The NIS BULLETIN is published quarterly by the Naval Investigative Service, 2461 Eisenhower Avenue, Alexandria, Virginia 22331.

This Bulletin is intended for the use and professional enhancement of all military and civilian supervisory personnel, Special Agents and counterintelligence analysts assigned to NIS worldwide.

Field components are encouraged to submit items for publications on a continuing basis. An article in the April 1972 issue of the NIS BULLETIN discusses the details regarding submissions to this Bulletin.
As most of you know, I will be retiring from active duty on the 30th of April at midnight.

With nearly thirty-three years of service behind me, the prospect creates very mixed feelings. On the one hand I am looking forward to the new opportunities this will mean. At the same time, the Navy has been a meaningful and fulfilling career. The close friendships developed along the way and the pleasure of new ones with each tour have meant a great deal. Retirement does not mean an end to these associations of course, but rather a new basis from which to continue. But I confess I am reluctant to give up the vantage point from the Director’s chair when fast-paced events begin to break. NIS is where the action is, and I will miss it.

Our organization has made substantial strides over the past three years, and I believe we have now achieved a nearly optimum response posture. There have been many changes, and without question there will be more to come. Considering our course, we need to weigh not only where we have been but where we are going.

A primary goal as I see it is to continue stabilization of the Special Agent Corps. Experience has taught us that this more directly affects
our mission capability than anything else. We are a lean and almost
totally operational organization, and unprogrammed cuts risk a direct
and immediate impact on our ability to do the job.

Equally important is the quality of our professionalism. This
means training, in all aspects of our discipline. Training in manage-
ment, in specialized skills, in both operational and administrative
fields. Training is the bottom line we build on, and it cannot be set
aside in the press of other matters.

Third, we must continue to develop a closer identification with
the operating forces. Shore installations back up the fleet, and as
a service organization this concept is even more applicable to NIS.
Our thrust must be in positive terms of how we can provide better
support.

Finally, we must continue to expand in the area of initiative
operations. By this I mean undertakings which enable command to
evaluate and take action where possible before rather than after the
fact. Our Port Vulnerability studies, anti-theft and anti-narcotics
operations and Port Brief programs are excellent examples, and demon-
strate that far more can be done. The initiative in each case is with
the field, and dependent on the perception of our front line offices.

This is my thinking, but before the soapbox becomes too much of a
temptation I had best step off. In a short time the Directorship will
be transferred and become the responsibility of my successor. He will
find the finest team of professionals in law enforcement, and I am
confident you will continue the same full measure of dedication you have
given me.

It has been an honor to serve with you, and I am proud to have been
a part of the Naval Investigative Service. I look forward to watching your
progress in the future.

Godspeed to each of you.

James Martin
Pocketed deep in suburban Virginia and rarely noticed by the public is the long-defunct Naval Radio Station Arlington. In the 20's it flourished as a major communications link with the operating forces. Today the transmitters are silent, and most of the buildings vacant. To the rear an unpretentious brick house, once the quarters of the Radio Officer, now serves as a mini "Admiral's Row." For Rear Admiral Bobby R. Inman, the Director of Naval Intelligence, it is where the working day begins.

Four AM is not an uncommon time for the lights to go on at Quarters 10. With a pentagon appointment calendar that starts to fill at seventy-thirty and often runs late into the evening, there are simply too few hours available for careful study of the materials that cross his desk.
Estimates, analyses, inputs critical to the decision-making process -- all are parts of a changing mosaic that must be painstakingly fitted anew each day. Modern day Naval Intelligence operates on a worldwide basis, and the demands can be relentless.

As early order of business for the DNI is the daily recap of developments that could impact on operational readiness. Monitoring is done by Intelligence Plot -- Navy's 24-hour all source indications center. An office in Admiral Inman's residence is linked by secure phone to the Watch Officer, and as Commander Tom Brooks, IP Chief observes, "If I haven't called him by 0530, he's on the phone to me as often as not!"

"Businesslike" is perhaps an overworked adjective, but it seems appropriate to the atmosphere of the DNI's Pentagon office. There is a sense of controlled urgency that conveys to the casual visitor that his concerns had best be more than just passing the time of day. It can be misleading to those unfamiliar with the way matters are handled. The Admiral is hardly unapproachable -- indeed, one would be hard put to find a more thoughtful and genuinely concerned individual, whose attention and assistance are unhesitatingly available when needed. Rather, it is a staff awareness that if not carefully husbanded, time demands are simply going to outstrip availability. It is also directly reflective of one of the DNI's primary management objectives -- seeing to it that the several elements of the Naval Intelligence Command have the authority as well as the responsibility to get on with the job.

This philosophy is evident in the major restructuring NAVINTCOM has undergone over the past year -- a process that is still continuing. To some it might seem a matter of enlightened self-defense; to others merely the application of good management practices. Admiral Inman has of course two hats; that of principal advisor to the Chief of Naval Operations on intelligence matters (DNI), and running a major command (COMNAVINTCOM). To keep from being overwhelmed by either, a restudy of the way NIC was organized was an early order of business. First, every function of the complex intelligence discipline was laid out and examined. Was it still valid? Was it properly assigned? Were the right people doing the job, and was the job being done effectively? After a fresh look at these and many other considerations, areas such as Resources, Estimates and the like were blocked out and infused with direct management responsibilities. With the designation of Assistant Commanders over each area, a clear delineation of tasks emerged, and an understandable reporting chain that enables command elements to run themselves, while leaving an open line for the principals to consult at the top on substantive operational and policy matters. This in turn accommodates to the most basic concept he has brought to the job - that intelligence is a service, and NIC the mission sponsor whose task is to keep open the vital avenues to the fleets; the "outside" navy of line consumers.

The reorganization has not been easy, but it seems to work. Delegation of responsibility in Naval Intelligence means exactly what it says -- a rarity in today's Washington scene.

How does the Naval Investigative Service fit into this? The answer is straightforward enough. NIS is a field activity of the Naval Intelligence Command. Admiral Inman sets the mission, and the standards for accomplishment. The Director, NIS, oversees the full
spectrum of day-to-day operations, and in his capacity as Assistant to the DNI/Assistant Commander NIC (Investigations and Counterintelligence) advises the DNI of significant developments.

The mechanics are essentially the same for other NIC elements. The result is a balance that permits sufficient attention to command matters as well as those external to it.

External imperatives could be overwhelming as well, if it were not for the Admiral's capacity for keeping a seemingly infinite number of balls in the air at any given time. He is above all an intelligence professional, and has no difficulty conversing on the characteristics of a submarine signature one moment and the intricacies of a counterespionage operation the next. A number of tours with the operating forces as well as joint staff and attache duty have given him a thorough grounding, and it is experience he must continually draw upon. The full spectrum of matters in which intelligence input is sought can only be guessed at, but it touches on virtually every national defense consideration. Intelligence has long since come into its own, and this is both a blessing and a curse. Once largely ignored, it is now constantly in demand, and the pressures for current information are intense.

An observer would be hard put to describe a typical day. It certainly is not evident in the DNI's appointment list, with its predictable litany of meetings, protocol visits and the like. The action is more often found in the surrounding vortex of activity concerned with assuring Navy's operational readiness. For Admiral Inman it may include unscheduled personal meetings with the CNO, the Vice Chief or Under Secretary, fielding queries from various congressional and executive levels, conferences with other service counterparts, and making what one Aide conservatively estimates as some 200 judgment decisions daily regarding the myriad intelligence issues that surface. "There's no way to stay ahead of him," another 1630 officer acknowledged. "We just try to keep up."

One key to his effectiveness is an ability to concentrate wholly on whatever subject is at hand. He does his homework thoroughly and expects others to. (While unfailingly courteous, this is one area where he is not noted for his patience.)

He has an uncanny memory for detail -- probably a combination of his intelligence training and the fact that as an intelligence briefer to Admiral Arleigh Burke early in his career, no missteps were permitted. An officer tasked to brief on a subject became the expert, or found himself quickly replaced in the arena.

Things have not really changed that much. In the interval between junior officer and flag rank, he has accumulated a vast store of knowledge about the business of intelligence, and is an expert in the best sense of the word. His understanding of NIS, for example, is sometimes startling. Although he has never had an investigative tour, he has maintained a close association over the years, and is better aware of policy evolutions that have brought about the present organization than most agents. He is also extremely perceptive to the operational potential of investigative and CI situations, and is NIS' strongest advocate in running interference through the labyrinth of approvals that must be won from DoD on sensitive proposals.

What sort of background foreshadows preeminence in a field as specialized as
intelligence? There are few surface indicators on the record. He was born in the small Texas community of Rhonesboro, earned a degree at the University of Texas in 1950, and was accepted for graduate work at Stanford. (For those who draw a blank with Rand McNally, Rhonesboro is located on highway 154 east between Stash Pine and Gopher Rds). The Korean conflict changed many plans. For Ensign Inman, following OCS commissioning, it meant the attack carrier Valley Forge, and extended operations in hostile waters, for which he earned the Navy Unit Commendation ribbon. Many other decorations followed, in the course of assignments to Paris, London and the Mediterranean and more tours at sea.

A turning point came in 1957, when he was detached from the cruiser Roanoke for postgraduate instruction at the Naval Intelligence School. It is doubtful that this training prepared him for the pace of the Pentagon's E-ring as a part of the CNO staff — a period that began with the Marine landings in Lebanon, saw Castro's assumption of power in Cuba, and closed on the heels of the U-2 shootdown in 1960 — but he seemed to thrive on it. It was unquestionably his first intensive exposure to the full sheet of intelligence activity, and it left a lasting mark.

A common thread woven through subsequent assignments was the heavy emphasis on the operational side of Navy's house. Following a tour at CINCPACFLT Headquarters, he was assigned as the COMSEVENTHFLT Intelligence Officer, where the rigors of Tonkin Gulf operations and combat intelligence became a daily reality. This background is evident in his present thinking. He is very much fleet-oriented, and impact on the operating forces weighs in virtually all of his decisions.

The post-Vietnam period witnessed a succession of increasingly important responsibilities. He was the first (and to this point the only) restricted line officer to serve as an Executive Assistant and Personal Aide at the CNO/VCNO level. Deep-selected for Admiral, he became in September of 1974 what may be the youngest Director of Naval Intelligence on record — a fact dourly noted by the bewhiskered predecessors whose photographs line his office spaces.

The road from Rhonesboro is baffling to the orthodox, who look on the Naval Academy and command at sea as the conventional stepping stones to advancement. What sets Admiral Inman apart has been his ability to assimilate en route an absolute knowledge of his profession, and of people. He is a man of many parts — warm and outgoing, with a quick humor, yet withal a very private person. There is a quality of reserve that masks a deep intellectual curiosity and an astonishing range of interests. His personal and professional life are kept carefully separate, and despite the social obligations of the office, he avoids the public spotlight where possible. (A fact not lost on the press, which headlined a recent speech as "Navy Spy Chief Makes Rare Appearance.")

Journalism of this calibre may nettle his intelligence staff, but draws no reaction whatever from the inner office. This equanimity is indicative of the quiet leadership that inspires confidence in seniors and subordinates alike. If there is a bottom line to his effectiveness, it is an unerring sense of what is relevant, coupled with a tough-minded pragmatism that has won respect within and without the intelligence community.

1/Map of Upshur County, courtesy Randall Hawkins Towing Svc, Gilmer, Texas
Intelligence is not the only enterprise buffeted by the winds of political change, but it has had its share. Defense cuts and congressional attention are all indicators of change. In Admiral Inman's view it is not a question of whether they are coming, but in what form. He was candid in his views during a recent interview.

"For intelligence," he stated, "the challenge of the seventies will be to work around the obstacles."

"An unfortunate fact of government", he continues, "is that reaction frequently results in more layers of bureaucracy. Intelligence has been in the spotlight to a point where additional legislation is inevitable. Yet the nations opposed to us haven't shifted their emphasis. The risk we run is that in overtightening controls we may make it easier for them to penetrate our society."

Who defends against this?

"There are members of congress perceptive to the problem, and we must look to them to strike a balance. Clear guidelines are needed, and I believe will benefit the intelligence community. But the challenge will be an individual one. Each of us must be aware of the threat, and be able to neutralize it in a legal manner. Any collection that even hints of "domestic spying" by the Navy is going to be slapped down. We're going to have to accept this as a standard against which our performance is judged."

What about the prospects for NIS?

"In terms of resource availability, I would like to be encouraging, but I just don't see it. Vertical cuts are virtually certain for the Defense Department, and we're going to have to fight to keep the capability we have. The problem for NIS is that its product is externally generated. You can't go to a command and say he's only allowed "X" number of robberies this year. Again, it's a matter of how to make the system work most efficiently. We're better at it now than we were, and quite simply we've got to keep improving from within. I don't foresee any prospects of outside assistance."

"Professionally, NIS is a top-flight organization. The base of young agents brought aboard over the past two years are what will carry it through. We are in for some difficult times, but NIS will stay viable as long as it keeps the initiative it has. And I have every confidence that it will."

If the view from the top is a sobering one, it is also realistic. For intelligence, and with it the Naval Investigative Service, the challenge is already here.
PHYSICAL FITNESS

Two years ago a group of six Special Agents from NISHQ went through a week's training in unarmed self-defense at the FBI Academy in Quantico, Virginia. Some of the first reactions to this training can be summed up with a "So you guys are going to teach us unarmed self-defense. You've been to school one week, and now all of a sudden you're instant experts." Statements such as this could have done away with the program before it ever got off the ground, particularly because the words had some ring of truth. The beginning was somewhat difficult but as most teachers of any subject will admit the more you teach the more you learn. Although smoking doesn't always fit in with physical fitness, it does have assets in some of its advertisement cliches, one of which describes the status of the unarmed self-defense program since its inception two years ago - "We've come a long way baby."

Since its inception the program has grown from six instructors to forty-four. All instructors are crossed trained in firearms, unarmed self-defense and apprehension techniques. To our knowledge, no other federal agencies (and for that matter very few state agencies) have any type of continuing education requirement for unarmed self-defense. As of now each NIS instructor is required to be utilized at least eight hours per month for unarmed self-defense and apprehension instruction and at least four hours per quarter during quarterly firearms training.

The hope is that by the next summer there will be a world-wide distribution of instructors which will allow for every NIS agent to receive this training on a continuing basis. There are also plans to train additional instructors in the near future.

To dispell some misconception, it is not the goal of the program to turn all NIS agents into "Super Jocks." The long range goals are to provide meaningful training and to up-grade the physical condition of the agency as a whole. It is felt that by encouraging physical fitness through a continual program of unarmed self-defense, each agent will gain confidence in his ability to perform well under stress.

Evaluate yourself with the following questions:

1. Could you run all-out for fifty yards, tackle a suspect and cuff him?
2. Are you out of breath when you climb more than a flight of stairs?
3. Could you physically remove a man from a vehicle if he refused to come out on verbal orders?
4. Would you like to be in better physical condition?
5. Would you agree that "Ruts (overeating, over-smoking, no exercise, over-drinking) long traveled grow comfortable"?

To paraphrase the words of Sgt. Leo Thalassites, Director, Hialeah Police Academy, Hialeah, Florida:

"Strength of body, endurance, reflexes and physical alertness are saving qualities in many a crisis. The Special Agent who is fit is a better agent and commands more respect because he is stronger, more alert, more active, more durable, and by his own self-confidence, more reassuring to others."
February 4th was a memorable evening for the 334 guests who gathered at Bolling Officers' Club to celebrate the tenth anniversary of the Naval Investigative Service.

Among the many dignitaries were two of our distinguished past Directors -- Captains Edwards and Rifenburgh, who together with Captain Martin and Rear Admiral Inman adroitly handled the joint cake-cutting ceremony.

All the NIS Commanding Officers and Supervising Agents were on hand for the occasion, as well as representatives from as far away as NISRA Camp Lejeune. The evening began with the first bicentennial presentation of the Sea Chanters -- Navy's all male chorus -- signing a medley of historic and traditional songs of sailing days. They were followed by dinner and dancing to the music of the Navy's Commodores.

It was a festive atmosphere that carried well into the early morning hours, with the lovely NIS ladies clearly the highlight of the evening. But there was more than enthusiasm evident. One observer captured the spirit of the evening when he commented - "I've never seen so much pride gathered under one roof."

It was indeed a very special night.
NLETS

By now all NIS Special Agents should have a firm working knowledge of the 0020 Gen titled "NISHQ Communications Center" dated 16 July 1975, as revised by 0020 Gen titled "NISHQ OPSCONCEN Status and Procedural Changes" dated 15 December 1975. Also, all Special Agents should be fully capable of using the NCIC Operating and Agency Identifiers Manulas with ease. With this knowledge, it is relatively easy to make full use of the NLETS and the other services offered by the OPSCONCEN.

NLETS is particularly useful for exchanging criminal intelligence with other law enforcement agencies. Some examples:

(1) In instances of unresolved investigations when modus operandi and/or partial descriptions of suspects, and/or stolen goods, and/or suspects' vehicles are known, an "alert" type NLETS message should be transmitted to all agencies in whose jurisdictions the same suspects may be operating. Such a message could come to the attention of another investigator who may have information relating to the NIS investigation.

(2) When property which is not enterable into NCIC is stolen, an alert message could result in recovery of the property, and/or leads towards the identity of a suspect.

(3) When NIS identifies a suspect who could have committed similar offenses in other jurisdictions, an "alert" message to those jurisdictions could resolve other crimes.

(4) If a suspect is suspected to be involved in smuggling of contraband into CONUS, a TECS "lookout" entry could result in his arrest.

The latter two situations would require "Privacy Act" accounting, handled in the same manner as any other disclosure of criminal intelligence.

NLETS is also very useful for conducting criminal record file checks with other agencies; not only is it easier, it can also be far less time consuming to inquire by teletype than in person.

Vehicles and Drivers Registration checks on out-of-state registrations can usually be accomplished far faster by NLETS than by liaison with other agencies. In the case of an automated state, a simple autovon call to the OPSCONCEN will result in the desired information in less than one minute. In the case of a state which is not automated, response time varies considerably from state to state. To date automated states include:

Alabama
Arizona
Colorado
District of Columbia
Georgia
Illinois
Iowa
Kansas
Maryland
Minnesota
Missouri
New Jersey
New York
North Carolina
Ohio
Pennsylvania
South Dakota
Tennessee
Texas
Virginia
West Virginia
Wisconsin
Wyoming

To date
Now that we are included in the NLETS, all NIS components should make optimum use of the system in appropriate instances. Alert messages in particular, are now considered to be logical investigative leads in applicable situations, and must be accomplished before the investigation is closed.
The weapon diagrammed below is an ordinary-looking smoking pipe modified to fire a single .22 or .32 caliber projectile. The pipe stem was bored to allow the insertion of a piece of tubing to form the barrel of the weapon. Detonation occurs when the compressed spring is released and a toggle mechanism, to which a firing pin is attached, strikes the base of the round.

Source: NISO San Francisco
California Dept. of Justice
WHERE ARE THEY NOW?

From 23 April - 18 May 1973, the Class shown below, 1B(73), met at the Hoffman Building in Alexandria, Virginia. Of the nineteen Special Agents in attendance, including three counselors, a total of fifteen remain on-board. Three class members resigned, and one (officer agent) transferred.

AGENTS' BASIC TRAINING COURSE 1B(73)

23 April - 18 May 1973

Front Row (L to R): W. F. GRAY; E. S. RICHEY; CAPT J. Q. EDWARDS; J. W. LYNCH; R. E. RUESCH; V. L. KALIHER
Second Row (L to R): E. A. HENDRICKS*; J. A. AUSTIN; W. K. NUGENT; J. D. McCLURE; C. A. PALMER; G. HALL; D. H. TIPTON*
Third Row (L to R): R. D. CASAD*; A. B. BURROUGHS, Jr.; P. D. COOK; T. H. SLOAN; R. A. TURNER; R. C. JANSON; J. W. TUCKISH
Back Row (L to R): W. R. HANEY; O. L. HAMPLE; J. C. MORRIS; J. R. MICHAUD; R. D. KELLER  (*Counselors)
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<th>Name</th>
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<td>HENDRICKS, E. A.</td>
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<td>03DT, 09HQ, 08HQ, 05LC</td>
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<td>12-18-72</td>
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<td>05-08-72</td>
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<td>PALMER, C. A.</td>
<td>10-05-71</td>
<td>03DT, 12HP, 12AL, NISHQ, 80HQ</td>
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<td>HALL, G.</td>
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LARSEN, Ronald P.
LEE, Larry D.
PASCOE, Michael A.
ROBERTS, George K.
SKELTON, Richard A.
SMITH, Douglas B.
SPARKS, Paul E.
STRICKLAND, Charles W.
SULLIVAN, Richard J.
VALENTINE, Paul M.
WALKER, Franklin C.
WALSH, James B.
WRIGHT, Danford B.
ZUNDEL, William G.

NISRA Okinawa
NISRA Memphis
NISRA Camp Pendleton
NISRA Orlando
NISRA Mayport
NISRA Norfolk
NISRA Cherry Point
NISRA Charleston
NISRA Philadelphia
NISRA Jacksonville
NISSU Whiting Field
NISRA San Diego
NISRA Camp Pendleton
NISRA Jacksonville
NISRA Memphis
NISRA Lemoore
NISRA Corpus Christi
NISRA San Francisco
NISRA Camp Lejeune
NISRA Charleston
NISRA Washington
NISRA New York
NISSU Corry Field
NISRA Miramar
NISRA Yuma
NISRA Bremerton
NISRA Philadelphia
NISRA North Island
NISRA Seattle
TRANSFERS

FROM

NISRA Philippines
NISRA Charleston
NISRA Sasebo
NISRA Miramar
NISRA Moffett Field
NISRA Mayport
NISRA Jacksonville
NISRA Yokosuka
NISRA Memphis
NISRA Philippines
NISRA NTC San Diego
NISRA Camp Pendleton
NISRA Orlando
NISRA NavSta San Diego
NISRA Manila
NISRA Corpus Christi
NISRA Bremerton
NISRA San Diego
NISRA Washington
NISRA Fort Amador
NISRA Bremerton
NISRA NTC San Diego

TO

NISHQ
NISRA Washington
NISRA NavSta San Diego
NISRA Philippines
NISRA Bremerton
NISHQ
NISRA Mayport
NISHQ
NISRA Yokosuka
NISRA Manila
NISSU Ballast Point
NISSU Rota
NISHQ
NISRA Boston
NISRA San Francisco
NISRA Subic Bay
NISRA Yokohama
NISRA Yokosuka
NISHQ
NISHQ
NISRA Moffett Field
NISRA Miramar

AUTHORIZED PROMOTIONS TO GS-13

SRA, NISRA Charleston

AUTHORIZED PROMOTIONS TO GS-12

Senior Special Agent, NISRA Philippines
RRA, NISSU Denver
Senior Special Agent, NISRA Subic Bay
SRA, NISRA Detroit
RRA, NISSU NRMC San Diego
RRA, NISSU Corry Field
Senior Special Agent, NISRA Alameda
ASRA, NISRA Kaneohe
RRA, NISSU NRMC Philadelphia