project develops. You were recruited by DARPA because you are smart and get things done.

This may be your best opportunity to have a

significant budget to try to prove a pet theory. Your goal is clear: push your idea as far as it will go before the clock stops ticking. The support staff are smart and helpful, and they have clearly worked with newly arrived and confused project leaders before, so the integration process is a lot smoother than you might have expected.

Support staff at DARPA include private contractors and military personnel, and some are full-time DARPA employees. They ensure that program managers are able to get up and running as quickly as possible. As a SETA or SME, you need to be open-minded and willing to work through paperwork obstacles that otherwise might slow down or derail a promising project. Taking "no" for an answer is not normally acceptable. Work-arounds and a certain level of bureaucratic creativity is always in demand.

## Suggested Professions

### Tactical Technologies Office (TTO)

TTO pushes the boundaries of "traditional military technology" such as weapons, vehicles, and body armor. Want to see if a military exoskeleton is viable, a new super-light material is strong enough to handle combat, or man-portable lethal lasers might work? TTO is that office.

**PROFESSION:** Program Manager.

**SUGGESTED BONUS SKILLS:** Accounting, Bureaucracy, Science (Engineering), Science (choose one).

**EQUIPMENT:** Access to a project's budget, and access to one really impractical and buggy piece of technology or code (work with the Handler to decide what is reasonable).

### The Microsystems Technology Office (MTO)

This office seeks practical applications for discoveries in quantum physics. It uses newly



discovered particles in detection processes and explores the boundaries on increasingly small and exotic power sources.

**PROFESSION:** Program Manager.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Computer Science, Science (Mathematics), Science (Physics).

**EQUIPMENT:** Access to a project's budget and one really impractical and fragile piece of concept machinery.

### SME Technology Contractor

You are contracted by DARPA to provide technical and computer support for a project. SME personnel are usually specialists in their fields.

**PROFESSION:** Computer Scientist or Scientist.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Computer Science, Craft (choose one), Science (choose one).

**EQUIPMENT:** Resources from the private company you work for, including funds up to an Unusual expense without eliciting official review. Your travel budget is much less restrictive than a normal DARPA employee, allowing up to a Major expense without eliciting official review.

## The National Nuclear Security Administration (NNSA)

The United States National Nuclear Security Administration (NNSA) is part of the Department of Energy. NNSA maintains and improves the safety, reliability, and performance of the United States nuclear weapons stockpile. It is also responsible for many nuclear non-proliferation, counter-terrorism, counter-proliferation, and radiological emergency response efforts, and for the nuclear reactors aboard U.S. Navy ships.

**BUDGET:** Approximately \$12.5 billion in 2015.

### The NNSA Operative at a Glance

**POWERS OF ARREST?** Generally, no. However, courier agents of the Office of Secure Transportation have a broad mandate under the Atomic Energy Act to use force to protect a nuclear asset.

**EXPECTED TO CARRY A WEAPON?** No, except for courier agents.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to an Unusual expense without eliciting official review.

### OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?

On a requisition roll, the Agent can access advanced detection and analysis equipment including portable spectrometers, radiation and chemical sniffers, advanced optics, and atmospheric analyzers. An operative can also request personal protective equipment including HAZMAT and radiation suits, chemical/biological/radiological resistant military uniforms, explosives-removal armor, rebreathers, and similar safety equipment, usually as a Standard expense. One may also request specialized vehicles such as hermetically sealed vans and SUVs with scientific and detection equipment, as a Major expense.

Courier agents have access to supply depots in every major U.S. city. They can access military grade weapons and equipment with a successful requisition roll as a Standard expense. They may also request armored vehicles, including specially-designed armored long-haul trucks designed to safely carry nuclear material, as a Major expense.

### The Organization

NNSA operates specialized facilities at Los Alamos National Laboratory, the National Ignition Facility at Lawrence Livermore National Laboratory, the Dual-Axis Radiographic Hydrodynamic Test Facility, and the Z-Pulsed Power Facility at Sandia National Laboratory. Because international legislation prohibits nuclear detonations even for scientific research, NNSA uses an array of supercomputers to run simulations and validate experimental data.

NNSA is divided into a series of offices which manage aspects of the strategic use of nuclear power.

The Office of Secure Transportation (OST) provides safe and secure transportation of government-owned, DOE- or NNSA-controlled nuclear materials. Shipments are transported in specially designed containers and are escorted by armed courier agents.

The Office of Defense Nuclear Nonproliferation (ODNN) works to secure and dispose of nuclear and

radiological material as well as related weapons of mass destruction technology.

The Naval Nuclear Propulsion Program (NNPP) provides design, development, and operational support for the Navy's aircraft carriers and nuclear submarines.

The Office of Counterterrorism and Counterproliferation (OCC) sponsors academic research into "threat devices" and foreign nuclear weapons.

The Office of Defense Nuclear Security (ODNS) designs and implements programs to protect the U.S. from hostile nuclear weapons. These programs include training protective forces in how to safely work around nuclear material or facilities, developing systems to promote nuclear materials control and accountability, and developing technical security programs for facilities or organizations that handle nuclear material. ODNS also handles the security operations, resources, engineering, and technical support to NNSA field elements and facilities.

## Key NNSA Offices and Programs

- » Office of Secure Transportation (OST)
  - › Transportation and Emergency Control Center (TECC)
  - › Secure Courier Program
- » Office of Defense Nuclear Nonproliferation (ODNN)
- » Nuclear Emergency Support Team (NEST)
- » Joint Technical Operations Team (NEST/JTOT)

## Operatives

NNSA focuses on engineers and scientists with nuclear or physics specializations. Employees are expected to join NNSA with already established bona fides in nuclear science or engineering. Bureaucrats and support staff make up a large percentage of the NNSA's ranks as well.

NNSA's workforce has a reputation as a particularly rigid "old boys network." This is a result of low turnover, particularly at the highest ranks. New employees, many of whom hold multiple advanced degrees, often find it difficult to get promoted.

OST employs about 350 courier agents to escort specially designed aircraft and tractor trailers to transport nuclear material. NNSA seeks ex-special-operations forces as courier agents. Besides irregular hours and significant risks, couriers may be called upon to use deadly force to prevent the theft, sabotage, or takeover of protected materials. Courier agents receive months of training as federal law-enforcement officers.

## Authority and Mandate

NNSA's primary mission is the security and effectiveness of the United States' nuclear weapons stockpile. Part of that mission is protecting the public by providing expertise on radiological detection and emergency response.

NNSA may declare a temporary "National Security Area" (NSA) which gives DOE and NNSA administrative control of the area and ensures NNSA is the lead agency. The declaration of an NSA must be approved by the Office of the President shortly thereafter and always draws the attention of the media.

## Field Operations

NNSA is ready to deploy a variety of emergency response assets in the event of a suspected nuclear incident. Outside of these specialized teams, most NNSA employees work in technical or support roles that rarely require travel. Occasionally a specialist travels to consult with another agency or for a speaking event. For most, the best chance to travel on official duty is to become competent or senior enough to be selected for a deployable team (such as a NEST) and then travel as part of an exercise.

NNSA can co-opt personnel from throughout the Department of Energy, as well as request law enforcement or military personnel through the Secretary of Energy and the President. These ad-hoc task forces are usually created under the auspices of a Nuclear Emergency Support Team (NEST). A NEST task force includes select NNSA personnel from multiple offices and competencies, and provides technical assistance to other federal agencies in incidents that involve nuclear materials. A NEST deploys alongside federal agents or military personnel to assist identifying, characterizing,



rendering safe, and disposing of radioactive devices. NESTs vary in size from a five-person technical advisory team to a deployment of dozens of scientists and medical personnel. NEST personnel are ready to deploy at all times, and have a small number of dedicated transport and detection craft to facilitate rapid travel.

A NEST is organized into three elements: a Nuclear/Radiological Support Team (NRAT), a Search team, and a Joint Technical Operations Team (JTOT). NRAT has domestic and foreign support teams which deploy from Washington, D.C., to advise local authorities and collect preliminary information for follow-on groups. The Search team deploys specialized equipment to find a radioactive threat device. JTOT deploys specialized technical capabilities, instruments, and people to render objects safe, analyze them, and dispose of them. The JTOT teams include DOE scientists and technicians and explosive ordnance disposal (EOD) experts.

The Office of Secure Transportation maintains a fleet of more than three dozen armored, custom-built “safe and secure trailers” (SSTs) which are operated and staffed by courier agents. The SSTs are tractor trailers (semis) designed

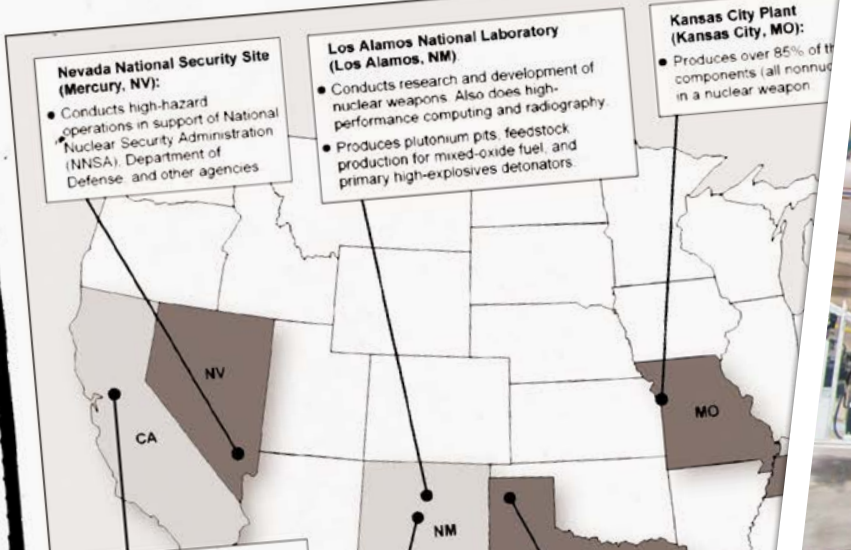
to carry large amounts of nuclear material safely. The SSTs have sleeping berths and usually hold at least four armed couriers. During a convoy run, an SST is escorted by at least two armored SUVs, each carrying at least three armed couriers. To get SST convoys to their destinations as quickly as possible, SSTs are directed to travel at maximum legal speed with minimum stops. Local law enforcement is usually informed in advance of the arrival of a convoy. On a convoy run, couriers are no-nonsense and quick to deploy their weapons, no matter how innocuous a situation appears. Courier agents are equipped with M4 carbines and MP5 submachine guns with low-light optics, body armor, flash-bang grenades, and sometimes with M4 Super 90 semi-automatic shotguns.

### Areas of Friction

There is a wide disconnect between how NNSA's leadership sees the agency and how it is viewed by outsiders. With its strong background in national security and a tendency to work with the military, NNSA has developed a reputation

# NNSA

National Nuclear Security Administration



being aloof and snobbish when working with other DOE partners. Exacerbating the problem is a perception by other federal agencies that NNSA promotes an outmoded “two-martini lunch” work environment. This leads to a reputation for completing projects late and generally being less effective than it should.

NNSA’s biggest area of friction is within its ranks. The old-boy network regularly leads to frustrated lower- and mid-level employees who enjoy their work, but see little chance for advancement. Morale in NNSA is not strong, and leadership seems oblivious to the problem.

## Playing NNSA

You are highly educated and have a strong work ethic. You could have taken a better-paying job, but you want to work on the practical side of nuclear issues, and there is nothing more interesting than the security implications of nuclear material. Perhaps you get to work on the nuclear reactors on an aircraft carrier, or maybe access data generated by networked super computers, or help build projects for the advanced X-ray “Z machine” at Sandia. Whatever you do, it is exciting and highly technical.

Let the guys in the private sector work the crazy-long hours and wade through corporate subcultures. You get to work on your passion and get home at a reasonable hour. You likely had to put everything aside to get an advanced degree, and it can be a relief that NNSA promotes a strong work-life balance.

NNSA’s organizational culture leaves something to be desired. A Ph.D. in some highly technical field isn’t enough to get noticed when everyone else has one. Worse, promotions seem to be based on who you know and under-the-table favors more than actual merit. If not for the fact that there is no other job like yours that offers the personal time you need, you probably would have left years ago.

## Suggested Professions

### Office of Secure Transportation Courier Program (OST/Courier)

Courier agents escort nuclear materials. They are instructed to not allow anything to take control of the “goodies.”

**PROFESSION:** Special Operator.

**SUGGESTED BONUS SKILLS:** Alertness, Drive, HUMINT, Law.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SPECIAL OPERATOR** on page 85 of the *Agent’s Handbook*, as well as radiological and chemical personal protective gear and access to specially hardened vehicles.

### NEST Search Group (NEST/S)

Your day job is as a scientist or medical professional. When there is a suspected nuclear “threat device” in the area, you are called upon to staff NEST’s Search Group.

**PROFESSION:** Scientist or Physician.

**SUGGESTED BONUS SKILLS:** Awareness, Computer Science, Science (Chemistry or Physics), SIGINT.

**EQUIPMENT:** Access to radiological protective gear as well as advanced detection and surveillance equipment, much of it man-portable or at least transportable on a plane.

### Joint Technical Operations Team (NEST/JTOT)

When a suspected nuclear or radiological weapon or threat device is located, the JTOT is brought in to evaluate and neutralize the danger. JTOT works closely with the FBI to deploy trained personnel such as explosives ordnance disposal techs.

**PROFESSION:** Firefighter.

**SUGGESTED BONUS SKILLS:** Awareness, Craft (Electronics), Demolitions, Science (Nuclear Physics).

**EQUIPMENT:** Explosives and ordnance destruction equipment, including body armor and remote-controlled robots that may be operated with the Demolitions skill.

# Treasury

## The Internal Revenue Service (IRS)

The Internal Revenue Service (IRS) resides within the Department of the Treasury, and administers and enforces U.S. federal tax laws. By collecting more than \$3 trillion in taxes and enforcing tax law, the IRS administers primary sources of income for the United States government. The IRS also maintains an investigative and law enforcement division that identifies and prosecutes people who violate the tax code.

**BUDGET:** Just under \$12 billion.

### The Internal Revenue Service Agent at a Glance

**POWERS OF ARREST?** Yes for Agents of the Criminal Investigation (CI) division. However, most IRS employees are bureaucrats with no special law enforcement powers.

**EXPECTED TO CARRY A WEAPON?** Yes for CI Agents.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or on an investigation or mission, up to a Standard expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

Using Bureaucracy, an Agent may access the financial, personal financial and taxation data on most Americans and residents in the United States, as well as persons and entities abroad responsible for paying U.S. taxes. In most cases, this does not elicit official review unless it pertains to a known personality such as a politician or celebrity.

Criminal Investigation Division Agents may use Bureaucracy to acquire specialized electronic diagnostic tools, decryption/encryption software, and computer programs (“safecrackers”).

### The Organization

The IRS is headquartered in Washington, D.C. Most of its functions are computer-based digital services which are handled in a special annex in Maryland.

The IRS functions under four major operating divisions: the Large Business & International (LB&I) division, Small Business/Self-Employed (SB/SE), Wage and Investment (W&I), Tax Exempt & Government Entities (TE/GE), and Criminal Investigation (CI).

Under the Office of the Commissioner are specialized sub-offices that don't fit elsewhere, including the Office of Professional Responsibility (OPR). OPR oversees the identification and investigation of illegal activities by certified tax professionals.

The Criminal Investigation Division is made up of three interdependent programs: Legal Source Tax Crimes; Illegal Source Financial Crimes; and Narcotics Related and Counterterrorism Financial Crimes. Along with traditional federal agents, CI employs specially-trained and educated tax lawyers and prosecutors to bring their cases before a grand jury. The conviction rate for CI is quite high.

### Key IRS Divisions

- » Large Business & International Division
- » Small Business/Self-Employed Division
- » Wage & Investment Division
- » Tax Exempt & Government Entities
- » Criminal Investigation Division
- » Office of the Commissioner
  - › Office of Professional Responsibility

### Operatives

Most of the IRS's employees are support staff, bureaucrats, financial analysts, program managers, accountants, and computer specialists. They support the large bureaucracy of the IRS so that it can efficiently collect taxes.

Experienced in both financial investigators and traditional law enforcement, CI special agents fill a unique niche in the federal law enforcement community. Unravelling sophisticated schemes to defraud the government requires CI agents to have the patience and analytical ability to wade through paper and computerized financial records. Due to the increased use

of automation for financial records, CI special agents use specialized forensic technology to recover financial data that may have been encrypted, erased, or hidden by other electronic means.

## Authority and Mandate

The rules and regulations that govern tax law and the performance of the IRS are outlined in the Internal Revenue Code. The organization monitors and investigates financial transactions that occur within the United States and its territories. This gives the IRS a broad mandate, since a large number of the world's financial transactions use American banks at some point, and virtually all international fund transfers utilize resources in the United States. The IRS can request a considerable amount of information and records from those under scrutiny. Entities (business or individual) that do not provide the required documentation face fines or jail time.

The Criminal Investigation Division combats tax fraud, money laundering, and currency crime violations. Even the smallest one-man criminal enterprise will have a number of tax code violations, ensuring CI has a reason to be interested in every crime.

Many other law enforcement agencies appreciate CI aid. CI's support on an investigation builds a more robust case with more substantive punishments.

## Field Operations

Official travel is rare and well-scrutinized. Some accounting-focused personnel travel occasionally for conferences, public education events, and to participate in off-site programs. The exception to this is the Criminal Investigation Division. CI Agents are expected to follow-up on their office work with regular on-site field investigations and travel often.

## Areas of Friction

Americans widely dislike the IRS. Most see it as a necessary evil. Some see it as an active evil, literally stealing their money. The IRS is a frequent scapegoat for politicians of all stripes. The IRS is often the agency-of-choice for funding cuts, as cost savings there are unlikely to elicit any sort of backlash from the public.

That makes investigation of complex, high-value financial crimes less likely than quicker investigations of smaller crimes.

## Playing the IRS

Morale in the IRS is generally good, despite its public reputation and dwindling resources. The IRS has a clear mission, well-defined roles, and (outside of tax season) a reasonable work day. If you aren't particularly ambitious, the IRS is a good spot.

Working at the IRS fosters risk-averse decision-making in its employees, partly because the organization offers a good benefits package, good wages, and secure positions, but also because the work focuses on efficiency and bottom lines. There is rarely a push for innovation. Come in. Do your job. Go home. Get paid. Repeat.

IRS criminal investigators are a special breed. As a CI agent, you are likely smart, patient, and detail-oriented. You are comfortable with the arcane rules of obscure tax regulations. You have a meaningful understanding of accounting, digital forensics, and navigating bureaucracy in a way that most other law enforcement officers cannot fathom. When you spring into action, your focus is on computers. When serving a warrant (often with U.S. Marshal support) you blow right past the suspect to secure their computer before they can encrypt or erase data. Better yet, you likely have mined the computer for the data you need remotely and in advance.

Unlike many other law enforcement agents, you tend to think in terms of systems, schema, and processes, and less about the individuals involved or their backgrounds. Your cases are built on forensic accounting: parsing and dissecting complex schemes involving data manipulation and financial transfers.

The IRS CI Badge strikes fear into everyone. While the FBI and Marshals engender a sense of awe, civilians tend to react to the IRS with fear and confusion. Most Americans don't know the IRS has its own law enforcement arm. When they realize who they are talking to, there is inevitably moment of panic, even in otherwise upstanding individuals. Other law enforcement agencies give the IRS CI respect and latitude, in part because the CI has the highest conviction rate of any federal law enforcement body.

## Suggested Professions

### Criminal Investigation Division (CI)

While other federal agencies share jurisdiction for money laundering and some bank violations, the IRS is the only federal agency that can investigate potential criminal violations of tax law. CI work is largely electronic and computer-based.

**PROFESSION:** Federal Agent.

**SUGGESTED BONUS SKILLS:** Accounting, Computer Science, Science (Mathematics), SIGINT.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: FEDERAL AGENT** on page 85 of the *Agent's Handbook*, plus access to a law library and wide leeway to access any tax documents within the U.S.

### Office of Professional Responsibility (OPR)

OPR ensures that all tax practitioners adhere to profess

ional standards and follow the law. When someone is found violating tax law, OPR professionals help the investigation.

**PROFESSION:** Lawyer.

**SUGGESTED BONUS SKILLS:** Accounting, Computer Science, Forensics, Law.

**EQUIPMENT:** A sizable physical and electronic library on tax law, criminal law, and forensic accounting. The Agent also has access to historical corporate and personal tax returns.

# Private Sector

## Constellis Group, Inc.

Constellis provides training and security services focused on counter terrorism, force protection, and law enforcement and security operations. It also contracts technical personnel to governments in aerospace, defense, and homeland security. Constellis Group was formerly known as Academi Holdings, LLC, and, before that Blackwater. It employs more than 8,000 in the U.S. and 17,000 worldwide, many of whom are former military or law enforcement officials. Constellis operates in many countries.

**EARNINGS:** Estimated to be approximately \$170 million in 2015, valued at an estimated \$1 billion.

### The Constellis Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** Members of the National Security Division are expected to carry firearms when working.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or deployed to a remote location, up to a Major expense without eliciting official review.

### OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?

Using Bureaucracy, an Agent can access surveillance equipment and small arms (generally carbines and handguns). High-end civilian infrared or low-light cameras or goggles are equivalent to an Unusual expense. Agents can request civilian vehicles as Standard expenses, and may request armored SUVs and town cars as Major expenses. Securing an aerial vehicle such as a drone mission or a helicopter would be an Extreme expense.

### The Organization

Constellis was established as a conglomeration of operators and investors who sought to combine assets and people within the risk management industry. Constellis was founded in 2003 as Triple Canopy, Inc., and has grown significantly by absorbing other companies. In June 2014, Triple Canopy merged with rival security contracting firm Academi (formerly Blackwater) to form the Constellis Group.

Constellis includes the Risk Management and Crisis Response Services Division, the National Security Division, the Humanitarian Operations Division, the

Training Division, the Technology and Innovation, and the Logistics and Support Division.

Constellis combines the capabilities and experience of subsidiary legacy enterprises including Academi and Triple Canopy (private military contracting), AMK9 (canine services), Olive Group (high-threat insurance), OMNIPLEX (investigation and intelligence), Centerra (facility operations), Clayton Consultants (risk assessment and incident response), and Strategic Social (business consulting and program management).

## Key Constellis Subsidiaries

- » Academi (formerly Blackwater)
- » Triple Canopy
- » AMK9
- » Omniplex
- » Clayton Consultants
- » Strategic Social

## Operatives

For its Crisis Response Services Division and Security Division personnel, Constellis recruits former military and law enforcement personnel, particularly those rotating out of special forces or who have combat experience. In most cases, these personnel protect facilities or provide protective security services (“PS” or “PSS”) to government employees in dangerous locales.

Constellis maintains SWAT-equivalent Mobile Security Teams. Staffed by former special operators, marksmen, and tactical medical personnel, these teams react to situations like kidnappings. Constellis also has a personnel focused on training private-sector and government personnel to operate safely in high-threat environments.

Outside security, Constellis hires professionals that already have some background in their fields. The company pays well and is the leader in private military contracting. It can be selective in who it hires.

## Authority and Mandate

Constellis is a leading provider of risk management and operational support services worldwide. It maintains active contracts with the Department of State,

## Firing and Prosecution in the Private Sector

Retention and responsibility are different for contractors than for federal employees. Corporations are considerably more likely to fire someone. When the Handler decides a Charisma test or Luck roll is needed to avoid being fired, a private-sector Agent suffers a -20% penalty. Furthermore, the community of government contractors is small. A fired Agent’s roll to get a new job with another contractor or government agency is at -20%.

Department of Defense, Department of Homeland Security, and state governments.

## Field Operations

Constellis has employees around the world. Employment with Constellis usually entails significant travel except for those working in the logistics, human resources, and support fields. Even training and technology-focused jobs have a high likelihood of domestic and international travel as the company shuffles personnel and assets to support its contracts. The company has less bureaucracy and more funds for travel than its government counterparts. Compared to government employees doing the same job, Constellis employees have a much freer hand to get where they need to be or participate in conferences, training, or temporary deployments.

## Areas of Friction

Constellis continues to try to outpace its Blackwater legacy. Blackwater and Academi employees were involved in a number of violent scandals in Iraq in the 2000s, some of which led to convictions. That still casts a dark cloud over Constellis, particularly with lawmakers and the media.

Constellis’ niche as a private military contractor means it is seen as a necessary evil by nearly everyone it comes into contact with, from employers to host governments. Constellis employees, especially those

authorized to carry firearms, come under frequent scrutiny by regulatory bodies.

## Playing Constellis

Attitude is everything. Having the correct attitude is vital to surviving and networking within the contracting community. Whether you did your four years in the military and got out, or if you are a retired special operator that has seen it all, everyone at Constellis has met a certain threshold of professional experience.

When deployed, on site, or on a temporary protective detail, remember that the client is in charge. If you piss off the wrong person, you could be on a plane home the next day. Your supervisors expect you to be professional, a point that cannot be stressed enough. You are an expert and you must project an air of decorum.

You often miss mail and medical services when on a detail, especially if you are deployed abroad.

Keep in mind that the excuse of “I was just following orders” is not sufficient violations of the Law of Armed Conflict or an embarrassing breach of policy. No one is looking out for you. Get everything in writing, from resignation notices to issues within your chain of command. Look out for number one. Always.

As an armed contractor, you get paid well but have no job security. The culture of Constellis is to get in, get paid, and get out. Turnover is high. If you get injured, you are done. These are contracts, not full-time jobs with benefits. Constellis is here to make money. If you can't be in the field or training a client, you are no longer useful.

Your most important asset is not a weapon, it is verbal judo. Communication under pressure not only saves you a lot of money, it can make you look like a rockstar with your client if you defuse a situation by talking your way out of it.

If you work locally or in a support capacity, take a deep breath. Constellis'

leadership focuses on keeping the trigger-pullers happy, not you. Summary terminations and mass layoffs aren't unheard of. The place is filled with alpha personalities. If you aren't ready to aggressively advance your career at the cost of others, you probably won't last long. Tread lightly around upper management, particularly the military types.

## Suggested Professions

### Mobile Security Team (MST)

You are hand-picked from within Constellis to work with high-paying clients on issues of extortion, kidnap, hostage-taking, piracy, and emergency evacuations. Your team is ready to deploy to rough areas at a moment's notice.

**PROFESSION:** Special Operator.

**SUGGESTED BONUS SKILLS:** Computer Science, HUMINT, Persuade, Search.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SPECIAL OPERATOR** on page 85 of the *Agent's Handbook*.

### Tactical Roleplayer (TR)

You play the opposition in realistic field training.

**PROFESSION:** Soldier.

**SUGGESTED BONUS SKILLS:** Disguise, HUMINT, Persuasion, Stealth.

**EQUIPMENT:** Clothes appropriate to regional hot spots, a handgun, and a number of firearms that have been rendered inoperable or that shoot paint pellets.



## Defensive Designated Marksman (DDM)

You are a mercenary sniper. You cover your team and the client in hostile locales.

**PROFESSION:** Special Operator.

**SUGGESTED BONUS SKILLS:** Alertness, Craft (Gunsmith), Firearms, Search.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SWAT TEAM** on page 85 of the *Agent's Handbook*, as well as a sniper rifle with telescopic, infrared, low light, holographic, and laser sights.

## Protective Security Specialist (PSS)

You are a bodyguard. You travel with your client and are never more than a few meters away. If things get dangerous, your job is to keep the client safe, not yourself.

**PROFESSION:** Police Officer.

**SUGGESTED BONUS SKILLS:** Alertness, First Aid, Foreign Language, Stealth.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SWAT TEAM** on page 85 of the *Agent's Handbook*. You also have low-visibility firearms such as easy-to-conceal handguns and carbines or submachine guns designed to fit into and easily deploy from briefcases.

## Paramedic (P-PSS)

You work alongside Protective Security to be on hand if there are injuries or if a client has significant medical issues.

**PROFESSION:** Paramedic.

**SUGGESTED BONUS SKILLS:** Firearms, Melee Weapons, Search, Unarmed Combat.

**EQUIPMENT:** Per **TOOLS OF THE TRADE: SWAT TEAM** on page 85 of the *Agent's Handbook*, as well as portable medical and triage equipment in watertight cases.

## All-Source Socio-Cultural Analyst (ASM)

Clients want to know about the regional and culture they are dealing with. You are adept at knowing your region of expertise and keeping abreast of significant economic, political, and social trends.

**PROFESSION:** Media Specialist.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Computer Science, Foreign Language (choose one), Law.

**EQUIPMENT:** An electronic library of books and journals on your region of expertise.

## Lockheed Martin Corporation (LMT)

Lockheed Martin is one of the largest companies in the aerospace, defense, security, and technologies industry. It is the world's largest defense contractor based on revenue. In 2015 its contracts accounted for more than 10% of the money paid out by the Pentagon. It is headquartered in Bethesda, Maryland, and employs about 100,000 worldwide. It is the largest military aircraft producer in the world. The company specializes in advanced engineering, particularly for the Air Force and NASA.

**EARNINGS:** Estimated at \$3.6 billion in 2015. The company is valued at an estimated \$45 billion.

## The Lockheed Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or deployed to a remote location, up to a Major expense without eliciting official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

Using Bureaucracy, an Agent can access facilities throughout the United States and abroad, some of which hold highly classified experiments or projects. As a Standard expense, an Agent can access a company-owned vehicle.

## The Organization

Lockheed Martin operates in five business segments: Aeronautics, Information Systems and Global Solutions, Missiles and Fire Control, Rotary and Mission Systems, and Space Systems. Lockheed products include the SR-71 Blackbird, the F-16 Fighting Falcon, and the C-130 Hercules, but a greater percentage of Lockheed's sales come from Information Systems and Space Systems rather than Aeronautics. Besides



traditional defense contracts, Lockheed invests in healthcare systems, renewable energy systems, intelligent energy distribution and compact nuclear fusion.

Lockheed's customers include the Department of Defense, the Department of Energy, the Department of Agriculture, and the Environmental Protection Agency. It provides surveillance and information processing for the CIA, the FBI, the Internal Revenue Service (IRS), the National Security Agency (NSA), the Pentagon, the Census Bureau, and the Postal Service.

Lockheed's Advanced Development Programs (ADP) is its famed "Skunk Works." This autonomous program allows engineers and scientists considerable leeway in exploring technologies. The Skunk Works was in part responsible for breakthroughs in stealth technology, transatmospheric flight, advanced temperature resistant composites, and remote equipment operation. The program is under considerable security by Lockheed and Department of Defense.

### Key Business Areas

- » Aeronautics
- » Missiles and Fire Control
- » Rotary and Missions Systems
- » Space

### Operatives

Lockheed builds and sells very expensive and technologically advanced things. Its employees largely come from business, engineering, and technology backgrounds. Engineers of all types, computer programmers, finance

experts, logisticians, project managers, accountants, and artists are all employed in large numbers at Lockheed, supported by experienced information-technology and human-resources personnel.

At Lockheed, a civilian can work on some of the U.S. government's most sensitive and classified projects. The company recruits top talent out of university (especially engineers) and then contracts that talent to the government for specific projects. While on a contract, Lockheed employees are subject to their clients' oversight.

### Authority and Mandate

Lockheed Martin supplies engineering solutions to the U.S. government, especially military advances. Many of its positions require Top Secret clearance and the ability to qualify for special-access programs. It has a reputation for results, and is one of the government's preferred partners on engineering projects.

### Field Operations

Lockheed spends liberally on many of its employees, especially those working on active government contracts. For those employees, travel and training funds are easily approved as long as the proposed trip has some connection to the contract.



## Areas of Friction

Lockheed is often rivals with other engineering-focused private companies like Boeing, Raytheon, and General Dynamics. All aggressively (and repeatedly) compete for the same multi-million-dollar contracts.

Lockheed has a reputation for being quite expensive and for cost overruns. This can bring it to loggerheads with oversight boards in government agencies and Congress. Lockheed has a number of contracts with other governments and comes under similar scrutiny with them.

## Playing Lockheed

You work for a game-changer and goliath in the engineering world. Luckily, the corporate culture is pretty good. Lockheed's leadership knows that its dominance is based on hiring the best and brightest and then retaining them. That means salaries are always competitive, work conditions are generally pretty good, the benefits are some of the best out there, and diversity is embraced. You also likely enjoy a pretty solid work/life balance.

There are exceptions to the good things Lockheed offers. It is a conglomeration of a lot of engineering companies after all, so locations and projects may engender different costs and benefits. Being part of

a poorly-run team can be miserable and your best chance to rotate to another team is to either underperform badly, or see the contract through.

You are expected to produce. Contacts are about making money, and that happens when your team executes. Lockheed's corporate environment will push you into either sinking or swimming. They hired you and pay you well because they expect you won't need a good deal of hand-holding. If you can't keep up to pace, you won't get fired from the company, but you'll likely be moved to a different program.

You probably need a security clearance. Even human resources people occasionally need clearances. This is a product of working so closely with the military. While Lockheed is generally engineer-friendly, it is also very steeped in military culture. You will need to have a passing familiarity with rank and specialties in the military so you know who your clients are.

You are also likely beholden to two masters. Lockheed writes your checks, but you also must keep your client happy. If you are a contractor, you may work within the Pentagon or another government installation embedded with a government team. In those cases, your boss is almost always a government employee; either a civilian program manager or active duty. Balancing the two masters can sometimes be tricky, especially if the client is unhappy with your results.

If you are lucky enough to work at the Skunk Works, the security environment is particularly intense. You are expected to observe operational security at all times. This means not talking about your project even during off hours. Your social circle likely revolves around other Skunk Works employees, it's just easier to be around them since they understand what you deal with. What you pay for in omnipresent security demands, you make up for by working on bleeding edge technology and a work environment that values creativity and unorthodox approaches.



## Suggested Professions

### Senior Research Scientist— Robotics & Autonomy

You are part of Lockheed's Advanced Technology Laboratories (LM ATL) that is exploring the boundaries of artificial intelligence and autonomous systems.

**PROFESSION:** Computer Scientist.

**SUGGESTED BONUS SKILLS:** Anthropology, Science (Biology), Science (Logic), Science (Physics).

**EQUIPMENT:** An electric library on everything from neurobiology, to philosophy, to virology, to kinesiology to linguistics. You also have access to computers connected via advanced neural networks.

### Engineer/Advanced Programs

You work at the elite Skunk Works program on a project considered “disruptive,” “next generational,” or “cutting edge.” Your work likely has something to do with advanced aircraft.

**PROFESSION:** Engineer

**SUGGESTED BONUS SKILLS:** Heavy Machinery, Military Science (Air), Military Science (Air), Pilot (Aircraft).

**EQUIPMENT:** A large library on engineering and materials science.

### Test Pilot/Advanced Programs

You work as a Skunk Works test pilot. Your job makes astronauts jealous.

**PROFESSION:** Pilot.

**SUGGESTED BONUS SKILLS:** Computer Science, Heavy Machinery, Pilot (Aircraft), Science (Physics).

**EQUIPMENT:** Technical manuals and reams of testing data on whatever airframe you are working with. You also have access to classified material on your program's performance. While you are the pilot for something super slick, its under so much scrutiny it is in no way “yours.”

### Systems Risk Analyst

You are responsible for anticipating physical, financial, and cyber risks to a program or facility. You are especially cognizant to the threat of corporate espionage.

**PROFESSION:** Program Manager.

**SUGGESTED BONUS SKILLS:** Alertness, Criminology, SIGINT, Stealth.

**EQUIPMENT:** You have access to all parts of a program or facility, from the computer systems to the janitor's closet. You also control the logs of when people access said program or facility.

### Space Operations

You staff a control room that monitors satellites and rocket programs. You work with advanced statistical models and trend analysis to develop and execute satellite projects.

**PROFESSION:** Computer Scientist.

**SUGGESTED BONUS SKILLS:** Navigation, Science (Astrophysics), Science (Mathematics), Science (Statistics).

**EQUIPMENT:** A large library on computer programs on modeling and predicting ballistic paths as well as access to a lot of information on electrical engineering. You have key-cards to enter the control room and the clearance to access the output of your program's satellite.

## CACI International Inc. (CACI) & Booz Allen Hamilton Inc. (BAH)

CACI (pronounced “kah kee”), or Consolidated Analysis Center, and Booz Allen Hamilton (often shortened to “Booz”) are provide specialized contractors to government and private industry. Both companies' employees specialize in intelligence, analytics, technology, cybersecurity, and engineering.

Booz is known for staffing contracts with the CIA, NRO, NGA and NSA, while

**CACI**  
EVER VIGILANT

CACI is best known for filling positions with the DIA, the Pentagon, and federal law enforcement. They are functionally similar in the services they offer.

**EARNINGS:** CACI's earnings were estimated at approximately \$130 million in 2015. The company is valued at an estimated \$3.5 billion.

BAH's earnings were estimated at approximately \$240 million in 2015. The company is valued at an estimated \$3 billion.

## CACI and BAH Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** Can be supplied with a credit line if traveling or deployed to a remote location, up to a major expense without eliciting official review.

### **OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?**

Using Bureaucracy, an Agent can access facilities throughout the United States and abroad, some of which hold highly classified experiments or projects. As a Standard expense, an Agent can access company-owned vehicles.

## The Organization(s)

CACI and BAH provide a valuable commodity: pre-cleared, qualified experts in intelligence gathering, analysis, operations, management, and engineering. These contractors slot into their positions quickly and without the lag time associated with internal hirings. That also raises the risk of catastrophic breaches. Edward Snowden was a BAH contractor.

Seniority is defined within semi-autonomous divisions and offices, usually led by a vice president or equivalent. A team lead serves as the project manager. Teams are assigned specific contacts. When a contract concludes, the companies prefer to keep the team intact while it searches for a new contract that fits the team's skill.

CACI employs about 18,000 employees. BAH has about 22,000 employees. Because of U.S. government funding priorities, both CACI and BAH are aggressively focused on counterterror contacts within DoD, DHS, and the intelligence community.

## Key CACI Divisions

- » Business Systems
- » Command and Control
- » Cybersecurity
- » Intelligence Services
- » Space Operations and Resiliency
- » Surveillance and Reconnaissance

## Key BAH Divisions

- » Civil Government
- » Defense and Intelligence
- » Homeland Security and Law Enforcement
- » International
- » Commercial

## Operatives

CACI and BAH target two types of employees. On the technical side, the companies like to hire recent graduates with advanced degrees engineering or computer science. Recent graduates come cheaper than veterans but are still seen as more than capable.

They also seek experienced employees leaving the government. They are contracted back to the government (rarely with the same agency) to work on specific projects. These veterans are usually hired in non-technical fields like intelligence. CACI and BAH are particularly keen to hire retired military and intelligence professionals.

Employees can come from all walks of life and with a wide range of skills and experience. Both companies hire human resources professionals, engineers of all types, language specialists, educators, and skilled tradesmen.

CACI and BAH employees receive clearances from their client agency, which leads to the same contractors being assigned to different contracts in the same agency. Both companies conduct their own background checks during the hiring process to ensure new employees will quickly qualify for clearance when the time comes.

## Authority and Mandate

CACI and BAH fulfill more than military and intelligence billets. Both provide specialized personnel

to state and local governments for specific projects and, less often, to non-government organizations and nonprofits.

## Field Operations

Depending on the contract, travel can be a considerable. Travel budgets are usually much more robust for contractors than their government counterparts. Contractors generally receive less scrutiny for their travel than government employees, allowing the freedom to attend conferences or travel on “familiarization” trips.

## Areas of Friction

CACI and BAH compete for contracts and treat each other as rivals. Similar companies like SAIC seek the same contracts, though CACI and BAH are premiere contractors in the defense, security, and intelligence sectors.

Within the government, contractors like CACI and BAH are generally seen in a positive light. They provide soft landing spots for retirees. Contracting positions capture in-demand or expensive specific skill sets, especially in the technical fields, that regulated government salaries can't secure.

## Playing CACI and BAH

You likely wanted to work in the government or at a nonprofit, and this is the route you took. Perhaps government positions were not available, or perhaps you saw an opportunity to make a reasonable paycheck. Or you might have left the government just to contract yourself back to it.

You have a degree in a desirable field. That makes you a desirable commodity, and you conduct yourself appropriately.

If you have been around a while, you have been through multiple contracts and clients. Your federal colleagues work in the same offices doing the same things for years. Since you rarely work on a project for more than a few years, you have a more expansive understanding of government agencies and private-sector companies. You have a good idea of what works and what doesn't.

If you are on the intelligence side, you spend time working in SCIFs for the DIA, CIA, INR, maybe even NSA. Military, anti-terror, narcotics...you've seen the raw intel and dissected it. It is the same if you are in law enforcement or the nonprofit sector.

Like all contractors, you are beholden to two masters, your company and the client. Your client controls the contract, and your job is to make them happy. They need to believe you are fulfilling their expectations and making progress towards fulfillment. (Whether you actually are is another matter). In most cases, the client is your day-to-day boss. You likely work at a government building or nonprofit headquarters. While CACI or BAH writes your checks, it feels like you are part of the client agency or group.

There's an art to fulfilling a contract. Your company charges the client in billable hours. It is not about being productive, it is about looking productive and keeping the client happy. Usually, this means advancing the project—but executing a project too quickly can raise the ire of management.

Clients change expectations, modify goals, and shift processes, and you are in no place to disagree. If necessary, you and your team smile, nod, and quietly change all the work you just completed. CACI and BAH require the client to be happy with you, no matter how outrageous their demands.



## Suggested Professions

### Targeting Officer

Targeters are trained to identify the people, relationships, and organizations of the illegal arms trade, drug networks, terrorist nodes, cyber threats, and counterintelligence. They are most often contracted to the CIA, DIA, and FBI.

**PROFESSIONAL SKILLS:**

- » Accounting 50%
- » Anthropology 60%
- » Bureaucracy 40%
- » Computer Science 40%
- » Criminology 50%
- » Foreign Language (choose one) 50%
- » Forensics 30%
- » HUMINT 60%
- » History 60%
- » SIGINT 60%

**BONDS:** 3

**SUGGESTED BONUS SKILLS:** Bureaucracy, History, Law, Search.

**EQUIPMENT:** Access to classified detailed analyses of high-profile subjects and organizations, as well as mountains of electronic surveillance data.

### Contracting Signals Analyst

Signals analysts decrypt and decipher electronic intercepts and present their findings so people understand the implications. They are most often contracted to the NSA.

**PROFESSION:** Computer Scientist.

**SUGGESTED BONUS SKILLS:** Art (Writing), Bureaucracy, Foreign Language, HUMINT.

**EQUIPMENT:** Access to considerable classified data on the current project, and possibly data from previous projects at different agencies.

### Digital Forensics Analyst

Forensic analysts combine computer science with forensic skills to recover information from computers and storage devices. They are most often contracted to the FBI, U.S. Marshals, DEA, and CIA.

**PROFESSION:** Computer Scientist.

**SUGGESTED BONUS SKILLS:** Accounting, Forensics, HUMINT, Science (Statistics).

**EQUIPMENT:** Access to a wide range of computer programs that identify intrusions, recover lost data, and trace hackers.

### Counterintelligence Interrogator

A CI interrogator is usually former military, most likely an intelligence officer. A CI interrogator extracts useful information from detainees and packages that information for use in operations. Despite their reputation, they very rarely use torture. They are most often contracted to the FBI, CIA, or DIA.

**PROFESSION:** Equivalent to Foreign Service Officer.

**SUGGESTED BONUS SKILLS:** Firearms, HUMINT, Persuade, Pharmacy.

**EQUIPMENT:** Access to pharmaceuticals and medicines to aid in questioning subjects, and access to a library on behavioral anthropology and specialized topics like microexpression analysis.

## RAND Corporation

The RAND Corporation (“Research AND Development”) is a nonprofit policy and research think tank. Since the 1950s, RAND research has helped guide U.S. policy on issues from the space race to the U.S.–Soviet nuclear arms confrontation, social welfare programs, the digital revolution, and national health care. RAND performs research for governments, international organizations, and private companies and foundations. RAND uses quantitative processes like economics and the physical sciences. RAND has a reputation for politically unbiased and forward-thinking programs that can be controversial. RAND is also a degree-granting institution with its Pardee Graduate School, a world-renowned public policy program.

**EARNINGS:** As a nonprofit, RAND technically does not have earnings. In 2015 its endowment was worth about \$230 million.

### The RAND Operative at a Glance

**POWERS OF ARREST?** No.

**EXPECTED TO CARRY A WEAPON?** No.

**ACCESS TO OFFICIAL FUNDS?** RAND strictly controls expenses. With Bureaucracy, an Agent can access equipment or funds up to a Standard expense, but that almost always comes under official review.

**OPERATIONAL BUDGET/REQUISITION OF RESTRICTED ITEMS?** No.

## The Organization

RAND is organized in divisions. Most of the divisions, like External Affairs, Research Services and Operations, Finance, and Human Resources support the Pardee School as well as the Research and Analysis Division. The Research and Analysis Division is the heart of RAND. Subdivisions of Research and Analysis include the Homeland Security Operational Analysis Center, Army Research, National Security Research, Education and Labor, Health, and Project AIR FORCE.

RAND employs about 1700 employees in facilities and campuses throughout the United States and satellite operations around the world.

About half of RAND's research involves national security issues and its work is often classified. RAND analyzes the application and acquisition of manpower, personnel, and resources in the security realm. Other programs study strategy, military doctrine, and tactics, particularly as they apply to new or recurring types of conflict like cyber and insurgencies. RAND is

also known for its health policy work, particularly in age and workforce productivity.

## Key RAND Project Divisions and Research Programs

- » Homeland Security Operational Analysis Center
- » Army Research Division (Arroyo Center)
- » Project AIR FORCE
- » National Security Research
- » Health Care
- » Education and Labor

## Operatives

RAND employees are highly educated, many with masters' degrees or doctorates. Many research employees come from math, statistics, or physical science backgrounds. Public policy experts and scientists are the plurality of RAND's researchers, but just about any discipline can find a home at RAND.

RAND hires staff from many backgrounds, looking to bring in experts and thinkers from many cultures and backgrounds in order to foster new ideas and an intellectually challenging atmosphere. RAND's senior researchers and leaders are as likely to be women as men. RAND hires non-Americans to broaden the diversity of backgrounds and approaches in their projects.



## Authority and Mandate

RAND's research mandates are decided by its leadership and outside sponsors. RAND occasionally performs unsolicited research projects, but most of its work is requested and funded by outside organizations.

RAND was the first federally funded research and development center, or FFRDC. It works for the Army, Homeland Security, the Air Force, and the Undersecretary of Defense for Acquisition, Technology and Logistics. RAND has access to classified and sensitive files that are not otherwise available to civilian researchers.

## Field Operations

When not in the field doing research, most RAND employees are indoors and in front of computers. Team members are both academic and practical experts in their fields and are expected to go "hands on" whenever possible. Travel funds for RAND employees are easy to secure, especially those visiting institutions or facilities connected to their research projects.

## Areas of Friction

RAND has a reputation for controversial reports. In the 1950s, RAND made a mathematically-based argument for a first strike against the Soviet Union and significant military spending on nuclear forces. In the 1960s, its reports set the stage for intervention into Southeast Asia, which would become the Vietnam War. In the 1980s and 1990s, RAND's research into the

health industry were used to argue against universal healthcare. Recent controversial reports questioned the utility of public projects like hydroelectric dams.

Rumors and conspiracy theories dog the company. It is under continuous scrutiny by public watchdog groups eager to critique RAND's conclusions and any perception of malfeasance.

## Playing RAND

RAND attracts some of the best and brightest in science and the humanities. It sells itself as a place where radical ideas and the scientific method can be turned into policy.

RAND takes pride in its reputation and expects intelligence and initiative from its researchers. You are challenged to stay away from the "safe." You bring creativity to traditional research, and if you come up with uncomfortable results, that is OK. RAND's leadership is fine with radical conclusions and is willing to go to bat publically for controversial or unpopular results. What RAND leadership will not tolerate is bias. Political preference and pushing towards specific conclusions are for lesser think tanks.

In scientific fashion, failure is just as important as success. The end goal should always be practical, but unconventional thinking is embraced. RAND wants pathfinders and leaders in their fields. It gets them by producing new and interesting processes and results.

RAND prides itself on diversity. Almost fifty percent of RAND's staff are not American. Additionally, the Pardee Graduate School's student body is made





up of graduate students from more than 20 countries, many of whom join RAND after graduating. RAND's leadership believes that heterogeneous employees help foster a productive, challenging, and creative environment. Its researchers tend to agree.

### Suggested Professions

#### Army Fellow Visiting Analyst

Fellows are active-duty Army officers brought into the Army Research program as experts on how the Army operates.

**PROFESSION:** Intelligence Analyst.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Military Science (Land), Navigate, Science (Ballistics).

**EQUIPMENT:** A library on strategy and tactics and engineering analyses of military hardware.

#### Drug Policy Researcher

This division studies alcohol and drug use to better inform policymakers about addictive substances.

**PROFESSION:** Scientist.

**SUGGESTED BONUS SKILLS:** Criminology, Law, Mathematics, Pharmacy.

**EQUIPMENT:** Many contacts in the pharmaceutical and law enforcement worlds.

#### Project AIR FORCE Researcher (PAF)

PAF evaluates the effectiveness of Air Force weapons and technology, and analyzes the use of Air Force assets to better anticipate future threats.

**PROFESSION:** Scientist.

**SUGGESTED BONUS SKILLS:** Bureaucracy, Craft (Mechanic or Microelectronics), Military Science (Air), SIGINT.

**EQUIPMENT:** Technical manuals and professional journals on mathematics, physics, material science, electronics, and topics specific to the current project.

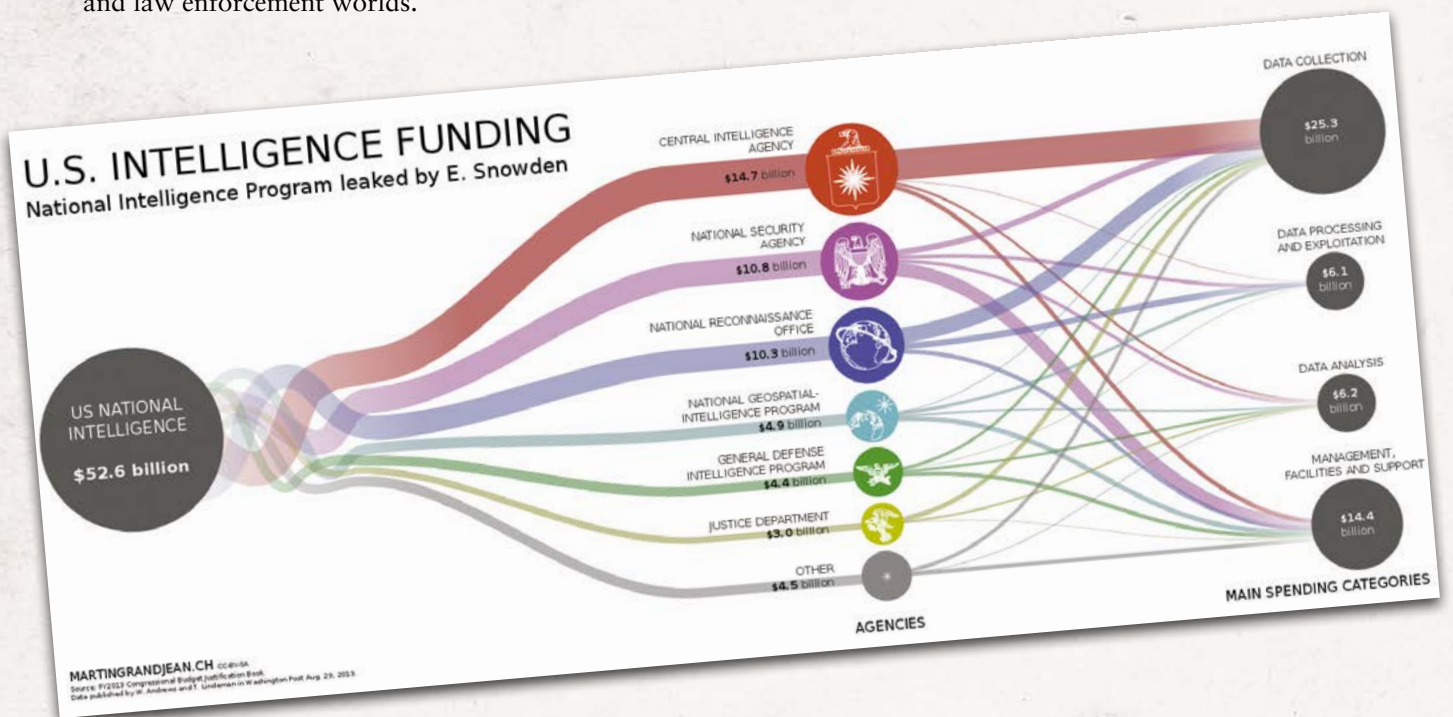
#### R&D Theoretical Mathematician

A theoretical mathematician proves abstract theorems, develops mathematical descriptions (models) to explain or predict phenomena, and identifies data trends.

**PROFESSION:** Scientist.

**SUGGESTED BONUS SKILLS:** Bureaucracy, History, Science (Systems Theory), Science (Quantum Theory).

**EQUIPMENT:** A large library on math, quantum physics, and other scientific pursuits; and a suite of computer programs and applications for modeling theories.



Perhaps it would be better  
if I just whispered  
the next bit...



**DON'T DISCUSS  
SECRETS ON THE  
TELEPHONE**