

Edition 8



MOU

MEMORANDUM FOR THE CHIEF OF POLICE
SUBJECT: COOPERATION BETWEEN THE FEDERAL BUREAU OF INVESTIGATION AND THE NEW YORK CITY POLICE DEPARTMENT IN THE INVESTIGATION OF CRIMINAL OFFENSES

TO: THE CHIEF OF POLICE, NEW YORK CITY

FROM: J. EDGAR HOOVER, DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

DATE: JAN 10 1962

SUBJECT: COOPERATION BETWEEN THE FEDERAL BUREAU OF INVESTIGATION AND THE NEW YORK CITY POLICE DEPARTMENT IN THE INVESTIGATION OF CRIMINAL OFFENSES

1. The purpose of this Memorandum of Understanding (MOU) is to establish a basis for cooperation between the Federal Bureau of Investigation (FBI) and the New York City Police Department (NYPD) in the investigation of criminal offenses.

2. The FBI and the NYPD agree to cooperate in the investigation of criminal offenses, including the investigation of organized crime, racketeering, and other criminal activities.

3. The FBI and the NYPD agree to exchange information and resources in the investigation of criminal offenses.

4. The FBI and the NYPD agree to conduct joint investigations of criminal offenses.

5. The FBI and the NYPD agree to provide mutual assistance in the investigation of criminal offenses.

6. The FBI and the NYPD agree to maintain confidentiality in the investigation of criminal offenses.

7. The FBI and the NYPD agree to resolve any disputes that may arise in the investigation of criminal offenses.

8. This MOU shall remain in effect until it is superseded or terminated by mutual agreement of the FBI and the NYPD.

9. This MOU shall be signed by the Director of the FBI and the Chief of the NYPD.

10. This MOU shall be signed by the Director of the FBI and the Chief of the NYPD.

J. EDGAR HOOVER
DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

JOHN J. CASANOVA
CHIEF OF POLICE, NEW YORK CITY



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Civilian of the Year

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On the Cover -

Lt. Gen. Martin Steele, Marine Deputy Chief of Staff, and David Brant, Director, NCIS, sign the MOU integrating Marine Corps CID and NCIS.

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Director's Message . . .

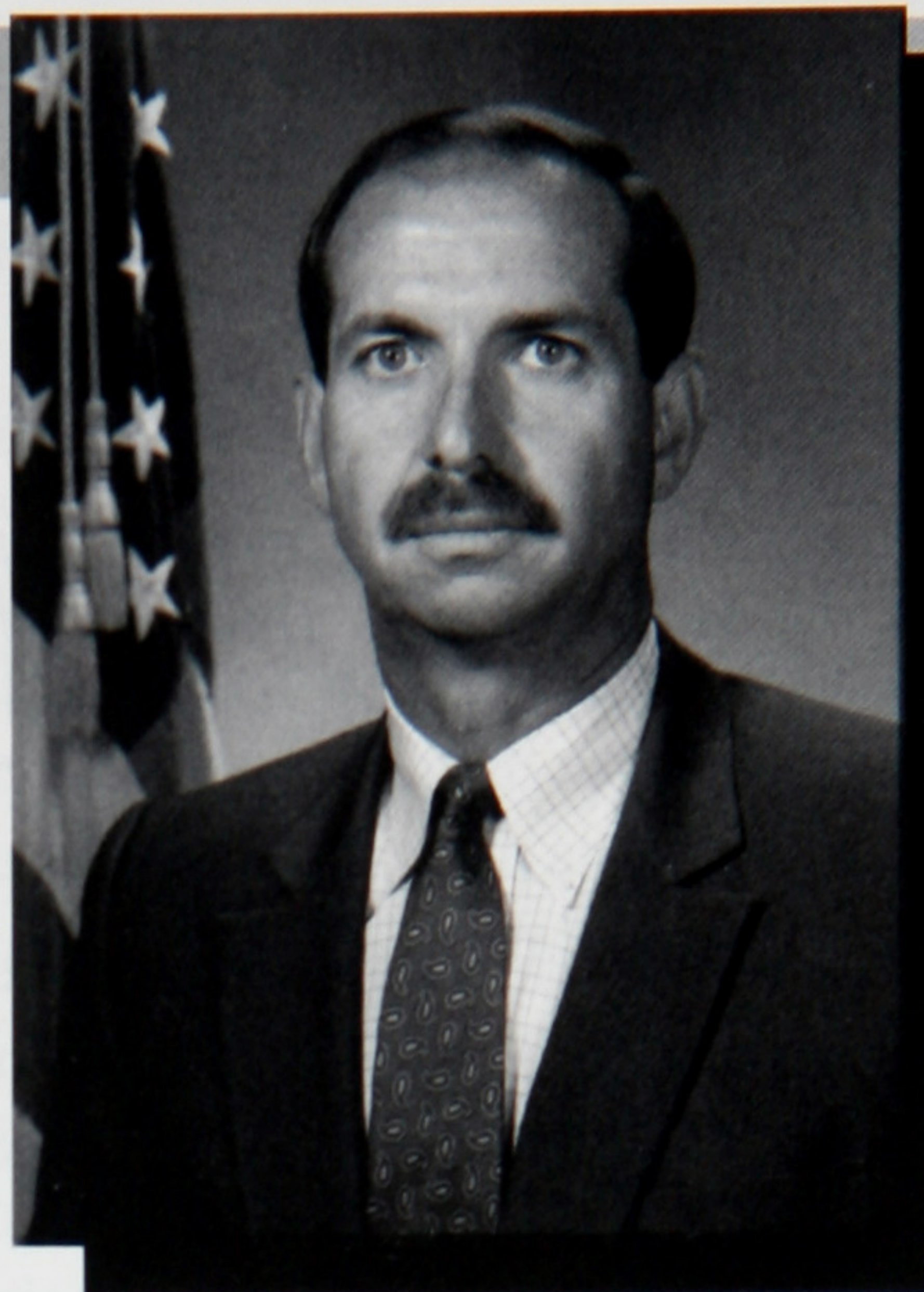
Just as our environment changes and our mission evolves, so too NCIS and the Defense Criminal Investigative Organization (DCIO) Community must innovate, adapt, and evolve.

We must not be content reacting to change in our operational environment; we must drive change and shape the environment in which we operate. The process of innovation and change is a continuous one—one in which all criminal investigative professionals should engage if we are to remain at the forefront as a crime fighting force.

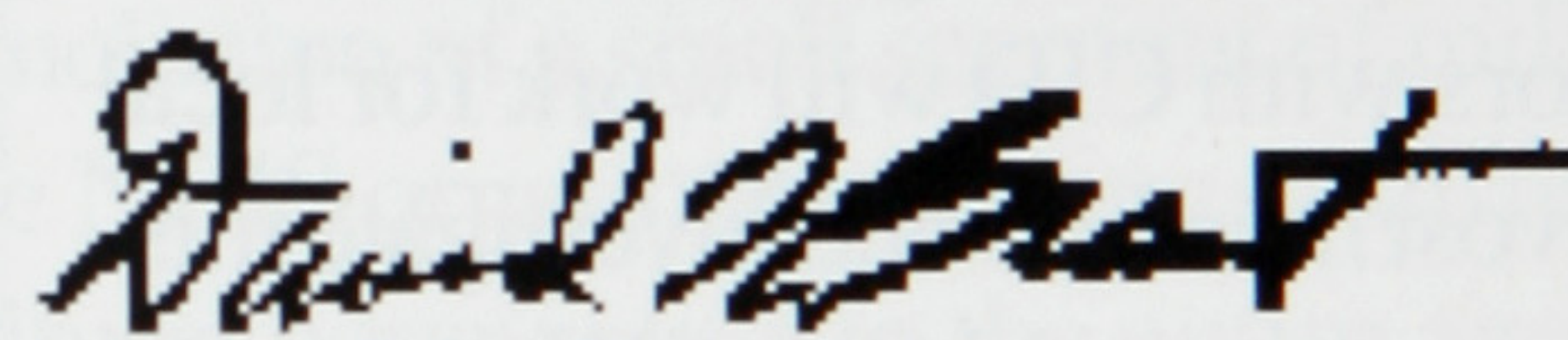
That is why NCIS is so involved in the DCIO Enterprise-Wide Working Group [see article on pg. 27]. That is why I created the NCIS Strategic Planning Group. That is why I created the Director's Advisory Board. And, that is why I invited readers of the Bulletin—thinkers, doers, and leaders—in March to further enrich the professional dialogue in which we are engaged. As you will note in this edition, some have risen to the challenge and added to the thought-provoking and healthy debate about our profession, our future, and our strategy.

The NCIS Strategic Plan is introduced in this edition in a synoptic form. It is a living document. It has been said that “no plan survives contact with the enemy....” In this case, I fervently hope our plan does not survive contact with you—the professional, the men and women in the field who must execute our plan. I again invite readers to offer their own perspectives and insights as we continue to refine and carry out our crime fighting strategy. You have good ideas. This is your forum for sharing them. Your insights will help shape the debate and open our eyes to future possibilities to excel.

Criminal investigators in the DCIOs enjoy the ultimate in opportunities and challenge. I challenge you to help us identify new opportunities to serve our Armed Forces and their families. Help us devise new and improved ways to combat violent crime, espionage, terrorism, fraud, and other



threats to our readiness, quality of life, and modernization of our military. Use the Bulletin as a vehicle for test marketing your ideas, “floating” innovative proposals, and energizing debate on professional topics of concern to you. You will see that you have the capacity to shape our environment, our strategy, and improve our community and our profession.


David L. Brant

P.S. Seamless law enforcement is in the news again in San Diego, where Admiral Froman recently selected Special Agent Pete Corcoran to relieve LCDR Mike Zelnik as Regional Security Officer. Pete, a Lieutenant Commander in the Navy Reserve, will be recalled to active duty until Zelnik's replacement arrives later this year. He will continue to serve as Regional Supervisory Investigator. ***You can't get more seamless than that! Congratulations to SA/LCDR Corcoran.***

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

Marine, Navy Criminal Units Merge

By Stephanie Cain

Editor's Note: The following article appeared on Page 16 of the Marine Corps Times on May 31, 1999. The article is reprinted with permission of the Marine Corps Times.

The Marine Corps' Criminal Investigative Division merged May 18 with the Naval Criminal Investigative Service, a move that may see the CID occupational specialty shrink by half.

The new agreement will send about half of the Corps' 180 criminal investigators to NCIS to work as full-time special agents investigating felony crimes. The remainder will receive a new military occupational specialty, military police investigator.

There are currently about 40 Marines working for NCIS. When the merger is complete, the total will jump to 75.

The remaining 100 or so investigators with CID will work for local provost marshals and investigate misdemeanors, said Chief Warrant Officer 3rd class Richard Attridge, head of criminal investigations at Marine Corps Headquarters.

The full-time status with NCIS won't keep Marines from deploying, though. Marines assigned to NCIS will deploy with CID.

A better way to work

Sharing resources is nothing new for either organization. Since 1976, a cadre of investigators from the Corps' CID have undertaken three- to five-year tours with NCIS.

The merger was approved May 18 by Lt. Gen. Martin Steele, Deputy Chief of Staff for Plans, Policies and Operations and by David Brant, Director of NCIS.

The merger will benefit both organizations because it addresses inefficiencies in the Corps' use of its criminal investigators as well as the Navy's need for addi-

tional special agents to augment its largely civilian work force, officials said.

All of the Corps' criminal investigators are trained to investigate felonies, but most are relegated to investigating misdemeanors because major crimes fall under the jurisdiction of NCIS.

For some, that has led to decreased job satisfaction, Attridge said. "We've got 180 people that are trained to do felony investigations, and only 40 of them are doing it," he said.

"It's kind of like training someone to do brain surgery and then having them put on bandages," said Charles Lohman, NCIS Chief of Staff.

The merger provides an eight-week course on investigating misdemeanors for would-be MP investigators.

"We're getting some extremely talented and competent agents, and it enables us to shift some of our agents into other areas," Chuck Lohman said.

Marines who go to NCIS will receive training in felony investigations, Attridge said. "This will give us 75 [Marines] that are constantly trained," he said. "You do it on a day-to-day basis, and you're better trained when you get to the battlefield."

The old system also ignored NCIS' need for special agents.

NCIS, a civilian agency, currently needs between 10 and 15 additional agents to investigate cases of procurement fraud and between 15 and 20 additional agents to investigate computer crimes, Lohman said. The additional agents brought on board through the merger would help fill those positions, he said.

"We're getting some extremely talented and competent agents, and it enables us to shift some of our agents into other areas," Lohman said.

While the signing clears the way for the plan to be implemented, placing all investigators in their appropriate positions is expected to take several years.

"What we'll do is identify the people who are going to go to NCIS, and as they finish up their obligated

tours we'll be moving them into their NCIS billets," Attridge said.

Attridge said Marines currently serving tours with NCIS are not automatic shoo-ins. "Everybody is going to get a fair look," he said. "There is going to be a selection process, but we haven't designed the assessment tool yet. We want to make it fair across the board."

Lohman said Marines currently serving tours at the NCIS "at least went through an initial background screening, so I'd think they would have an advantage."

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Integration: What it means for NCIS

By COL Carlos Hollifield

On May 18, Director Dave Brant and Lt. General M. R. Steele, Deputy Chief of Staff, Plans, Policy, and Operations for USMC, signed a memorandum of understanding that calls for the integration of the Marine Corps Criminal Investigative Division (CID) into NCIS. The integration will be phased in gradually over the next two to three years.

The agreement benefits both organizations. First and foremost, it creates a more seamless and effi-

cient investigative operation within the Department of the Navy. Operational inefficiencies have hampered both the Marine Corps CID and NCIS in the past. For instance, CID agents are trained to conduct felony investigations on the battlefield; however, during peacetime, only CID agents assigned to NCIS perform this mission, resulting in an under-utilized force and decreased job satisfaction for some.

NCIS, on the other hand, has experienced a nearly 30 percent downsizing in its civilian agent force over the past five years, resulting in an overburdened force with ever-expanding responsibilities. With the agreement, NCIS gains almost 35 new, experienced agents from CID (in addition to the 40 agents already working at NCIS) and thus has greater flexibility to handle emerging missions, such as force protection support and computer crime.

In addition to the operational efficiency gained, NCIS gains the new CID agents at minimal cost. The Marine Corps will retain funding support for agent training, transfer, salary and retirement, and Marine CID agents do not count against the overall structure of the organization. This gives NCIS certain budget flexibility to spend money on training and emerging missions.

Finally, the inclusion of a small segment of military agents within the NCIS organization brings a different and valuable cultural perspective to the entire agency. These agents will help NCIS better understand and act on commanders' concerns.

The real work lies in the weeks and months ahead as the different points of the agreement are put into effect. As Chief of Staff Chuck Lohman aptly put it: "NCISHQ has done the easy part. Integration of these valuable assets, allowing NCIS to move to a higher level, is [the field's] challenge and opportunity."

COL Hollifield serves as the Military Assistant to the Director, NCIS.

The address for the NCIS Web Site is:

www.ncis.navy.mil

The Memorandum of Understanding in its entirety is now posted on our internet sight.

NCIS Strategic Plan

By Dan Butler

Coordinator, NCIS Strategic Planning Group

Editor's note: The following article introduces a discussion of the DCIO strategic environment and a synoptic outline of the NCIS mission, vision, guiding principles, broad strategic goals, strategy-developed by the NCIS leadership team-and concrete examples of our strategy in action. Future editions of the Bulletin will include more detailed discussion of the NCIS recruiting and hiring strategy, our strategy for leveraging technology better in the future, and our strategy for improving agent performance evaluations. Readers are invited to comment on the NCIS vision and strategy and offer their own suggestions for how to build an NCIS and DCIO community that will operate more effectively in the 21st Century.

The Strategic Challenge:

"The Navy-Marine Corps Team is in the early stages of a radical transformation that will ensure its operational primacy well into the next century..."¹

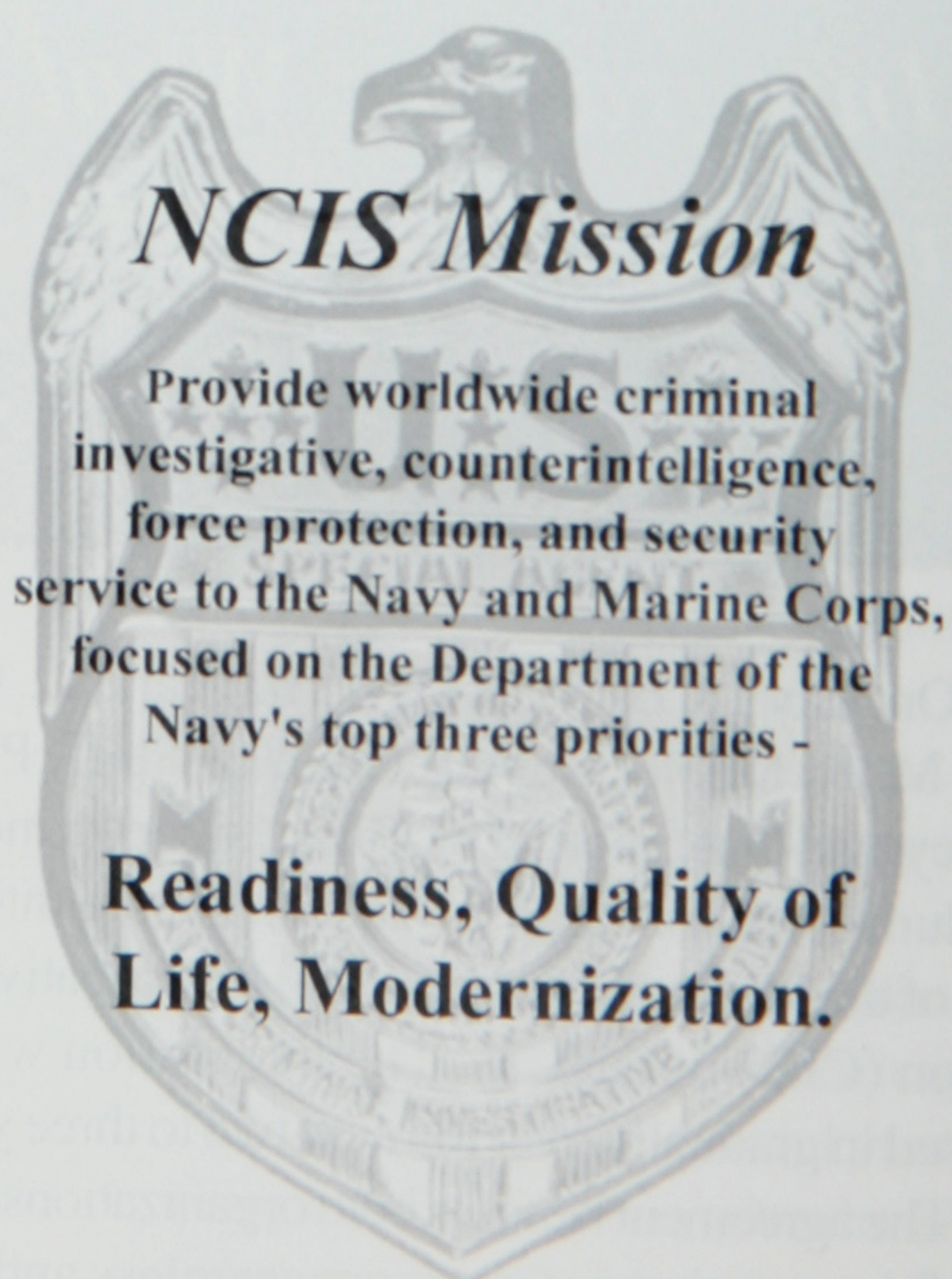
This radical transformation is being driven by a combination of factors: new threats to the interests of the United States, advances in technology, constrained resources, and an enduring Navy-Marine Corps commitment to harness innovation and new ideas.

The United States Naval Criminal Investigative Service (NCIS), along with the rest of the Navy-Marine Corps Team is rising to the strategic challenge. The NCIS Mission Statement, Vision, Guiding Principles and Strategic Plan were built on the premise that NCIS must focus on the Department of the Navy's top three priorities: Readiness, Quality of Life, Modernization.

Priority Pyramid



Mission -The NCIS mission statement promulgates our reason for being and our focus.



Vision -An organization's vision is the vision of its leader. It describes where the organization is headed, what it will do, and what it should look like in the future.

*"My vision for NCIS is simple:
we will be the model."*

-Director David L. Brant

NCIS Vision Statement

INNOVATIVE — WE WILL DEVELOP NEW SOLUTIONS.

NCIS will lead in developing and implementing innovative investigative, counterintelligence, and security strategy, doctrine, tactics, policy and programs to anticipate and defeat threats to our national security.

RECAPITALIZED — WE WILL BE MOTIVATED AND MODERNIZED.

The NCIS workforce-composed of highly motivated professionals-will be efficiently structured, strategically located, equipped and trained to excel.

INTEGRATED — WE WILL LEAD.

NCIS will lead a stronger, more integrated and innovative DCIO community. Through integration of the investigations, counterintelligence, and security communities NCIS will deliver uncompromising, world-class, state-of-the-art support to the Department of the Navy (DON) and the Department of Defense (DoD). We will be the model for DoD.

Guiding Principles -Guiding principles are those fundamental principles that shape the ethos and culture of an organization and help the organization achieve its vision. They are the underlying values and professional credo of those committed to the organization, its mission, vision, goals, and strategy.

NCIS Guiding Principles

INTEGRITY: We are committed to the highest standards of personal and professional integrity. We exemplify the Department of the Navy's core values of honor, courage, and commitment. We are fact-finders dedicated to truth, understanding, and justice, in accordance with our Constitution and system of laws. Exonerating the innocent is as important to us as bringing the guilty to justice. We recognize important decisions involving lives, property, and national security will be made based on the investigations and operations we conduct and the reports we produce. We accept responsibility for their accuracy.

INDEPENDENCE: The objectivity and independence of our investigative, counterintelligence, and security products are above reproach.

QUALITY: We have created and will nurture a culture of uncompromising quality. We improve our products through adoption of best business practices, innovation, training, and customer feedback. Our products must be valued by our customers for their relevance, timeliness, accuracy, objectivity, and quality.

FOCUS: NCIS, a member of the federal law enforcement community, is the investigative, counterintelligence, and security arm of the Department of the Navy. We exist to provide a uniquely focused service to the men and women of the Navy, Marine Corps, and Department of Defense. NCIS support directly addresses DON priority requirements. NCIS mission accomplishment is judged by our ability to satisfy customer-defined requirements.

RISK MANAGEMENT: NCIS leaders must balance operational demands-timely, quality investigations-and resource constraints. Given the Department of the Navy's declining resources, leaders must use good judgment, prioritize effectively, seek reasonable efficiencies, take acceptable risks, and identify non-traditional alternatives to fulfill operational requirements.

TEAMWORK: NCIS is composed of professional investigators, analysts, security experts, technicians, and administrators. We accept responsibility, support one another, and work as a team with our customers and with our counterparts in law enforcement and counterintelligence to deliver the finest investigative, counterintelligence, force protection, and security support to the Department of the Navy and Department of Defense.

Strategic Goals-*Strategic goals are the broadly defined goals pursued by the agency as it strives to achieve its vision.*

STRATEGIC GOALS OF NCIS

- 1. Develop new operational concepts and innovative programs to address critical Navy and Marine Corps needs.**
- 2. Improve customer support through implementation of best business practices.**
- 3. Economize where possible and obtain more funding for emerging missions (computer crimes, DVU, etc.) and recapitalization (hiring, PCS transfers, training, equipment).**
- 4. Build and maintain an elite, enthusiastic team of professionals.**
- 5. Create an integrated architecture that capitalizes on the strengths of DON, DOD, and civilian counterpart agencies.**

Strategy-*The strategy describes what we will do in broad terms to achieve broad strategic goals.*

NCIS Strategy

Re-Focus

We will change the way we manage the criminal investigations mission for the Department of the Navy, shifting emphasis and resources to "high impact" crime and away from "low impact" crime.

Reinvigorate

We will reinvigorate and re-capitalize NCIS. We will reinvigorate the NCIS workforce by investing wisely in our "human capital;" investing our scarce resources and talent wisely in pursuit of our mission; leveraging capital resources and talent through greater integration within the DCIO community; rationalizing the NCIS force structure; developing viable career progression paths for outstanding, dedicated employees; regularly hiring new, highly-qualified talent; training; raising performance expectations; holding people accountable, and creating a selective Management Development Program.

Re-Assess

We will develop a first-rate quality assurance program and will frequently re-assess the focus, impact, vitality, and relevance of NCIS. We will survey customers and employees. We will coordinate closely with other DoD strategic planners-particularly those in the DCIO community-to constantly update our assessment of future challenges and opportunities. We will continually measure our performance and strive for continual quality improvement in our human resources and service delivery.

Strategy Execution and Refinement

Action plans derived from our strategy are developed by the Headquarters Executive Staff, NCIS program managers and Special Agents in Charge and executed at all levels within NCIS. Field Office performance plans developed by the NCIS Counterintelligence Directorate (Codes 20/22), the NCIS Economic Crimes Department (Code 23A), and Criminal Investigations Department (Code 23B) are examples of detailed action plans. These action plans are further developed and refined by SACs and their field office teams. [Field office performance plans were provided to SACs in June.]

Throughout the execution phase of our strategy we will continually assess the strategy and refine it as necessary. Dramatic changes in the way we do business carry some risk. A new business practice may improve the way we deliver support to DON, but it could also degrade our capability to deliver fast, quality service. It is for this reason that we have undertaken pilot programs to test and refine new approaches to managing investigations for DON. Pilot programs carry less risk than comprehensive, wholesale restructuring of our organization. One example of a pilot program that has succeeded in meeting its preliminary objectives is the Regional Supervisory Investigator Program (see the March 1999 issue of the NCIS Bulletin).

NCIS Strategy in Action:

Improvements to our strategy have come from every level within NCIS. What follows are brief examples of just some of our initiatives in a strategic context, keyed to DON's top three priorities.

Priority 1: Protecting Navy-Marine Corps Readiness

The Fleet must be ready to fight and win. NCIS is developing new ways to protect Navy-Marine Corps Readiness—bold, new initiatives that change the way we do business in order to keep the Fleet ready to win America's wars and further America's national interests.

Managing the Mission Better. The NCIS strategy of refocusing, reinvigorating, and reassessing includes significant changes in the way we manage the NCIS criminal investigations mission. NCIS Field Office performance plans now place greater emphasis on "Tier I" and "Tier II" cases, since cases that require the unique skills of trained and experienced DCIO Special Agents and technicians have the greatest impact on Navy and Marine Corps readiness, quality of life, and modernization efforts.

Seamless Law Enforcement

Integration with Federal Law Enforcement. Managing the mission better means NCIS must look for



Left to right: Director Keenan, DCIS, Brig Gen Taylor, AFOSI, Brig Gen Foley, Army CID, and Director Brant

opportunities to use the considerable capabilities of our counterparts throughout Federal law enforcement. One example of this strategy in action is the recent move of the NCIS Training Department to the Federal Law Enforcement Training Center (FLETC) in Glynco, GA. This move allows NCIS to leverage the world-class infrastructure and capabilities of FLETC at less cost to NCIS and the DON. Savings that accrue from this initiative will be plowed back into offering more training to NCIS employees.

DCIO Integration. Managing the mission better means NCIS must take the lead in building a "seamless law enforcement" architecture for the Department of Defense and Department of the Navy. To that end, NCIS is committed to fostering initiatives to integrate with our DCIO counterparts into a seamless crime fighting community, leveraging our respective strengths and capabilities. We are cross-servicing leads, collocating offices in places where it makes sense to work together, exchanging personnel, and joining forces in the fight to defend DOD computer networks.

NCIS Special Agent Greg Redfern and Dr. Christine Strosnider, an NCIS training specialist, for example, are heading up the new Defense Computer Investigations Training Program which is training hundreds of DCIO Special Agents and technicians to fight on the front lines of the computer crime battlefield.

As highlighted in the March 1999 issue of the Bulletin, NCIS Special Agent Paul Bright, Code 20, has written a software program (NCIS Searchit) that saves thousands of man-hours scanning electronic media to

locate and "Tanner Scale" child pornography for use in prosecutions. His software tool also automatically analyzes and sorts images, identifying links between purveyors of child pornography, permitting NCIS and counterpart agencies to track vile abuse of children to its source. Already, hundreds of other law enforcement agencies have used NCIS Searchit.

NCIS - USMC CID Integration. Within the Department of the Navy, NCIS and Marine Corps CID are integrating into a seamless team. This initiative sets the stage for developing and exercising new and better doctrine to bring the full weight of NCIS capability to bear in support of Marine Corps commanders on the battlefield.

Regional Supervisory Investigators. Looking ahead to Navy base regionalization, NCIS has become an integral partner with Commanding Officers in regionalizing seamless Navy law enforcement support. In San Diego, an experienced NCIS Special Agent serves as the Regional Supervisory Investigator on the staff of Commander, Southwest Region. NCIS RSI Pete Corcoran is responsible for training and managing felony and misdemeanor investigations conducted by 22 Masters-at-Arm and civilian base police investigators throughout California, Nevada, and Arizona. Other NCIS RSIs are replicating San Diego FO's success in Hawaii, Puget Sound and Norfolk, with more to follow. This approach is allowing NCIS to take the lead in standardizing and professionalizing training for base investigators. It also builds a larger reserve of investigators capable of handling "Tier III" felonies.

N34 Force Protection Cell. Working in an integrated, seamless fashion, NCIS and the Office of the Deputy Chief of Naval Operations for Plans, Policy and Operations (N3/5) have created a robust, focused Force Protection Program to assist Navy Commanders in protecting our Navy's most important readiness resource-Sailors.

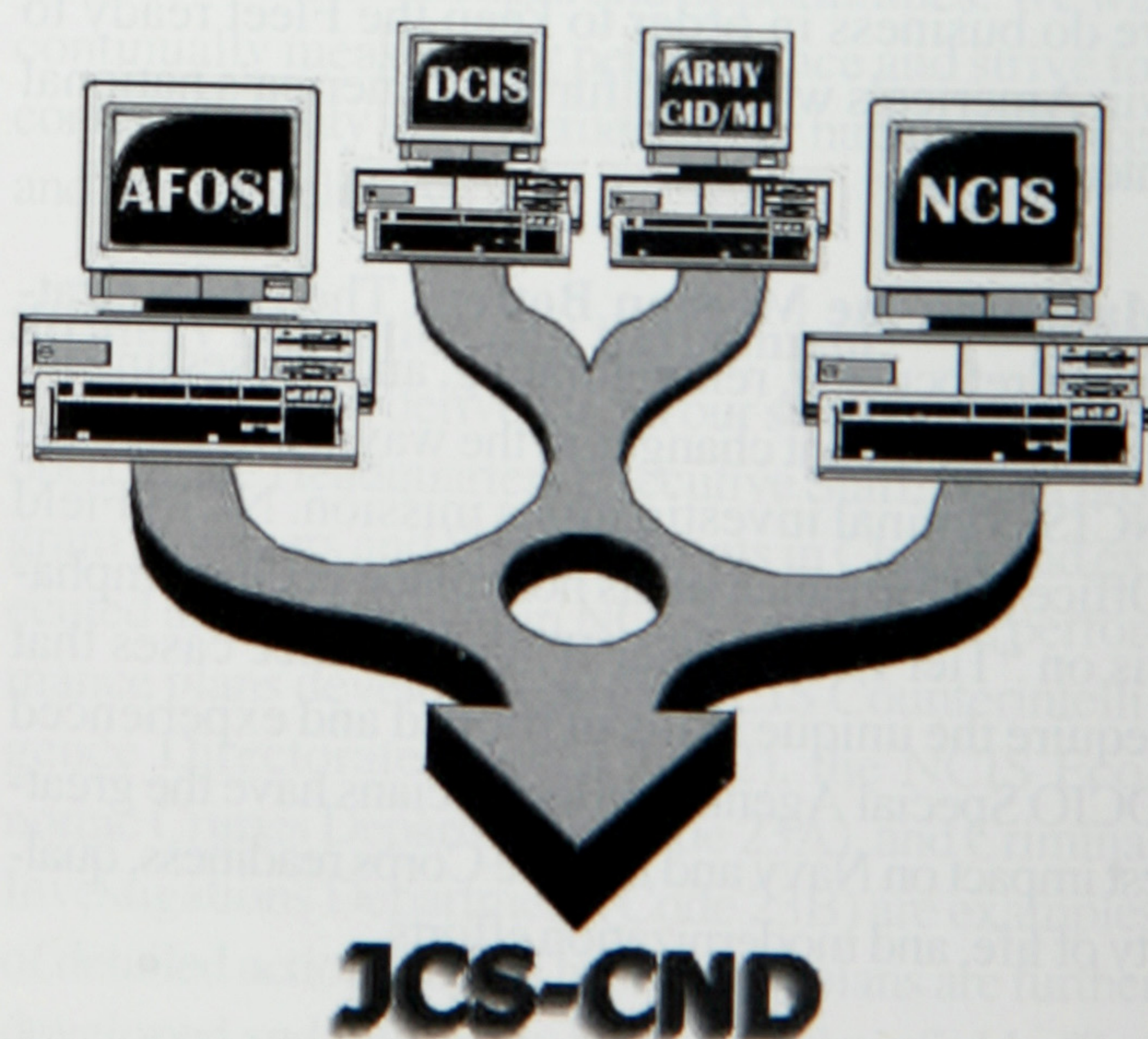
Science and Technology (S&T) Protection. NCIS is meeting new threats to our national interests and Fleet readiness by developing novel, proactive ways to protect our Navy-Marine Corps competitive advantage in cutting-edge science and technology, safeguarding billions of dollars in S&T investment and weapons development.

Protecting DON's Piece of the PIE (Protected Information Environment).²

Concurrent with advances in technology and the Revolution in Military Affairs, the Navy-Marine Corps Team is developing new warfighting doctrine. Network-Centric Warfare offers our leaders the potential to fight more decisively with less risk of U.S. casualties.

Increasing reliance on Network-Centric Warfare doctrine, however, is creating "NEW" (nonexplosive weapons)³ vulnerabilities. NEW weapons threaten catastrophic disruption to and degradation of Navy-Marine Corps readiness. NCIS has a critical and emerging role to play countering NEW weaponry.

Computer Network Defense. NCIS is working with



DCIO counterparts and the JCS Joint Task Force on Computer Network Defense (JCS-CND) to build a

responsive coordination and response cell in DOD to address attacks on DOD networks. This law enforcement and counterintelligence cell is collocated with the Defense Information Support Agency in Arlington, VA.

The DCIO Liaison Officer to the JTF-CND is Special Agent Mike Dorsey, NCIS. SA Dorsey also serves on a National Infrastructure Protection Center Task Force investigating cyber attacks on the Department of Defense. Through our close integration with the JCS and national law enforcement organizations, NCIS is laying the foundation for more successful investigation and prosecution of cyber-criminals who threaten DOD networks.

NCIS Operations Analysis Center. NCIS is working with the Navy-Marine Corps Team to build quickly a world class computer network defense investigations and operations force that can provide naval commanders with threat assessments, earlier Indications and Warning of cyber attack, and speedy assessment of attacks on critical Navy-Marine Corps command and control networks. Organized and coordinated by NCIS Code 20 (Computer Investigations and Operations), the nerve center for this capability will be the Operations and Analysis Center (OAC) at NCIS Headquarters. This capability will help DON leaders:

- * *anticipate, predict, prevent, deter, and manage NEW attacks on the DON PIE; and,*
- * *safeguard billions of dollars in Navy - Marine Corps investment in revolutionary command and control architecture.*

"...With nonexplosive weapons it may be difficult to tell if an incident is an act of war, the deed of a small terrorist group, a simple crime or a natural occurrence. This makes retaliation difficult.... Though frequently labeled 'weapons of mass destruction,' the NEW weapons are really 'weapons of mass disruption....' [We] should stop thinking and organizing in terms of anachronistic distinctions between 'here' and 'abroad,' between 'military' and 'civilian,' among 'crime,' 'war' and 'natural occurrence.' Nonexplosive weapons erode all such boundaries."

- Secretary of the Navy Richard Danzig

Priority 2: Improving Quality of Life

Quality of Life * Successful Recruiting * Fleet Readiness

NCIS Special Agents may not routinely think our work has an impact on Navy recruiting and retention, but it does. Our impact on quality of life within the Navy and Marine Corps community affects the public's perception and the Navy-Marine Corps family's perception of the Navy-Marine Corps way of life. Perception impacts recruiting and retention. Ultimately, recruiting and retention affect Fleet readiness.

Navy-Marine Corps readiness is dependent on the success Navy-Marine Corps recruiters have in bringing educated and motivated men and women into the Fleet. Quality law enforcement is vital to public safety and quality of life in the Navy-Marine Corps community.

"A major objective of mine is to demonstrate convincingly to America's mothers and fathers that their sons and daughters are safer in the Navy and Marine Corps than they would be on America's streets."

-Director Dave Brant

Special Operations Squads. NCIS Special Operations Squads are proactively identifying and rooting out troublemakers in the Navy-Marine Corps community before their activities manifest themselves in ugly, violent, disruptive or corrosive ways harmful to quality of life and readiness. NCIS Special Operations Squads have thwarted murders-for-hire, robberies and large-scale theft rings, and uncovered LSD dealers targeting Fleet Sailors.

Cold Case Homicide Squad. NCIS created a Cold Case Homicide Squad to resurrect dormant homicide investigations, apply new technologies and techniques, and solve homicides affecting the Navy-Marine Corps community. Solving heinous crime increases public confidence in NCIS and deters similar acts in the future.



The murder of a Navy officer in an overseas port was solved by NCIS after local law enforcement and the FBI suspended their investigations. A Sailor's wife-killed in her off-base home within hours of his ship setting sail in 1990—went unresolved until the NCIS Cold Case Homicide Squad entered the case and identified her murderer in 1997. He has been arrested and is now suspected in a series of similar murders. Since being created in 1995, the 18-person Cold Case Homicide Squad has resolved 21 deaths involving Navy-Marine Corps personnel, or one resolved cold homicide case every 2.4 months.

"My personal goal is that we become so expert in solving homicides we have no more 'cold' cases in the future...."

*-Assistant Director for Investigations
Ernie Simon*

Domestic Violence and Sexual Assault Units.

Domestic violence and sexual assaults are tragic crimes that wound families, disrupt the military community, and impact on Fleet readiness. NCIS is adopting new approaches to tackle age-old problems that trouble and distract our Sailors and Marines and their leaders, sapping time, energy, and attention.

A successful, specialized NCIS Domestic Violence and Sexual Assault Unit demonstration project in

Norfolk, VA is being replicated at other major fleet concentration centers to provide Commanding Officers with early indications and warning and quicker resolution of problems that could have significant impact on community quality of life, unit readiness, unit cohesion, and the welfare of Navy and Marine Corps dependents.

Sexual Assault Prevention Operations. Being progressive does not mean NCIS ignores ancient wisdom. "An ounce of prevention is worth a pound of cure," describes the service we can provide to the Navy-Marine Corps team.

Successful prevention of sexual assaults, for example, is a better use of NCIS talent than is investigation of preventable sexual assault allegations. NCIS demonstration projects are underway in New London, CT, and Okinawa to educate Sailors and Marines on the penalties and elements of the offenses rape, carnal knowledge, and indecent assault.

NCISRA Great Lakes has partnered with Command and local law enforcement to prevent and deter sexual assaults by attacking underage drinking by military personnel at nearby motels. A preliminary assessment of the operation indicates it is having a significant impact on the incidence of alcohol-related sexual assault allegations.

The goal of these unconventional approaches to the sexual assault problem is to lessen the anguish and disruption of sexual assault investigations by preventing sexual assaults that occur out of ignorance or through the irresponsible use of alcohol.

"When I was a Berkeley cop our success wasn't measured in terms of how many crimes we solved, it was measured in terms of how many we prevented."

— Former Director of NCIS Roy Nedrow

Priority 3: NCIS-Navy-Marine Corps Modernization

NCIS-Navy-Marine Corps modernization suffered during the post-Cold War drawdown. NCIS "human capital" investment stagnated. Only two new agents were hired in five years. Training was drastically curtailed. Career broadening PCS transfers were cut back dramatically. NCIS equipment obsolescence cycles increased, and the physical plant deteriorated. Outstanding agents left the NCIS-Navy-Marine Corps Team to join other law enforcement agencies that were growing and modernizing.

Recapitalizing, Reinvigorating, Rationalizing the NCIS Team. NCIS is moving aggressively to modernize, reinvigorate, and rationalize the NCIS work force. NCIS is boldly exploring new business philosophies to achieve greater efficiencies. And, NCIS is investing in economic crime investigations that provide high "return on investment" for DON and recover funds that would otherwise have been diverted from Navy-Marine Corps quality of life and modernization programs. For example:



Intern Peter Tran

Recruiting: NCIS Internship Program. NCIS is developing a comprehensive internship program to bring young, talented personnel onto the NCIS-Navy-Marine Corps Team for inexpensive, short-duration "vetting" assignments of three months, two years, and four years.

"We've hired two Special Agents, an intelligence analyst and management analyst so far from the ranks of interns, and I expect we'll hire several more interns as agents this year."

— Ms. Cheryl Marsh, NCIS Internship Program Manager

The academic internship program has grown from one intern in 1996 to over 50 per year today. Many of the interns serving at NCIS Headquarters supporting the Cold Case Squad, Domestic Violence Program, Threat Assessment Unit, and Criminal Intelligence Department are enrolled in the prestigious Master of Forensic Science program at The George Washington University. Other interns are serving with NCIS in Korea, Hawaii, and the Northeast Field Office.

Hiring: New Agents, New Skills. NCIS is modernizing and reinvigorating the NCIS agent force by hiring at least 25 new agents annually who come to NCIS with computer skills, language proficiency, advanced degrees, and new ideas. This year we project we will hire between 40 and 50 new agents. Over the next three years we will hire 400 new personnel, about two-thirds of whom will be Special Agents.

High Standards. Despite a dramatic increase in hiring, NCIS is not compromising on quality of new hires. Actually, the opposite is happening. We are targeting our recruiting more aggressively on more highly qualified candidates with law degrees, masters' degrees, accounting degrees, computer science degrees, prior military experience, and language fluency. Selectivity is stringent. We anticipate hiring only one of every 50 applicants this year, making NCIS more selective than the Naval Academy, Harvard, and Yale.

Retention: Competing in the Professional Marketplace. NCIS is developing a journeyman agent professional development and promotion plan that will allow NCIS to compete successfully in recruiting and retaining the best agents with over ten years of investigative experience.

The most recent manifestation of this plan was the Director's decision last month to accelerate the promo-

tion ladder for qualified Special Agents from GS-11 to GS-12 to one year time-in-grade from the previous two years' time-in-grade. This change in our professional development policy resulted from a thoughtful query from an agent in the field. Subsequent evaluation of the proposed change determined it was cost-effective and consistent with the NCIS reinvigoration strategy.

Leadership: Management Development Program. The new NCIS Management Development Program will bring new vigor to the NCIS leadership selection, evaluation, and promotion process. [Ed. Note: More on the MDP will be promulgated via general administrative message in the near future.]

Revolution in Business Affairs. NCIS is a committed participant in the DON Revolution in Business Affairs (RBA). Adopting a more business-like approach to government, NCIS is aggressively applying new approaches to DON law enforcement service delivery. Risk management, risk diversification, return on investment, and "Just-in-Time" management principles are being used to modernize, make NCIS more efficient and productive, and make more resources available for Fleet modernization. For example:

Virtual Private Network. NCIS is leveraging DON technology better to achieve greater NCIS information systems architecture savings. Implementation of the NCIS Virtual Private Network/NIPRNET pilot program in four

NCIS Field Offices over the next three years is expected to improve Field Office computer infrastructure and save DON \$275,000 annually beginning in FY01.

Economic Crime. NCIS strives to help the Navy-Marine Corps Team contain and reduce costs by ferreting out and deterring procurement fraud and other serious economic crimes against the Navy and Marine Corps. NCIS accomplishes this mission with a disciplined and focused Economic Crimes Program that returns scarce funds to Navy and Marine Corps coffers.

The impact of fraud on DON is significant. Workman compensation claims, an area historically vulnerable to fraud, cost DON \$250 million last year. NAVSEA and NAVAIR alone paid out \$128 million and \$32 million in FECA (Federal Employee Compensation Act) claims, respectively, last year.

NCIS is attacking this problem

"NCIS investigations of suspected FECA fraud last year resulted in recoveries and cost avoidance to DON of \$1.00 for every nickel spent by NCIS-an astounding 2,000% return on investment-a total of \$14 million returned to the Fleet that can be spent on quality of life and modernization programs."

NCIS Strategic Planning Group Study of FECA Investigations

aggressively and successfully using NCIS investigators, human resource specialists, and command investigators, trained and supervised by NCIS RSIs, to investigate systemic FECA fraud.

Challenge to NCIS and the DCIO Community

The strategic planning process is dynamic. Successful plans are designed to be modular and flexible enough to change and evolve with the environment. The best plans actually shape that environment over time to the advantage of the institution.

As the foregoing discussion highlighted in several areas, NCIS employees at every level are having a significant impact on the direction in which NCIS is going. Individual initiative and leadership is manifesting itself in our plan and in the execution of the plan in things like the RSI program, Domestic Violence Program, sexual assault prevention pilot operations, NCIS Searchit, the Virtual Private Network initiative, the internship program, and changes to career development policy.

All DCIO professionals are invited and challenged to participate in building our plan, executing the plan, and improving NCIS and the DCIO Community. If you have ideas to share you can forward them to the NCIS Strategic Planning Group, e-mail: dbutler@ncis.navy.mil, or you can submit them to the Bulletin Editorial Board for publication in the "If you ask me..." column of this professional journal, e-mail: lbjackson@ncis.navy.mil.

End Notes:

¹Vision...Presence...Power, A Program Guide to the U.S. Navy, 1998 Edition, Department of the Navy, Washington, DC, May 1998, p.2.

² Secretary of the Navy Memorandum dated 24 October 1996, "Subj: Defensive Information Warfare," identified 12 priority actions for the Chief of Naval Operations, SPAWAR, Commandant of the Marine Corps, DASN (C41) and the Director of NCIS to institutionalize defensive information principles and processes. The 12 actions included identifying information systems that are critical to our military effectiveness and national security (the Protected Information Environment); establishing the counterintelligence capabilities to cope with information warfare threats; and maintaining and strengthening "the closest ties to intelligence and law enforcement organizations."

³ "The Next Superweapon: Panic," The Honorable Richard Danzig, *The New York Times*, November 15, 1998, p. WK15



Mr. Butler, a former active duty Naval Intelligence officer, served as a Special Agent with NCIS in Rota, Spain in the 1980s and as a Reserve NCIS Agent in Souda Bay, Crete, during Operation Desert Storm. A graduate of the Federal Law Enforcement Training Center, Harvard University and Columbia University, he currently serves as Executive Assistant to the Director of NCIS and Coordinator of the NCIS Strategic Planning Group.

If you would like to comment on any aspect of the plan - the NCIS Guiding Principles, for example - submit your comment to the Bulletin Editorial Board.

If you have insights to share regarding the NCIS internship program forward them to Ms. Cheryl Marsh at **cmarsh@ncis.navy.mil**. We will have more to publish on the internship program and our recruiting and hiring plan in the next Bulletin.

If you are interested in contributing to creation of the new NCIS Special Agent evaluation system, watch the next Bulletin for more information on that project.

Oops

In our rush to make the "Seamless Law Enforcement" article fit the space allocated it in the March edition of the Bulletin, we inadvertently neglected to mention that Fire Chief Dave Inman and Mary Ball, communications manager for federal fire in the region, played key roles in the creation of the regional security concept in San Diego.

Actually, Chief Inman played more than a key role. He was one of the very early proponents of the concept and may well have been its original architect.

And from a practical perspective, Mary Ball helped figure out a way to streamline communications among numerous police and fire jurisdictions.

Cheers and apologies to both.

Honoring our Fallen Colleagues

By Bonnie Brady



On May 12, 1999, during National Police Week, NCIS honored Special Agents Harry J. Schanz, Jerry W. Kramer, Douglas B. Kocina, Brett A. McKee, and Investigator Joseph Emanuele with a ceremony at NCIS Headquarters in Washington, DC.

Organized by the Communications Department, the event underscored NCIS' commitment to remember the lives and work of our fallen heroes. Mr. Tom Houston, Assistant Director for Communications, provided the opening remarks, followed by posting of colors and music by the Navy Band. Those who knew them well—their closest friends and colleagues—then remembered the lives of those who had died in the line of duty.

Recently retired Special Agent Dale Laing worked with SA Harry Schanz in Milwaukee. Dale reminisced light-heartedly about the times Harry, “a real liaison man,” would hop in the G-car around 10:00 A.M. and head for the brewery for a “real liaison event.” Dale noted that Harry was the forerunner in the Agent Afloat program and would be very proud of his daughter, SA Cathy Clements, currently serving with NCIS in Naples, Italy. SA John Daniels and SA Jerry Kramer worked together in the Philippines. John reflected on Jerry's dedication and outstanding reputation as an undercover agent, which led to a well-deserved early promotion and transfer to Subic Bay.

SA Daniel Swenson befriended SA Douglas

Kocina while the two were serving on the Medford, Oregon Police Department, prior to their NCIS days. Dan spoke about Doug's unwavering friendship and complete dedication to his law enforcement career, noting that Doug's NCIS badge and Medford Police Department badge are on his headstone.

SA Marty Ray worked with SA Brent McKee in Camp Lejeune, NC. Marty recalled Brett's dedication to NCIS, to his fellow Agents, and to his wife, Sandra, and daughter Brittany.

SA David Reppard spoke on behalf of Investigator Joseph Emanuele. Dave referred to Joe as the “preeminent master of bravado” and explained how his co-workers came to fondly refer to him by the nickname, “Pezzo Grosso” (“heavy piece” or “big cheese”).

Director Brant concluded the remarks by thanking God for their lives and for their work: for having known them, and for having worked with them.

“All five died in the line of duty. They were doing what they loved and did it until their dying breath. Performing one's duty is the task of each of us. Dying in that effort is heroism. All five of these men lived courageous lives, performed their duty admirably and lived with a sense of honor in action. The greatness of NCIS is achieved and the nobility of its mission is confirmed with lives

such as these. We owe all of them-Harry, Jerry, Doug, Brian, and Joe-a debt of gratitude. Let us never forget them."

The Director added, "One reason I'm proud to be the Director of NCIS is because we care about our people. This was very evident through the comments and testaments of our Special Agents honored here today."

The Memorial Service closed with a bell ceremony, taps, and "Amazing Grace" performed on the bagpipes by Mike McLean, of Code 22 (Counterintelligence Department). After the ceremony at Headquarters, Director Brant visited the National Law Enforcement Memorial, placing flowers by each of our heroes' names inscribed on the memorial wall.



Director Brant placing flowers on the memorial wall at the National Law Enforcement Memorial



Bagpiper Mike McLean, of Counterintelligence Department, performing "Amazing Grace"

Editor's Note: If you would like to view a video copy of this event or purchase a T-shirt honoring our fallen, contact Special Agent Bonnie J. Brady at 202-433-8824.

Special Agent Bonnie Brady is currently serving a life-sentence in the Communications Directorate at NCIS Headquarters, following her service as the first Chairperson of the DAB. She'll be eligible for parole in June '00.

NCIS Team Finishes 2nd at NPC 50K Relay; Perotti is Fastest Female



A team of 10 NCIS runners finished 2nd in its division and 7th overall at the first annual National Police Challenge 50 kilometer (31 miles) relay race held on May 14, 1999 in Washington DC. Fifty-two law enforcement teams from across the nation competed in the race that was held in conjunction with National Police Week. Each runner was required to run 3.1 miles, and the NCIS crew finished the race in just over

3 hours, 32 minutes, averaging about 7 minutes per mile. Special recognition was given to Ofelia Perotti of Code 27, who was the 1st place female runner. Nick Lakis of Code 24 was the fastest NCIS runner, covering the course in a very fast 18:54.



From left to right: Joe Pallanez, Nick Lakis, Brian Shuster, Ron Casey, Ray Maine, Chuck Lohman, Ofelia Perotti, Julian Gonzales, Director Brant, Greg Golden, John Fencsak, Ralph Blincoe, and Cheryl Diprizio

The NPC 50K was established to raise funds for the Concerns of Police Survivors (COPS) organization. COPS provides a number of services to the surviving family members of law enforcement professionals who have died in the line of duty. This year's race raised almost \$15,000 for this worthy cause.

Each team was required to provide two volunteers to assist the event organizers, and Special Agent Cheryl Diprizio of Code 25 and Mr. Joe Pallanez of Code 28 stepped right up to help. Both were required to work long hours, including arriving at 4:30 A.M. on race day. "Running in the race was definitely easier than all the work Cheryl and Joe had to do behind the scenes," said Director David Brant, who is believed to be the only Head of Agency to run in the event.

A bake sale held at NCIS Headquarters several weeks before the race resulted in raising enough money to purchase T-shirts for the runners to wear during the race. These shirts were inscribed with the names of the five NCIS employees who have died in the line of duty. "Not only did we participate in the race to raise money for COPS, we also did it as a tribute to our NCIS fallen heroes," said Greg Golden of the NCIS Field Office in Norfolk. Team member Ralph Blincoe added, "The support our team received from all of the NCIS family in the Washington DC area was tremendous. The team especially appreciated the efforts of Special Agents Bonnie Brady (of Code 07) and Marty Davis-Daniels (of Code 23A) who organized the bake sale and acquired the T-shirts."



Y2K or THE DAY THE AMISH HAD THE LAST LAUGH

John Karshner and Jeff Jenkins

Much has been reported on the approaching millennium and its associated “bug,” commonly referred to as the “Y2K Bug.” The problem occurs when computers and software fail to recognize January 1, 2000 as the day after December 31, 1999. In addition, many computers will not realize that 2000 is a leap year, and thus will simply cease to function. An estimated 80 percent of personal computers built before 1997 (i.e. most of our older 386 and 486 machines) contain flawed logic and will encounter problems.

This doesn’t include electronic equipment with embedded firmware chips that are date sensitive. For years, many manual operations – for example, gas pipeline valves, water supply system valves, sewage treatment plants, railroad switches, electrical power plants, and telephone companies — have been automated. Automation cuts costs, manpower, and increases profits. See if you can find an item on which you rely on a daily basis that doesn’t have an embedded chip. It’s difficult!

Remember May 1998? A satellite went down, and with it 70 percent of America’s pagers and cellular phones. Many businesses, gas pumps, and ATMs also were affected by the communications outage. If you thought that was troublesome, imagine what would happen if eight of every ten power companies failed temporarily. That is the number of electric companies not expected to be ready for Y2K on December 31, 1999.

How did this happen? In the 1960s and 1970s, when computer use increased dramatically, both memory and storage were expensive. To save memory, programmers began using just two digits for years, so that 62 stood for 1962. When, in the 1980s, both memory and storage costs began to plummet, no sane programmer would have considered changing to a four digit date. Everyone knew

that 62 meant 1962. This two-digit problem affects not only hardware, but also the software operating on the systems.

Unfortunately, testing isn’t as simple as manually advancing the date to January 01, 2000. For example, 1999 creates other potential problems because programmers have often used a series of nines to tell a computer that it has reached the end of the software program or that it should cease operating. This code can make the following dates risky:

- * January 1, 1999: the beginning of the last year in the century;
- * April 9, 1999: the 99th day of the last year for the century;
- * September 9, 1999: the four nines of “9-9-99.”

If the software running on the system is not compliant, the system may crash, provide erroneous data, or simply cease to function.

In order to become Y2K compliant, three necessary steps are required: assessment, repair, and testing. The complete process for a multi-national organization, or even DOD, would normally take three years. Unfortunately, many businesses only recently have realized that they have problems. Many will face December 31, 1999 and still be months away from compliance.

Congress has mandated that all government agencies be Y2K compliant by the end of 1999. Undoubtedly, most of the systems will be fixed in time. But, for instance, if only a small number of systems fail, the resulting disruptions can be disastrous, causing a domino effect that would eventually affect compliant systems.

With the entire country and Department of Defense linked in a global network, information coming in from non-compliant systems could cause

major malfunctions in DOD systems. This could be in the form of erroneous coordinates, data, dates, and other information.

With our systems inoperable, or their capabilities severely diminished, we are vulnerable to attack from many sources. Firewall programs protecting many of our networks to the Internet may develop holes, allowing hackers/intruders to access sensitive systems. Rest assured, we will be probed and penetrated.

The Navy is rushing to upgrade its weapons platforms and ships before the millennium, but due to deployment schedules and scheduling problems for upgrades, many ships will not be Y2K compliant in time.

What does this mean for law enforcement and regulators? The Royal Canadian Mounted Police (RCMP), in anticipation of problems in Canada, have canceled leave for all personnel from December 27, 1999 until March 15, 2000. Canada is also deploying its armed forces to assist

local governments and cities with possible Y2K problems. The Nuclear Regulatory Commission (NRC) has also canceled leave for its personnel the last week of December 1999. The National Guard is currently working on mobilization plans for May 1999 for all 50 states as a test, with many manning their operation centers commencing December 31, 1999 in anticipation of Y2K problems. The planned mobilization test is to be conducted without utilizing telephones, pagers, or radios in anticipation of Y2K problems in communications. NCIS may want to consider limiting leave after Christmas to each NCISFO's immediate AOR.

Another concern is the Navy's/NCIS's ability to maintain its encryption capability. Encryption equipment works on time-based calculations. For instance, the keys for the STU IIIs must be re-encrypted each year. Though the STU isn't a computer, it does have embedded chips that keep time.

Will these systems be affected by Y2K? Currently Motorola is equipping the Network Encryption System with a firmware upgrade to correct the universal

And Another Thing...

To complicate matters, the Global Positioning System (GPS) will go down in August 1999. GPS operates on a 1024-week clock. On August 21 of this year, the entire GPS system will reset to week one, or January 1980. All navigation by U.S. Navy ships and aircraft is by GPS; so is targeting and navigation by cruise and ballistic missiles. Erroneous coordinates would be received that could put ships, planes, and weapons miles off course.

Another sector that would be greatly affected by the GPS system going down is the banking industry. All electronic funds transfers made by banking institutions are time coordinated and verified by GPS. If the timing signals don't match because the GPS system is malfunctioning, then banks could "lose" millions of dollars during electronic fund transfers.

Boeing currently has the contract to put 11 new GPS satellites in orbit, but won't complete the project before December 1999, effectively leaving the U.S. vulnerable to attack by any country for approximately four months.

A representative from Magellan, manufacturers of GPS units, stated that they, along with other manufacturers of GPS units, are ensuring their units are Y2K-compliant. Magellan's current models will be compliant and "should" handle the roll-over without any problem.

The problem is with those units that have not been upgraded to handle the roll-over. Many of the older GPS systems were integrated into other systems several years ago and have not been upgraded. For instance, many of those systems were built into internal navigation systems of current weapons systems; they are not easily changed. Such weapons, if launched after August 21, 1999, without recognizing the roll-over, could have greatly diminished accuracy.

changeover. This upgrade must be completed by September 30, 1999. Why? Because October 01, 1999 is the beginning of FY2000!

Presidential Decision Directive 63 (PDD-63), Critical Infrastructure Protection, focused on the need to collect, process, and disseminate a secure, uninterrupted flow of information. The Joint Task Force Computer Network Defense (JTF-CND) was formed to implement PDD-63. The Navy Computer Network Defense (CND) Task Force (NCTF) was created to support JTF-CND. The NCTF is charged with the defense of computer networks and systems within Navy elements of the Defense Information Infrastructure (DII).

Y2K-related hardware/software problems could directly affect this capability. Computer Network Attacks (CNA), for example, could be exploited during times when systems might encounter Y2K problems. At those times, it may be difficult to discern whether a system is being attacked, or is experiencing a difficulty due to Y2K issues. CNA may be masked or easily confused with system anomalies and operator errors. If valid CNAs have occurred, then NCIS Computer Investigations and Operations (CIO) (Code 20) should investigate. Many of the investigations will likely revolve around Foreign Counterintelligence (Code 22) issues.

So, how does the Y2K problem affect NCIS? NCIS has dozens of local area networks

(LANs) worldwide. We rely on the Navy's computer and telecommunications network to ensure that our network functions and that we maintain effective communications with all regional offices and NCISRA/NCISRU's. On our Intranet, our own routers and equipment handle communications.

Just a quick survey of the computer system for the Mayport/Jacksonville offices revealed we still have a few 386 machines, with an abundance of 486 machines, and a few Pentiums. Reports to date indicate that any computer built before 1997 can expect to have Y2K problems. At a minimum, the date will need to be manually set on January 01, 2000. Some of the older 386 machines may very well cease to function.

Some of our LAN servers are still operating on 486 machines. This is not unique to Mayport. The LAN servers are being upgraded to Pentium systems as quickly as possible, along with the Novell 5 upgrade. Of course, the system is only as strong as the weakest link. We may reach compliance before 2000, but if the routing hubs fail, then so will our connectivity.

With regard to WordPerfect 5.1 (WP5I), a check of the Corel's web site (the parent company for WordPerfect) for Y2K compliance of their software revealed that many of their programs written before 1997 will not be updated. WP5I, currently the mainstay of our system, did not have a Y2K certification by Corel. Corel, on their web site, stated that WP5I is still being

evaluated. If WP5I doesn't meet Y2K certification, and Corel does not provide a "patch," we may experience severe problems with the program.

If we at NCIS are to remain functional, we need to assess our local commands to determine their level of Y2K preparedness. With that we can determine how vulnerable they may be to intrusion. We need to assess local and state law enforcement as to their level of Y2K preparedness. Some Cities have already conducted tests and experienced their 911 systems and communications going down.

Contact should be made with power, water, and sewage utilities for their level of preparedness. If there is no power, or unreliable power, our systems won't function, no matter how prepared we are.

What are the implications of the Y2K problem in foreign countries? Whether traveling abroad or assigned to an OCONUS office, Y2K preparations by other countries are not going as well as in the United States. Many countries are waiting to see what the U.S. does to fix the Y2K problem and plan on copying the fix. Or, they anticipate that Microsoft will come up with a "magic bullet" to remedy the problem.

That just isn't going to happen. Many third world countries do not have the technical expertise or money to fix their problems. Many of their power grids will go down and they may have extensive problems with air traffic control.

In the United States, the

Federal Aviation Administration is working overtime and spending millions of dollars to ensure that our nation's airways will be safe. Most foreign countries don't have that luxury.

The U.S. railway system is also experiencing problems of their own in upgrading to Y2K compliance. Thousands of computerized switches have to be checked for compliance, and if not compliant, then upgraded. This is an exhausting task. Again, most foreign countries don't have the money, time, or technical help to resolve the problem.

Many NCIS personnel abroad could experience severe problems, becoming stranded in remote locations without power, water, or transportation.

On February 4, 1999, ABC News reported that Russia has requested one billion dollars from the U.S. to address their Y2K problem—specifically, problems with their nuclear arsenal. If Russia needs this kind of assistance, how many other countries are woefully behind in Y2K preparedness?

There are a lot of unknowns with the approaching millennium and the associated computer problems. No one knows for sure what the final impact of the entire Y2K/GPS issues will be. Rest assured though, there will be problems. Some of these problems will manifest themselves during Fiscal Year 1999. We'll experience the balance after January 1, 2000 and probably for several months thereafter. NCIS must recognize the impending problems and prepare accordingly. Otherwise, the Amish will have the last laugh.

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- World News Daily, various, www.worldnewsdaily.com
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- The following are some web sites that will provide additional information on the Y2K process:
www.infosecnew.com
www.pcmag.com/y2k

www.zdnet.com/y2k
www.yahoo.com/computer_and_internet/year_2000_problem
www.itpolicy.gsa.gov/mks/yr2000/y2khome.htm
www.mitre.org/research/y2k
www.y2k.com
www.y2kinvestor.com

Special Agent John Karshner works in the Computer Investigations and Operations Directorate and is assigned at Mayport. He has been with NCIS since 1982.

Special Agent Jeff Jenkins specializes in Foreign Counterintelligence. He is currently assigned to Mayport, and has been with NCIS since 1985.

Are You Prepared for Y2K?

FLETC's computer division is taking a practical view of the potential problem and is distributing to agents the following guide for preparing for the year 2000. Here's what you can do to minimize the impact of potential Y2K problems on you and your family.

- * Verify that your home PC will be functioning after December 31, 1999 (Y2K testing applications can be found at www.righttime.com. All Macintoshes are reported to be compliant.
- * On your home PC, backup on floppy disk any documents you cannot afford to lose.
- * By September 1999, obtain a Statement of Earnings and Retirement Benefits from the Social Security Administration.
- * Be sure to retain copies of all charge slips and bank statements for October 1999 through January 2000.
- * Request copies of statements from financial institutions, brokerage accounts, etc., during the last quarter of 1999.
- * Obtain an interest expense report from your home mortgage company through October 1999, or later, if possible. They may not be able to provide it in early 2000.
- * Set aside a reasonable amount of cash in the event credit cards or bank debit cards fail to operate properly.
- * Ensure all vehicles are fully fueled on Friday morning, December 31, 1999.
- * If at all possible, avoid parking your car behind automated parking lot/garage barriers that may not function after New Year's Eve celebrations.
- * Purchase new batteries for any battery powered radios, lights, and other equipment. Have plenty of spares on hand.
- * If camping stoves are available, save a supply of propane or gas to operate them if necessary.
- * Confirm that other disaster supplies (bottled water, matches, canned food, etc.) are satisfactory.
- * Refill any essential prescription drugs prior to December 31, 1999.

Student Intern Program Benefits Students and Agency Alike

The student intern program at NCIS has grown from a fledgling idea to a fully grown and valuable recruiting tool for the entire Agency. Cheryl Marsh (Code 22), the program coordinator, initiated the program in 1994 after a visit to George Washington Forensic Sciences Department.

"I visited GW to see if we could get some tuition assistance for our participating agents," Marsh said. "GW responded that they couldn't provide assistance, but that they were interested in internships for their students. I then proposed the idea to the front office at NCIS, and they said, 'run with it.'" That summer NCIS sponsored one intern; this year approximately 50 interns are expected to work at NCIS headquarters.

***"I'm a big fan of our internship program."
- SA Pete Hughes***

The program is highly selective. Students are usually masters' candidates or mature undergraduates and are considered on the basis of their knowledge in the chosen functional area at NCIS, as well as their analytical and communications skills. They come from all over the country, representing such schools as Sam Houston State University and the University of Notre Dame, and while they usually work at Headquarters, some interns have been placed in field offices. The students, who are unpaid, can receive course credit for successful completion of the internship. Most importantly, the NCIS experience gives them the opportunity to clarify their career goals and rub elbows with professionals in the law enforcement field.

Andrew ("Drew") Lochli, who received his masters in criminal justice at George Washington University in May, worked in the Cold Case Unit homicide unit throughout the spring.

"It was a very valuable work experience,"

recalled Drew. "I learned more during my four months in Cold Case than I did in my entire graduate school career. I worked four actual cases and profited immensely from the hands-on experience. The group in Cold Case was also great to work with—they treated me as another member of the team."



All Interns pictured are from George Washington University

From Left to right: Cheryl Marsh, Program Manager, Angela Stevens, Peter Tran, Donna Huff, Director Brant, Andra Folescu, Mark Franco and Amanda Izard

Pete Hughes, manager for the Cold Case Unit, agrees. "Drew was a great asset for the program. He assisted us in tracking, analyzing and programming cases, and he was particularly helpful in a specific case that has given the Special Agent a great leg up on the case."

NCIS has also benefited from the program, discovering that it not only provides much needed staff assistance, but also can be an effective recruiting tool. Thus far, three interns have been hired by the Agency: Andrea Hosken, an analyst in Foreign Counterintelligence, Timothy King, a special agent assigned to CALE, and David Johnson, a special agent assigned to NFNF.

"I definitely see the intern program as a good way to recruit talented students," said Cheryl Marsh. "The program allows us to attract students with degrees in forensic science, criminal justice, political science, and other academic areas of interest to NCIS. It's a win-win situation for both intern and NCIS."

Director's Advisory Board (DAB) Update

By Tim Danahey

A recent DAB accomplishment will directly affect our new hires. Acting on a question an Agent asked the Director, I reviewed the policy that required a GS-11 to wait two years for recommendation for promotion to GS-12. The senior staff agreed that the requirement could be reduced to one year and made the recommendation to the Director, who approved. This keeps NCIS competitive with other agencies and creates a more progressive career ladder for our new agents—both very important as the Agency embarks on a major hiring effort.

While traveling with the Director, I recently heard two rumors that require clarification. The first is that the DAB is going away. The reality is nothing could be farther from the truth. The Director continues to be very pleased with the DAB and its purpose. He considers it a valuable communications tool and looks forward to continued interaction. As the Director has publicly stated, the DAB will continue to evaluate suggestions from the field, and the Director will continue to act on the Board's recommendations.

The second rumor is that the DAB is devoting less attention to issues. The DAB continues to address issues and work on items that affect the Agency across the board. The difference is that we have plucked most of the low-hanging fruit.

When the DAB first met, we were inundated with points for discussion. Many of the issues were addressed and changes/adjustments made at many levels. As the DAB has matured, issues that require more research and group effort have

become more common. Since most of the issues that could be worked quickly have been completed, the remaining matters take more time. Consequently, turnaround is not as apparent.

Continuing the Director's commitment to the DAB, the group will meet at NCISHQ during the week of June 21, 1999. At the upcoming DAB conference we will examine the following issues:

- the Management Development Program;
- the part time employment policy;
- unaccompanied billets at select overseas locations for one-year increments; and
- committee assignments.

I urge you to use your DAB representative—a DAB Conference or a Town Meeting is not a prerequisite for submitting an idea.

Some NCIS offices will soon vote for new DAB representatives—primary, alternate, or both. Please do not underestimate the value and potential impact these people have. The Advisory Board provides an unparalleled opportunity to present new ideas and to have a voice in major organizational issues as NCIS crosses into the 21st century. As these DAB positions present themselves, think seriously about what you can do for the Agency and submit your nomination.

Special Agent Tim Danahey is Chairman of the Director's Advisory Board.

ARNISSA National Convention

The Association of Retired NIS Special Agents (ARNISSA) held its national convention in San Diego, California, March 11-14, and enjoyed its largest turnout ever. "We had almost 200 people there," said former NIS Director and current National ARNISSA President J. Brian McKee. "It was the best we've had so far. Not to slight the ones we've had before, but this one was expanded in terms of events and activities."

The convention was held at the Handlery Resort Hotel. In addition to a banquet, the convention included two golf tournaments and a number of local outings. "Ted Miller and Roy Mosteller have boats, and they took several folks out sailing," McKee said, referring to two retired agents.

"The convention was extremely well organized by the (ARNISSA) Southwest Chapter," McKee continued. "The president of the Southwest Chapter, Pete Anderson, coordinated the convention. Bill Gray, retired head of training, Harry Stovall (former Special Agent-in-Charge), Wynn Kuehl (former Regional Director), and Bill Jepson all did a great job in organizing the convention. I'm sure I've left a lot of people out, but everyone did an outstanding job of making this year's convention a huge success."

Among the special guests were well-known author Joseph Wambaugh, who has written numerous books about law enforcement, and NCIS Director David L. Brant. "Harry Stovall arranged to have Joseph Wambaugh there," McKee said. "[Wambaugh] is a real down-to earth guy and related well to our people. Director Brant later invited him to visit Headquarters."

"The banquet was really a nice affair," McKee went on. "Larry Coleman, a retired special agent out of Hawaii and a bagpiper, brought his pipes with him

and played at the banquet. He sounded the appropriate music to bring in the Marine Corps honor guard to post colors. Then we had a moment of silence for all of the friends and former associates that we've lost in the last year. We had about 12 widows and widowers in attendance, including (former Associate Director) Jack Lynch's wife. Larry played "Amazing Grace" in their honor. It was very impressive."



Director Brant delivered the keynote address at the banquet, which was held on the evening of Saturday, March 13. "He brought us up to date on a lot of things that have been happening with the agency, and he put a lot of emphasis on preserving our history," said McKee. Earlier in the week, the retired agents received a briefing from Assistant Director for Criminal Investigations Ernest Simon, who talked about the NCIS Cold Case Homicide Unit, which has resolved 21 cases since its inception in 1995.

The next national ARNISSA convention will be in 2001, in either the Washington-Annapolis area, or near Newport, RI. According to McKee, ARNISSA will poll the membership to determine where they want the next national conference.

Recent Retirements

SA Dale Laing.....



Dale's last PSO - Jack Ruby



Dale's last lecture to the "guys"

SA Mike Bruggeman....



Dale's Daughter -Natalie, Wife - Nicole, and Son-Travis



Does anyone remember what Joe & Mike are talking about?

Mike and his wife Donna below



Mike puts on the "angelic look" for Dave Burt



Just DEW It!

*By Maj. Steve Murray, USAF
Air Force Office of Special Investigations*

Put a bunch of bureaucrats in a room and you naturally expect to get more bureaucracy. But you better not tell that to the four principal members of the DEW Group.

Since July 1997, the Defense Criminal Investigative Organizations (DCIO) Enterprise-wide Working Group, or DEW Group, has focused its efforts on tackling cumbersome bureaucracy and waste affecting the successful operations of the four DCIOs.

The group meets monthly and is made up of the deputies of the Air Force Office of Special Investigations (AFOSI), the Army Criminal Investigative Command, the Naval Criminal Investigative Service, and the DoD Inspector General's Defense Criminal Investigative Service. According to Tim Deerr, senior civilian and Executive Director of AFOSI, the group was formed to step up contact and facilitate a sense of camaraderie between senior personnel of the DCIOs who had sometimes found themselves on opposite sides of the fence on contentious issues.

"There was a general thought that if we could enhance communication, build trust, and establish a bond, there was much the DCIOs could do in concert with each other that would result in better business practices for the entire DoD," he said.

"There was also a motivation that unless we could display to outside scrutinizers that we could work together efficiently and effectively,

then we were going to be vulnerable to suggestions that we disband our service organizations into something we feel would be less effective."

Increased communication and trust building are two of the strongest by-products coming out of the DEW Group, according to Deerr. "The greatest accomplishment is the dialog and communication that have been facilitated," he said. "The deputies know each other. We have bonded to a degree, and overcome a great deal of parochialism. We are firmly fixed on a vision of working together as opposed to against each other."

Concrete actions have also resulted from the interaction. In 1998, the organizations signed a memorandum of agreement to honor, where feasible, the sharing of leads between organizations within a geographical area. "This resulted in a savings of time and resources for the DCIOs," Deerr said.

Another major achievement has been the creation of a law enforcement and counterintelligence cell at the national level to deal with computer intrusions and threats to the national infrastructure. Working with the DoD's Computer Network Defense Joint Task Force, the DEW Group has been able to influence the evolution of the joint task force to better utilize the service's unique investigative abilities, according to Deerr.

For AFOSI, the newly formed Defense Computer Forensics Laboratory and Defense Computer Investigative Training Program are added to the fight.

While retaining their service-unique operations, the organizations have also begun co-location initiatives of a few field offices to share resources and supplies while

strengthening field-level interface. "It's resulting in better and more efficient operations at these locations," said Deerr.

The DEW Group is working on several new initiatives, including a consolidated policy for Protective Service Operations that's realistic and threat driven, and that affords agents legal protection for their duties.

The group is also studying the services' policies and procedures for sex crime investigations, seeking to benchmark against each other, and adapt the best business practices as a group.

"This is much more than a bureaucratic showpiece," said Deerr. "This has turned into a practical working forum to bring about better, faster and cheaper ways to do the department's business."

Maj. Steve Murray is director of public affairs for Headquarters, Air Force Office of Special Investigations, Andrews AFB, MD. Murray is a 14-year career public affairs officer, and has been assigned to AFOSI since March 1997.

Special Agent Afloat Training Held at NCISHQ

By Special Agent Tom Brady

Far from the deck of a flat top, the annual Special Agent Afloat (SAA) Training Program was conducted at NCISHQ from April 22 - 26, 1999. This year's approach was quite unique as Code 30 had only two SA's to prepare for life aboard a deployed carrier: SA Ray Mack, USS Constellation, and SA Dave Chitwood, USS Eisenhower. SAA training is usually held in Norfolk, VA, supported generously by the Norfolk Field Office. This year, seven SAs were selected for afloat assignments (Carrier/ARG), five of whom had some sort of afloat, Special Contingency Group, or military experience which nullified the need for a formal SAA school.

This year's program focused primarily on force protection issues, administration, fire fighting and instruction with newly issued crime scene equipment. Dave Reppard of Code 25 kicked off the week with an administration briefing followed by travel to Norfolk to complete shipboard fire fighting training on day two.

Returning to HQ on day three, SAs Mack and Chitwood were briefed extensively by ATAC regarding potential deployment locations and force protection issues. This "customized" approach to the SAA mission not only serves the SAA well, but the entire battlegroup benefits from such deployment

specific information. The week concluded with an engaging meeting with Director Brant.

The SAA training program remains a program of change. Given the emphasis on force protection and the high caliber of experienced volunteers entering the program, no doubt this will not be the last SAA course held at NCISHQ.

DEPLOYED SPECIAL AGENTS:

SA Raymond S. Mack	USS Constellation
SA David H. Chitwood	USS Eisenhower
SA Raymond N. Koon	USS Roosevelt
SA Ronald A. Bletz	USS Carl Vinson
SA Jody B. Fletcher	USS Enterprise
SA Donald E. Parnell	USS Kitty Hawk
SA Robert A. McDaniel	USS Kitty Hawk
SA Donald L. McBride	USS Kearsarge
SA Alan G. Burghard	USS Boxer
SA Frank E. Harman	USS Mount Whitney
SA Julie A. Hermann	USS Coronado
SA John D. Heinselman	USS LaSalle
SA Ronald R. Struble	USS Blue Ridge



Director Brant meets with newly trained Special Agent Ray Mack (left) and SA Dave Chitwood (right), and course coordinator, SA Tom Brady (far right).

SA Tom Brady is a graduate of Northeastern University, a former Marine, and has been with NCIS since 1989. He is currently assigned to the Forensic Consultant Program, NCISHQ.

Mothers' Day

By Alyx Ayer

Everyone has heard of Bring-Your-Daughter-to-Work-Day, but what about Bring-Your-Mom-to-School-Day? Sounds different.

Sacred Hearts Academy in Honolulu, HI, believed that most seventh graders had already been to work with Mom. Consequently, they invited the mothers to present workshops to discuss their jobs with the class, so that the students could learn about a variety of careers.

Each girl attended two workshops. A computer randomly matched students to workshops, with each girl attending two. One of the workshops I drew was my mother's. Although I had hoped not to get hers—because I already know about her job—the class was fun. Mom had decided to bring Mr. Rivera and his polygraph instrument along with her.

"Alyx, your mom is bringing a lie detector?" It was quite a surprise to those who had my mother's workshop to see that the polygraph didn't detect lies, but changes in pulse rates, breathing, and blood pressure. I volunteered to be placed on the polygraph, one of the scariest things in the world. Mr. Rivera positioned the computer so that everyone in the room could see the graphs. Every time I would breathe deeply, the graph would change; every time I would hold my breath, the graph would change, and every time I would move my body or my fingers, the graph would change.

Some friends of mine were disappointed that they couldn't be in my mom's class, but enjoyed the workshops they did attend. A few friends liked the job of a polygraph examiner because they get to talk to different people.

The dress code for the day was professional (blouses, skirts, slacks, etc.) to begin teaching us how to dress for the business world. I chose to wear one of my mother's suits and a blouse. Most people who saw me thought I was a little Bernye Ayer. I guess that's not so bad.

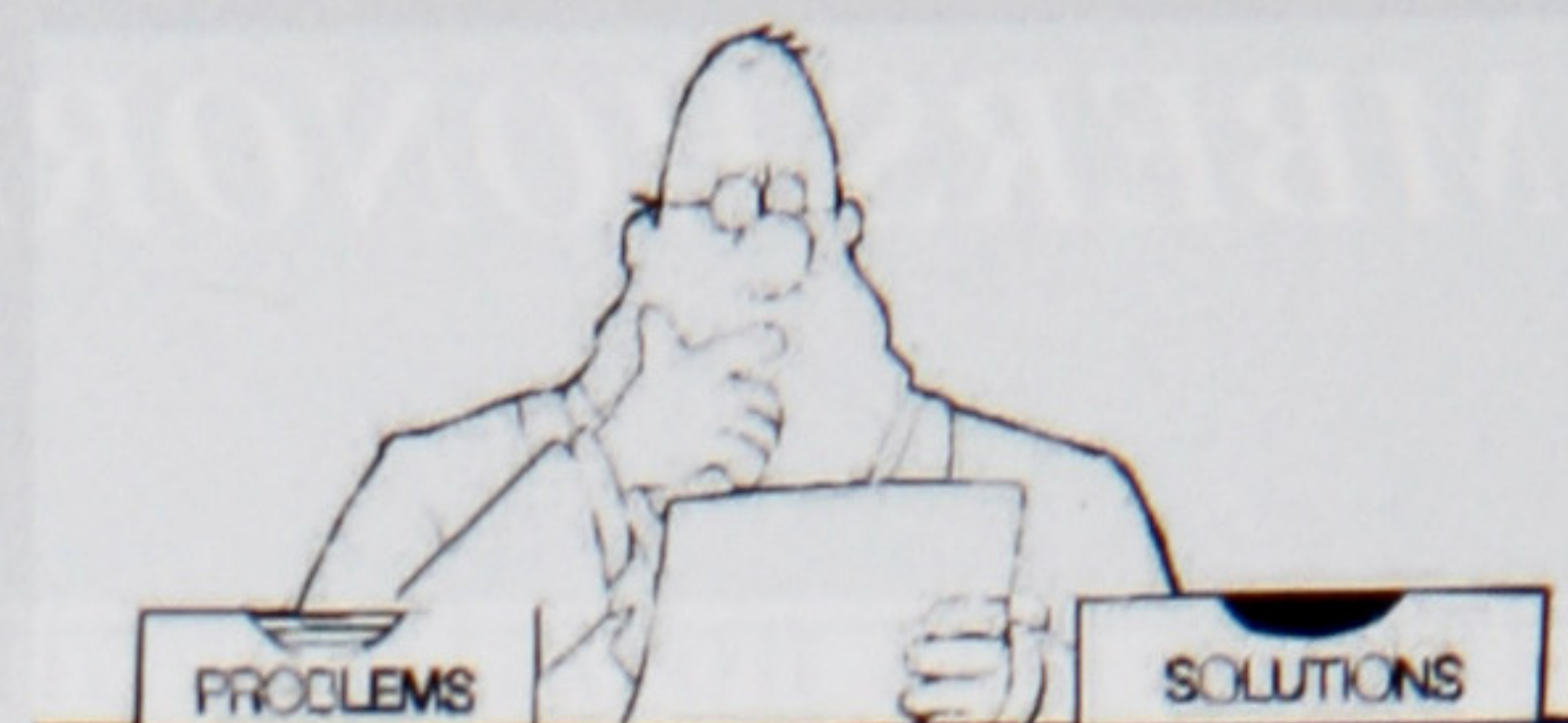
Bring-Your-Mom-to-School Day was an interesting twist on a popular day. For the students, dressing up was an added plus to this special day. The moms, for their part, seemed to enjoy the chance to get out of the office and talk about their jobs.



The workshops helped the students learn about different jobs and opportunities out in the world and were so popular that the school has promised to include more moms next year. Aloha!

Alyx Ayer lives, writes, and goes to school in Honolulu, HI, where her mother works for the Naval Criminal Investigative Service and serves as the Special Agent in Charge (SAC) of the NCIS office there.

If you ask me...



Learning Organizations Vs. Self-Preservation

By Bill Sullivan

The excerpt from Mr. William A. Geller's article regarding Police/Law Enforcement Agencies becoming learning organizations was thought provoking, as it played on the common sense ideals that progressive thought is not treason. The idea that an agency would set legitimate benchmarks for their community above self-serving ideals seemed revolutionary. Treason! Doesn't every successful agency play to the moment-the "issue du jour"?

Maybe not. Maybe the foundation is being constructed today in a small, progressive-thinking agency with a diverse jurisdictional mandate. Maybe this agency is setting the tone for sister agencies to follow. The adage, "Lead, follow, or get out of the way," comes to mind when speaking about the Naval Criminal Investigative Service (NCIS).

The NCIS is entering a new era of change that frankly didn't make initial sense to me at first glance. However, perspectives change, and the concept that NCIS will inevitably change became a reality. The question of who would forge the change struck home after reading Geller's article. The clarity of what Director Brant is setting into motion hit me: NCIS must become that learning organization capable of forging our own destiny.

The measurable benchmarks that the Director has chosen come from our customer's national needs of "Readiness/Quality of Life/Modernization." These areas cover the Navy's mission, personnel, and equipment that are key and essential to a war-fighting organization.

The problem that NCIS is facing is finding the proper measure of our performance as an agency.

Do we stay with the standard output performance measure, or go to the outcome measure, which is not always quantifiable? I would suggest that before a measure of effectiveness (MOE) is adopted, one must find out what MOE's the customer uses to develop and maintain their programs. If we speak the same language, then communication is not a barrier but a facilitator that builds a bridge toward a common goal of operational readiness.

If a performance measurement shift is called for, then it should be known upfront by every employee of the agency. Accomplishing that type of shift will be a difficult task due to the Missouri mentality (show me) that pervades our agent corps (majority of our employees). A gradual shift vice overnight shift would appear to be an acceptable means of re-focusing the way we do business. That could alleviate the fear/paranoia that someone (management) will be caught short if the MOE switches from outcome to output. (Numbers cannot be fabricated overnight.)

I personally believe that a hybrid of the two MOE's could serve us and still prove to those who will look at us (they always do) that we are indeed a learning organization. The trick is to strike a balance by utilizing the talents of our personnel. The one constant among all this change-and I firmly believe this one-is that the majority of our employees do the right thing when they know what is expected of them.

KNOW YOUR CUSTOMER'S MOE'S!

Special Agent Bill Sullivan is currently serving as the Supervisory Special Agent of the Cooperating Witness Unit within the Criminal Intelligence Division of the Investigative Support Department (Code 23C) at NCIS Headquarters. He has been with NCIS since 1982.

DC FIELD OFFICE FCI MEMBERS HONORED

Director David L. Brant presented the Assistant Special Agent in Charge of Foreign Counterintelligence (FCI) for Washington, DC, Gary Hardgrove, with the Department of Navy Superior Civilian Medal. SA Hardgrove, known by many for his ability to "package" the mission, wrapped up this prestigious honor through his overall contribution to the Washington, DC NCISFO FCI mission.



SA Hardgrove's family were surprise guests at the award ceremony.

SA Hardgrove refined program objectives, constructed a new and more efficient operational architecture, developed a new methodology, and produced a state of the art awareness video, all in support of Systems/Technology and the Research, Development, Test, and Evaluation (RDT&E) programs. ASAC Hardgrove's superior understanding of these programs allowed him to strategically place and integrate his FCI assets at critical technological choke points, greatly improving the protection of very sensitive methods, programs, and technology.

ASAC Hardgrove's impressive contributions were further recognized this year when he was promoted from ASAC DCWA to the Deputy Assistant Director for Counterintelligence Plans, Policy, and Programs.

In addition, the Commander, Naval Sea Systems Command, recognized one of SA Hardgrove's protégés, SA Frederick E. Lambe, for his outstanding contributions to the command.



SA Lambe was awarded the Navy Meritorious Civilian Award for insightful planning, persistent research, and superior staff work, which ensured NAVSEA and subordinate program offices received the best possible counterintelligence support. "You have been an integral part of the NAVSEA Office of Security and Law Enforcement and a valued advisor to the security staff," read the award. "Your ability to create and implement workable and innovative solutions to complicated problems is reflective of your dedication and solid work ethic. Your cumulative efforts bring great credit upon yourself, the NCIS, NAVSEA and the Department of the Navy."

SA Lambe is currently acting as SSA FCI DCWA. He will soon report to NCISHQ for a tour in 0022 in a newly created S&T Desk Officer position.

Teamwork Works!

The MA/Agent program is off to a tremendous start in Norfolk.

While serving as the control agent on an arson case, MAC Tim Shipley developed a suspect who subsequently confessed to setting five fires. In so doing, MAC Shipley cleared about eight NCIS Norfolk cases. This case, which also involved cooperation with the base police, is a perfect example of how NCIS and the MA community can, and do, work together.

I want to extend my personal congratulations to Tim for his outstanding work and his contribution to the law enforcement mission at Naval Station Norfolk.

- Dave Brant

Civilian Employee of the Year

By JO3 Alex Moss

The Pacific Navigator Staff

Being called "the best" is an honor reserved for only one individual in a particular organization. And sometimes a group of organizations combine to put their "best" together to see who stands out. Well, Jesus S. Toves stood out as "the best of the best."

"Jess," as he's affectionately known, was named Naval Criminal Investigative Service's 1998 Civilian of the Year – an honor that has been recognized worldwide.

"I was shocked when I found out I was nominated," said a jubilant Toves. "Being nominated was a big thing, but being selected... I was thankful I didn't have a heart attack."

Toves, who's been with NCIS for nearly seven years, pointed out the many levels a nomination has to go through before reaching the worldwide selection board.

"There are more than 40 Resident Agencies that fall under 13 NCIS Field Offices," Toves said. "Each Resident Agencies' Civilian of the Year package is submitted to the Field Office level, and each finalist's package is sent to headquarters in Washington D.C. From there, headquarters makes the final selection."

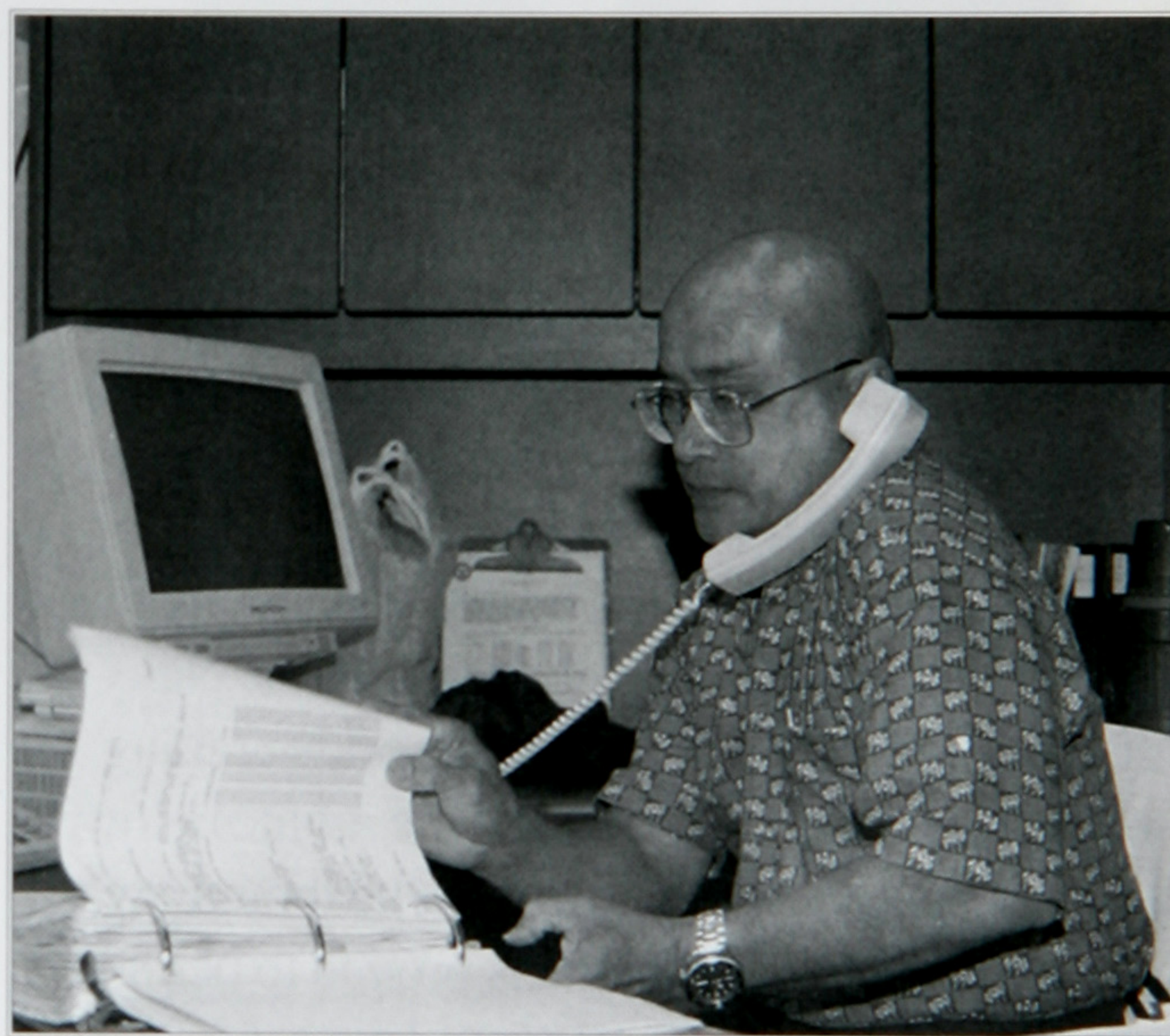
What were some of the things that led to Toves' consideration for such an honor? According to Thomas J. Mahlik, Supervisory Special Agent and Toves' boss, "Toves was single-handedly responsible for maintaining the continuity of administrative functions during a 100 percent turnover of office personnel between June and August."

Plus, during 1998, NCIS Resident Agency Marianas formally closed its day offices at the Naval Computer and Tele-

communications Station and Naval Hospital Guam. According to Mahlik, Toves was instrumental in organizing the logistics of these closures, as well as the disposal of NCIS and U.S. Navy property via the Defense Reutilization and Marketing Office.

"His resourcefulness and knowledge of proper procedures made a measurable difference in the efficiency of these evolutions," Mahlik said.

Achieving something great means a lot to

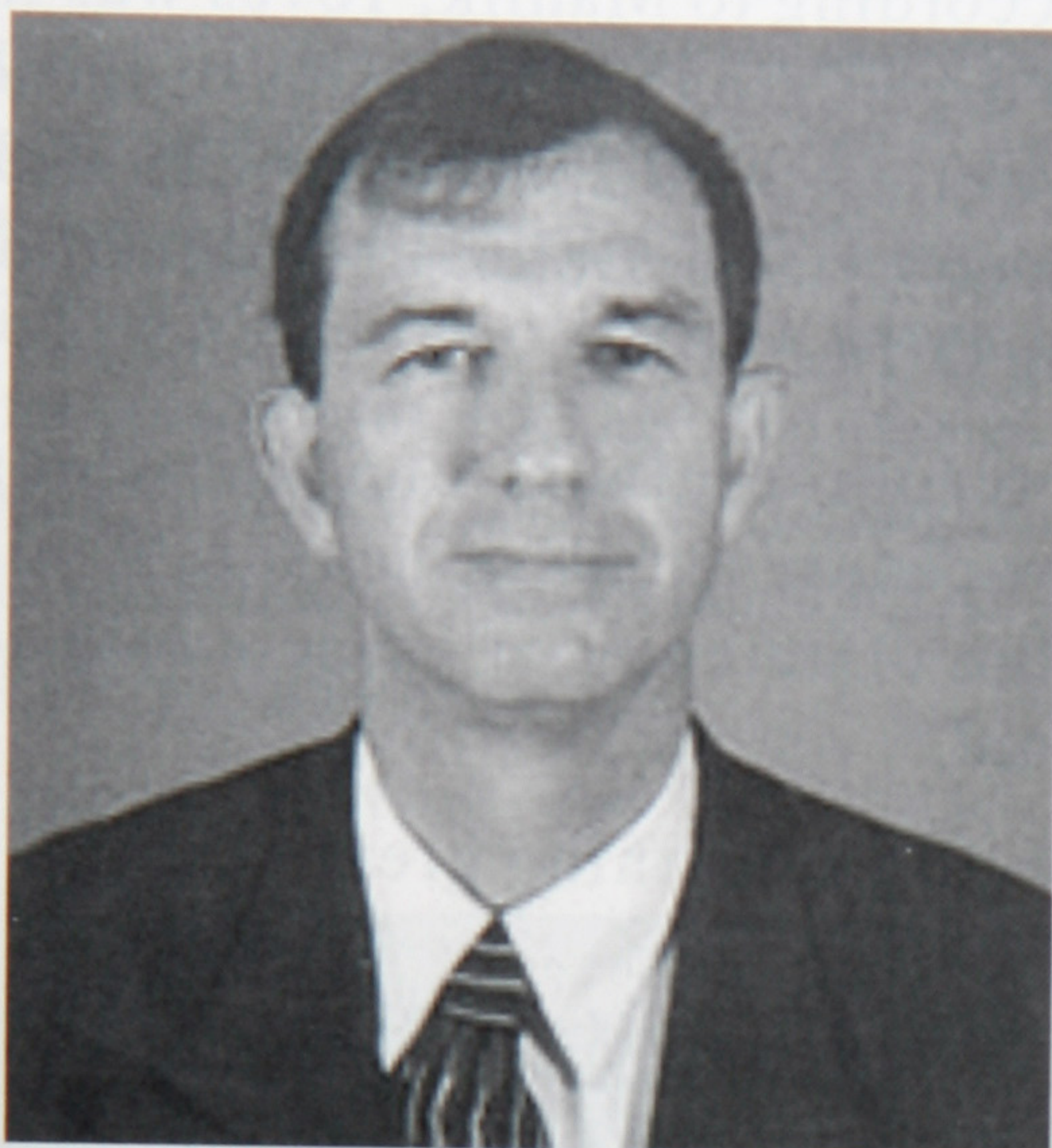


Toves, but maintaining that level of performance means more.

"I maintain an excellent attitude and try, as often as possible, to see the positive side of things," Toves said. "When I'm tasked to do something, I prioritize what I'm doing, provide good service, and try to provide a quick turnaround."

Toves admits he is only one part of a larger team. And for 1998, he was the "best of the best" of that team.

Special Agent Saves Life



To Special Agent McLee James, NCISRA Great Lakes, the morning of March 1 had all the earmarks of a regular day. As SA James returned from dropping off a fellow agent at the airport, however, the day took a decidedly different turn. As James drove across the bridge connecting the hospital with the base, he observed a lone Navy sailor, standing precariously on the bridge railing looking down some 40 feet into the ravine below. James stopped to investigate what he thought was a suicide attempt. His instincts proved to be right. The sailor, distraught and despondent, refused to come down from the railing and threatened to jump. SA James, though not a trained negotiator, began to try to reassure the sailor.

"I just tried to be positive, to tell him that there was a better way to work out his problems", James said. After several tense minutes, the sailor agreed to step down and allowed himself to be taken to the base hospital. SA James continued to talk to him offering support and help. The sailor gratefully acknowledged SA James for saving his life.

We applaud SA James for his valiant and life-saving deed.

*US Marine Corps' Military
Police K-9 Unit provides demo for
Bring Your Children to Work*



TOP TWENTY LIST

The NCIS "Top Twenty List" includes the top 20 professional support staff personnel in terms of length of service. The "Top Twenty" as of September 30, 1998, are listed below:

<u>Name</u>	<u>Duty Station</u>	<u>NCIS Date</u>
1. Conover, Jean S.	Washington, DC	October 19, 1964
2. Neely, Mary E.	Washington, DC	January 11, 1965
3. Jones, Charles F.	Norfolk, VA	June 6, 1966
4. Lee, Brenda Sue	Washington, DC	August 22, 1966
5. Scroggie, Linda L.	San Francisco, CA	October 13, 1968
6. Hooker, Nancy Gayle	Mayport, FL	May 12, 1969
7. Kelly, Elaine B.	Pensacola, FL	July 1, 1971
8. Hamand, Jerilynn A.	San Diego, CA	March 27, 1973
9. Allport, Sandra D.	Washington, DC	August 5, 1973
10. Green, Donna C.	Washington, DC	June 24, 1974
11. Cross, Deborah Ruth	Memphis, TN	August 5, 1974
12. Rommes, Barrie Ann	Pensacola, FL	August 12, 1974
13. Lucy, Donna Jean	St. Louis, MO	December 2, 1974
14. Anderson, Mary Ann	Washington, DC	March 3, 1975
15. Kohler, Nancy Leigh	San Diego, CA	April 7, 1975
16. Griffith, David R.	London, England	July 14, 1975
17. Carter, Jan Cook	New River, NC	September 2, 1975
18. Parham, Deborah L.	Norfolk, VA	October 20, 1975
19. Reynolds, Janet D.	Washington, DC	November 17, 1975
20. McGuinn, Gary A.	Washington, DC	March 3, 1976

RETIRED

The following is a list of NCIS personnel who have retired since January 1, 1999

<u>Name</u>	<u>Location</u>	<u>Retired</u>
SA Harry Rogers	Yokosuka, Japan	January 1, 1999
SA Thomas F. Boley	Washington, DC	January 2, 1999
SA Vincent Giaime	San Diego, Ca	January 2, 1999
SA Daniel K. Gray	Washington, DC	January 2, 1999
SA Michael Jones	Whidbey Island, WA	January 2, 1999
SA Victor H. McPherson	Washington, DC	January 2, 1999
SA Ronald J. Olive	Washington, DC	January 2, 1999
SA Samuel Shine	Bremerton, WA	January 2, 1999
SA Marshall T. Whidden	Pensacola, FL	January 2, 1999
SA Clifford R. Simmen	San Diego, CA	January 3, 1999
SA Michael Chimarys	Corpus Christi, TX	February 1, 1999
SA W. Dale Laing	Philadelphia, PA	March 31, 1999
SA Michael D. Bruggeman	Washington, DC	May 1, 1999
SA Charles D. Reno	Los Angeles, CA	June 3, 1999

PLANK OWNERS' LIST

The "Plank Owners' List" showing the top 20 NCIS Special Agents in terms of length of service. The "Plank Owners" as of January 1, 1999, are listed below:

<u>Name</u>	<u>Duty Station</u>	<u>NCIS Date</u>
1. Gerwerth, Joseph F.	Norfolk, VA	Dec 18, 1972
2. Spears, Stephen E.	Stuttgart, Germany	June 17, 1973
3. Clookie, Wayne D.	San Diego, CA	November 23, 1973
4. Kelly, Lauchlin A., III	Washington, DC	January 7, 1974
5. Landin, Joseph C.	Norfolk, VA	May 13, 1974
6. Mugglesworth, Charles D.	Frankfurt, Germany	June 24, 1974
7. Coyle, Charles K.	Pensacola, FL	July 22, 1974
Rossman, Harlan	Washington DC	July 22, 1974
8. Nigro, Robert M.	Washington, DC	July 25, 1974
9. Carman, Ray	Washington, DC	July 26, 1974
Jester, John	Norfolk, VA	July 26, 1974
Logan, Gary	Jacksonville, FL	July 26, 1974
10. Bradley, Vaughn M.	Baltimore, MD	July 29, 1974
11. Smart, Bruce A.	San Diego, CA	July 31, 1974
12. Zane, Alexander P.	Washington, DC	August 1, 1974
13. Bruce, Donald R.	Pensacola, FL	August 5, 1974
14. Harris, Michael W.	Orlando, FL	August 6, 1974
15. Kauffman, Frank	Washington, DC	August 6, 1974
16. Barrett, Michael L.	Yokosuka, Japan	August 29, 1974
17. Orzechowski, Thomas J.	Yokosuka, Japan	September 3, 1974
18. Robins, Neill R.	Camp Lejeune, NC	December 9, 1974
19. Smithberger, Mark E.	Norfolk, VA	January 5, 1974
20. Hanner, P. Cole	Washington, DC	January 20, 1975

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Address Correction Requested