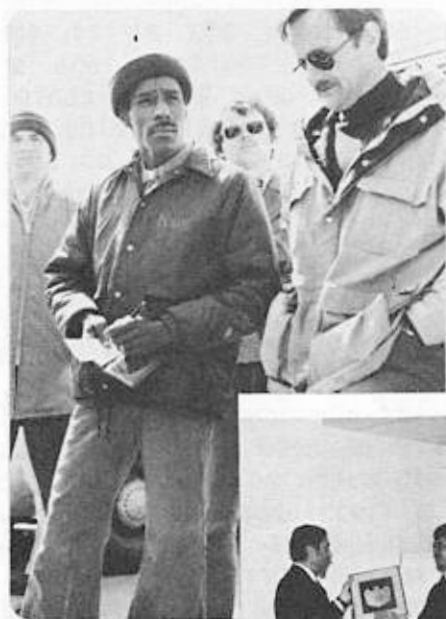


NIS

APRIL 1981

QUARTERLY



FIRST GRADUATES OF NEW NISHQ ACADEMY. SPECIAL CONGRATULATIONS TO S/A LLOYD HENDERSON (NAVSTA SAN DIEGO) FOR RECEIVING HONOR STUDENT AWARD.

FROM THE DIRECTOR'S DESK

It's hard to believe that this issue begins the second year of the "NIS Quarterly." The enthusiastic response by most of you has ensured its continued publication.

Reflecting over the past year, one tends to see NIS operations as a dichotomy of change and constancy. The changes are volume. New offices have opened, old ones have closed. Key people have retired or have been transferred. Funds have been meager and plentiful at times. Organizational changes have been announced and are imminent and the feeling of change is in the air. Naturally there are questions and doubts in the minds of NIS people world-wide. While this headquarters has attempted to keep everyone abreast of happenings there are always some unknowns, and unknowns cause doubts and doubts sometimes lead to fears.

The other side of the dichotomy however, is constancy. Through it all, and I see this everyday, the quality of NIS support to the Naval Establishment has been unwavering. Hardly a day goes by which does not produce at this headquarters a "Well Done," a letter of appreciation, or a commendation from a satisfied customer to a NIS Special Agent who has provided an invaluable service which, in many cases, has had a direct bearing on the operational capability of the Command. Whether they be drug suppression operations, large fraud task forces, assault cases, theft cases, protective services, special counterespionage operations or liaison, the constant which always comes through is the professionalism which is exhibited. I could fill a large portion of this publication with the laudatory correspondence I receive about what you do everyday, AND IT MAKES ME FEEL GOOD!



The next year will be marked by more changes of even greater magnitude. Second Echelon status, dramatic increases in manning levels, expansion of the FCI effort, and the assumption of additional responsibilities such as security of classified material, physical security policy and a greater participation in law enforcement will keep us busy. As Sherm Bliss has often said, those "Happy Dilemmas."

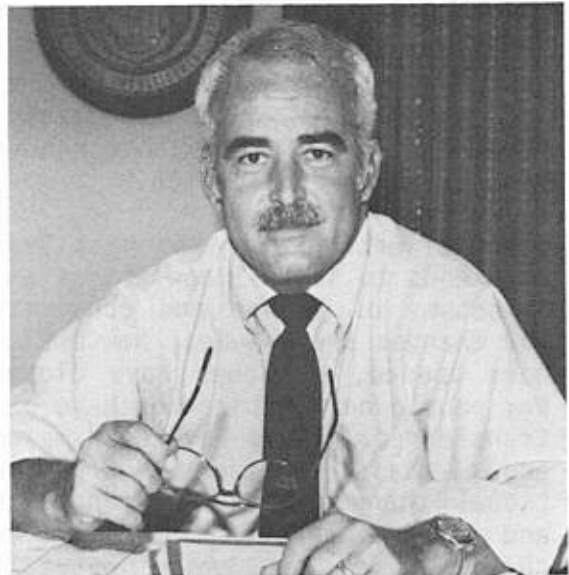
I am secure in the knowledge that while we at headquarters are wrestling with the "Happy Dilemmas," you will be out there doing the business of NIS in your normal flawless manner.

FROM THE DEPUTY DIRECTOR'S DESK

When I first had the opportunity to avail myself of this forum, in the Quarterly, I noted that our first priority must be the matter of resource acquisition. In those brief months intervening, we have been extremely fortunate in receiving strong support from a number of sources who have shared our recognition of the critical need within the Navy and Marine Corps for a revitalization of its professional investigative and counterintelligence support. I won't dwell on those developments or attempt to recap them other than to say that barring the unexpected, our resource posture is healthier now than it has been in a long while and should be even healthier in the future. While it will require continued attention and skillful management at all echelons, I have moved it down a notch or two on my personal list of priorities.

Replacing it at the top, and to a large extent the result of our successes on the resources front, is an undeniable need to develop a coherent and cohesive strategy for the future, not just for the Naval Investigative Service but for the Department of the Navy. This strategy must address all requirements, now and in the foreseeable future, not only for investigations and counterintelligence but also for the allied disciplines of law enforcement generally, physical security, and security of classified information.

Now is the time when we must declare an end to a process in which resources dictate policy and procedures, when resources mandate organizational obsolescence, and supplant that rusty process with one in which strategy dictates resources, policy procedures and organizational design. The Director and I philosophized about this at some length,



and are agreed that we must move forward now with some positive recommendations developed on the basis of study, research, and experience. If we had any doubts of the urgency, they have been erased by two unrelated events. The first is that it appears that we may be directed to "fence" a significantly larger number of man years within our foreign counterintelligence program beginning in FY '82. The second is that we are being tasked by the CNO to chair a comprehensive study of the Navy's law enforcement/physical security programs with an inference that the responsibilities of the Naval Investigative Service, at least for policy development and technical direction, could be significantly enlarged in scope in the future.

These developments aligned with our own thinking lead to inescapable questions. What is the proper role of counterintelligence in the Navy and Marine Corps? What is the most effective and cost efficient way to fulfill that role? Should there be a central voice in law enforcement policy, and, if so, where should it be located organizationally? What is the proper division of effort,

i.e., jurisdictional boundaries, between the Department's professional investigative organization and the several other bodies which are active in the investigative arena? Is there an indissoluble relationship between physical security, counter-intelligence, security of classified matter, and investigations, or only between some of those functions, or between none of those functions? These are merely illustrative of the tough questions and issues which must be addressed squarely and comprehensively -- without organizational bias -- before a bona fide strategy can be developed. Many of us, not just those of us at headquarters, will be heavily involved in this issue for the next several months, and that involvement will be across the board at all grade levels. This is a vitally important matter and I urge whole-hearted, thoughtful participation by all. I believe the result, our strategy for the future, may be the most important legacy we leave the next generation within the Naval Investigative Service, if not the Navy and Marine Corps.

FIRST GRADUATES OF NEW NISHQ ACADEMY

The Naval Investigative Service Academy recently graduated the first class of Special Agents to complete the Agents' Basic Course (Class 1(B) 81 - 2 March - 17 April 1981) at the new NIS Headquarters complex in Suitland, Maryland. Special Agent Lloyd C. Henderson, NISRA Naval Station San Diego, California received the award of Honor Student. Class 1(B)81 was the first group to be exposed to newly acquired/installed visual training aids such as the rear screen projection units installed for two separate classrooms. This new unit allows two movies/slide presentations to be shown simultaneously from the single projection room. In addition, class 1(B)81 was the first to be exposed to the upcoming revision of the NIS Defense Combat Pistol Course. Utilizing the intended revised version of the NIS Defense Combat Pistol Course, all class members fired qualifying scores on the first day of range firing.

Class 1(B)81 has the distinction of being the first to graduate from the new training Academy, however, it will be closely followed by Class 2(B)81 which is scheduled to commence 18 May 1981.

INTERPOL CONFERENCE - MANILA

By: Special Agent Pete Reilly

The 49th General Assembly session of the International Criminal Police Organization (ICPO) - INTERPOL was held in Manila, Republic of the Philippines, from 13 thru 21 November 1980. Delegates from ninety-eight nations/nation-states attended the session which concluded with the election of Jolly Bugarin, Director, National Bureau of Investigation, Republic of the Philippines, as the next INTERPOL President.

The United States Delegation, headed by Stuart Knight, Director, U.S. Secret Service, included M. S. Bliss, Deputy Director, Naval Investigative Service. This is the first time that a representative of a Department of Defense investigative agency served as delegate and it afforded the Naval Investigative Service a unique opportunity to develop and expand its association with the International Police Community. In addition to its delegate representative, the Naval Investigative Service sent three "official observers" to the conference from NAVINVSERVO Philippines which provided for greater opportunity for expansion of the NIS liaison effort.

The Naval Investigative Service Office Philippines was fortunate enough to have the opportunity to host 134 representatives from thirty-seven nations and the INTERPOL Secretariat at a hospitality suite maintained for the duration of the Conference by Special Agents assigned to the Republic of the Philippines, representatives whose cooperation is essential to the Naval Investigative Service in the execution of its mission. Great strides were made in acquainting the visitors with the organization and mission of the Naval Investigative

Service, particularly those visitors representing nations where a U.S. Naval presence is new or limited, or which we visit only infrequently.

During the Conference, NIS hosted an official reception which was attended by more than 100 persons associated with INTERPOL. By and large these persons included those representing nations and organizations with whom the Naval Investigative Service has a close relationship or those with whom we wish to develop a closer relationship.

To reinforce the gains made through public relations efforts, delegate Bliss made a formal presentation to the conference providing them with an overview of the NIS organization and an insight into the joint narcotics suppression operations executed by Special Agents of the Naval Investigative Service in foreign ports, stressing the aspects of mutual cooperation and mutual benefit.

In addition to establishing acquaintanceships and reinforcing personal and professional relationships with fellow professionals, the single greatest benefit derived from the NIS involvement in the 49th General Assembly, no doubt, is the fact that many senior echelon law enforcement officials representing the nations of the earth are now fully acquainted with the organization, mission, responsibilities, resources, and capabilities of the counterintelligence/investigative areas of naval intelligence.

SMALL TOWN NARCOTICS OPERATION

By: Special Agent T. J. LaFreniere

The quiet country towns of Hanford and Lemoore, CA, were introduced to the Naval Investigative Service this fall through a NIS narcotics operation, described by the local press as the "largest single drug bust....in Kings County."

The "Drug Bust" culminated a four month narcotics investigation, conducted by NISRA Lemoore and the Kings County Narcotics Task Force, the latter a dedicated team of local and state investigators. The investigation was targeted at suppressing illicit drug traffic to the USN members aboard NAS Lemoore. The operation covered three counties and extended as far as the San Francisco Bay Area.

The heart of the operation was the NIS sources. During the course of the operation, NIS sources, either alone or with an undercover investigator, effected some 43 controlled purchases, utilizing approximately \$6,000.00 in buy money.

The operation resulted in the apprehension of 31 traffickers, 19 of which were Navy members and the seizure of several thousand dollars worth of drugs, including cocaine, PCP, LSD, phencyclidine (magic mushroom), hashish, marijuana, and amphetamines.

This operation was afforded considerable press coverage. S/A David Moyer, the NISRA Lemoore SAC, and Kings County Sheriff Don Bengston, a former NIS Agent, appeared before a press conference attended by local television and radio reporters as well as the press.

The coverage proved to be invaluable; reported crime on station decreased a startling 46% over the following two months. NIS sources report that the availability of drugs aboard NAS Lemoore was greatly reduced because of the paranoia within the drug culture, as a result of the 31 arrests. Sources reported incidents of existing traffickers completely terminating their activities for fear of being exposed. Additionally, response from local commands has been very favorable as made evident by an increase in command referred prospective informants and in relating narcotics intelligence. Commands have also expressed a greater appreciation for the efforts and the scope of the NIS.

The success of the operation will, finally, be determined by the results of the upcoming trials and court-martials. Thus far, sentences have averaged three years confinement for traffickers - a different type of hitch than they signed up for, and hopefully a deterrent example to others.

NEW JOB BRINGS SUCCESS

Stepping into a brand new job is never easy, but stepping into a new job and then being selected as the best in the world for that job is something else.

That's exactly what Yeoman First Class Dale E. Harral did when he was selected as Sailor of the Quarter, world-wide for the Naval Investigative Service from October 1 to December 31, 1980.

The administrative chief for NISRA Iwakuni since May 1980, YN1 Harral believes that his new duties are, "180 degrees from any other billet I've held. Everything's different."



Sgt. Andre E. McNeill

However, that did not stop him from quickly settling in and taking over his responsibilities. In fact, responsibilities play a big part in YN1 Harral's outlook of the Navy's administrative field. "The challenge is to find and continually take on more responsibilities" the Buhl, ID, native said. Looking at his own administrative post within the resident agency he added, "There is always something more to do if you just look for it."

Special Agent-in-Charge, George D. Mulligan, said of YN1 Harral's performance of duties, "His devotion to duty and to the Naval Investigative Service is obvious. He has done a superb job for us and the Sailor of the Quarter award is well earned recognition for that performance."

WHERE THE LIVIN' IS EASY

By: Special Agents W. J. Homburg
and H. B. Lingan

If you want professional challenge and the outdoor life, NISRA Bremerton should be high on your list. Surrounded by the magnificent Olympic and Kitsap peninsulas, it centers in one of the outstanding recreational areas of the nation. Assuming your cases are up to speed and your SAC is in a civilized mood, Puget Sound abounds with steelhead and salmon ready to strip your reel at a cast. For the nimrod, the woods are full of deer, quail, and game wardens. The only requirement for agents is that they buy a rusted out Kitsap County pickup truck like the SAC and ASAC have. These can be distinguished by their bilious orange color, the multiple dents and an agent's gluteus maximus sticking out from under the hood.

The NISRA team consists of eight Special Agents and Sweet Sue and Charla. Two agents man NISRU Bangor and one serves as day agent aboard Enterprise, in overhaul at the Puget Sound Naval Shipyard.



The shipyard is the largest shore installation in the northwest, employing nearly 12,000 workers. This has given a "Navy town" character to Bremerton -- but in a favorable sense. The people are very hospitable in their attitude, and the atmosphere is rustic but friendly. But if standing around the drink box with the good ol' boys begins to pale, Seattle is only a ferry ride away, and Vancouver, B. C. a few hours by car.

As with any shipyard, NISRA Bremerton has its share of grinder thefts and tool box capers, and an abundance of wrongful destruction cases. Crimes of violence are infrequent, but there is a tremendous potential for investigations in the fraud area. The NISRA is still recovering from the day the chute opened and 170 travel fraud cases fell out at once.

A chip shot away is the Naval Submarine Base Bangor, which scarcely resembles any naval base most of us know. Its clean lined buildings have won design awards from the American Institute of Architects, and it has gone to exceptional lengths to accommodate environmentalists. The submarine repair facility for example, was built 40 feet out in the water just

to protect six species of fingerling salmon that migrate along the shoreline. The NISRU is (naturally) located in an old building scheduled for destruction, but looks forward to occupying NIS-designed spaces in a new administrative building scheduled for completion in 1983. The Navy has poured enormous sums into readying the Trident base (at one point putting \$18 million a day into the ground) and 10 submarines are projected for homeporting by 1988.

The NISRU also does business with the torpedo testing range at Keyport, some seven miles away. White collar crime is predominant here, as evidenced by a half-million dollar travel fraud recoupment for TAD claims to a range in Nanoose, Canada.

Obviously, torpedos and Tridents can be expected to be high on the Soviet's shopping list, so both Bremerton and Bangor are active in counterintelligence matters. The Trident base is anathema to anti-nuclear groups and there have been frequent protest demonstrations. The last large one resulted in six-month jail sentences for the leaders, so enthusiasm has cooled somewhat.



There is a close knit spirit between the offices of the "north forty--" Bremerton, Bangor, Seattle, Whidbey and Portland -- and a regular interchange of personnel when backlogs become critical. Because of the proximity they are socially

close as well, enjoying picnics, water sports and skiing, not to mention the annual Bremerton Country Club "Shoot Par for a Turkey" contest which was well attended by NIS turkeys.

Housing is ample in Bremerton, and the cost is low in comparison to some other parts of the country. Most agents are within ten minutes of the office and rush hours are nonexistent. Despite the rainy season from 1 July to 30 June, the pleasures of a Bremerton assignment could run on like a travelogue. The cost of living is moderate compared with other parts of the country, and there is no state income tax.

LIFES LITTLE PLEASURES

By: Special Agent J. J. Simprini

In a place far to the north of the U.S., a NIS Special Agent sits warm and comfortable in his home, prepared to fight crime and/or evil at a moments notice. Outside, the chilling arctic wind is howling, blowing snow across the white landscaped terrain of the untamed, virgin land of Iceland. The Special Agent is suddenly brought to his feet as the telephone begins a series of methodical rings, the lament of the duty agent. Picking up the phone, the agent recognizes the voice of the caller, and immediately alerts to the tone of urgency in his voice. With the adrenalin flowing rapidly through his veins, the agent hangs up the phone, ponders the situation for a moment, and quickly begins to dress in his cold weather gear in preparation for the long trip through the drifting snow to meet with the

caller. Having received these same calls before and knowing the results of being unprepared for such an emergency, he moves silently across his darkened bedroom and quietly unlocks his desk drawer. His thick, heavy hand softly caresses several leather holsters secreted in the back of the drawer. Carefully un-snapping the flaps of the leather holsters, he pulls out and expertly examines each of the finely made, well balanced stainless steel tools of his trade. Selecting the finest, he fastens the leather holster securely to his belt, and rapidly departs the house, confronting the driving blizzard without any hesitation. The cold snow meeting his uncovered face brings back memories of his childhood in northern Pennsylvania, but they are soon forgotten as the expectation of what he is to encounter brings him back to reality. Arriving at his prearranged destination, the agent quietly enters the large room and is immediately greeted with unfriendly stares and muffled voices. The agent can feel the hostility in the room and he quickly unsnaps the flap to his holster to regain his composure and some semblance of confidence. With a hand signal, the source of the telephone call acknowledges his presence and discreetly points out the subject of the call. Taking the initiative, the agent removes the stainless steel implement from his holster, and hurls it at his adversary, imbedding it deeply into his quarry. There is no sound, just a dull thud and a rise in the muffled voices of the crowd. Acting on impulse, the agent quickly strikes again, hurling a second projectile at his quarry. The projectile sinks deeply into the heart of the subject but again there is no sound, only a louder rise in muffled voices of the crowd. Worried, the agent quickly hurls his third and final bolt of stainless steel, but in his excitement to deal the coup d'etat, he overshoots his mark. Realizing the

seriousness of his mistake, the agent stares intently at his quarry, waiting for the reaction. The muffled voices quickly turn into a dull roar, but one voice is distinctly heard, "Hey Jim, ya wanna beer?" Turning with a grin, the agent, slightly aghast but not undaunted, nods his head, and slowly retrieves his stainless steel shafts from the dart board, knowing full well, it will be a long night.

Thus are life's little pleasures in the continuing saga of Roy Rainville, Mike Jones, and this author in their quest for dart supremacy at NAVSTA Keflavik. As of this writing, NISRA Keflavik is only seven points out of first place in a sixteen team league. What lies ahead for these unsung heroes of the north is yet to be seen.



SPECIAL AGENT CARBALLO RECEIVES SSP

Subsequent to his tour of duty aboard the USS MIDWAY (CV-41) as the Agent Afloat, S/A Allen Carballo received a well deserved \$400.00 Sustained Superior Performance (SSP) award from Captain J. W. Hegeman, C.O., NISO Japan. Present at the ceremony were Mr. Jack Lynch, former Deputy Director of NIS, and his wife, who are the parents of Al's wife, Patty. They were visiting the Carballo's at the time of the award. As seen in the accompanying photos, Al did not maintain custody of the award for a great length of time as he presented it to his lovely wife for her sustained superior performance as a NIS Agent Afloat Wife Waiting At Home (NAAWWAH).



STREET SURVIVAL SEMINARS

By: Special Agent E. A. Simon

Two Agents assigned to NISRA Great Lakes have recently been involved in the presentation of "Street Survival Techniques" to different groups of police officers from Lake, McHenry and Kane counties in Illinois. During January and February 1981, S/A Greg Redfern and S/A Vaughn Bradley presented this seminar to 362 officers and the response, according to SAC E. L. Johnson has been enthusiastic. The seminars were initiated at the request of the Lake County Chiefs of Police Association and the techniques taught are based upon the book, "Street Survival Tactics for Armed Encounters" as well as the film "Street Shooting Techniques."

The emphasis of the seminar is for the agent/officer to survive a gunfight in the street and the film/slide presentation is based upon actual shooting cases involving police officers. Charles Remsberg, the book's author, along with Dennis Anderson, the film producer, have been in attendance and they made complimentary remarks regarding the presentation of S/As Redfern and Bradley. Remsberg remarked that, "In most officer-involved shootings, there is usually some latitude for anticipating danger and for taking precautions against it." In Remsberg's opinion 80% of police officers who died in gunfights could have survived.

This type of training is important to agents and police officers who may quite suddenly be involved in a situation requiring instant action to avoid becoming a sad statistic. The film and accompanying slides are available through 0026 for use by all NISRA's.

COUNTERFEITING IN THE PHILIPPINES

By: Special Agents D. A. Fernandez and F. L. Lawing

In December 1980, a source of NISRA Subic Bay was tasked by a member of a Manila-based counterfeiting syndicate to locate an American buyer who could introduce counterfeit \$50.00 Federal Reserve Notes aboard the U.S. Naval Facility at Subic Bay, Hawaii, and CONUS. The source was given \$2,750.00 worth of counterfeit \$50.00 notes to be used as "front money." After the front money was relinquished to NISRA Subic Bay agents, the source was tasked to arrange a meeting between the suspect and a NIS agent, who would be posing as an employee of the American Express Bank. The meeting was held in Olongapo City, RP and an agreement was made to purchase another \$40,000 of counterfeit \$50.00 notes for .75 centavos (approximately 10 cents U.S. currency) to one U.S. dollar.

Two days later, the suspect and the NIS agent met at a coffee shop in a hotel in Metro-Manila, RP. After a short negotiation, the suspect agreed to deliver the counterfeit bills to the agent's vehicle which was parked outside the hotel. A short while later, the suspect was apprehended in possession of \$37,750.00 worth of counterfeit \$50.00 notes. The entire operation was coordinated with agents of the Central Bank of the Philippines.

THE MENTOR

By: Special Agent J. M. Orrigo

Do you remember your first day on the job with NIS? Alone, in a new state, and apprehensive about the requirements of the job. Surely, you were told about the position, but now for the first time you were experiencing it. After a meeting with the SAC, you are given an office space, some manuals and time to get acquainted with your office cohorts. A relative calm sets in but, just as suddenly, is displaced by the deluge of papers and forms that need to be signed. You read the manuals, sign the forms and begin the challenge ahead. It's not that you don't have confidence in your own abilities, it's just that you forgot your amulet.

Like any new endeavor, the uncertainty of the unknown, no matter how slow or fast it approaches, produces an apprehension. Your mind spins, explores, rationalizes and tries to comprehend your new position. While the thought process continues you forget that you are now seated on top of your desk with your arms and legs contorted in a precarious position. Just then, a fellow agent enters your office and asks if you're having any problems. You try to nonchalantly untangle your body and conceal the beads of sweat on your brow. After what seems to be an eternity, you muster a quivering No! Somehow, this agent doesn't believe you and proceeds to answer questions about the job. This agent explains that everyone feels the same way - and you'll do fine.

The next day this agent returns and asks you to go out with him on a case. The agent explains the "whys and hows" of the job and translates

the book learning to the practical. You watch that agent operate and you suddenly realize what's taking place - logical displacement. You know this agent is special because he produces. He requests that you sit in on his interrogation, explaining the details of what he intends to accomplish and the best way to go about it; even though you feel like admitting to the crime before the subject does.

By now you are probably wondering the name of this individual who gives of himself and takes you under his wing and allows you the time and observance to learn. It is not necessary to expose the identity of each office's agent because he knows who he is and would shun the attention. It is suffice to say - Thanks for a good job!

Correction

The article on Bruno DeMolli which appeared in the last Quarterly is not correct. Bruno is not an instructor with the local Junior College nor was he in the Air Force and he hasn't retired to Jacksonville. Our apologies to Bruno - Good luck for a great retirement.

RETIREMENTS

Akira "Pete" YAMAMOTO, Investigative Technician at NISRA Iwakuni, Japan retired on 11 December 1980 after seventeen years of dedicated service with the Naval Investigative Service. More than 100 persons attended Pete's retirement ceremony/reception, including the C.O. NISO Japan, Capt J. W. Hegeman; the RDO Mr. Conrad Tuza; the C.O. MCAS Iwakuni, Col Speed Shea, USMC; the Chief of Police and Assistant Chief of Police, Iwakuni, Japan and numerous other high ranking Japanese Law Enforcement/Counterintelligence officials



Pete was a solid asset at NISRA Iwakuni and will be sorely missed. He has advised he will retire to his farm, located near Iwakuni and will become a "gentleman farmer." His multitude of friends within the NIS Agent Corps wish Pete the very best in his retirement years.

Below is a poem that Barbara Deahl (Al's wife) read at a retirement party for Al and Tad Uriu. It expresses many of the sacrifices and frustrations that are experienced by those who are married to a NIS agent.

"Since June of 1953
I've followed you around
Thru 27 transfers
Without uttering a sound!

Now that retirement is here
My final chance appears
To make a few farewell remarks'
About those former years!

This isn't just a choked goodbye
To all our many friends
For friendships like the ones we
have
Will never ever end!

No, I would like to bid goodbye
To things which were a pain -
But which we never dared discuss
Lest someone would complain!

Farewell to every moving van,
Goodbye to "B and Es" -
Farewell to phone bills due in yen
And typed in Japanese!

Farewell to countless armed assaults
Goodbye to "F-O-Ds," -
Farewell to duty agent's calls
Reporting felonies!

Farewell to Okinawa's drought
It's traffic jams and tombs,
And auto registration lines -
And drenching wet typhoons!

Farewell to Guam's humidity
And Albuquerque's snow -
Goodbye to all the midnite calls
From dear ole PMO!

Farewell Chicago and Detroit
Goodbye to Phoenix, too -
No trains to catch, no road trips
All the way to Havasu!

Farewell to desert life up there
In scorching "29!"
Where car belts just disintegrate
In good old summertime!

Hello to lazy, quiet days -
To movies trips and fun
That never got included
Cause the caseload wasn't done!

I've waited almost 30 years,
The moment's finally here
When we won't have to ask ourselves
'Where will be be next year?'

So, Al, October 24
Get in your 'P.O.V.'
Com House Pac will await you down
In beautiful R.B.!!"

AROUND THE NIS

PISTOL COMPETITION

NISRA Great Lakes at the invitation of the North Suburban Police Pistol league has fielded a pistol team to compete with local law enforcement shooters. The matches are held weekly and the shooters may fire in the afternoon or in the evening on match days. The top four scores are entered in the competition with appropriate awards presented to the teams and individual shooters at the seasons end. Both Bullseye and Combat Courses are fired on alternate weeks. S/As Greg Redfern and Vaughn Bradley are the team's Co-captains with S/As Dennis Hamilton, Peter Segersten and Russ Talbot comprising the other shooters. NISO New York actively supports this program for the training received as well as for the opportunity the NISRA Great Lakes shooting team has to share good fellowship with other law enforcement agencies.

MAA GRADUATION

On 27 February 1981, Robert T. Orme, Deputy Regional Director for Operations at NISO New Orleans, addressed the graduating Master-at-Arms class at Ft. McClellan, Alabama. The class, consisting of 33 male and female first class Master-at-Arms, had completed eight weeks of classes in all aspects of law enforcement. Prior to the graduation ceremonies S/A Orme was given a tour of the Military Police School facilities, including those utilized by the MAA students.

These facilities are modern and professional, providing each student an excellent opportunity to learn. While at the school the students are exposed to NIS structure and jurisdiction as well as hostage and CE/CI situations from the NIS point of view. The students also receive a significant amount of training in crime scene processing and interview/interrogation techniques.

During his speech S/A Orme emphasized the commitment that must be made by a person who decides on law enforcement as a career. He talked about the need for continued education and the professionalism which must be exhibited. Most importantly S/A Orme stressed the necessity for close coordination between the local NISRAs and the base MAA. He pointed out that both organizations share basically the same mission, support of the command, and that mutual cooperation significantly enhances our ability to accomplish that mission. Each graduate is in receipt of PCS orders and they are encouraged to contact the local NISRA as soon as they report to their new duty station.

Local NISRAs are encouraged to recognize the potential of these newly trained Master-at-Arms. These

new graduates share a common bond, enthusiasm. They want to work and do the best job they can. With the investment of a little time and concern NIS can assist them and at the same time benefit considerably from their efforts.

MARRIAGE - JAPANESE STYLE

On November 21, 1981, Special Agent Seiki (Tommy) TAMAE, NISRA Yokosuka, Japan, was married to the former Miss Yoko Tsukakushi of Yokohama. Tommy was married in a traditional formal Japanese ceremony and later hosted more than 200 guests at a reception held in the Yokosuka "O" Club. All of Tommy's police associates including many high ranking police dignitaries, joined his NIS friends in wishing Tommy and his new bride well.



Tommy's reception will be remembered by all as the finest and we might add, the most expensive function ever hosted at the "O" Club. Tommy only made two mistakes at the reception; an otherwise great event. The first was hosting an open bar and the second was inviting all the "cops" and NIS Agents.

We all want to say thank you to Tommy for a terrific time and most of all wish him and Yoko much happiness.

THE NISHQ TRAINING LIBRARY BOASTS OF...

WHITE-COLLAR CRIME: A 20TH CENTURY CRISIS by August Bequai, runs the gamut from security and bankruptcy frauds to consumer and government contract frauds. He gets into the specifics and cites examples of insider-related frauds and even the infiltration of organized crime into white-collar frauds. He ends up speculating on the future developments in white-collar crime and its changing dimensions resulting from technological innovation. A second book by Bequai entitled, Computer Crime, is also available in the NISHQ Library. Stephen W. Weibholz & Louis D. Wilson collaborate on the writing of USERS' GUIDE TO COMPUTER CRIME, ITS COMMISSION, DETECTION & PREVENTION, and very simply, cuts through the mystique of computer crime. Not only do the authors explain how many such white-collar crimes have been planned and carried out, they tell how these crimes have been detected and prevented. One particular chapter of perhaps special interest to the NIS agent is the one devoted to the insecurity of data communication (transmission via telephone lines). Case histories are cited illustrating how easy it is to tap, bug and spoof this type of communication.

FOOZLES & FRAUDS is a newly acquired book by Harold F. Russell which is fascinating reading, especially the case histories. Russell has drawn from 40 years of internal audit experience. The NIS agent with a bent toward fraud investigations should find major professional rewards by checking out this book.

As you can see, the above described books are from the white-collar crime shelf of the NISHQ

Training Library. All our books are for the benefit of the NIS agent, and just like our film library, are available to the field for the asking.

ISMS

"The best course NIS ever put on"--that's the overall consensus of 16 agents who attended the Investigative Supervisors and Management Seminar (ISMS) on 1-12 December 1980. Attendees were exposed to a broad range of provocative topics such as: self evaluation of their own management styles, how to make management decisions, how to pick a fight and win in management, how to manage your boss, and how to see the other fellows point of view -- to name a few.

Actual case studies of NIS management problems were used to reinforce the participants understanding and use of management concepts and procedures. Although the course content was based on graduate level presentations and reference material, the major objective was to relate the graduate type of information to the solution of specific NIS management problems. Course content was spiced with training films that helped to underscore key management concepts.

A significant amount of time was devoted to stimulating discussions on such topics as: mobility, promotions, rotation policies, job analysis, career plans, Form 9s, performance evaluations, and host of other management subjects that are very dear to the heart of all NIS agents.

The course was developed by NISHQRU 0166, in close cooperation and consultation with the NIS Train-

ing Department and the Defense Intelligence School. CDR Elwood Shafer and CDR Walt Yates, from the Headquarters Unit, have already been tasked by NIS to present the seminar again early in the spring of 81.

PROTECTIVE SERVICES FOR POPE JOHN PAUL II

On 22-25 February 1981, NISRA Marianas participated with the U.S. Secret Service in a Protective Services Operation for His Holiness, Pope John Paul II, during his visit to Guam.

Prior to the actual arrival of the Pope, SAC Leo E. Barron and ASAC Dan McBride were deeply involved in the Security Planning Group consisting of NIS, Secret Service, Vataican Security, Guam Departament of Public Safety and various military security units.

S/A George Roberts worked with Secret Service advance agents in providing threat assessment information and a briefing on the Counterintelligence Terrorist Environment in Guam and the Trust Territory of the Pacific Islands. In one specific case, information was developed regarding a possible threat to the Pope by a Japanese Terrorist Group which was subsequently disseminated by NISHQ to various Seat of Government agencies.

Actual participation of NISRA Agents was during the Pope's arrival and departure at the Guam International Airport which is collocated with the NAS Agana, Guam. The Agents had the unique opportunity to fully participate in this extensive operation which brought almost 90 Secret Service Agents to Guam. In addition to the pre-visit planning

and intelligence gathering, NISRA Marianas worked with Secret Service counterparts in manning check-points and crowd surveillance. S/A's Dan McBride, Bob Hartley, Buddy Williams, Joseph Mathis, and George Roberts manned the inner perimeter protective area at the airport.

Aside from the obvious experience gained in participating with the Secret Service in this type of operation, several agents had the once-in-a-lifetime opportunity to meet Pope John Paul II. In fact, prior to the Pope's departure on 23 February 1981, S/A Roberts had what was for him "the lucky and thrilling experience" of speaking with and kissing the Pope's ring. All hands agreed that this event was one of the high points of their tour on Guam.

NISRA TWENTYNINE PALMS BUILDING DEDICATED

By: Gail Crawford & Fran Gibson

Under crystal desert skies on 26 September 1980, and with the background music of the Marine Drum and Bugle Corps, several hundred guests watched General Glasgow, Commanding General, Marine Corps Air Ground Combat Center, Twentynine Palms, Ca, symbolically pass the keys of the new \$265,000.00 Naval Investigative Service Resident Agency/USMC-Thirteenth Counterintelligence Team building to NIS Special Agent-in-Charge Al Deahl. The building was named in honor of 2NDLT Richard Matteson, USMC, a CIT agent who was killed in a tragic fire that destroyed the original building in 1978. In a moving moment during the

ceremony, General Glasgow introduced LT Matteson's family, who had traveled from the east coast for the event.



In the audience were scores of federal, state and local law enforcement officials from Southern California. Included in the array of speakers were representatives of the California Highway Patrol and the U.S. Department of Interior. The building is constructed with reinforced cement blocks, bullet resistant glass, and the latest innovations in security and energy saving cooling and heating equipment. A reception for the dignitaries followed.

As noted in the April 1980 issue of the NIS Quarterly, the NISRA is a fire, burglar and riotproofed building.

THE NIS FAMILY

By: Mrs. R. C. Machin

It happens all the time:

A NIS Special Agent comes home from work. Under his arm, he lugs a Polaroid camera. On his face is a look of (choose one) a) pleasant surprise; b) total shock; or c) utter dread.

His wife, who should know better, idly inquires, "What's the camera for?"

The agent replies, a) eagerly; b) dazedly; c) fearfully: "Passport photos."

The wife sits down. She vividly recalls having heard those ominous words before and a short time later found herself bowing to people a foot shorter than she. She still has the habit of leaving her shoes at the door everytime she visits the neighbors. Now, she is reduced to one-word questions.

"Where?" She is planning her wardrobe.

Her husband answers, a) "London!"; b) "Iwakuni..."; c) "The Philippines."

"When?" she asks. She is planning the garage sale.

Her husband answers, a) "Six months from now, June."; b) "Three months from now, March."; c) "They want us there yesterday."

Her next question doesn't need to be asked. A seasoned NIS Special Partner never needs to ask "Why?" about an overseas transfer. She knows that a third of the NIS agents are required to fill foreign billets, that those agents are bound by

limits of five years in overseas posts and that they must regularly be replaced by agents from CONUS offices.

Still, the NIS wife facing an overseas transfer deals with real and legitimate apprehensions. Her husband is moving from one NIS office to another. She is moving from one home to another, one neighborhood to another, one culture to another. Her husband wonders about the new boss. She wonders about the new doctor, dentist, schools, church, kitchen, windows, floors, customs.

At the core of her apprehensions is the loss of her "support group." She leaves behind her family, her neighbors, her coworkers, her friends. Facing the unknown, she is sure only that upon arrival in the new country her husband will be fully occupied with snapping into his new assignment. She'll be left to cope as best she can.

This is when the NIS Family springs into action. A letter arrives: You have a sponsor! Unfamiliar but smiling faces greet you at the airport. You get a dinner invitation. Someone brings a carton of dishes and pots and pans to use until the express shipment arrives. They help you find a) the closest pub; b) the best clock shop; c) a maid, a gardner and a seamstress.

This NIS Family is a particularly strong phenomenon overseas. It functions as a surrogate for the support group left behind in the states, but it soon becomes as real, and just as valuable, as the group it replaces. One of the greatest assets of NIS is the diversity of its people. Our Special Agents are not all lawyers or accountants. Our Special Partners are not "just housewives." We are scientists, sociologists, criminologists, nurses,

teachers, botanists, booksellers, artists and florists. In short, we are a community overseas. The NIS family offers an opportunity to grow, to learn and to develop friendships that endure, transfer after transfer.

The NIS family operates as a cycle. The "new people" quickly become the old-timers, greeting newer arrivals, passing on the tradition of the NIS welcome. There are some radicals among us who actually request overseas assignments, not because we're unhappy where we are but because we seek the adventure and excitement of living in foreign countries.

We are the people who look at a world map and call it home. We are part of the NIS Family.

THE SELECTION PROCESS

By: Special Agent Dennis Usrey

Over the years a certain mystique has been attached to the functioning of the Special Agent Selection Boards (SASBs). While the specific deliberations of a particular board must remain private, there is nothing secret, mysterious or ritualistic about how SASBs function. Several RDOs have recently discussed this topic in great detail with their personnel and there have been a few mock selection boards convened. Their intent, and the intent of this article, is to dispel any misconceptions regarding the selection process.

Chapter 13, NIS-1 provides a wealth of information regarding SASBs which, in case you have not referred to it lately, I will cap-sulize. A SASB is established by the Director and meets to develop a

Promotional Suitability List (PSL) from which agents are selected for promotion by the Special Agent Promotion Board (SAPB). The SASB for GS-12 and GS-13 PSLs consists of the Deputy Director, who sits as chairman; four Regional Directors of Operations; the Head, Career Services Department, NISHQ; and one senior supervisor assigned to NISHQ. The Head, Special Agent Control Division, Career Services Department, acts as the non-voting recorder of the SASB. The SAPB for GS-12 and GS-13 promotions consists of the Deputy Director and two department heads from NISHQ.

There are no hard and fast rules by which RDOs are selected to sit on a particular SASB. Such factors as availability and cost of travel are considered; however, generally the responsibility is rotated among the RDOs. At the time a board is established, the members are charged to select a specific number of the best qualified agents for placement on a PSL. Two obvious questions arise: How is the number determined and how does the board select the "best qualified" agents? I will answer the easy question first. The number to be selected in the case of the GS-12 PSL is based on the number of existing or projected vacancies, keeping in mind the maximum number of GS-12s allowable is 40% of the NIS Special Agent allowance. The number of GS-13 candidates selected is also determined by the number of existing or projected vacancies. There is less flexibility in the assignment of GS-13 agents and the number of potential billets is much smaller. Each GS-13 - 15 must be assigned to an approved "high grade" position description. NIS currently has 103 "high grade" points. This number is allotted by higher authority based on the overall "high grade" ceiling within the Navy.

The selection of the "best qualified" agents for the PSL is

obviously the key issue. In order to be eligible for promotion an agent must have served at least one year at the next lower grade. All agents meeting this criteria are considered by the board. The main tool of the SASB is the Performance Evaluation Report (PER). Generally speaking, only those agents who receive the majority of their marks in the highly to outstanding categories are competitive when compared with their contemporaries. Further, experience is a big factor. How many, and how varied have the agents' assignments been? For GS-12, independent duty and/or overseas duty can be a very a positive factors. For GS-13, supervisory experience, such as received as an ASAC or GS-12 SAC and staff experience, such as received at NISHQ or as an SARDO, can be positive factors. Other factors include the number of raters (supervisors) for whom an agent has worked and how consistent were his marks. It is important that the agent be recommended by his supervisor for advancement. The force of this recommendation is also considered. For example the agent whose supervisor describes as, "the best GS-11 I have supervised" and recommends most highly for promotion "NOW" stands taller in the board's eyes than the agent whose supervisor simply comments: "should be considered for promotion when due." Supportive comments by the RDO, as reviewer, are also very important.

It should be remembered, there is no one road to promotion. The board considers the entire record and that includes time in grade, EOD date as well as all letters of commendation, specialized training received, and incentive awards (QSIs, etc.). It is the entire "package" contained in the performance jacket and PMS card on which the agent is judged. Perhaps it should be highlighted that the SASB does not review the investigative jacket (2As, 2Bs, etc.) nor do they

have access to any previous disciplinary actions outside the retention period mandated by the Federal Personnel Manual (FPM). For example, letters of reprimand can not be retained beyond two years.

Mechanically, the SASB uses a secret voting system consisting of an electronic voting machine. This ensures the privacy of each member's vote. It takes a minimum "yes" vote of five of the seven members to be selected for the PSL. At the initiation of a board the performance jackets of those eligible for promotion are distributed and reviewed. The board member acts as the "advocate," for the agents whose jackets he reviews, briefing the other board members. The jackets are rotated after each voting round so that, as the number of candidates is reduced, the scrutiny of those remaining becomes more intense. These voting rounds will continue until the predetermined number of candidates are selected for the PSL. It should be highlighted that after each voting round the jackets remaining are exchanged and briefed by another board member. By the time selections are made each member is intimately familiar with information contained in each jacket.

In conclusion, it should be remembered that while NIS is a Navy element and a Special Agent's career shares many similarities with active duty members of the service, the selection process is a unique, Office of Civilian Manpower Management approved merit promotion system. Such terms as getting one's "ticket punched," being "passed over" and "year group" are frequently and inaccurately used in reference to the system. NIS, due to size limitations, cannot promote all eligible candidates. If you consider your "year group" to be the 30 other agents in your basic school and that after five years your "year group" will be "within the zone" you

will probably be disappointed to discover 80-90% of your "year group" don't get "picked up" the "first time" for GS-12. The good news is that all eligible candidates are considered by each selection board and the most recent performance information carries the largest impact. There is no "up or out" aspect and one generally becomes more competitive with seniority. In the writer's opinion the current selection system is well suited to the needs of the NIS Special Agent Corps. It is anticipated the basic system can be modified, as necessary, to accommodate any change such as Merit Pay which may impact on this process in the future without losing its effectiveness.

THE SAGA OF THE SLICK SERVICING SCHEME

By: Special Agent W. G. ZUNDEL

It was one of those, "I've got a problem" calls that you dread because the caller is expecting some miracle solution. Being the dedicated agent, you invite the caller to come over to your office to discuss his problem. Before he arrives, you frantically go through your up-to-date NIS-3 for the proper miracle, but you discover you haven't received that change yet, so you decide to just wing it.

A little far fetched, maybe, but it is close to how an interesting investigation was initiated concerning a slot machine repairman who was supplementing his income with skimmed off quarters from slot machines he repaired. The slot machine repairman had been working for the Central Mess on base for over ten years, and no one suspected he might be involved in a large scale ripoff of the quarter slot machines.

During the normal work day, if a slot machine malfunctioned, a vinyl cover was placed over it and the problem noted in the club log book. The repairman would come in every morning and after checking the log book, would fix the malfunctioning slot machines. Even though a cash verification officer had to be present, but was usually out drinking coffee, the repairman was able to steal several dollars worth of quarters from each slot machine he repaired. While repairing the slot machine, the repairman would have to trip the payoff wheels to ensure the machine was paying the correct number of quarters. At this time he would palm some of the quarters and slip them into his pocket.

A solution had to be found, so together with the slot machine manager, a plan was devised that after the club closed for the evening, all the quarters in three designated quarter slot machines would be counted. After the coins were counted, the slot machine would be covered and a proper log entry made indicating some problem with the slot machine. The next morning after the repairman had made the necessary repairs, the slot machine would not be played during that day. That night, after the club closed, all three slot machines would be counted again to determine if any coins had been taken. Jackpot! The repairman had made off with about \$17.00 in quarters. Now came the last part of the problem; how to catch the repairman with the proof in his pockets. It was finally decided to use an ultraviolet crayon to mark the quarters. \$400.00 worth of quarters were marked and put in three quarter slot machines after the club had closed. The slot machines were covered, and appropriate log entries made. The next morning when the repairman had fixed the three designated slot machines, a signal was given, and he was arrested. In his pockets were found 59 of the marked quarters.

Miracles never cease. Another problem solved through application of sound investigative techniques. So, if you by chance work at a base utilizing slot machines, it would be worth your effort to check out the procedures employed by the slot machine repairman. Although there was an insignificant amount of money recovered, the total amount estimated to have been stolen over the past ten years by the repairman was in excess of \$50,000.00!

PUBLIC WORKS CENTER, U.S. FACILITY, SUBIC BAY

By: Special Agent David W. Swindle

In July 1980, NISRA Philippines initiated an investigation based on source information concerning the large scale theft of tools from the Maintenance Dept., Central Tool Room of the Public Works Center aboard U.S. Facility, Subic Bay, R.P. The investigation identified 27 Philippine National suspects, both PWC and private contractor employees and one Philippine Army soldier, involved in the organized thefts and culminated in Oct 80 with the apprehension of 20 suspects and recovery of over \$10,500.00 in U.S. Government property.

The thefts were effected by tool room attendants in conjunction with other Maintenance Department employees. Some of the methods utilized by suspects to remove tools from the Central Tool Room were identified as follows:

1. Tools were issued by tool room attendants to Maintenance Dept. employees without requiring the receiving employee to sign a required receipt. This method would prevent any means of determining the identities of the tool room attendants or receiving employee and for that matter, evidence that the tools had ever been issued.

2. Tool receipts previously signed by receiving employees would be stamped by appropriate tool room attendant indicating tools listed on receipt had been returned when, in actuality, the tools had not been returned, but sold and the proceeds split between the issuing tool room attendant and the receiving employee.

3. Tool receipts were destroyed once the tool room attendant was paid by the receiving employee. In this case, the tool receipts acted as collateral for the tool room attendant to ensure payment by the receiving employee once the tools were sold.

The tools were removed from the base with the assistance of Philippine military and private contractor vehicles, and sold in the Olongapo City community. Sources were developed to purchase the stolen tools from the suspects, both on and off base. During the course of the investigation, over \$10,500 worth of tools were purchased. Most of the purchases made by sources were photographed and witnessed by two or more people, thus precluding having to make a "controlled buy" at some future date. However, in Oct 80, when rumors began surfacing concerning suspects awareness of the investigation, a controlled purchase of tools involving 5 suspects was effected by a source and 2 undercover Philippine law-enforcement agents in Olongapo City. Four of the suspects were arrested with recorded money in their possession

and over \$1,000 in U.S. government property recovered. One suspect escaped apprehension. Most of the remaining PWC suspects were arrested the following day at PWC by local police and NISRA Philippine Special Agents. Twenty-one employees were terminated and criminal charges filed with the city's Fiscal's office.

The Central Tool Room is comprised of over 2,000 different line items valued at approximately \$1.5 million. Based on annual purchases of \$400,000/\$500,000 for new and replacement tools; the amount of U.S. government property recovered between July and Oct 80; and the number of PWC suspects involved in the organized thefts, the annual thwart value of prevented future thefts was estimated at \$200,000.

MIDWAY ISLANDS

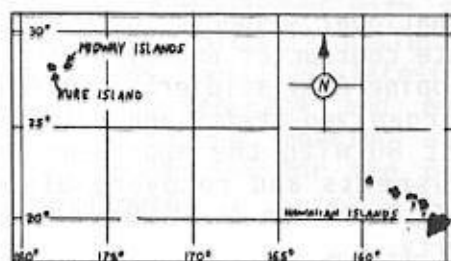
By Special Agent George T. Bedway

Eleven-hundred and fifty miles northwest of Honolulu, Hawaii, lie two reef-encircled islands, Sand Island and Eastern Island, known collectively to cartographers, WWII buffs and NISRA Barbers Point as the Midway Islands. Aptly named, the Midway Islands are located in the virtual geographic center of the Pacific Ocean. The Islands were discovered in 1859 (although geologists suspect they had been there for a long time), acquired as a U.S. possession in 1867, declared a U.S. naval reservation in 1930, and became the site of a Naval Air Station in 1940.

History buffs and some NIS old-timers will recall Midway as the center of a massive air and naval WWII battle during 3-5 June 1942, which is considered the turning

point signaling the end of Japanese successes in the Pacific. Midway has also been the scene of some rather interesting NIS investigations in recent years.

The Islands are currently occupied by about 500 USN personnel, approximately 150 civilian contractor personnel and 500,000 (varying according to the season) Laysan albatross or "Gooney Birds." One rather cynical NIS agent was sent to Midway in the latter part of 1978 to investigate the mass murder of 48 "Goonies" and learned to his surprise that the birds are protected not only by federal law but also by international treaty. In view of such high-level interest and ruffled international feathers, a "collar" was quickly accomplished and justice administered.



Midway again became the site of international concern when, on 7 November 1980, culprits deflated the tires of several visiting Japanese military aircraft. A NIS agent responded and, in usual NIS fashion,

quickly secured sufficient evidence to warrant prosecution of three civilian contractor suspects. Venue became an immediate concern as the FBI and Assistant U. S. Attorney had declined investigative jurisdiction and prosecution. Navy legal experts, however, promptly recommended the convening of the Midway Islands Court in accordance with Article 32, Part 762 of the Code of Federal Regulations (CFR). As authorized by that section of the CFR, the court consisted of civilian lawyers called back on active duty for one week to act as judge, prosecutor, and defense lawyers. The four reserve officers flew to Midway and the Commanding Officer, NAF Midway Island, convened the court on 9 December 1980. The three civilians pleaded guilty before the court and two received a fine of \$300 and 15 days confinement (suspended). After paying their fines, all three were terminated by their employer and sent back to CONUS. Of particular significance and uniqueness in this international incident is the speedy resolution and trial and the fact that this was the first time the Midway Islands Court was convened by a Commanding Officer on Midway Islands to administer justice to civilian culprits.

Business trips to Midway (as well as occasional TAD to the Pacific Missile Range Facility on the Hawaiian Island of Kauai) are part of the benefits of assignment to NISRA Barbers Point. The sight of "Goonies" nesting anyplace and everyplace on the Islands, the sound of their endless clucking through the night and their remarkable "head-over-tail" landing techniques are memorable experiences.



NISO JAPAN LIAISON

By: Special Agent Blair M. Gluba

Recently, while perusing a NISO Japan organizational roster of the late 1960's, the Resident Agency "Foreign Liaison" was noted. Today, there is no "NISRA Foreign Liaison" at NISO Japan; however, NISRA Yokohama devotes a great deal of time towards accomplishing the NIS liaison mission in Japan. The importance of close liaison with counterpart organizations has long been recognized by NIS due to our world-wide law enforcement and counterintelligence mission. In Japan, close and continuing contact with the various host country law enforcement and security services is especially important due to the Japanese tradition and lifestyle which demands close interpersonal relationships to accomplish business pursuits or matters of government.

In its role as the present "NISRA Foreign Liaison," NISRA Yokohama maintains constant and close contact with many counterpart agencies of the Host Government, both at the local level in Yokohama Kanagawa Prefecture and at the Seat of Government in Tokyo. The list of the law enforcement and security services with which NISRA Yokohama has continuous contact is long and includes among them the following agencies: National Police Agency, Tokyo Metropolitan Police Department, Narcotics Control Office of the Ministry of Health and Welfare, Customs Service, the Tobacco Monopoly Corporation and the Counterintelligence Arms of the Japan Maritime Self Defense Force and the Japan Ground Self Defense Force. One problem which confronts the NIS Special Agent in conducting liaison is the size and complexity

of many of those organizations. For example, the Tokyo Metropolitan Police Department is responsible for all law enforcement and counter-espionage activities in the world's largest city. To accomplish that mission, the Metropolitan Police Department is staffed by approximately 44,000 police officers, plus civilian support personnel. Approximately 4,000 of those police officers are assigned to the Police Headquarters which directs and controls the activities of 93 police stations strategically situated throughout the city. To say the least, much time and shoe leather is spent in the continuing effort to coordinate NIS investigations with the various Host Country agencies and continue the long established close relationship with our Japanese law enforcement counterparts.

Recently, the NIS liaison mission in Japan was bolstered by the visit of our Deputy Director, M. Sherman Bliss. While enroute to attend the 1980 International Criminal Police Organization conference in Manila, P.I., Mr. Bliss stopped in Tokyo for a two day visit. Mr. Bliss, accompanied by S/A C.J. Tuza, RDO NISO Japan and CAPT J.W. Hegeman, CO NISO Japan, made courtesy calls at the National Police Agency and the Tokyo Metropolitan Police Department. During the visit with the Deputy Commissioner General of the National Police Agency, Mr. Bliss was awarded the Japan Central Bureau, International Criminal Police Organization, medal for outstanding law enforcement. It is noteworthy that this medal has been awarded to only one other American law enforcement executive in the last 20 years. After visiting with the Deputy Commissioner General, Mr. Bliss visited at the office of the Director of Criminal Investigation. While making that courtesy call, Mr. Bliss was awarded the National Police Agency, Criminal Investi-

gation Bureau, medal in recognition of NIS assistance to the National Police Agency in criminal investigation matters.



Mr. Bliss was also received at the Tokyo Metropolitan Police Department by the Chief of Detectives and the Directors of the Public Security Division, Foreign Affairs Section, and the Criminal Investigation Liaison Section. The time of Mr. Bliss's visit was most auspicious as the Tokyo Metropolitan Police Department recently dedicated a new Headquarters Building which is, without a doubt, one of the finest in the world. While there, the Deputy Director was hosted on a tour of the new Headquarters Building which included a special tour of the Communications Division which receives and handles all calls for police assistance in Tokyo. During 1980, a call for police service was received every 24 seconds at the communications center.

During his visit with the Chief of Detectives, Mr. Bliss received the Metropolitan Police Department medal for outstanding contribution in crime prevention. This award was designed primarily for recognition of outstanding law enforcement activities by members of the Tokyo Metropolitan Police Department and is rarely awarded to a person who is not a member of the Department.

At the end of a long and ambitious schedule, Mr. Bliss and personnel from NISO Japan and NISRA Yokohama enjoyed a reception in honor of Mr. Bliss's visit which was hosted at the Sanno Hotel in Tokyo. One police dignitary guest was overheard to comment, "We never miss a NIS reception, because our NIS friends are serious in the effort to continue the good relationship between NIS and the Japanese law enforcement family."



NISRU DENVER - OUTPOST IN THE ROCKIES

By: Special Agent Lynn Bankston

Tired of the SAC looking over your shoulder? Have a desire to get away from the collocated NISO? Don't give up hope. The answer to your problems may lie in NISRU Denver. Consider this: The RRA in Denver is 1,300 miles from the NISO in New Orleans and 800 miles from the SAC in St. Louis. Sound interesting? It can be. But at times one has some idea of the feelings of General Halftrack at Camp Swampy as he waits to hear from the Pentagon. Territorial coverage of NISRU Denver includes all or part of five states: all of Colorado and New Mexico, the western half of Nebraska, extreme western Kansas and El Paso, Texas, and two counties adjacent to El Paso. This offers an interesting assortment of geography, from the beauty of the Rock Mountains to the plains of eastern Colorado, Nebraska and Kansas to the desert setting of New Mexico. A day's drive can take one from snow covered 14,000 foot peaks in Colorado to the White Sands National Monument in New Mexico. The majority of the work done by NISRU Denver is the lead variety. Major commands serviced include the Intelligence School at Lowry AFB, CO, the Naval Weapons Evaluation Facility and the Naval Ordnance Missile Test Facility, both in New Mexico.

The city of Denver at one time was probably somewhat unique. However, the tremendous growth experienced by the metropolitan area in the past decade has resulted in Denver becoming, for the most part, just another big city, complete with smog, traffic congestion and an inflation rate above the national average. But the location of the city on the eastern slope of the Rockies provides easy access to

skiing, camping, and fishing in the mountains. Another plus is the relatively mild and dry climate of Colorado. The married agent will find Denver a good area for a family and the single agent will discover a city where the percentage of young, single people is highest in the nation.

STAYING ALIVE

By: Special Agent R.D. Scott

During 1979, 105 federal, state, local and county law enforcement officers were killed in the United States, Puerto Rico, and Guam. Firearms were used in 95 percent of the slayings. Forty-four of the officers were attempting arrests for crimes other than robbery and burglary or were attempting narcotics related arrests.

A 1979 study of the murders of law enforcement officers in California, the state with the most officers killed, disclosed several interesting statistical patterns. Most of the officers killed were slain during the week (Tuesday, Wednesday, and Thursday, respectively) and not on the weekend as is commonly believed. The critical time periods were identified as 1900-2000, 0800-0900, and 2100-2200 although nearly 50% of the incidents were during daylight hours. In California, six out of 11 murdered officers had a partner or a back-up unit at the scene and in one case, 10 other officers were working with the victim. The study reported a false sense of security and relaxation may have occurred due to a feeling of safety in numbers. In the cases studied, 55% of those

killed were detectives or plain-clothes officers and in five of the six non-uniformed murders, other officers were present at the scene. Three of the officers were wearing soft body armor, however, one was shot through the elastic side panel of the body armor.

The average age of the victims studied was 34 and the officers had an average experience level of 7.7 years. Clearly, older more experienced law enforcement officers are not protected from harm. Their ages ranged from 23 to 55 years, and all were killed by younger suspects. The study suggested that all law enforcement personnel must maintain a standard of physical fitness for dealing with younger suspects who have developed more and more street knowledge and experience in dealing with police.

A wide range of precipitating factors were disclosed in studying the deaths of the California officers. Sixty-four percent of the murders were during officer-initiated situations, all of which had the opportunity for some degree of prior planning. Officers were killed in pedestrian and vehicle stops, stake-outs, station/office attacks, and during building entry. Three out of eleven involved a mentally deranged person. Two incidents were related to narcotics. Six cases involved a disturbance call, a suspicious person, a game poacher, traffic pursuit, an obscene telephone caller and an auto theft suspect.

What about the weapons used by the suspects? Nine of the eleven victims were killed by a handgun, usually a .38 caliber revolver or smaller. One officer was killed with a .20 gauge shotgun while participating in the serving of a search warrant for narcotics at a private residence and one officer was killed with a buck knife in a

parking lot. The California study called for a renewed emphasis on officers watching the hands of the suspect and being alert for all types of weapons.

Of the cases studied, 82% of the officers were killed within five feet of the suspect and 18% were slain with their service revolver. One such case involved a suspect under the influence of PCP who subsequently committed suicide. This brings out two good points. Retain your weapon and realize that the closer a suspect gets, the more dangerous he becomes. A suspect doesn't usually need six shots if he is only five feet away.

What about the suspects? Of the 10 identified suspects, all were males with an average age of 26.2 years. The suspects, however, ranged in age from 18 to 52 years old. Most of the suspects were Caucasian and 90% had at least one prior arrest. Seventy percent had a prior felony arrest. Two of the ten suspects were killed at the scene and two committed suicide.

From the above study, it is not difficult to recall similar situations involving Special Agents of NIS where a suspect was armed or where weapons were recovered during a search. As we renew our investigative efforts in the narcotics field, work on and off the base and increasingly participate with other law enforcement agencies, let us also ensure our survival as agents. Remember the rules:

1. Don't let a "young" suspect fool you.
2. Watch a suspect's hand and don't be too quick to grab him.
3. Don't develop a false sense of security just because other agents are present.
4. Consider the use of body

armor but don't bet your life on it.

5. Plan arrests and the serving of search warrants. Do your homework.

6. Hang on to your weapon.

7. Stay Alert!

NIS IN AUSTRALIA

By: Special Agent E.J. McFadden

As is well known, each NISRA is unique in terms of its geographical setting, of the type of work it offers and in the benefits and sometimes the hardships it presents. NISRA Pearl Harbor may be characterized by its tropical setting, by probably the highest rate of residential burglaries on a Navy or Marine Corps installation anywhere in the world and also by one of the highest cost-of-living averages in the United States. Some of its pluses are a very gentle and mild climate and some of the most beautiful beaches and scenery to be seen anywhere. It is in terms of professional benefits, however, that NISRA Pearl Harbor offers some of its assigned agents the unique opportunity to travel to one of the most interesting areas in the world, Australia. In the past several months, two of its agents have had the chance to make five such trips. The recent increase in travel to that country has stemmed primarily from the fact that a larger number of U.S. Navy ships and submarines are now calling at Fremantle (Perth) in western Australia, which is located on the Indian Ocean and which represents an extremely favorable "R & R" location for their crews. In addition, the Navy has a major communications installation at

Northwest Cape in western Australia, a small staff at the American Embassy in the nation's capital at Canberra and occasionally Naval units make port calls at the Royal Australian Navy (RAN) installation at Garden Island located at Sydney on the Pacific Coast among others. Most trips are related to criminal investigations generated by visiting elements. There is always the need to ensure that the Navy's interests are looked after through maintenance of the very best liaison with Australian police and RAN officers in locations where the U.S. Navy has a permanent or occasional presence. Our Australian counterparts are of the highest caliber in the professional sense, and personally have evidenced a hospitality that is overwhelming to visiting Special Agents.

Australia is indeed a very unique country. It is as large as the United States but with only 14 million people. Described as the "Island Continent," it has an immense coastline which is still guarded by the system of "coast watchers" which first came to prominence during World War II and which today is primarily concerned with smuggling and other illegal entries into the country. There exists in Australia today what would probably be characterized in the western United States 100 years ago, that is a true pioneer spirit. This characteristic is seen in the largest metropolitan center, Sydney, and in the smallest hamlets in western Australia. More than anything else, this spirit is evidenced in the behavior of the people, a kind of "macho," independent "can-do" attitude on the part of the men and a gracious friendliness on the part of the women. It is seen in the robust and healthy complexions of people who enjoy life in the outdoors and, at the same time, have the sophistication to know and highly value

experiences of the palate. The very vastness of the country appears to instill in its people a great pride in their nation, its many climatic zones and its unusual variety of animals and plants. Sydney offers all the cultural experiences of any metropolis and indeed reminds one of the great American cities. Western Australia has Perth, which is said to be quite similar to San Diego in terms of climate, and is undoubtedly one of the prettiest, cleanest and friendliest places in the world. Other major population centers are Melbourne, Brisbane and the nation's capital at Canberra which was especially established in the early twentieth century based on plans drawn by an American following a worldwide competition. Just as in the United States, each of these cities has a unique flavor to itself, and regional jealousies are very strong. Between the cities, there are great expanses of land, some lightly populated and used for farming and grazing, and some totally uninhabited except for the original inhabitants, the aborigines. The center of the country is one great expanse of red earth with Ayers rock jutting suddenly out of the desert to mark a place of special significance for the aborigines. Along the Western Coast within miles of Perth, one can still run across penquins roosting on the edge of the Indian Ocean, and at Northwest Cape on the edge of the desert, there is a stretch of beach where mating sea turtles drag themselves onto the beach while regaining their strength. Koalas still abound in certain sections of the "bush," feasting on the leaves of one of the 200 types of Eucalyptus trees which grow in Australia. Everywhere, cars are seen with "roo bars" which can best be described as a steel frame built around the car's body designed to prevent one's car from being completely demolished in the event of a collision with a kangaroo. As

would be expected in the country, the size of Australia, temperatures, and climates vary considerably. At the extreme north, one finds tropical Darwin which appears to always be hot and sticky. Perth has a generally gentle climate which varies little over the year, but with the nationwide ban on DDT, is infested with flies during the Australia summer, which is our winter. In southeast Australia, they have a famous ski resort to which the Australians flock during the open season. The south-central and western area is known as the Nullarbor, which is the Latin for "no trees," and which perfectly describes the vast desert area which is crossed by one vehicle road and one single strand of railroad. The Eastern Coast, which has Sydney, Brisbane, Townsville, and the famous Gold Coast area, is the most heavily populated of all areas and is famous for its sailing, diving and other water sports. In conversations with the Australian, one is struck by their vitality and their sheer interest in life and enjoying it to its fullest. This interest is further underscored by the fact that commerce ceases by noon on Saturday with only restaurants and theaters being open from that point until Monday morning. Holidays and weekends are sacred to the Australians. They give the impression of being extremely hardworking people while they are at their jobs but making sure they have time to pursue their own personal interests.

On the minus side, mention should be made of the systems of labor unions that are highly characteristic of Australia. In reading the newspapers in Australia, one is struck by the number of labor strikes that take place in that country. Occasionally, there are strikes that are long planned, but wildcat strikes of major proportions are not uncommon. These strikes

creep into every aspect of human endeavor. During a recent trip to Australia, one of our agents was at Northwest Cape when a strike of almost all Australian national airlines took place. Our hero was able to make it as far as Perth, a distance of nearly 1,000 miles, before it became evident that the air strike was going to continue, and he therefore turned around and made his way back to Northwest Cape in hopes of catching a MAC flight out of the country. Upon arriving at Northwest Cape, he determined that the MAC flight had broken down at Sydney, and he therefore spent the next three days writing up his reports of his previous endeavors in the country. Finally when he was able to catch a MAC flight, he had lost approximately seven days and was faced by the grim prospect of about 16 hours in the air aboard a C-141 before being able to get back to Pearl Harbor. In this same vein, Australia has only two airlines, one state run and the other a semi-private operation. The frustrating thing of air travel in Australia is the fact that on trans-continental flights, the one airline follows the other one with about a five-minute interval. Therefore, if you are in Perth and want to get to Sydney, you'll find there are two flights leaving at midnight, two flights leaving at perhaps 8 a.m., and two more flights at about 3:00 in the afternoon. These flights are often booked solid and therefore if advance reservations are not made, you could be stuck high and dry for a day or more.

What has been described above is only the barest outlines of the writer's impression of Australia. In talking to other agents who have visited the country, it's pretty well agreed that all come away with the feeling that they are leaving "home" when they depart Australia. This, of course, can easily be attributed to the fact that

Australians and Americans speak the same language (although some Englishmen living in Australia will occasionally joke about Americans speaking anything but English). More than that, though, is the fact that there is a common heritage between the two countries and a common system of values. Politics differ greatly between the two, yet the professionals that are met there are in open agreement that what is good for one of our countries is good for both of them. Perhaps that is why trips are so enjoyable; cooperation with each other is taken for granted. One other aspect is important, and that is the feelings of Australians regarding Americans in general. Memories in this instance are very long, and one has only to consult a map to see how close to Australia is the Coral Sea where, for all intent and purpose, American naval units stemmed the onrushing tide of the Japanese fleet whose next stop would have been the Australian Pacific Coast. This is a fact that continually comes to the fore in conversations with Australians, and one also gets the impression that today, with the growth of the Indian Ocean in importance, many Australians feel they may some day again have to rely upon the United States for assistance. In both the professional and the social setting (where most real work actually seems to get done), the same sense of appreciation, warmth and fellowship all come through; and it must be said that the true cornerstone of this relationship is a mutual respect and admiration for the professional counterpart and his country.

Without a doubt, travel and all of its benefits are a key drawing factor that attract people to become Special Agents with NIS. It can also be said that for a few lucky ones, an opportunity is gotten to visit one of the truly unique and beautiful places in the world, Australia.

FUNCTION OF LIAISON

By: Special Agent H.J. Stovall

According to Webster's Dictionary, one of the functions of liaison is "an intimacy, especially illicit, between a man and woman." While this might be tantalizing to consider, the real meaning of this article has to do with yet another definition of liaison: "a bond or connection link; a coordination of activities." In view of the NIS being designated as the exclusive link between the Department of the Navy and all other federal intelligence, law enforcement and security agencies, liaison has a particular significance for NIS Special Agents. Additionally, of course, we must maintain liaison with state and local agencies, as well as with the commands which we serve. As difficult as our mission is at times, it would be almost impossible without effective liaison.

Establishing successful liaison is a responsibility of each Special Agent who must come up with his own style or manner of developing and maintaining liaison contacts. While the way in which it is accomplished is left to the individual agent and/or office, some aspects of liaison are common and should be applied by everyone. Effective liaison is based on a mutual acceptance of the role of each others' organizations and mission. This means an understanding and appreciation of one another's respective areas of jurisdiction and responsibility.

An example of good liaison recently took place at NISRA Miramar. The "Blue Angels" were scheduled to put on a weekend flight demonstration as part of the annual air show at NAS Miramar. NISRA Miramar and other local NISO San Diego NISRA's, after coordination

with the Commanding Officer, NISO San Diego and the Commanding Officer, NAS Miramar, invited representatives of local, state, and federal law enforcement organizations to attend a dress rehearsal of the "Blue Angels" flight demonstration. The Commanding Officer, NISO San Diego was present, along with the Commanding Officer, NAS Miramar and COMFITAEWINGPAC. Following the flight demonstration, which was cut short because of cloudiness in sunny San Diego, all attendees were invited to the NAS Miramar Officers' Club for eats and drinks. The function was well attended and received by the visiting law enforcement agencies. The most significant aspect of the gathering was the opportunity to meet informally and talk to representatives of other agencies about mutual problem areas. At this function, during a discussion of a recent NISRA Miramar rape investigation, it was determined that a local agency was investigating a series of rapes which occurred with identical MO. The end result was that at the conclusion of the liaison function, NISRA Miramar was able to furnish the local agency with the identity of a suspect for their investigations. The suspect was subsequently positively identified and arrested. While it is possible that the same result may have occurred without the liaison function, because of the function, the image of NIS was enhanced and lasting contacts were established which will facilitate effective liaison in the future.

THE COMMAND BRIEF - A COMMUNICATION TECHNIQUE THAT CAN WORK FOR YOU

By: Special Agent F.R. Traser

The command brief affords an agent the opportunity to establish sound liaison with the command(s) he services and to promote the aims and objectives of the Naval Investigative Service while accomplishing the NIS mission. We are, all of us who brief commands, in a position to be a valuable asset to those commands by providing on a regular basis, that current and factual information of mutual interest, and by providing it in a well planned and succinct format. If we can accept the premise that people enjoy receiving news, we can readily observe the "ready market" for the command brief. When that news is current, factual, well presented, and provides solutions to pressing command problems, the "ready market" becomes all the more apparent.

The difficulty usually encountered in presenting a proper brief lies in the nature of the brief itself. The command brief is a channel of communication, and throughout time, communication has created problems for mankind. The terms "communication gap," "breakdown in communications," and "failure to communicate," are just a few of the trite, but true, phrases man has coined which illustrate his inability to communicate and communicate properly with his fellow man. While poise, presence, diction, and articulation all appear necessary in certain instances to effect good communication, these are not the only considerations, or even the most important considerations, in the presentation of a good command brief. The command brief is a communication technique which employs the managerial or leadership skill known as "getting and giving information" and it is a skill which can be learned if a few basics are

taken into consideration.)

Keeping in mind the usual reason you brief a command is to present facts on which the command can make a decision, your initial approach should be an analysis of several factors: The purpose of the brief; the nature of the audience; and the facts to be explained. As the end product of your brief may be an intention, an emotion, a mood, or a decision, your brief should provide the information, the reasons, the plan of action, the inspiration, or the decision. Your initial analysis of these factors is done during your brief planning or preparation phase. It is this phase in which you must become thoroughly knowledgeable of your topic and how it will impact on your audience. Ask yourself the following questions regarding your prospective audience: Are they decision makers? What language do they speak: technical, "man on the street," military? How much do they know about the topic of the brief, or "what is the water level" of the audience? Will it be necessary to "raise the water level" of the group before you even begin the brief? Will there be opposition or even hostility to my brief, my recommendations, or my solutions? Where will this opposition/hostility originate? Will there be "key people" to sway during the brief or will there be ignorance or prejudice to overcome? What will be the tone of the audience? (Tone is usually set by the senior officer present).

After your consideration of the audience factor is complete, utilize all available resource material to become thoroughly familiar with your topic. Keeping in mind that you will be presenting both the pros and cons of the topic, insofar as these are factual points of information. Do not let your own personal prejudices prevent you from looking at your topic from "both sides of the fence." This approach may necessitate your utilization of

sources which you would not otherwise turn to in your normal pursuit of information.

These two factors aside, but with a consideration of each, it will be necessary for you to consider your presentation of facts. Again ask yourself some questions: What facts does the audience need to make a decision? What is the logical order in which to present these facts? What modifications may need to be made or what alternatives may need considerations? What conclusions can be drawn? What recommendations will be made? What solutions can be offered? What decisions can be made?

With your homework completed, you are now in a position to present a confident and intelligent brief. Introduce yourself and your topic if one or both are not already known. Determine, through the use of tactful questioning at the onset, the degree of knowledge your audience possesses of your topic. State your facts in a clear, logical, easily understood, succinct manner. So as not to cloud the brief with superfluous information, restrict your brief to those facts, and only those facts, which your audience needs to make a decision. Present your brief in the tone of the audience, keeping in mind also that your own tone will be dictated by the confines of NIS policy as it evolves from the Director to you as a NIS representative. Present your facts in that order which is easiest for your audience to understand and not the order which happens to be most convenient for you. Explain any proposals and/or recommendations you may have, making sure to detail both the advantages and the disadvantages. Offer proof, preferably by citing examples, of the merit of your proposals or recommendations. Suggest, if the need arises, well thought out modifications or alternatives which are still in line with your

proposals or recommendations. Answer questions from the group. Present your conclusions, offer possible solutions, and, if in a position to do so, make a decision.

One mark of a good football team is being able to pass when they want to and not when they have to. So it is with the command brief. Properly brief a command at your leisure and as often as you feel it necessary to keep them apprised of important information of mutual interest and you may find that you have fewer "flap" or "spur of the moment" briefs which catch you by surprise and unprepared.

The opportunity to sell yourself and the organization has never been greater than during that period of time you spend with a "captive audience" known as the command brief. A word of caution must be said to the potential "empire builder" and to those who have not done their homework prior to a brief, as both of these types have a tendency to overbrief. If, after you brief, you find that you have told a command more than you actually know about a topic, and told it to a group who knew more about the topic than you did, you probably overbriefed. If, five minutes after you have completed a brief on suspected blackmarket activity among the lower ranking enlisted personnel at the command exchange (possibly as the first step in obtaining later command assistance in a blackmarket ICIO), the commanding officer you briefed is on the phone to your SAC wanting to verify the fact that organized crime has taken over the Navy resale system, you have definitely overbriefed.

Tell it like it is, and let them know what we can do about it.



DEPARTMENT OF THE NAVY

NAVAL INVESTIGATIVE SERVICE

P.O. BOX 16230

SUITLAND, MARYLAND 20023

IN REPLY REFER TO

29 JAN 1981

Special Agent Robert J. Dillard
Naval Investigative Service Resident
Agency, Camp Lejeune
P.O. Box 8360
Camp Lejeune, NC 28542

Dear Bob,

On 11 December 1980, you were involved in a shooting incident during the course of which you fired one shot from your service revolver which act resulted in injury to a civilian suspect. As you know, it is the policy of the Naval Investigative Service to conduct an investigation to determine all the available facts and circumstances whenever a Special Agent is involved in a shooting incident. Such an investigation was conducted in this case.

The results of this investigation confirm that at the time of the incident you were on duty and you were acting within the scope of your employment as a Special Agent of the Naval Investigative Service. It is also noted that your actions throughout this incident were in full consonance with Naval Investigative Service policy and directives. It is my further judgment that at the time you fired, you were in reasonable apprehension concerning your own life and safety and that under these circumstances you were justified in firing your service revolver.

I know that you agree that it is unfortunate that this incident occurred at all, however, it is also well to note that you had no reasonable alternative under the circumstances. You were presented with a life threatening situation and you reacted to it in a professional manner. You need have no remorse in this regard.

It is time now to look ahead and I know that the whole Special Agent Corps joins with me in wishing for you a long and rewarding career with the Naval Investigative Service.

Sincerely,

J. R. SORIANO
Captain, U. S. Navy
Director,
Naval Investigative Service

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