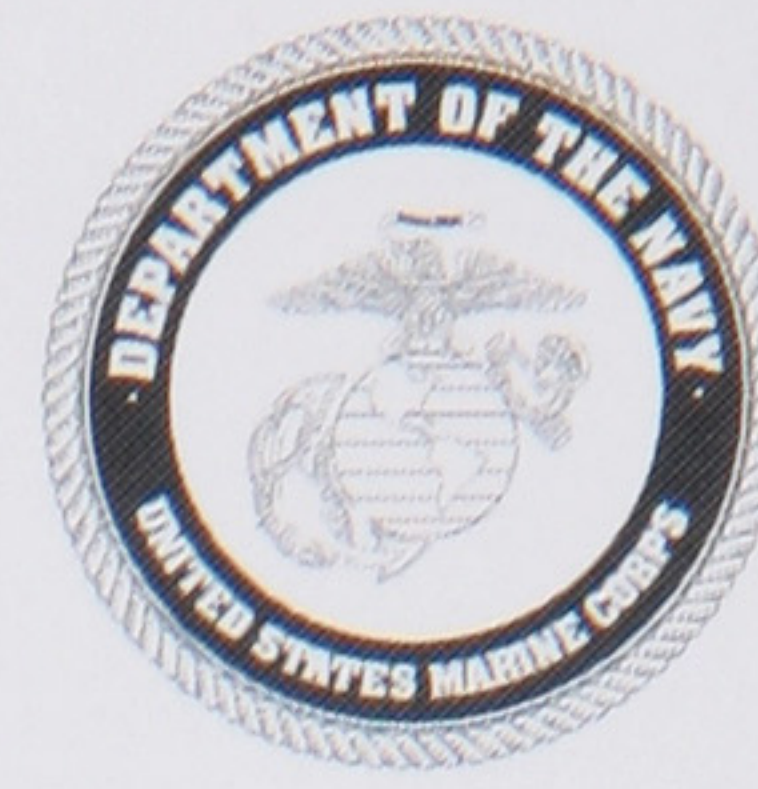


# BULLETINS

**United  
States  
Naval  
Criminal  
Investigative  
Service**



**September 1999**

Volume II

Edition 9

## **New weapon..**



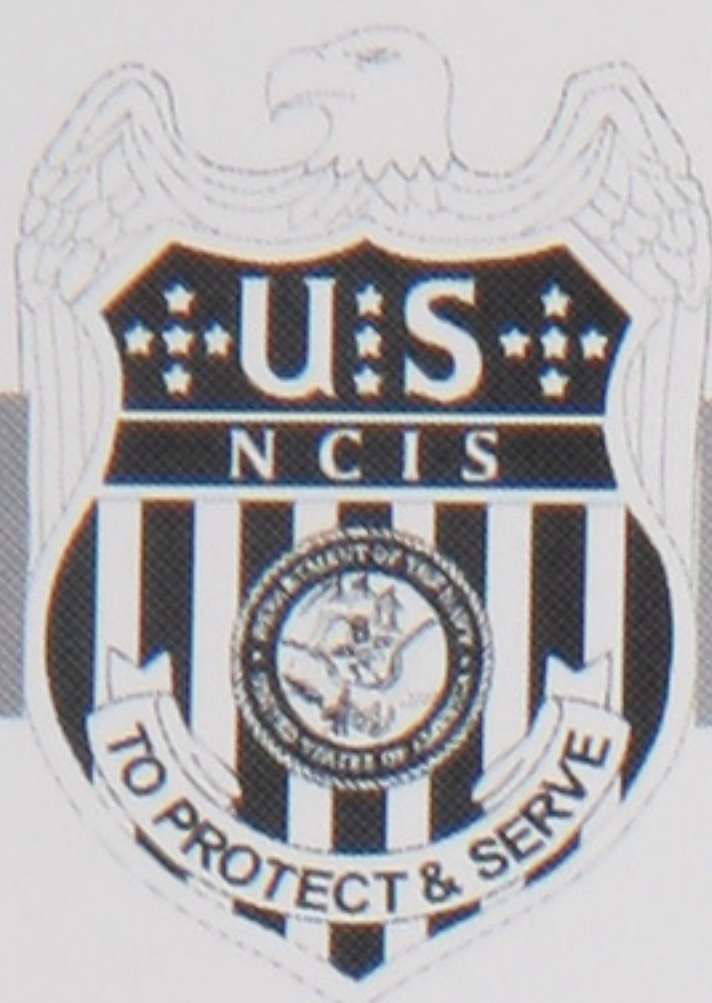
## **New course of fire**



**Plus...**  
**an interview with Sean O'Keefe**  
**and commentary by Roy Nedrow**



# September 1999



## Features....

**3**

*Why a New  
Shotgun and  
Why a  
Mossberg?*

**4**

*Shooting  
Towards the  
Future*

**6**

*An Interview  
with Sean  
O'Keefe*

**16**

*Finally, A  
Promotion*

**20**

*DCFO Crucial  
Role in PSOs*

**On the Cover - At left, Range Master, SA Dan Symonds, assists SA Virginia Kirk prepare for the new course of fire. Top right, SA Debbie Reese on the course with the shotgun and 9mm.**

## Columns....

**Forensic Notes**

*page 9*

**It's Legal**

*page 11*

**If You Ask Me**

*page 14*

**News to You**

*page 28*

**Director David L. Brant**

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## Director's Message . . .

We've been talking a lot recently about change. Changes to our GS-13 promotion policy. Changes in the way we train and the way we hire. Changes in technology and changes in our mission. Changes in our strategy to adapt to changing environment, and so on.

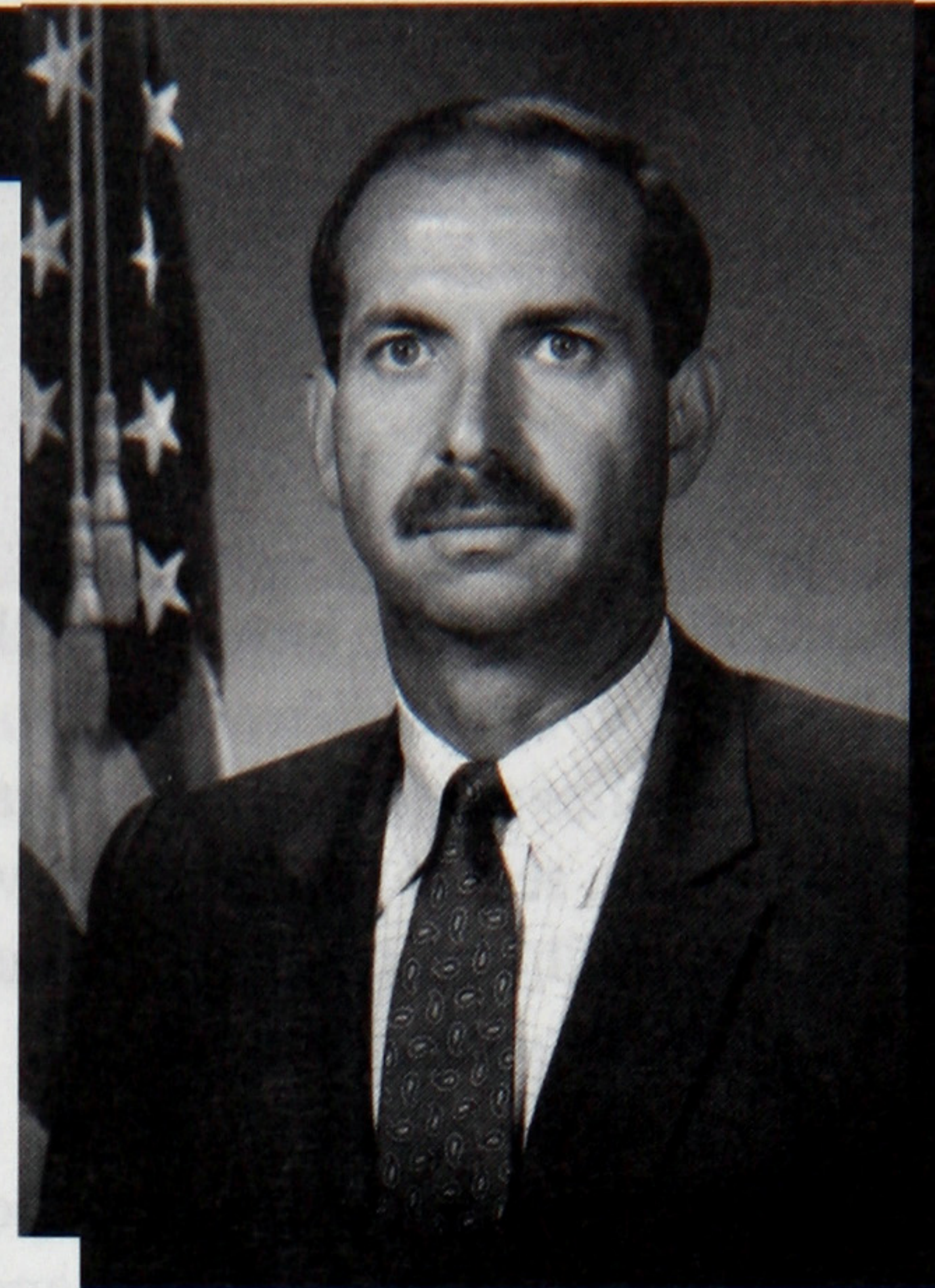
There is a lot of positive change going on within NCIS.

But now I'd like to talk about something that needs to stay the same—the high degree of professionalism and dedication I see at every level of the organization.

People outside our organization see it, too. Sometimes they acknowledge this in a formal way, by giving the organization an award, writing a letter of commendation for an individual, or, in the case of Former Director Nedrow, writing a letter for publication in *The Bulletin*. More often, however, these outside observers keep their own counsel, or make a mental note and mention it to their coworkers later. This is how you influence the reputation of NCIS. Every day.

A few recent examples come to mind as worthy of particular note.

- At a recent press conference on Operation Aquaknot, the FBI Assistant Director of the Criminal Investigative Division made specific mention of the 25 months Special Agent Helen Sherry spent undercover, earning her the 1998 Julie Y. Cross Memorial Award. All of you who worked on this operation deserve to be proud of your accomplishments. I certainly am.
- Given all our talk at Headquarters about innovation and driving change, I was very happy to see that some of you in the field are doing it. And getting awards for it. Last month, the Department of Defense



recognized the Middle East Field Office as the “most outstanding antiterrorism innovation/action group.”

- Your professionalism and hard work have also resulted in solving several high-profile murders recently, including the Tate case in San Diego and the Wallace case in North Carolina.

Of course, not everyone is working on a high-profile case or project. Believe it or not, I can remember what it's like to work the cases that nobody hears about, feeling like my work was going unnoticed by everyone but my immediate supervisor. I want each of you to know that you're making a difference, whether you are a special agent, a forensic scientist, a security professional, an analyst or an administrative professional. Everything you do, every day reflects on NCIS. Keep up the great work.

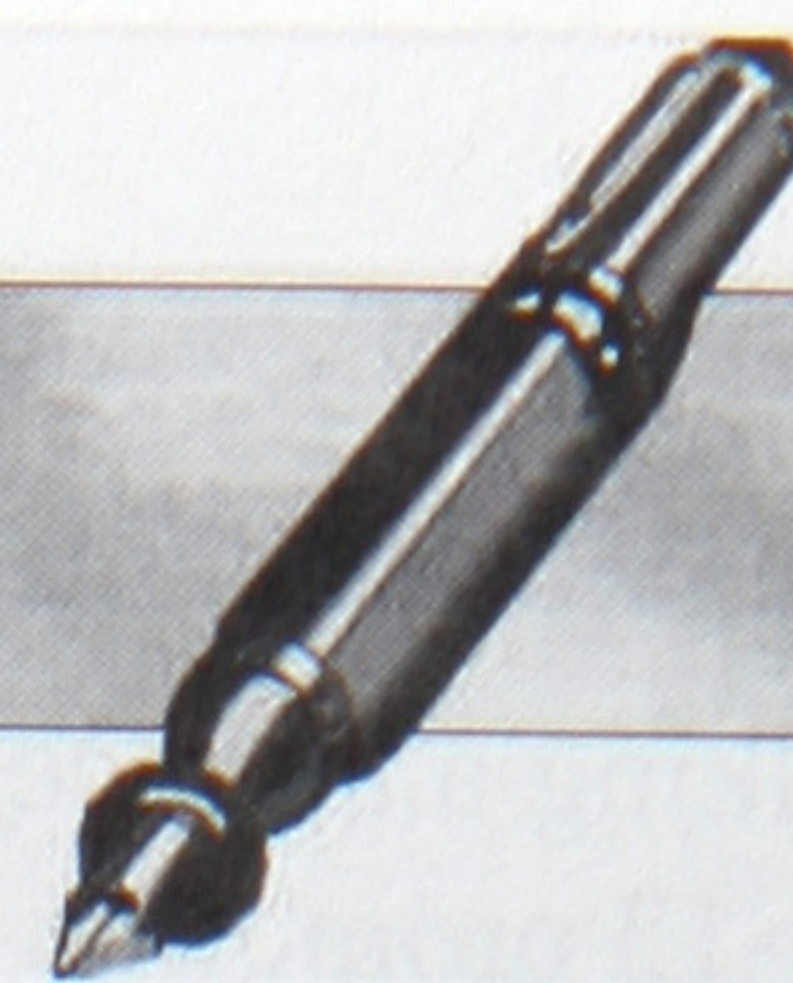
A handwritten signature in dark ink, reading "David L. Brant". The signature is written in a cursive, flowing style.

David L. Brant

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 the NCIS. This *Bulletin* is intended for use by all members of NCIS.



## From the Editor



I want to thank all of you who have taken the time to provide feedback to us about *The Bulletin*. Based on your suggestions, we have begun making changes. I think you'll like what you see. If you don't, however, I want you to let me know. The best way is by e-mail, but snail mail and the phone work fine, too.

Just in case you're wondering, we've handed out surveys to the Director's Advisory Board and Field Offices in Naples, Lejeune, and Puget Sound. So far, we've received remarkably consistent responses.

### Here's what the surveys are telling us:

**Eighty percent of you like professional articles and want more.**

**About two-thirds of you don't care for the human-interest stories.**

**About half of you think *The Bulletin* has been too Headquarters-oriented and hasn't had enough useful information.**

**About two-thirds of you like the feature stories and the Director's Message.**

If you would like to fill out the survey form and submit it, you can do so on the NCIS Internet homepage. The form is located at [www.ncis.navy.mil/survey](http://www.ncis.navy.mil/survey). As we go to press, we are working on an electronic form that you can fill out and submit online; otherwise, you can download the form and e-mail, or fax it to [LBJackson@ncis.navy.mil](mailto:LBJackson@ncis.navy.mil).

The 07 staff is very excited about revising the *Bulletin* to reflect your suggestions, but we need your help. Please consider submitting an article or commentary for the next issue—see the box for guidelines. If you have recently read an article in a professional journal that you think merits wider attention within NCIS, please tell me about it or fax it to me. I'll need to know the name, date, and publisher of the journal so that I can call them to ask for permission to reprint the article. The deadline for submissions is 08 November.

*The Bulletin* is your tool for exchanging information; your input is essential if we are to make it more useful to you.

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### Guidelines for Submitting

#### Articles

Wherever possible, articles should be written in MS Word, using 11-point, left-justified, Times New Roman font. Since this is a proportional font, use only one space after commas, semicolons, colons, and periods. Use two hard returns to separate paragraphs.

If you have ideas about how to layout the text, we would love to hear them, but please do not incorporate graphics into the text or attempt to format the text (e.g. columns) in any way. If you have graphics, please submit them as a separate file, along with a description of where to place them. Digital photos should be a minimum of 175 dpi.

If your article has references, please use endnotes instead of footnotes. Also, we would appreciate a short biography at the end of the article. You can put anything you want in the bio, but try to keep it clean and relevant.



# Why a new shotgun and why a Mossberg?

By Dan Symonds

I have only heard this question about 20 times since we announced the beginning of transitional training for Headquarters and the DC Field Office. Janet Reynolds in Communications asked me to elaborate on my standard answer of "Because." So, here it goes.

First of all, the shotguns presently in the system, the old and venerable Remington 870's are just that, old.

Some of these weapons pre-date my employment, meaning

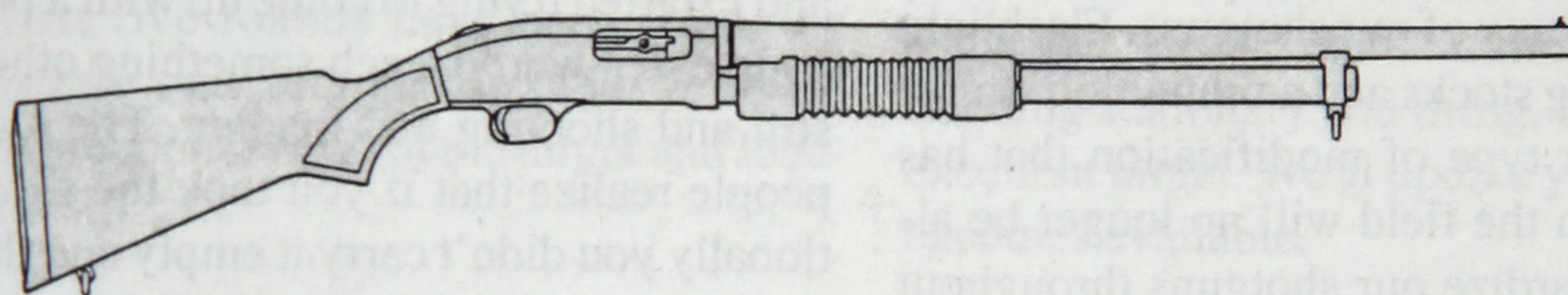
they're over 25 years old. While this may be nice for antique collectors or the occasional hunter, if push comes to shove I'd rather have something newer and more reliable when I needed it.

Not to denigrate the Remington, which we have all used forever, but replacement became impossible in the mid-1980's when the DOD conducted a series of tests and let a new contract for the procurement of shotguns. The end result was that the Mossberg 500 was found to be safer and more reliable than the Remington, not to mention lighter and more user-friendly.

When you compare these shotguns side-by-side, you can start to see the difference. On the Remington, the safety was located behind the trigger. This location required you to break your grip on the weapon to set or remove it, and, if you forgot which way was which, you could have an inadvertent discharge (as one of our colleagues in Philadelphia learned a few years back). In addition, the safety on the Remington

only locked the trigger and did not affect the floating firing pin system. With enough wear and a hard enough jar, the Remington could fire while the safety was on.

With the Mossberg, you'll find the safety in plain view along the backstrap of the weapon. Like the Remington, when the red is showing the safety is off. Unlike the Remington, the occasional user does not have to turn the weapon over and break grip on the weapon to check it. Further, the Mossberg safety locks the trigger, the hammer, and the firing pin, which makes the possibility of an inadvertent or accidental discharge considerably more remote.



Continuing the comparison, we look at the slide release. On the Remington, we again had to break our grip

and reach forward of the trigger guard to release the slide. With the Mossberg, you find the slide release located to the left rear of the trigger guard, allowing you to release the slide with your shooting hand while still maintaining a shooting grip on the weapon.

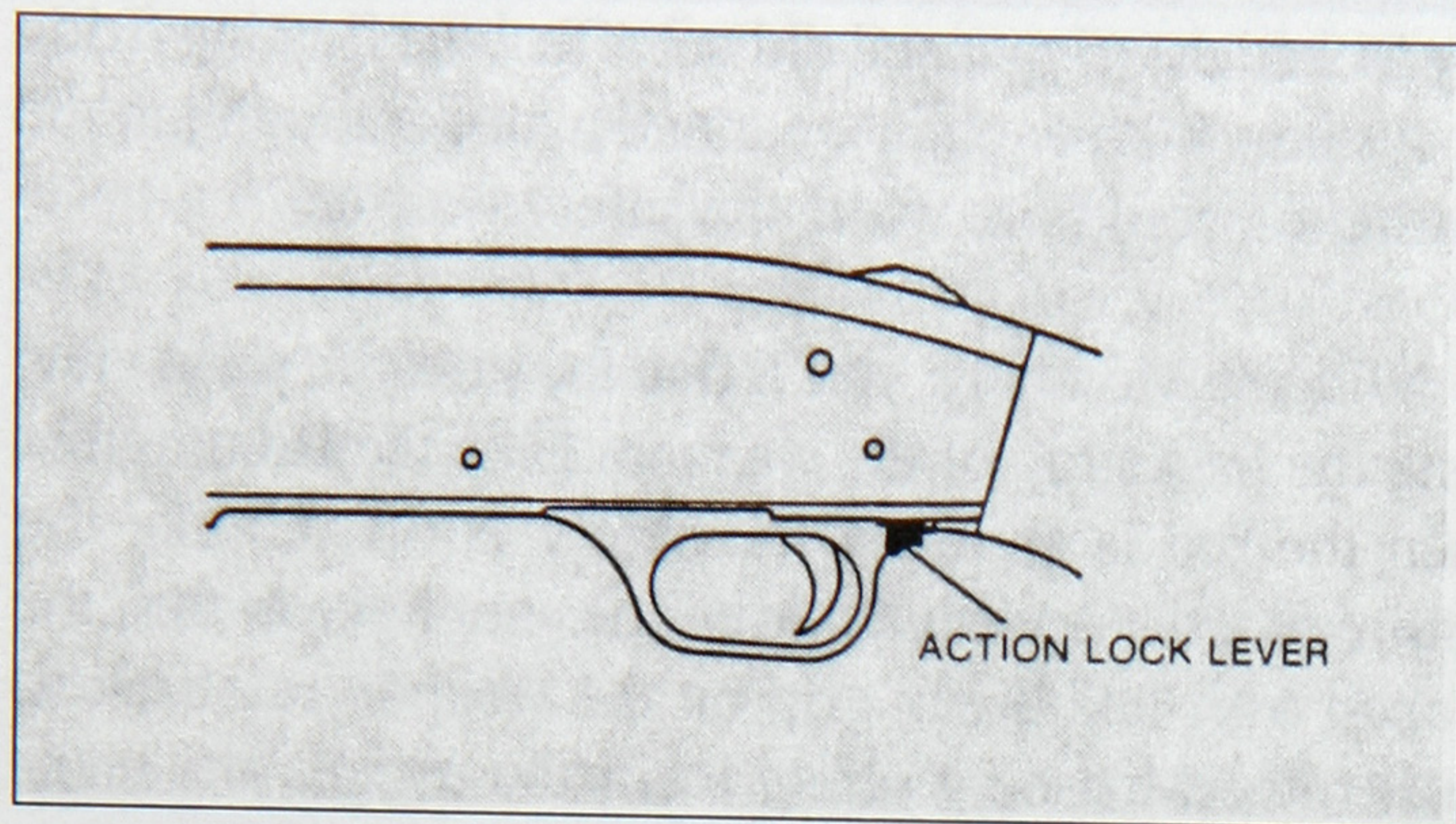
Another nice aspect of the Mossberg is that it is lighter and therefore easier to handle. Also, the Mossberg design generally eliminates the possibility of double feeding. While the newer Remingtons—those made in the last six years—have undergone a design change to eliminate this problem, the Remingtons in our system don't have this design change. A costly modification to a 25-30 year-old weapon just makes no sense—not even to the government.

Loading stays pretty much the same with both weapons. The safe unloading procedures for the Mossberg, however, are slightly more complex than that of the Remington, but then, you can't have everything. Additionally, the Remington required less work to field strip for cleaning, while the Mossberg requires that the trigger assembly be removed to detail clean the weapon. Because



of this requirement and the lack of trained Mossberg armorers (There's only one in NCIS and you can guess who that is.) we are not training agents to fully strip down these weapons at this time, but that will come.

Finally, unlike the Remington models, of which we



have many, we will only have one Mossberg model, the 500 with the polymer stock and 17-inch riot barrel. I have been reliably informed that we will no longer modify or allow to be modified any of our shotguns. Flashlight and laser aimers, folding stocks and ammunition straps/carriers, and any other type of modification that has been done by HQ or in the field will no longer be allowed. This will standardize our shotguns throughout the agency, by size, weight, and operation, thereby eliminating some of the confusion encountered when moving from office to office.

I can't speak for the rest of the field, but HQ and the DC Field Office will complete training this quarter and the new shotguns will be issued and the Remingtons recalled by the end of October '99.

As a side note, in DC and HQ we have implemented the new shotgun familiarization course. Dale Otterbacher and I put a lot of time in drafting and arguing about this, and I believe you'll find the end product worth while. You'll be starting with a loaded weapon, like in the real world. You'll engage multiple targets but you'll have to miss the innocent bystander in the crowd. You'll learn to load on the move while keeping your weapon on target. Finally, you'll learn that if you're taking fire and you empty the shotgun, you don't struggle to reload it or throw it away. You'll learn to control it with the weak hand and stay in the fight with your pistol.

**See you all out at the range.**

## Shooting Towards the Future

By Dan Symonds

At NCISHQ and the DC Field Office, we have started the transition from the Remington 870 to the Mossberg 500 and, hopefully, the field will soon follow. In conjunction with this transition, we are taking the opportunity to implement the new shotgun familiarization course, and this seems as good a time as any to give everyone a general rundown on the course and how it came about.

Several years ago Dale Otterbacher in Code 30 and I started trying to come up with a practical shotgun course that would teach something other than standing still and shooting and loading. The idea was to make people realize that if you took the shotgun out operationally you didn't carry it empty and then combat load it when you needed it. We also felt it necessary to stress that you must be able to engage multiple targets and be prepared to transition to your sidearm when you shoot the weapon dry.

We argued for months until we settled on the basic course, and then we argued for a while longer over the need for scoring and/or time limits. Then we argued with the powers that be for the authority to implement the course. Well, the authority was granted, and we are now in a position to implement the course.

### THE COURSE

The shooter starts at the 15-yard line with a shotgun and 10 rounds of ammunition. On command, the shooter loads for duty carry (four rounds plus one in the chamber on a Remington; five rounds plus one in the chamber on the Mossberg). At this point the shooter is facing four targets, three "Bad Guys" and one innocent bystander.

The shooter, from this point on, can reload at his/her discretion with the remaining five rounds of ammunition. The trick is to hit each target at least one time first and to never let the shotgun be fired empty.



On the command from the instructor, the shooter then engages the targets, firing five rounds. Each "Bad Guy" must be hit at least once. The remaining two rounds should be fired into any target that the shooter believes needs to be shot.



*SA Andy Sperber on shotgun course*

After the first five rounds have been fired, the shooter will advance on the targets to the seven-yard line, keeping the weapon leveled at the target and loading while advancing.

When the shooter hits the seven-yard line, he/she will again engage the targets, hitting each "Bad Guy" at least once.

When the shotgun is fired dry, we aren't done, and we don't throw away the shotgun. You'll control the shotgun here, with your weak hand. Just hold it down by your side, out of the way, while drawing your sidearm, engaging and hitting at least one of the targets.

On the command, you'll be told to holster your weapon and make the shotgun safe. Congratulations, you have just finished the course, though you may not have passed.

To pass, you have to:

- Hit all the "Bad Guys" at least once at 15 yards and once at seven yards
- Never hit the "Innocent Bystander"
- Hit the target with your sidearm
- Never fire the shotgun dry until you run out of ammunition
- Never accidentally discharge the shotgun into the ground, air or completely miss the targets

- Never lose control of the shotgun
- Never, ever, shoot the instructor or another student

*There are no other criteria, and there is no time limit on the course. The idea is familiarization and honing our abilities with the weapon.*

### THE OUTLOOK

This is the first time we have formalized training with multiple targets and the first time we have ever discussed transitioning to your secondary weapon (your sidearm). As we continue to modernize our equipment and our training procedures, you'll see more of this. This type of training is integrated in the new Sub Machine Gun Course, which will be implemented when we transition to the new MP5's. (No, I don't know when that will happen.)

Finally, Dale Otterbacher and the staff at FLETC are developing a new Practical Pistol Course that will place more emphasis on use in various circumstances and under varying conditions, rather than emphasizing standing stationary and firing, thus making yourself an excellent target. We'll update you as more information becomes available.

*SA Guy Kirk on course*





## An Interview with Sean O'Keefe

In the 1998 National Defense Authorization Act, Congress tasked the National Academy of Public Administration (NAPA) to conduct an independent study of the military criminal investigative organizations' (MCIOs') policies, procedures, and practices in investigations of allegations of sex crimes and criminal sexual misconduct in the Armed Forces. In June of this year, the Panel issued its 217-page report to Congress. Hearings are expected in the fall.

In general, the Panel found "the traumatic and extremely personal nature of sex crimes poses unique demands on agents that are less prevalent in the investigation of other crimes." The report concludes that, "because sex crimes are different from other crimes, they demand organizational and operational arrangements that recognize their unique characteristics. The Department [of Defense] needs a well-trained cadre of experienced agents organized to investigate serious sex crimes."<sup>1</sup>

*The Bulletin* caught up with the peripatetic Chairman of the Panel, Former Secretary of the Navy Sean O'Keefe, in his office at the Maxwell School of Citizenship and Public Affairs, Syracuse University.

**Mr. O'Keefe, how and why did Congress become so interested in military sex crimes investigations?**

The interest resulted from incidents in each service over the last five or six years. The Congress feels that the Department of Defense (DOD) has had difficulty in dealing with certain sex crimes issues. I think Congress made a well-informed decision to look at both the rules, regulations, and policies governing gender relationships, as well as the criminal investigations side. The NAPA Panel focused only on the latter, but together the two reports provide excellent insight on the Services' handling of these issues.<sup>2</sup>

In the MCIO community, you essentially have two contrasting extremes. On the one hand, you have an MCIO that views itself as primarily a law-enforcement organization that happens to have military clientele. On the other, you have those that consider themselves military first and criminal investigators second. (I want to stress that neither extreme is better or worse—it just is.) The latter is more likely to mirror the policies and cultural framework of the host organization; so, I think

Congress was wise to have another commission examine that issue, which allowed the NAPA panel to focus on the criminal investigative aspects.

**During the considerable research and investigation that went into this study, you and your staff have learned a lot about the MCIOs. What are your general impressions of the MCIOs and NCIS, in particular?**

Across the board, these are very impressive investigative organizations dedicated to that task. The caliber and conduct of the agents are exemplary. The MCIOs accomplish their primary charter in an extraordinary way. Each is different; thus, each has different attributes that need to be dealt with.

Where sex crimes are concerned, none of the organizations is designed to respond as well as they should be. Sex crimes are very unique—with long term psychological, social, and emotional ramifications—and that calls for a special framework. In my view, NCIS has started to wrestle with these complex issues and is somewhat ahead of the other MCIOs in that regard, but everyone is just beginning.

Domestic violence and sex crimes overlap in that the same kinds of long-term consequences are experienced. NCIS' examination of domestic violence and attempts to address the unique aspects of this type of crime speaks volumes about how far the NCIS has come and how much farther the other MCIOs have to go.

I think partnerships between the MCIOs and the social service/human relations providers are critical. Knowing how a sex crime was perpetrated is important, but it's not the end of the road. The consequences are equally important, but they're not the MCIO's responsibility. The MCIO needs additional support, and that's what the Navy's domestic violence program recognizes. I think the panel has concluded that this is the right way to look at the problem; it's an effective partnership.

**The report recommends that MCIOs consider specialized training and experience when assigning agents to field positions. Do you see a need for increased agent specialization? What are the pros and cons associated with that?**



We had a lot of debate about this. As a general proposition, I'm an advocate of agents who have enough general experience to deal with a wide variety of situations. Having said that, I think sex crimes are unique, and I was impressed—negatively—that a majority of the agents have had little or no training in this area. Consequently, a typical approach is to investigate a sex crime with the same degree of professionalism as other crimes. As a result, the long-term consequences may not be addressed. Indeed, the information that may have been extracted from the victims may not be as thorough as if you had the clinical psychologists involved, and you won't begin the healing process for the victims.

This isn't a criticism of the agents; they simply need training. Most local law enforcement agencies have specialized training for a very limited number of agents who deal solely with these crimes. We rejected that model for the MCIOs because they can't afford to have a bunch of specialists running around. That tends to divide the organizations in a way that isn't helpful.

The approach of being more general, more expansive, in terms of training is appropriate. In this area, there is a need to have more familiarity, and this doesn't appear to be a part of the training curriculum right now.

It's also very important for managers to consider the composition of an office in terms of training and experience. A unit supervisor, for example, who needs someone experienced with sex crimes could include the necessary skills in the vacancy announcement. Every office should have someone with the training and experience to deal appropriately with sex crimes.

**NAPA recommended that the Defense Criminal Investigative Organizations' (DCIO) Enterprise-wide Working (DEW) Group be assigned increased responsibility. Can you tell me how the panel arrived at this conclusion and elaborate on it?**

The DEW Group is a very effective organization. The Panel reviewed how the DCIOs share information, approaches, best practices, *et cetera*, and the DEW Group seems to be a very good forum for that. You're obviously on to something, so let's use it. It becomes a focal point for the DOD-wide DCIO issues.

If you look at the current structure, you see that

the MCIOs don't have a representative in the DOD resource allocation process. It's unreasonable, for example, to expect the Inspector General to get involved with advocating specific organization resource initiatives. It's not what they're designed to do. But the DEW Group can investigate the best practices, and then serve as the advocate in the resource allocation process.

There's great potential here; so, let's take it to the next level—institutionalize it.

**Everybody has heard the saying, "An ounce of prevention is worth a pound of cure." What do you see as the MCIO role in preventing sex crimes, domestic violence, and child sex abuse? Should efforts be increased or left to other organizations?**

When you start to think about these crimes as both an investigative and a social services issue, that begets the opportunity to think about prevention. Partnering the MCIOs with the social services/human relations providers creates a formidable team.

I was very struck that officers dedicated to sex crimes at the local police departments typically spend nearly half of their time on prevention, dealing with local community groups, advocacy groups, community activists, and so on. That's telling. It means that unless you want a bunch of investigators to begin doing this, it behooves the MCIOs to establish partnerships with the professionals who can help them in the prevention arena.

Again, the intent is to keep the investigators from becoming specialists, as they have at local police departments, who spend so much time developing prevention programs. For DOD, the end result is both better investigations and better social services for the victims because the close cooperation between the MCIO and the clinicians yields better information.

**The panel suggests that the MCIOs adopt resource, planning, and management information systems appropriate to the era of government reinvention. Did you have something in particular in mind?**

From a larger management standpoint, the DEW Group is a perfect example of coordinating across the organizations to maximize resources via the Planning, Programming, and Budgeting System (PPBS). Internal to each MCIO, however, the staff observed a wide range of capabilities to extract data. Good information technology enables real-time trend analysis that is critical to good management. And there are systems and capabilities out there that aren't that expensive.



You'd be amazed at the kind of positive difference that real-time, accurate information can make for an organization. Look at the New Orleans Police Department. They were a very beleaguered department with a poor reputation in a wide range of areas. In the last few years they have turned around, in part due to leadership, but also because of an information management tool that provides accurate data for assessing problems and allows efficient communications at all levels.

I'd strongly suggest that all the leaders of the MCIOs go to New Orleans and observe the information management system they operate. The New Orleans Police Department is very proud of what they've accomplished, and they'll be happy to show the way that information can be brought to bear on the problems of an organization.

**The recommendation for increased DOD direction to the Services on MCIO roles in criminal investigations seems to call for more standardization. Won't this come at the expense of tailored support by field personnel to local commands?**

I think every agent has a conflicting desire to be as responsive as possible to the field commander while retaining the independence to do the investigative reviews that he/she thinks are necessary and appropriate. This is an attempt to seek a balance at the DOD-Service Secretary level, rather than at the SAC-Commanding Officer level. Ad hoc decision making by commands and by the MCIOs on their roles and responsibilities produces uncertainty that can and should be corrected. The Inspector General should be more proactive in looking at kinds of investigative policies that are implemented, while the Secretariats ought to provide more focus and direction via policy.

**The report notes that NCIS could benefit from closer liaison with major command elements and understanding of major command priorities. Yet the panel also recommends that each MCIO should be subordinated, like NCIS, to the Service Secretaries to encourage greater independence and autonomy. Can you resolve the apparent contradiction in these two recommendations?**

I see a clear difference, but not a contradiction. Don't forget that the subordinate commands also work for the Secretaries. Again, there is the recognition that you must maintain independence without ignoring the institution you serve. This is an area where OSI has it

right. Their regional structure mirrors the Air Force's major command structure, and thus promotes greater symmetry between investigative and command priorities.

**Was NAPA cognizant of the potential resource implication of the Panel recommendations?**

The panel was sensitive to the fact that many of the recommendations would have resource implications. That's why we recommended that each MCIO be directly responsible to the Service Secretary. Implementing the recommendations will require changes of emphasis, resources, and manpower. Those changes will only happen if the highest levels of the organization are cognizant of the consequences.

My feeling is that, to implement the recommendations, the MCIOs need more attention, and to a certain extent more resources, but not a great deal more. The Secretaries must take a stronger hand in recognizing how important these organizations are to the Services and how different these types of crimes are. Who better to serve as the advocate than the Secretary, who is responsible for raising, supporting, and equipping the force?

My attitude is very heavily influenced by my time as Secretary of the Navy. There's not a question in my mind that the Secretaries should have the MCIOs in their highest priorities. Each Secretary should be intimately familiar with the structure, management, and resourcing of their CIO so that they know what it can and cannot do.

I know that when things go wrong—and they *will* go wrong—a Secretary will end up learning a lot about these organizations. So why not learn about their capabilities ahead of time, when changes can still be made? I didn't have that luxury; so, I'm acutely aware that each Secretary must ensure that his or her CIO's mission is very clear and that it's on top when compared with other competing interests.

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<sup>1</sup> National Academy of Public Administration, *Adapting Military Sex Crime Investigations to Changing Times*, June 1999.

<sup>2</sup> In the 1998 National Defense Authorization Act, Congress also directed DOD to form a Commission on Military Training and Gender-Related Issues.





# FORENSIC NOTES

## VEHICULAR DEATH AND/OR TRAFFIC ACCIDENT INVESTIGATIONS

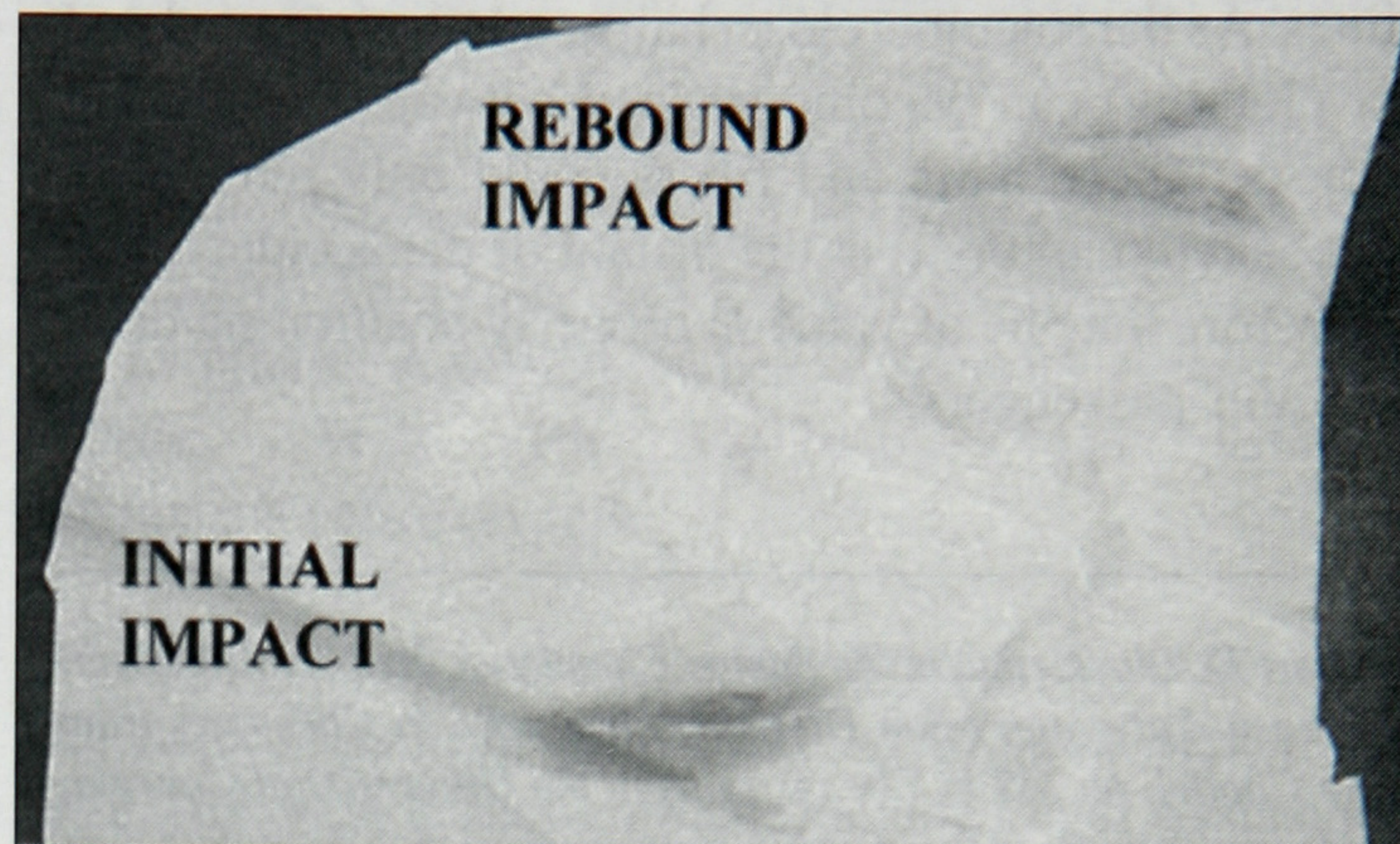
By Robert D. Blackledge  
NCIS Regional Forensic Laboratory-San Diego

Gen Admin 23B-0033, dated August 14, 1998, clarified, and amended policy regarding case category assignments for investigating vehicular deaths. In the conduct of those investigations, certain types of physical evidence can be of significant value when there are questions concerning driver/passenger positions within the vehicle. This article will highlight aspects of certain unique trace evidence associated with vehicular accident investigations.

**AIR BAG DEPLOYMENT EVIDENCE:** When an accident results in the deployment of air bag(s) (driver and/or passenger), the instant of contact between the person and the air bag produces physical evidence. Unlike fingerprints and other forms of traditional physical evidence that may be associated, the air bag contact could only originate during the deployment interval.

### Examples:

1. Lipstick and other cosmetic residues will likely transfer to the air bag surface if the driver or passenger is female. The photograph of exhibit #1 shows the result of an SDFO employee's actual contact with her accident-deployed air bag. (Note the lipstick imprints from both the initial and rebound impacts.) These trace materials can be successfully characterized and compared to cosmetics on or in the possession of a suspected driver. It may even be possible to use actual lip impression comparisons as evidence.
2. Skin cells from the outer epidermal layers of the face, and possibly even trace quantities of blood could transfer to the



*Portion of vehicle airbag showing lip impressions*

air bag surface. The Forensic Science community now recognizes that many of those cells will contain their nuclear material, thus making them suitable for DNA characterization. In the event the subject is available within a few days of the accident, resulting bruises and abrasions should also be noted and documented.

3. Chemical residues from the air bag's inflation could also be of value. Deployment of the vehicle's air bag occurs through the generation of a large volume of chemically generated gas. A typical reaction uses Sodium Azide to produce the gas, and will result in a fine residue of the powdered chemical throughout the vehicle. An operator/passenger may have left the scene and deny having been involved, but traces of the chemical residues on their person and clothing would make such claims difficult for them to substantiate.

**HAIR AND/OR FIBER EVIDENCE:** Since there is no way to determine when transfers have occurred, hairs or fibers recovered from inside the vehicle would normally be of little value unless the subject claims to have at no time previously ever been in the vehicle. Absent an air bag, however, the physics of an impact provide a significant exception. The glass of the windshield is constructed



of a laminate of two pieces of glass on either side of clear plastic. Because of the plastic layer, when the front windshield breaks, the glass does not normally shatter and fall out. At the instant of impact, both glass surfaces will fracture and bulge outward in the direction of the force, but be contained by the plastic. Once the force dissipates, some of the glass can spring back toward its normal position, closing many of the fracture lines. As the fractures close, hairs and fibers (from head or clothing) can become trapped between the closing cracks. These hairs and fibers could only have been deposited (captured) at the instant of the accident, and therefore may be of value in properly positioning drivers and passengers.

*Robert D. Blackledge is the Senior Chemist at the NCIS Regional Forensic Laboratory-San Diego. He has a BS in Chemistry from The Citadel, an MS in Chemistry from the University of Georgia, and over 28 years of forensic laboratory experience, including over 10 years at RFL-San Diego. Bob's principal area of interest includes the recognition and characterization of trace evidence.*



*SA Zane explains the capabilities of the Operations Analysis Center to RADM(S) McLaughlin while LT Sinclair awaits his turn in the barrel. Reservists provide regular and critical support to the Computer Investigations and Operations Department.*

## Reserve News

### NCIS Reserves Provide Force Protection

As the operational tempo in the European theater increased with the NATO bombing in Serbia, more and more Special Agents were deployed to forward areas. This, along with the THREATCON at Bravo+, required that measures be taken to ensure the safety of the service members and their families in the Naples area.

To meet the demands, SSA Lou Selzer asked for reserve support. CDR John Beal, Operations Officer (Agents) for the NCIS HQ Unit 0166 and CDR Jay Caputo, AOIC of the ONI 0393 NCIS Detachment in Newport, RI responded to the call. Within 14 days, the two credentialed agents were on the ground in Italy.

The assignment called for countersurveillance of several key military sites in and around Naples that were particularly susceptible terrorist targets. Drawing on their SCG experience in both Naples and Bahrain, Agents Beal and Caputo developed an operational plan and put it in motion. With the assignment of four MAA reservists, all police officers from Colorado, the two agents established a Physical Security/NCIS Countersurveillance task force.

Working 24 hours a day for the next several weeks, the task force created an extensive countersurveillance report that established a baseline of activity at the selected sites. The report enabled the Field Office and the Security Department to prepare measures to protect the troops and families should the THREATCON increase.

### Anti-Terrorism Exercise 99

April 13-16, 1999 was a very busy time for NCIS Special Agents in Okinawa. Several cells from ultra-nationalist Japanese terrorist organizations were wreaking havoc throughout the area, staging protests, conducting surveillance on US installations, bombing Camp Hansen, and attempting to assassinate the senior US military officer in Okinawa.

It was all part of ATEX 99, and NCIS Reserve Agent LCDR Michael Daigle was right in the middle of it, performing his annual training at NCISRA Okinawa. LCDR Daigle trained and participated in every aspect of force protection and foreign counterintelligence collection and analysis. The exercise was an excellent opportunity for full integration of NCIS reservists into real world training scenarios while maximizing contributory support to NCIS.



# It's Legal



*Editor's Note: In response to numerous requests from field personnel, we are pleased to present the first installment of "It's Legal," a regular column on laws and legal policy. If you have legal questions or a suggestion for a future edition of this column, please contact one of the people introduced below.*

## **NCIS Headquarters Legal Office**

The NCIS Legal Office has a wide and varied practice. The military and civilian attorneys and support staff bring a wealth of experience in the areas of criminal, civil, personnel, administrative, contract, international, computer, and intelligence law. The Legal Office provides advice to the Director and his staff, and to Field Offices and Special Agents worldwide on all legal matters.

### **Who They Are**

Mr. Norman Kiger, General Counsel. Mr. Kiger has been assigned to NCIS since April 1996. His background is in criminal law, personnel/labor law, procurement law, and administrative law. His previous assignments include a 12-year tour as Assistant State's Attorney, Prince George's County, Maryland, and a 10-year tour as Associate Counsel, Naval Sea Systems Command. Ph: 202-433-9248. Email: [nkiger@ncis.navy.mil](mailto:nkiger@ncis.navy.mil).

CDR Bob Tuider, Senior Military Counsel. CDR Tuider has been assigned to NCIS since July 1998. His previous assignments include Trial Counsel, Defense Counsel, and Command Services Officer at Naval Legal Service Offices San Diego and Pearl Harbor; Staff Judge Advocate, Naval Air Station, Barbers Point; Staff Judge Advocate, Cruiser Destroyer Group THREE; Officer In Charge, Naval Legal Service Detachment, North Island; and Head, JAG Corps LCDR Assignment/Placement Section. Ph: 202-433-8806. Email: [rtuider@ncis.navy.mil](mailto:rtuider@ncis.navy.mil).

LCDR Dean Dwigans, Staff Judge Advocate. LCDR Dwigans has been assigned to NCIS since

April 1997. His previous assignments include Trial Counsel, Defense Counsel, and Command Services Officer, Naval Legal Service Office, Yokosuka, Japan; Student, Defense Language Institute (Italian); Staff Judge Advocate, Navy Support Office, La Maddalena, Italy; Command Judge Advocate, USS INDEPENDENCE (CV 62); and Litigation Attorney, National Security Agency, FT Meade, MD. Ph: 202-433-7353. Email: [ddwigans@ncis.navy.mil](mailto:ddwigans@ncis.navy.mil).

Maj Richard Jaques, Deputy Staff Judge Advocate. Maj Jaques has been assigned to NCIS since September 1998. His previous assignments include Legal Assistance Attorney and Trial Counsel, Combat Service Support Detachment-21, Marine Corps Air Station Cherry Point, North Carolina; Staff Judge Advocate, Marine Aircraft Group-40 and Regimental Landing Team-2, 4<sup>th</sup> Marine Expeditionary Brigade during Desert Shield/Storm; Trial Counsel, Defense Counsel, Legal Assistance Attorney and Command Services Officer, Naval Legal Service Office Detachment, Guantanamo Bay, Cuba; Student, Amphibious Warfare School, Quantico, Virginia; and Adjutant and Staff Judge Advocate, The Basic School, Quantico, Virginia. Ph: 202-433-8821. Email: [richardj@ncis.navy.mil](mailto:richardj@ncis.navy.mil).

LT Doug Velvel, Staff Attorney. LT Velvel has been assigned to NCIS since January 1999. His previous assignments include Trial Counsel and Command Services Officer, Navy Legal Service Office Midlant/Trial Service Office East; Command Judge Advocate, USS THEODORE ROOSEVELT (CVN-71); and Staff Judge Advocate, Amphibious Squadron Eight. Ph: 202-433-8813. Email: [dvelvel@ncis.navy.mil](mailto:dvelvel@ncis.navy.mil).

Ms. Jean Conover, Information Privacy Coordinator. Ms. Conover has been with NCIS since October 1964 where she was assigned to the Background Investigations Department. In 1978 she transferred to the Information and Privacy Division as an Information Release Specialist. In 1983 she became the Information Privacy Coordinator overseeing a staff of two. Today the staff consists of Patty Ross, Security Assistant, and four Information Security Specialists, Linda Riddle, Chris Perry, Tina Tinsley, and Joan Dougherty. Ph: 202-433-9289. Email: [jconover@ncis.navy.mil](mailto:jconover@ncis.navy.mil).



Ms. Tracy Ogren, Paralegal Specialist. Ms. Ogren has been assigned to NCIS since February 1989. Her previous assignments include Human Resource Specialist, Alleco, Inc., Cheverly, MD; and Administrative Assistant, Naval Legal Service Office, Washington, DC. Ph: 202-433-8818. Email: [togren@ncis.navy.mil](mailto:togren@ncis.navy.mil).

### What They Do

Criminal Case Reviews  
Criminal Operation Proposal Reviews  
Counterintelligence Operation Proposal Reviews  
Civil Litigation  
Subpoena Responses  
NCIS Military Justice  
Forfeiture Action Reviews  
Oral, Wire, and Electronic Intercept Program  
International Law Issues  
Cyber Law  
Personnel Action Reviews  
Freedom of Information Act Requests  
Privacy Act Requests  
Ethics Program  
National Crime Information Center Entry Reviews  
Memorandum of Understanding Reviews  
Contract Reviews  
Law Enforcement Training Issues  
Quality Assurance for Navy and Marine Corps  
Promotion Board Screening  
Liaison with Legal Offices within Navy, DOD, and  
Other Executive Branch Agencies  
Merit Systems Protection Board Matters  
Equal Employment Opportunity Commission  
Matters

## Thanks for Coming

RADM(S) McLaughlin visits HQ Reservists



*YN1 Young reenlists aboard USS BARRY*

### Correction

An alert reader noticed that we inadvertently misspelled Special Agent Brett McKee's first name in the June issue of the Bulletin. We deeply regret any pain or discomfort this may have caused the friends or family of Special Agent McKee.

The Editor

**"The real patriotism of this county is rooted in the people. Your volunteerism, and that of your fellow reservists, is what will hold this country and the military together. I know that every Friday before a drill weekend, each of you standing here has a decision to make about the reserves. Thanks for coming."**

RADM(S) Mac McLaughlin, Prospective Commander, Naval Aviation Reserve Force, addressing the men and women of NCIS HQ Reserve Unit 0166.



## *Declassification Effort Aided by Teamwork*

*By Ray Schmidt*

NCIS flexed its organizational muscle in March to launch a Presidentially-mandated review of its historical records. The review was prompted by Executive Order 12958, which requires the declassification of all documents when they reach 25 years of age unless they have been reviewed and certified to need protection beyond that time. In the end, cooperation among many different departments saved the day.

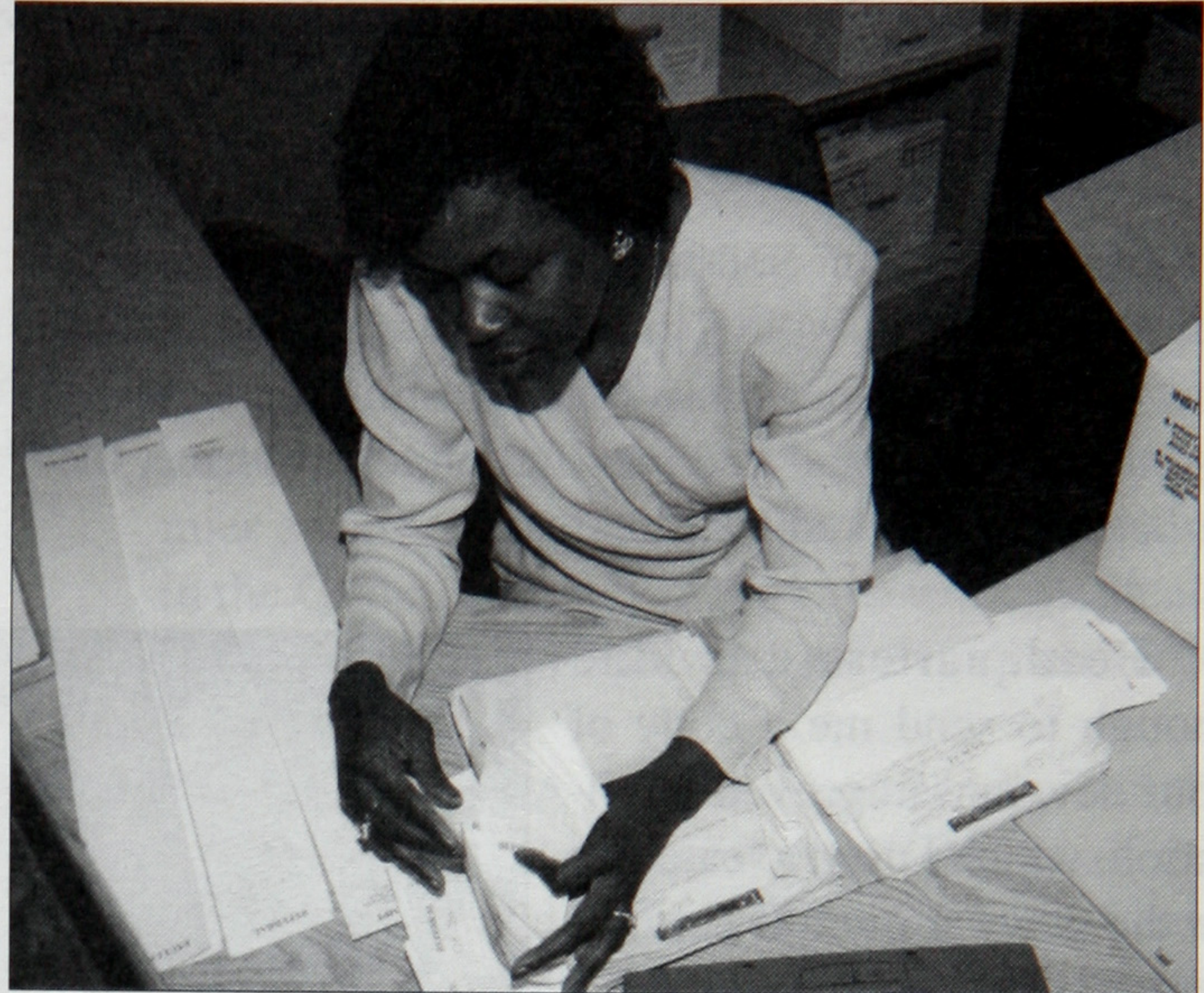
The responsibility for initiating this review fell to the Counterintelligence Directorate (Code 22), which produced the records and controls the NCIS classified information they contain. SA Mike Bruggeman, realizing that manpower resources within Code 22 were limited, sought the cooperation of several other NCIS Headquarters entities.

Ms. Debbie Grooms of the Security Department (Code 28) initially developed the basic set of requirements. Mr. Henry Persons, NCIS Records Manager and Archivist (Code 27), conducted extensive research into NCIS holdings, organizing them and analyzing them for their security complexity.

The ball was then passed to Mr. Raymond Schmidt, the Assistant for Information and Personnel Security (Code 21), which manages the Department of the Navy declassification program. Mr. Schmidt prepared the modification to an existing contract with Kajax Engineering, Inc. for reviewing other Navy and Marine Corps records. This significantly reduced the time required to bring the contractor on board.

Mrs. Jo Ann Fletcher, contracting specialist of the Procurement and Supply Department (Code 04A), followed up by expediting the contract modification with the Navy Fleet and Industrial Supply Center (FISC), which controls contracting operations. The NCIS Comptroller then transferred the funds, which enabled Kajax to begin work a day later.

Kajax began reviewing NCIS records on Monday, March 15<sup>th</sup>, and completed the first several accessions before the middle of April. The next phase



### *Declassification review of NCIS records gets underway*

of this review task will involve working on NCIS records at the new Archives II storage facility in College Park, Maryland.

Support from these NCIS personnel will enable the contractor to meet the President's deadline of April 2000. This will vastly reduce the potential for automatic declassification of vital information from NCIS and other federal agencies. Thanks, Team!

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*Ray Schmidt is an Assistant for Information and Personnel Security. He has been with NCIS since July 1988.*





# If you ask me...

**By Roy Nedrow**

Greetings from Southern California where everyone is perpetually young and beautiful, it never rains, and whatever happens inside the Washington Beltway is only of occasional and passing interest. For me, the *Bulletin* has sparked that interest.

Headquarters was kind enough to send me a copy of your new and improved publication, which I used to catch up on the news at my old Service. I am taking advantage of the *Bulletin's* new feature, which invites comments, to say "Greetings & Hello" to my old outfit and, yes, to make a few comments.

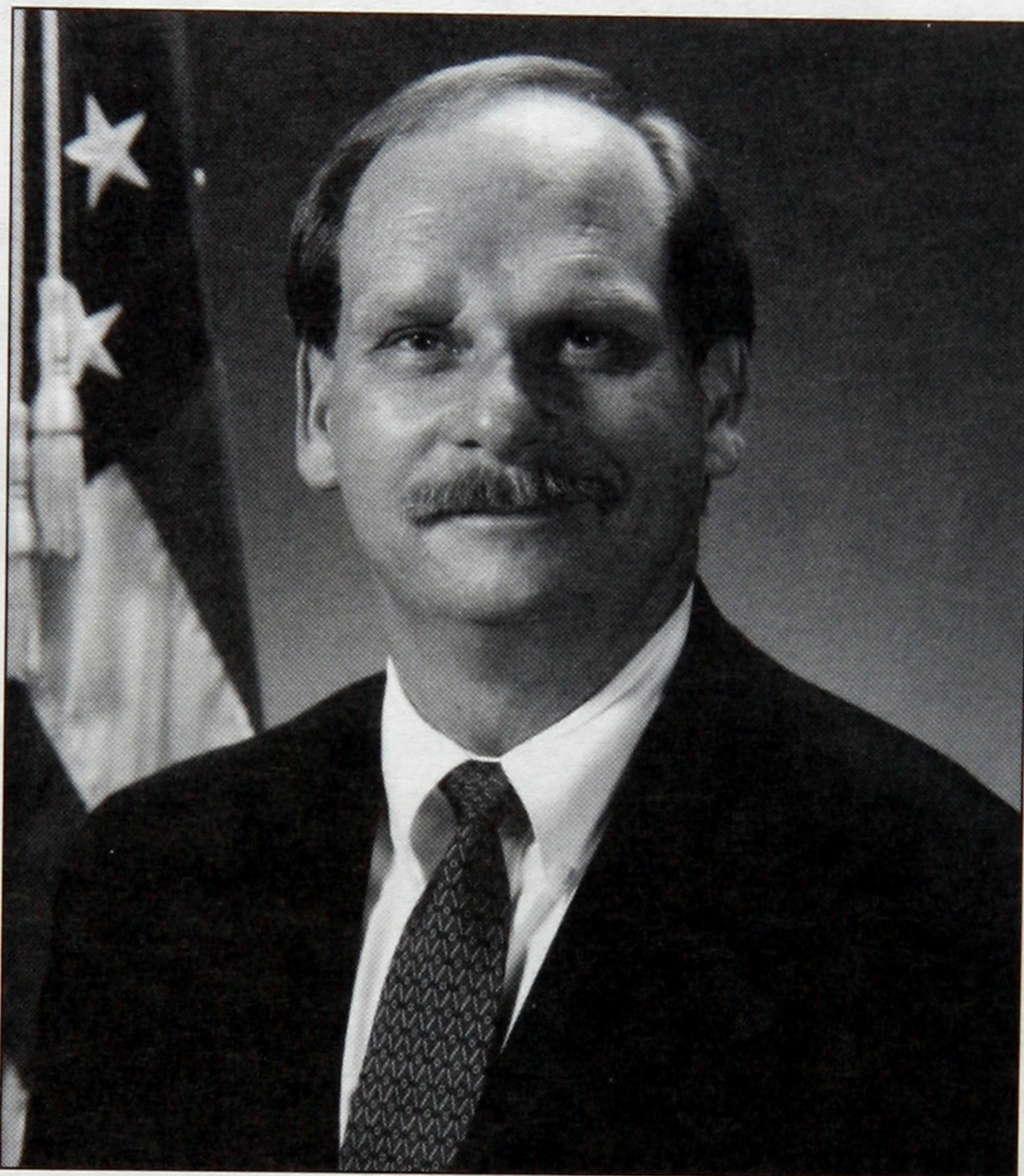
I like what I see.

When my hitch with the Navy was up a little more than two years ago, I left very proud of my association with NCIS. I was pleased at the way we had dealt with our issues and challenges of the day. I was grateful to be along for the journey as we traveled the distance from the bad old days of Tailhook to a place where NCIS was universally viewed as a strong, professional, and a respected federal law enforcement agency. I believed then, and still believe, that there wasn't much wrong with the old NIS that a few adjustments in Washington and a cultural shift in the way we viewed ourselves, and our clients, wouldn't fix.

I also felt strongly that for an organization to survive and prosper in a changing environment, it must be quick to recognize those changes, their significance, and probable impact. Also, recognition of transition is only of value if it is coupled with moves to seize the opportunities that change inevitably presents. Inability to change,

especially in law enforcement, usually is a terminal illness.

With that in mind, I am delighted to see that Director Brant and his talented headquarters team are actively evaluating the ever-changing professional environment and the opportunities represented by those sometime-subtle shifts.



The NCIS-Marine Corps CID integration is a great example of the type of leadership that moves NCIS forward, stronger and better prepared to serve its Navy and Marine clients. The Regional Supervisory Investigator concept is another good example of necessary transition. In this complex investigative world we operate in, you cannot train everyone to do everything and keep them trained up at all times and hope to keep the focus. There is just too much to learn and retain. We learned in Cold Case Homicides that the

power of focus and looking at old things through new eyes could produce unbelievable results. You must be smart with how you use your resources.

The challenge represented by the emerging field of computer crime is staggering. This is no longer a theoretical concept; the crime is here. NCIS's leadership in building defenses to computer crime is the right way to go.

The better use of DOD investigative assets by developing a common methodology, common training, and common practices, is no longer just a "good idea" for the future file. I submit, that the fusion of investigative strategy, tactics, and wherever possible, of resources,



is not only inevitable, but is to be embraced. It is also here... now.

In this environment, the leadership challenge is to take what you know, what you have learned and what you are good at, and apply it to the future. At the same time it must never be forgotten that those out on the line, the ones with the cheap gumshoes firmly planted on the bricks, have very valuable information for you in that application. Headquarters must frame the question, but frequently the answer is to be found in the field.

The challenge is to have the vision to identify that which should change, that which no longer works (or soon will no longer work), and the courage to embrace the transition required to move forward.

It appears that that old saying "lead, follow or get the hell out of the way" still applies.

Director Brant and his staff have decided that NCIS shall lead. Since I like to think that the lead position is where most informed professionals look to find NCIS, I congratulate and applaud you.

Special Agent Roy D. Nedrow (Retired)

*Roy Nedrow was Director of the Naval Criminal Investigative Service from 1993-1997.*

## Counterintelligence Awards

NCIS won awards in two categories at the Annual Department of Defense (DOD) Counterintelligence (CI) Awards Presentation, held on May 4, 1999 in West Point, New York.

SA Thomas P. Marzilli, NCISRA London, was recognized for his significant contributions to the Department of Defense CI/CT Collection Program. In fact, he received the distinct honor of being selected as DOD's CI Collector of the Year. This premier award recognizes SA Marzilli's achievements in the CI field, as well as the hard work, dedication, and talent he contributes daily to NCIS and DOD.

Joe Vann, SSA Bahrain, and LeeAnn Palomino, Analyst, accepted a special award on behalf of the Middle East Field Office. That office has been instrumental in providing force protection for Army and Navy personnel deployed to Yemen for humanitarian de-mining operations. A high terrorist threat and poor security environment combined to create a serious safety concern, and NCIS personnel carried out significant counterterrorism and counterintelligence efforts to safeguard the team.



*From Left to Right: SA Joe Hefferon, SA Mike Marks, Analyst LeeAnn Palomino, SA Joe Vann, SA Tom Marzilli, and Director Brant.*



# Finally, A Promotion...

By Jim Fraser

*It's finally happened. My skills and knowledge have been recognized. It's about time. The end result? A promotion, a transfer, and a new position as a supervisor. I've waited patiently for this opportunity and now my time has come. I can be a great supervisor.*

*Or can I?*

*I have seen some of my contemporaries get promoted, and I thought they would also be great supervisors. The truth is many of them have been a bit of a disappointment. I was a good, maybe even a great, investigator. NCIS prepared me well for that job, and I have enjoyed it immensely. The technical skills I've developed have served me well—they're actually why I was promoted.*

*To be very candid, I am becoming a bit uncomfortable with the thought of supervising someone other than myself. At times I was not even the best subordinate. I questioned those in charge and often thought they were not making the best decisions and played favorites far too often.*

*Being a supervisor is not a role I have really been trained for, and some of my peers who moved into the supervisor ranks warned me about the transition. They have said, "It isn't going to be like you think." At the time I never gave it a second thought because it was something that wasn't immediately around the corner for me.*

*I'm going to be responsible for everything my subordinates do or fail to do. I love being an investigator, and now I am going to be an administrator, supervisor, and leader. How will my subordinates perceive me, especially those who know me well and know some of my shortcomings? What about my peers and managers?*

*Where can I get some help?*

The NCIS SSATP (Supervisory Special Agent Training Program) was designed just for you. We have all been through this scenario in one way or another. Our confidence is directly related to our competence. Throwing someone into the fire without proper training is a sure recipe for failure. THE NCIS SSATP was first offered in November 1998. It is an agency-specific program designed to meet the needs of the new or experienced supervisor.

Before designing the NCIS SSATP, I had the opportunity to train a large number of NCIS personnel, since I was also the contract developer and lead facilitator for the successful FLETC Middle Management Training Program (MMTP). (NCIS has the largest number of graduates from this program with anyone else a distant second.) That experience was also very useful in the design of the NCIS SSATP. The MMTP had a

problem-solving theme, which allowed me unique insight into the various law enforcement agencies. Having seen the problems other agencies brought to the forum enabled me to validate the NCIS professionalism, seeing that NCIS's problems often paled in comparison.

While consolidated training makes sense at

the management level, that is not the case at the supervisor level. This is the entry point into leadership and supervision and there is much to learn about your own agency and its culture. Policies, procedures, roles, functions, priorities, manuals, relationships—the list is endless, and it is best learned in a classroom with fellow supervisors from the same agency. Joint training has to have a generic theme; single-agency training can ensure grounding in agency-specific issues. NCIS SSATP builds a firm foundation for future, generic training.

The NCIS SSATP uses an experience-based approach that ensures the participants are actively involved in the learning process as full partners. This approach focuses on how adults learn best rather than how to

***"Historically, we've taken good Special Agents and promoted them to supervisor with no training. But essentially, these agents are embarking on a new career, with new priorities and different expectations. Proper training eases the transition, and ultimately improves our readiness."***

***- Deputy Director John McEleny***



teach. The “talking head” approach is not the method of choice. While lecturing is very efficient and ensures a great deal of material can be covered, it does not meet the acid test for a quality learning activity—the learning typically doesn’t stick. The foundation for this approach can even be attributed in part to Confucius who is credited with having stated . . .

“I hear; I forget.”

“I see; I remember.”

“I do; I understand.”

For some, this new style of learning will be uncomfortable at best. They are not accustomed to applying critical thinking skills in a training environment or for taking responsibility for their learning. They have become

Understanding and being able to apply what has been learned is paramount. To accomplish this we use the “RIDEM” concept, an acronym I developed to highlight the key components of a quality, experience-based learning activity. These components are the cogs required to ensure learning does stick.

The “**R**” represents **RELEVANCE**. It is critical that the learner receives material that will be useful to them and meets their needs. While learning a concept is acceptable, learning to apply that concept in a realistic setting and understanding the ramifications is the obvious goal.

The “**T**” is the **INVOLVEMENT** cog. Far too much training has a learner as a passive vice active participant. Students suffer because the process centers on the instructor instead of the learner. In this course they are actively involved in every aspect of the process, developing specific needs, working with their group to identify and solve real-world problems, developing and presenting issues in a focused and meaningful manner, briefing, challenging, growing, sharing, etc.

The **DISCOVERY** aspect is perhaps the most powerful element and the most underused in a traditional, transmitted learning environment. When a learner discovers something on their own or as a group the “AH-HA” is an event that will likely stick with the learner for an eternity. Learning activities are designed to maximize this important aspect.

**EXPERIENCE** is an element that mandates training that ensures the experience of the learners counts. We know the typical NCIS classroom is filled with an abundance of experience and background. This experience is a valuable resource to be used and built on, rather than allowed to go untapped. Many times this experience may be seen to be a challenge to the instructor because it represents something they do not have or have not experienced. They would rather the learner not actively participate because they have a fixed amount of “stuff and things” to present and a limited amount of time. When there is too much learner involvement they lose control—in an instructor-centered classroom that control is mandatory. In an experience-based classroom, with a cross-section of participants with varied and diverse experiences, this input is cultivated rather than plowed under. Active involvement is the order of the day.

The **MODELING** cog is best summed up as the “best practices” component. Demonstrating and sharing the best way to accomplish a task is the mandate. One way of accomplishing this aspect is to bring in key members of the NCIS staff and management team to further the sharing of information, strategies, problem areas, expectations, concerns, planned changes, etc. The objective here is to move from thinking you know the answer to ensuring you know the right answer or where to find it or where the knowledge base exists to get the right answer. Supervision is by no means one-dimensional and the supervisor needs to know when the problem is theirs and when they require external assistance. Not knowing the answer is not a crime; not seeking assistance when it is readily available is foolish and unacceptable.



accustomed to thinking the instructor has, or should have, all the right answers. Training has been a very structured and modular experience often lacking connectivity to the practical side. They have come to think the student (notice I do not use learner) should know exactly what is going to be taught at any moment of the day and the world revolves around 50-minute blocks.

This is just not how it is in the NCIS SSATP. The course probably looks more like your workday. The emphasis is on what needs to be covered at the time and the “teachable moment.” When a teachable moment occurs, it is exploited as quickly as possible, and you aren’t told that the topic will be covered by John Jones next week. In this course, the facilitators are positioned to take advantage of the circumstances and will use whatever is at their disposal to meet the need.

In an experience-based course, the process is structured rather than the content. Material that has been taught to previous classes may be taught again. Conversely, the facilitators must be aware of changing needs and attitudes and must be flexible and able to adjust

*“As with all agencies, the problems tend to get more attention and visibility. The good things need to come to the forefront and be shared.”*

*- Jim Fraser*

accordingly. They may have an opportunity guest speaker become available or a problem surface that requires HQ NCIS input. In this case, it may be resolved by the use of the conference phone or e-mail to the staff person with questions that require response. The expertise that is required may also reside in the class, which validates the “experience” part of RIDEM. It is a dynamic course that is always being refined and updated.

During the course, the small group process is used extensively. Groups learn faster than individuals, and the experiences of the members can be fully exploited. The groups discuss and validate various leadership competencies and what specifically is required to demonstrate that competency. NCIS inspection issues and trends are shared. The groups have the opportunity to discuss appropriate corrective action, as well as to share the good things they are doing. There is a desire to ensure that everything being shared is not seen as a problem—there are far more good things happening in NCIS everyday. As with all agencies, the problems tend

to get more attention and visibility. The good things need to come to the forefront and be shared. It is important that the proper perspective always be maintained.

During one portion of the course, SSAs surface issues that they see as having a need to be addressed. The issues are fully discussed and developed as a part of the completed staff work portion of the class. Finally, the issues are briefed to the Deputy Director or his appointed representative during a formal presentation with all group members actively participating.

A sample of issues that have surfaced as a result of the efforts of past classes includes:

- ♦ having an SSA representative on the Special Projects Group (SPG),
- ♦ concerns about integration of the USMC CID into NCIS,
- ♦ decentralization and specialization, and
- ♦ the development of a handbook for SSAs.

All of these are real-world issues and ensure the RIDEM concept is embodied in the course. The Deputy Director has provided feedback to participants on the staff response to these issues, and the results have been very positive. The groups provide solid recommendations that are extremely helpful to the overall process, and these briefings and papers have served NCIS well.

The NCIS Supervising Special Agent Training Program (NCIS SSATP) is offered regularly at FLETC. Eligible SSAs should contact Larry Collins at (912) 280-5474 or e-mail [lcollins@ncis.navy.mil](mailto:lcollins@ncis.navy.mil). Past graduates of the FLETC MMTP are also eligible to attend this program. Graduates of the NCIS SSATP are encouraged to e-mail topics or issues they believe should be added to future offerings. This is a dynamic rather than static course and your input is solicited to continue to hone the course. This is your program and you should feel obliged to provide input that will enhance and improve the course.

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*Jim Fraser is a retired Army Colonel who is a long-time friend of NCIS. He is the developer and lead facilitator for the NCIS SSATP. He served for four years as the Special Advisor to the Director, FLETC, and developed and delivered six new programs during his tenure.*



# SSA Training is First Rate..

By Bill Sullivan

I recently had the good fortune to be selected to attend the third evolution of the NCIS SSATP, coordinated by Jim Fraser and Steve Gutshall. These fine gentlemen have created a program that fosters free communication in an adult-learning environment where the student becomes a participating instructor. I attribute the seamless transition from a traditional learning environment to a progressive one directly to Jim Fraser's knowledge of NCIS and human nature. By the end of the first week, he had the whole class participating.

The learning team includes a lead facilitator (Jim Fraser) and a facilitator for each of the three small groups. The class is normally 18 current or potential supervisors. One of the facilitators, Steve Gutshall, brings a wealth of management and executive experience to the process. He had a distinguished career with NCIS, retiring as a Regional Director, and he was a facilitator for six years in the FLETC Middle Management Training Program (MMTP). The other two facilitators are MMTP graduates with at least one year since graduation who are working NCIS supervisors or managers. These individuals bring a day-to-day supervisor perspective to the program.

The two-week course emphasizes the leadership principles delineated in Dr. Stephen Covey's *Seven Habits of Highly Effective People*. Exposure to those guidelines gives each prospective supervisor an opportunity to see quality leadership principles enumerated, which will help them develop their own style of leadership. After-hours discussions and sharing among the staff and attendees are extremely valuable. In fact, these very powerful learning and reinforcing opportunities are actually part of the course design.



A testament to the success of the course was the class development of the Supervisory Special Agent Checklist, which emanated from a heated class discussion (instigated in no small way by Jim Fraser). The SSA Checklist contained a series of comprehensive critical tasks that the SSA should accomplish when taking over a new office. The checklist was adopted by one of our class groups as their project and was so popular that it was distributed to each class member at the end of the course.

The Herculean task of bringing all of the positive and negative aspects of leadership in law enforcement together was Dr. Jack Enter's mission. During his presentation, "The Deadly Sins of Leadership," he emphasized that faith in God, family, and country will be essential in the twenty-first century. With charismatic personality, Dr. Enter drove home his points in machine-gun staccato, stirring emotions in more than one member of our class.

This course is outstanding.

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*Special Agent Bill Sullivan is currently serving as the Supervisory Special Agent in the Hawaii Field Office. He has been with NCIS since 1982.*



# NCISFO WASHINGTON AND ITS CRUCIAL ROLE IN THE PROTECTIVE SERVICE ARENA

By Erin Betro and Mike Chastain

Location, we're told today, is everything. And nowhere does that ring more true than at NCISFO – Washington, which, due to its unique geographical setting, bears the brunt of visiting dignitaries and the protective service operations (PSO) that so often follow. To meet this challenge the Field Office, under the personal direction of the Special Agent in Charge, has developed a cadre of Special Agents who are wholly accountable for the planning and implementation of the PSO as it relates to the Greater Washington Metropolitan Area.

In the past 18 months alone, the Field Office has devoted thousands of man hours to ensuring the safety and protection of the foreign ministers of defense (MOD) and chairmen of defense (CHOD) who regularly travel to the capital area to confer with this nation's most powerful political and military figures. No matter when a visit takes place, no matter the hour or the day, the dedicated and highly trained men and women who compose NCISFO – Washington's special PSO team are more than ready to tackle the responsibility.

When the Field Office receives the initial PSO tasker from NCISHQ's PSO

Coordinator, it activates the team whose members have been trained to perform the various functions associated with the PSO mission. Agents assigned to the advance team initiate a meticulous review of the principal's itinerary, conducting primary and secondary route surveys. The advance team also performs the key function of coordinating with hotel staffs, site location man-

agers, and a myriad of law enforcement agencies to ensure that the dignitary receives the appropriate level of protection and that an environment conducive to a productive visit is maintained.

As the date of the visit approaches, the Command Post is formally established. Closed circuit televisions are installed for purposes of monitoring, communications links are activated, and personnel of the Technical Services Department strategically place repeaters to afford maximum radio reception. The chase drivers inspect the three Authorized Emergency Vehicles (AEV) used by the PSO team and they practice the routes recommended by the advance team.

The detail leader maintains his stress level by attempting to bring balance to the Big Picture—formulating the operations plan, chalking the assignments, directing assets, and attending to the administrative minutiae inherent within any full-fledged PSO.

With preparations made and the game plan set, the PSO team takes its position on the tarmac—whether it be Dulles International, Andrews AFB, or Reagan National—and anxiously awaits the arrival of the principal's aircraft.

All too quickly it's wheels down. The plane taxis to a stop. Exit the principal and, behind him, the Personal Security Agent (PSA), that vital connective point between the dignitary and his close-in protection team.

The distinguished visitor is placed in the limousine and the detail leader takes a final moment to survey the scene—lead car ready, chase ready, all clear. At his





signal the motorcade heads towards its first destination and what will probably stretch into several long and arduous days of Pentagon meetings, embassy dinners, military ceremonies and White House appointments.

During 1998 and 1999, NCISFO – Washington conducted protective service missions for the senior military leadership of such countries as Germany, Japan, the Ukraine, Israel, Chili, Qatar, and Greece, to offer but a small sampling. Moreover, the U.S. Army routinely calls upon the Field Office to augment its security details for the Secretary of Defense.

In the recent past, NCIS agents have served with the Army in such places as the Middle East, Italy and the Crimea. Five agents from the DC Field Office were selected to serve on the protective service teams supporting the historic 50<sup>th</sup> anniversary NATO Summit that was hosted in Washington last April. Each individual was presented the Commander's Award for Public Service at the conclusion of the 30-day assignment.

The Field Office has attained significant recognition for its work in the PSO field, not only from the military services, but also from the various local, state, and federal law enforcement organizations serving Washington and its surrounding areas. NCISFO – Washington has acquired a well-deserved reputation for conducting safe, seamless, and highly effective PSOs. This is due in no small measure to the teamwork, enthusiasm, and skill displayed by each and every team member who genuinely believes in the criticality of this unique mission and its successful execution.

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*SA Erin Betro is currently assigned to the FCI Squad at Washington Field Office. She has been with NCIS since January 1989.*

*SA Michael Chastain is assigned to the Crim Squad at the Washington Field Office. He is the PSO coordinator for DCWA. He has been with NCIS since September 1983.*

## NEWS FROM EUROPE

The NCISFO European field office has just commenced an e-mail and phone hotline for reporting criminal, illegal, or suspicious activity within its area of responsibility. The program, called CRIMEWATCH, uses the e-mail address: crimewatch@ncis.navy.mil and the phone number (DSN) 626-4631, (COMM) 011-39-081-568-4631 for reporting information. CRIMEWATCH can be accessed from anywhere in the world, 24-hours a day. The program is being advertised throughout the European military community, and criminal information has already been received through the hotline.

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The NCISFO Europe CRIM Squad in 1996 initiated a joint investigation with the Guardia di Finanza (Italian military customs and finance police) targeting international narcotics trafficking—specifically, military members conspiring with African nationals to import heroin into Italy.

The efforts of SA Gary Marsh, SA Rick Warmack, CI Tony Lettera, SA Rory Lynch, SA David Cronk, SA Louis Cosentino, and SA Dave Brannon (Air Force OSI) led to several convictions in the Italian courts. In June of this year, the courts awarded jail sentences to some of the suspects. RMSN Peni Wales, USN, received 15 years and IC3 Felicia Wyche, USN, received 11 years for criminal association and importing illegal drugs. Mohamud Dunai Moalin was sentenced to 15 years and Salim Ali Dula to eight years, both on charges of criminal association and importing illegal drugs.



*SA James Mann, NCISRA Rota, Spain, was named NCIS Special Agent of the Quarter by the U.S. Trial Service Office (Europe & Southwest Asia) for the Second Quarter of 1999. Mann devoted countless hours to obtaining quality evidence for the prosecution in two cases, U.S. v. Ligrano and U.S. v. Mayes. As a result, counsel was able to negotiate pre-trial agreements and achieve highly favorable sentences.*



# On Board at FLETC

*By Gloria Whatley*

In June 1999, the Training Department, Code 30, completed its relocation from NCISHQ to the Federal Law Enforcement Training Center (FLETC), in Glynco, GA. This decision was made after careful consideration of training needs, available resources, and budget restraints. Concurrent with the relocation, Code 30 is restructuring to train more efficiently and cost effectively through joint classes with other agencies, talent sharing, etc.

But what you really want to know is, "Is FLETC still like it used to be?" If you have ever experienced training at FLETC, you might have flashbacks of long hours, sand gnats, sweltering heat, and substandard food and housing.

The FLETC of 1999 is remarkably different. Although the sand gnats and summer heat remain, the facilities and food are vastly improved. The dormitories are new and have private baths, while the new classroom buildings are equipped with the latest technology. You can fire all types of weaponry in air-conditioned comfort in the new range facilities. The dining facility has been completely renovated, and students even compliment the cuisine!

On the weekends, which students normally have off, you can visit some of the nearby historical attractions, golf, fish, or take a trip to the "Golden Isles" of St. Simons, Sea, and Jekyll Islands. If you crave the city environment, Jacksonville, FL and Savannah, GA are both about 60 miles away.

For NCIS, there are many benefits to training at FLETC. First, there are tremendous cost savings. For every agent trained at FLETC, NCIS provides meals, lodging, local transportation, gym, and library facilities for about \$30.00 per day. In addition, training resources have increased while NCIS manpower has decreased, and training assets are better utilized. Training methods and equipment are state-of-the-art, as are the research and evaluation capabilities. Finally, FLETC offers an environment where training is the **PRIORITY** for about 80 Federal law enforcement agencies.

The law enforcement officers of today function in a



*Ribbon cutting at the new NCIS Trainig Office at FLETC on August 20th, 1999. Pictured from left to right, Paul Hackenberry, Associate Director for Training, Connie Patrick, Associate Director, Planning & Resources, Brian Stamper, SAC, Mayport FO, Al Chester, Head, Agent Training Division, and Director David L. Brant.*

highly dynamic environment. The demands placed upon them are constantly increasing, both in scope and in complexity. FLETC helps these dedicated men and women meet the challenges of the job by imparting the knowledge and skills that will enable them to safely and successfully perform their duties. NCIS is proud to support the world leader in law enforcement training.

## New Phone Numbers @ FLETC

<b>SA Al Chester</b>	<b>(912) 267-3003</b>
<b>SA Leonard Lawing</b>	<b>(912) 267-2976</b>
<b>SA Dale Otterbacher</b>	<b>(912) 280-5473</b>
<b>SA Gloria Whatley</b>	<b>(912) 280-5475</b>
<b>SA Doug Einsel</b>	<b>(912) 280-5476</b>
<b>SA Don Parnell</b>	<b>(912) 280-5472</b>
<b>Mr. Larry Collins</b>	<b>(912) 280-5474</b>
<b>Ms. Cindy Mestas</b>	<b>(912) 267-2975</b>

*SA Gloria Whatley works in Code 30 at FLETC. She has been with NCIS since 1976.*



## Aviano Task Force Recognized for Excellence

On July 20, 1999, Director David Brant visited the NCISFO European Field Office, Naples, Italy to recognize NCISFO personnel involved in the investigation of the February 03, 1998 incident in which a U.S. Marine Prowler EA-6B struck a gondola cable car system. The collision resulted in the death of 20 foreign nationals in the alpine ski resort of Cavalese, Italy.

The subsequent investigation and trial received international media scrutiny and involved the most senior military and civilian leaders of the United States and Italy, including the President of the United States and the Prime Minister of Italy. The pilot and navigator were eventually convicted of criminal charges stemming from the incident.

For his work on the case, Assistant Special Agent in Charge of NCISFO Europe, Mark Fallon, was awarded the Department of the Navy Superior Civilian Service Award. Director Brant recognized Fallon for organizing, directing, and leading a task force conducting the investigation. The task force worked for months, around the clock, seven days a week to identify, locate and seize physical evidence, and conduct hundreds of interviews in several countries. While gathering the evidence necessary to support homicide and obstruction of justice charges against the pilot and navigator of the aircraft, the task force also coordinated investigative requirements between the United States and Italian governments.



*SA Mark Fallon discussing pre-disposition strategy with Maj Daniel Daugherty, USMC Trial counsel.*

SA Fallon was commended for his unprecedented dedication to excellence. His professionalism, investigative abilities, and leadership skills were instrumental in the success of the investigation and the subsequent conviction.

Key investigators serving on the task force were also recognized. Director Brant awarded the Department of the Navy Meritorious Civilian Service Award to Special Agent Louis Cosentino, Special Agent David Cronk, Intelligence Operations Specialist Salvatore Lomonaco, Special Agent Charles Lopresto, and Intelligence Operations Specialist Douglas Rogg. These agents displayed exceptional investigative abilities.



*SA Louis Cosentino (far left) with Carabinieri personnel looking at damaged wing of the EA-6B Prowler after it had struck the cable car system.*

Director Brant awarded Special Agent Joseph Pizzino and Criminal Investigator Tony Lettera letters of commendation for their efforts. They were recognized for their dedication, professionalism, and untiring efforts that reflected very favorably on the NCIS.

The NCIS Aviano Task Force consisted of additional NCISFO Europe personnel who were not present for the awards ceremony, but who contributed significantly to the investigation. Special Agent Ken Reuwer, Special Agent Charles Caballero, Special Agent Rory Lynch, and Special Agent Chris Gidden put forth an extraordinary effort conducting interviews, investigative leads, and the recovery of evidence crucial to the government's case.



## San Diego Hosts Crime Scene Training Course



*SA Humenansky directs the team prior to starting the crime scene examination.*

In June 1999, Special Agents from NCISFO San Diego attended a Basic/Refresher Crime Scene Training course in San Diego. The course was presented by Special Agent William P. Herzig, Forensic Consultant, SA Robert Braatz, Team Leader for SDFO Major Case Response Team (MCRT), SAs Jerry Lynn and Jodi Diaz, members of the SDFO MCRT, and Ms. Jerilyn Hamand, Evidence Custodian for the SDFO Consolidated Evidence Facility. The one-week course included crime scene photography, techniques for developing latent fingerprint impressions, trace evidence collection, and processing and collecting biological evidence.



*SA Mike Williams (left) and PH2 Erin Zocco photograph a footwear impression prior to casting.*

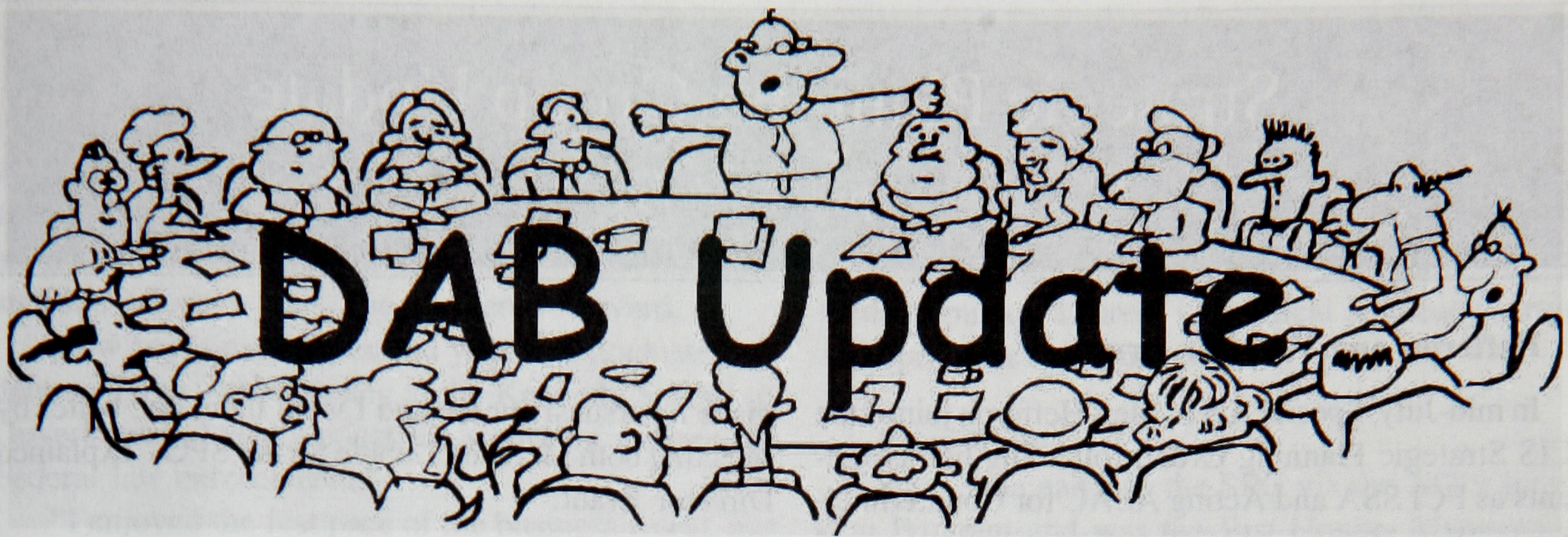
Attendees included SAs Steve Kolodji, J.R. Moss, and Caroline Braatz from SDND, Tony Flores and Charles Humenansky from SDPE (both members of the SDFO MCRT), and Michael Williams from SDYU. MA1 Thomas Andreotti from the COMNAVSWAREG Security Training Department and PH2 Erin Zocco, Fleet Imaging Command, Pacific, also attended the course.

The final day of the course included a mock crime scene examination. Agents were given a kidnapping scenario, then were tasked with conducting the crime scene examination in order to refute or corroborate information provided by the victim in the case. SA Charles Humenansky was chosen as the team leader for the mock crime scene examination, and directed the documentation and evidence collection at the scene. The team conducted a thorough and complete examination of the scene.



*SAs Tony Flores and J.R. Moss make cast of footwear impression at the scene.*





By Shannon Zimmer

As the new Director's Advisory Board (DAB) Chairperson, I will continue to help strengthen the flow of communication between Director David Brant and all non-supervisory NCIS employees. I look forward to the challenge and expect new and exciting changes on the horizon.

NCIS now has a Journeyman GS-13 and is currently working on a viable Mobility Policy. The feedback from the mobility surveys was unprecedented, and the cumulative results should be out to the field within a few weeks. The Mobility Policy will soon follow, along with the Management Development Program.

This agency is only getting better. NCIS will no doubt face new challenges, but only with your participation and opinions will the agency transcend into the future. The DAB is the vehicle to do just that.

I would like to thank Special Agents Bonnie Brady and Tim Danahey for their contributions to the DAB. SA Brady, "The Founder of DAB," brought a level of passion and commitment and demonstrated to the Director and his Staff how valuable the voice of the field can be for identifying issues and developing solutions. Special Agent Tim Danahey brought stability and an unprecedented level of DAB visibility and access to the Director and his staff. Bonnie and Tim have made the DAB a viable mechanism in communications between the Director and all NCIS employees.

The DAB is currently looking for several enthusiastic individuals (non-managerial GS-13s and below) to fill alternate positions in Hawaii, Europe, the Northwest, and the Washington DC Field Offices. A DAB Representative is responsible for collecting and reporting issues and concerns to the DAB Chairperson, and for helping facilitate communications between their field office/code and headquarters. If you are interested, please contact your local field office representative or call me directly at (202) 433-7113, DSN 288, or e-mail: szimmer@ncis.navy.mil.

I will continue to use the NCIS Bulletin, and any feasible resources, to help facilitate and strengthen the flow of communication. I solicit your opinions, concerns, and questions, and I encourage you to use the DAB and your Representative to enhance the agency.

*Special Agent Shannon Zimmer became the DAB Chairperson in July 1999 as a one year assignment. SA Zimmer has been with NCIS since July 1991.*

### Social News on the Infoweb

*Do you miss the "social" news that The Bulletin has traditionally covered?*

The Communications Directorate is creating a forum for this type of news on the Infoweb. Visit the Infoweb and click on the "Society Page" button for news and information about your friends and co-workers around the agency.

Of course, the Infoweb also has lots of other information, forms, and directories you can use.

[www.frodo.org](http://www.frodo.org)



# Strategic Planning Group Update

By Dan Butler

## Hefferon and Winslow Arrive

In mid-July, Special Agent Meri Hefferon joined the NCIS Strategic Planning Group following her assignments as FCI SSA and Acting ASAC for Counterintelligence, Washington Field Office. She will manage and supervise SPG permanent staff and graduate students in the NCIS Honors Analyst Program.

"Meri will have her plate full," stated Mr. Dan Butler, Executive Assistant to the Director. "In addition to her supervisory responsibilities, she's already managing the SPG study of the NCIS mobility strategy; she's working with the AD for Administration and other staff on the SAC evaluation component of the Management Development Program [MDP]; and, she'll be traveling constantly as a member of the NCIS MDP Screening Board."

"I'm extremely excited and honored at the prospect of facilitating the Agent corps' input and conceptualization of where NCIS will be in the future," SA Hefferon stated. "The Director has assembled a great team and we look forward to engaging the field to meet the challenge as we 'ride the dragon of change.'"

SA Winslow comes to the SPG after her successful tour as SSA in the Bahrain Field Office. "I saw a position with the SPG as a terrific way to learn more about the agency and policy making, and it's easily one of the best ways to have input into the direction of the agency," SA Winslow offered.

"Debbie will concentrate on two areas for now," stated Mr. Butler. "First, we're asking her to scrutinize our strategy with respect to technology. What can we do to get better equipment into the field sooner and how we can better leverage computer systems as communications, management, and crime-fighting tools?"

"Second, Debbie will offer first-line supervisors throughout the world a conduit for innovative proposals," continued Mr. Butler.

"One of the first-line supervisor classes at FLETC recommended last year that I take better advantage of the SSA perspective during policy making deliberations by assigning an SSA-level supervisor to the SPG. They

made a persuasive case and I went with them one better by selecting both Meri and Debbie for the SPG," explained Director Brant.

Both Hefferon and Winslow will spend much of their first year in the job traveling throughout the NCIS system becoming acquainted with every Field Office and soliciting input on their respective taskings.

You can reach SA Hefferon at e-mail: mheffero@ncis.navy.mil, phone: 202-433-9033 and SA Winslow at e-mail: dwinslow@ncis.navy.mil, or phone: 202-433-9000.



*Interns Kim Harris and Mark Jones, and SA Meri Hefferon brief the mobility study to Director Brant.*

## NCIS Initiates Honors Analyst Program

The Strategic Planning Group inaugurated the NCIS Honors Analyst Program this June with the arrival of three talented graduate students—Mr. Mark Jones, Ms. Kim Harris, and Mr. Peter Tran.

Under the program NCIS hires exceptionally qualified graduate students for summer-long employment in the SPG at NCIS Headquarters. Honors Analysts receive a 40-hour orientation to the NCIS mission and then conduct research and policy analysis supporting SPG initiatives.



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### **Mark Jones**

Mark Jones received his undergraduate degree in History at Dartmouth College. After working in the private sector doing strategic market research for a consulting firm and then forming strategic alliances between an Internet start-up company and Microsoft, Netscape, and Sun Microsystems, Jones entered Harvard.

Now beginning his second year as a graduate student studying Public Policy at the Kennedy School of Government, Jones has set his sights on a career in Federal law enforcement.

"I enjoyed the fast pace of the business world, but wanted a more fulfilling career doing important work that combined my interests in international security and criminal justice, the two academic areas I'm concentrating in at Harvard. Frankly, I was torn between future careers involving one or the other. I thought I'd likely work at the State Department, CIA or FBI until I learned about NCIS and realized it's possible to have the best of both worlds."

"Helping develop the NCIS mobility strategy and policy gave me an appreciation for the opportunities NCIS offers to work in Europe and the Far East. From what I can see, no other Federal law enforcement agency provides the blend of traditional criminal work, sophisticated crime, counterintelligence and security policy work overseas that NCIS provides. The prospect of living and working overseas in the security and criminal justice field is exciting and NCIS offers that opportunity to agents earlier in their careers than any other agency."

Jones submitted his application for NCIS Special Agent on August 9<sup>th</sup>.

### **Kim Harris**

Another two-year Kennedy School student, Kim Harris, has a passion for public policy involving women and children. Her community service has included work with the Massachusetts Society for the Prevention of Cruelty to Children and the Coles County (Illinois) Coalition Against Domestic Violence. As an undergraduate at Eastern Illinois University she also served as Student Body President and lobbied her state legislature.

"I had no intention of pursuing a career in law enforcement, but the more I learned about NCIS the more intrigued I became," she offered.

"We put Kim to work immediately drafting a grant proposal for NCIS requesting \$3 million and additional personnel to bolster our Domestic Violence Program," stated DAD Ralph Blincoe. "It was the most persuasive grant proposal I've ever read," Mr. Butler added.

"Kim has been a pivotal player on the SPG this summer," Mr. Butler explained. "She spearheaded design of the mobility survey, facilitated several focus groups worldwide on the mobility issue, and compiled and analyzed the survey results."

Harris returns to Harvard in September. She intends to pursue a career in political advocacy serving underprivileged communities.

### **Peter Tran**

Peter Tran came to the SPG via the NCIS Internship Program and was the first Honors Management Analyst. "He came to the SPG with enthusiastic recommendations from Cheryl Marsh and the 23CI staff. He exceeded expectations," Dan Butler stated.

Tran proved to be a multi-faceted asset to the agency. He reviewed and suggested improvements to a strategic planning mission and resource paper prepared for the Secretary of the Navy. He also served on the SPG review of NCIS recruiting; revised and updated the NCIS Internet homepage, and served as a "consultant" to the Special Operations Unit and the Directorate for Communications on web page development and leveraging technology.

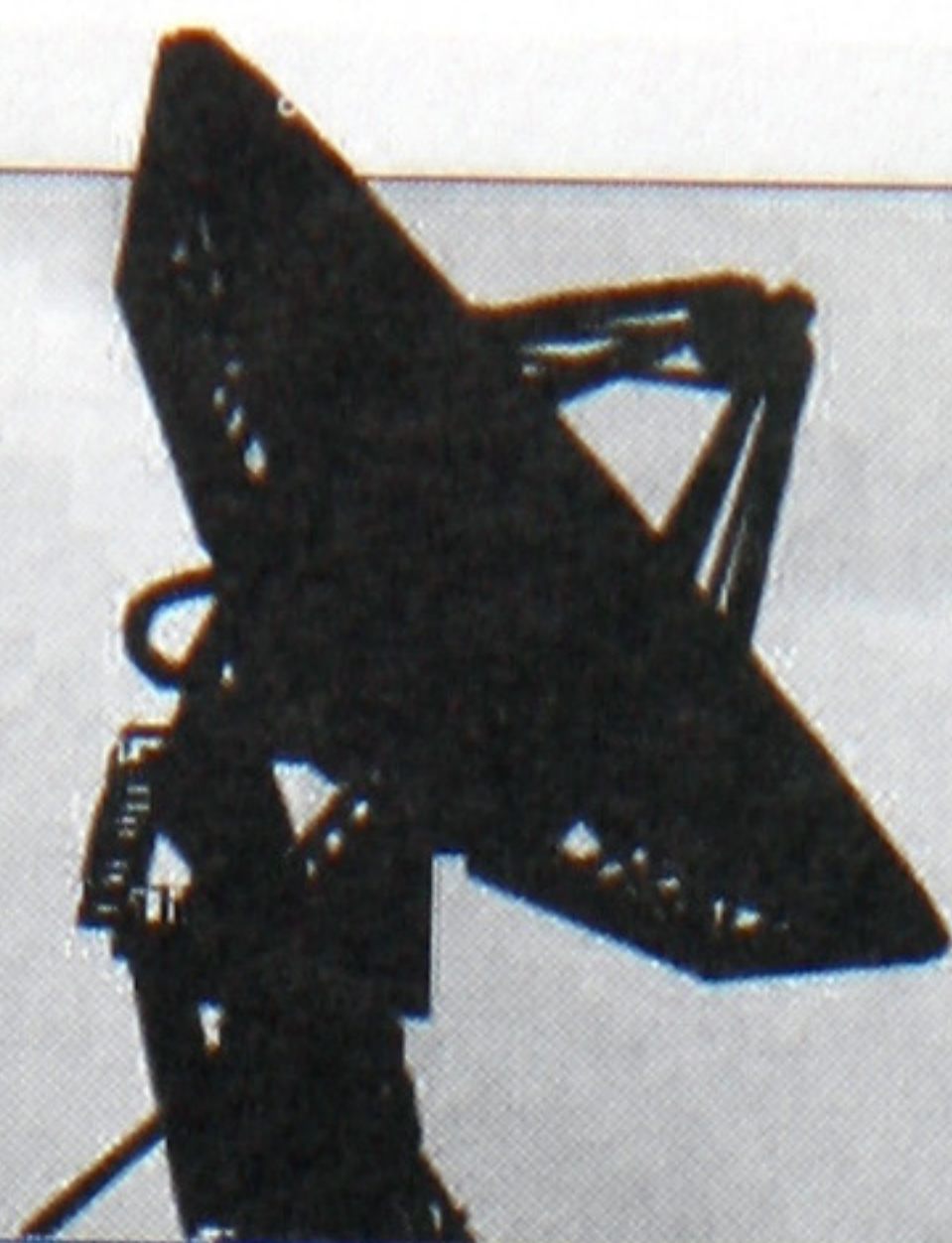
"Tran introduced innovations in our canvassing for, and screening of, talented Special Agent prospects using the web that will dramatically improve our outreach to technologically-savvy recruits," stated Mr. Paul O'Donnell, Head of the new NCIS National Recruiting Branch.

Tran also put his experience to work designing a proposed database system interface that could allow the Career Services Department to more easily match Special Agent volunteers to future vacancies in the field. "Peter combines technological know-how and a passion for our mission," Mr. Butler stated.

Tran will continue his association with NCIS as the first Honors Coop Student during the 1999-2000 academic year. He is completing his Master's in Forensic Sciences at George Washington University and a Master's in Information and Telecommunications Systems Design at Johns Hopkins.

Tran has applied for a Special Agent position with NCIS.





*Editor's Note: This is the first in a regular column of questions and answers, news, and briefs on a variety of topics. If you have a suggestion to be included in the next issue of The Bulletin, please e-mail the editor at [LBJackson@ncis.navy.mil](mailto:LBJackson@ncis.navy.mil).*

## Civilian Personnel News

**House Backing 4.8% Fed Pay Raise.** The House on July 15<sup>th</sup> expressed its support again for granting federal workers a 4.8 percent pay increase next year, according to the Alexandria, VA – based Federal Managers Association. FMA said this came as the House approved the Fiscal 2000 Treasury, Postal Service and General Government-funding bill – HR-2490. From the FED Week E-Mail Newsletter

**Family Leave Act.** Federal workers will be allowed to use up to 12 weeks (up from 13 days) of accumulated sick leave annually to care for ill family members. The Office of Personnel Management will publish the pertinent regulations in the next couple of months.

**Full Medical Care for Roosevelt Roads NCIS Personnel.** SAC Brian Stamper and the CO of Naval Hospital, Roosevelt Roads signed an MOU last month allowing access to the hospital for routine medical care.

## Policy News

*We have received several questions regarding the implementation of the MOU with the Marine Corps CID. Here are the questions and answers.*

**Will the Marines train CID agents and send them to us, or will we train them all at FLETC?** The Marines will continue to train CID agents for the time being, but as we implement the MOU, we will transition their training to FLETC.

**How will CID promotions be handled, before they get to us or while they are with us? And will they be competing with Special Agents for promotions?** Marines joining NCIS will likely experience enhanced promotion opportunities, but they will continue to get promoted through their normal promotion system. Marines and Special Agents will not compete with each other for promotions.

**Will the CID agents be assigned to crim, FCI, computer, or fraud billets?** They will primarily be assigned to crim or computer billets. They will not fill FCI billets.

**How many new CID agents will we be getting?** NCIS expects 10-15 new CID agents in 2000. Over time, a total of 45-50 new CID agents will join the NCIS ranks.

## Cooperating Witness Initiative

Special Operations/Cooperating Witnesses at Code 0023C is now under the management of SSA Rick Warmack, who has been in place about a month. In that timeframe, he has noted that only approximately a third of registered CWs have produced at least one investigation. For an agency that should be flourishing on the product of its informants, that is an alarming statistic.

While each Field Office criminal plan stresses that each SA should use CWs, Headquarters support for that requirement has been weak. SSA Warmack and SA Matt Butler are striving to improve that support in a couple of ways.

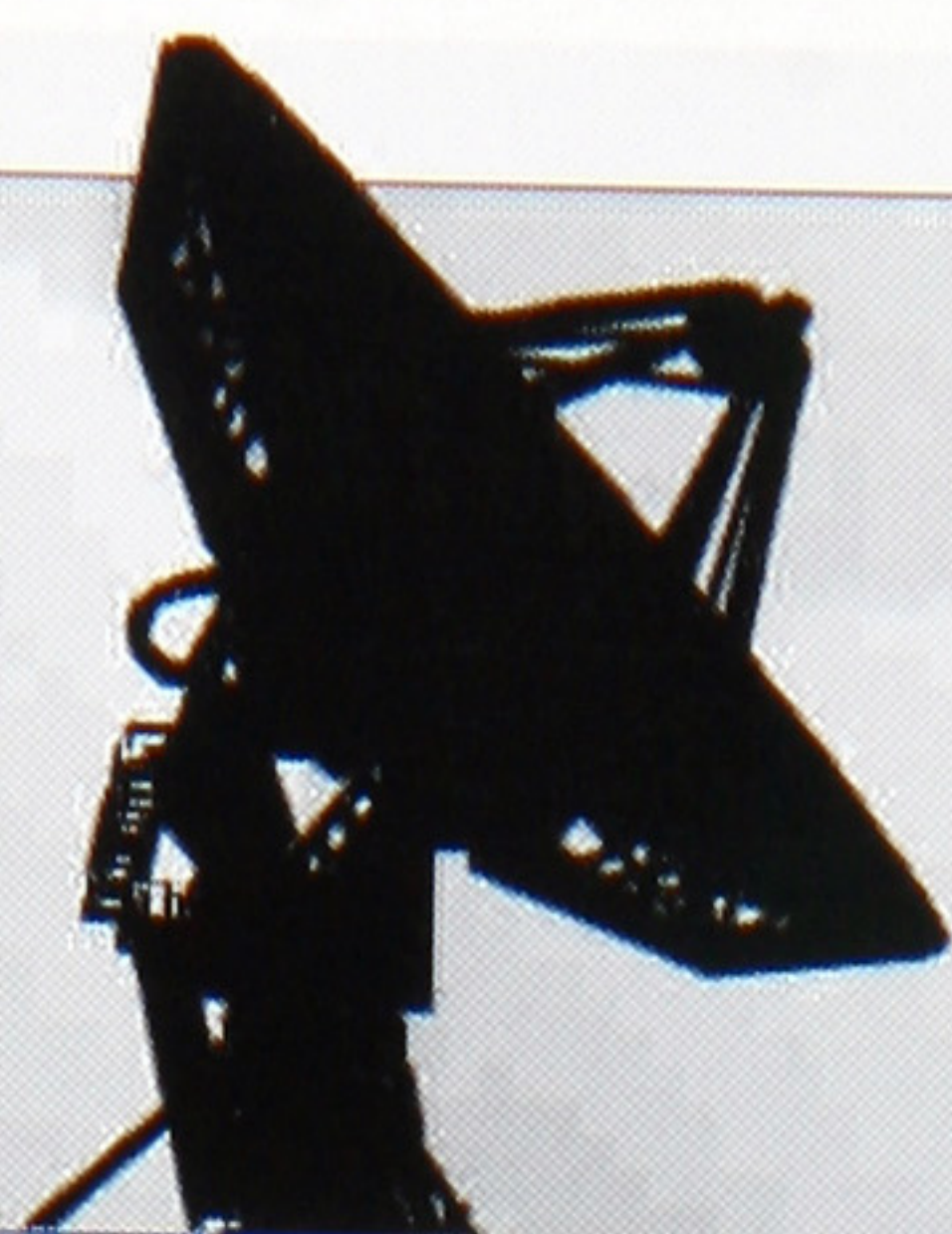
First, SA Matt Butler has worked with Intern Peter Tran to develop the "Special Ops" Intranet site. From this site the field can easily access information applicable to the Special Ops/CW branch. The site includes highlights of successful operations, lessons learned, operational recommendations, and a guide to the 0023C organization. Code 0023C is attempting to use this Intranet site to become more interactive with and responsive to the field SA.

Second, they are developing a viable training program for the field. It will provide the basics in identification, vetting, recruitment, and handling of CWs. The training plan should be completed by January 2000, with field implementation following shortly thereafter.

If you have any suggestions or comments on how to improve HQ support for Special Operations and Cooperating Witnesses, please contact SSA Warmack or SA Butler at (202) 433-9217/9239 (DSN 288) or [Rwarmack@ncis.navy.mil](mailto:Rwarmack@ncis.navy.mil) or [MButler@ncis.navy.mil](mailto:MButler@ncis.navy.mil).



# NEWS



# TO YOU

## Information Technology

*Have you been wondering when you'll get access to the Internet and Infoweb at work? Have you heard the term VPN and wondered what it was?*

NCIS is currently implementing a virtual private network (VPN) to replace NCISNET 2000, which is almost 10 years old. The new system will connect all NCIS offices and is less expensive, more reliable, and secure than its predecessor.

The VPN will accommodate current demands for web browsing, e-mail, and NCIS database access. Growth capability is built into the design so that VPN can handle the future multimedia investigative environment, which will require agents to gather, store, analyze, retrieve and report on different information media such as data, voice, images, and video.

The implementation strategy retires our most expensive lease lines first, allowing the cost savings to be rolled back into NCISVPN in order to provide connectivity to every NCISFO, NCISRA, NCISRU, and individual remote user. Hawaii and DCFO are already online. The Information Systems Department (Code 27) is striving to have VPN installed at all locations by the end of calendar year 1999, but no later than April of 2000.

## Gang of Eight

*Perhaps you've been hearing about the mysterious "Gang of Eight" recently, and maybe you're wondering who they are and what they do.*

The so-called "GOE" is actually the Director's Executive Planning Group (EPG). It consists of eight members—the Deputy Director, Chief of Staff, Coordinator of the Strategic Planning

Group, and the Headquarters Assistant Directors. The EPG meets at least biweekly to discuss long-range planning issues such as relationships with other organizations, recruiting, and mobility policy. The EPG is merely advisory in nature and is charged with anticipating future challenges and opportunities to enable NCIS to get "out in front" of issues.

## Puget Sound Field Office Renamed

Puget Sound Field Office has been renamed the Northwest Field Office. The following codes will apply:

NCISFO Northwest	NWBG
NCISRA Bremerton	NWBR
NCISFU Puget Sound	NWFV
NCISRA Everett	NWEV
NCISRA Whidbey Island	NWWH
NCISRU USS Abraham Lincoln	NWXL
NCISRU USS Carl Vinson	NWXI
NCISPS Everett	NWVB
NCISTSD Bangor	NWTG

## NCIS on Display



The Communications Directorate designed and developed an eight-window exhibit chronicling the history and successes of NCIS, which will be on display at John Jay College in New York through December.



# 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
Ms. Barbara Kahler	Norfolk, VA	May 22, 1999
Ms. Donna Zeigler	Mayport, FL	May 31, 1999
SA Robert Fritzche	Anniston, AL	June 3, 1999

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**Naval Criminal Investigative Service**  
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716 Sicard Street S.E. Suite 2000  
Washington, D.C. 20388-5380

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