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# Inside RATF

FOR THE EMPLOYEES AND RETIREES OF THE BUREAU OF ALCOHOL, TOBACCO, FIREARMS AND EXPLOSIVES  
U.S. DEPARTMENT OF JUSTICE

## FRONTLINE: ATF's Roadmap to a Safer America

By Senior Special Agent Ken Kwak, Chief, Frontline Branch

Under the leadership of Acting Director B. Todd Jones, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) distributed the first edition of the Frontline Manual to all its employees on March 4, 2013. However, the reality is that many in ATF have employed the principles behind the Frontline business model for decades. Strategic planning, critical thinking, informed decision-making, focus on priorities, and frequent reassessments to maintain that focus are the foundations upon which Frontline is built and they apply across ATF. Beyond any individual, these foundations should unify and make us one agency, standardized and effective no matter where we work.

### Focus on Violent Crime

Frontline begins with the premise that ATF must focus its resources on our mission to combat violent crime. Although other law enforcement agencies may also share responsibility for fighting violence in America, our regulatory authority, our distinct resources (the National Integrated Ballistic Information Network (NIBIN), the National Center for Explosives Training and Research, the National Tracing Center, the Fire Research Laboratory, and others) and our unparalleled investigative experience make ATF uniquely situated among law enforcement agencies to have significant impact on violence involving firearms, explosives, and arson. The objective of Frontline is to keep ATF focused on that mission.

### Domain Assessments

The core element of the Frontline business model is the development and use of Field Division Domain Assessments, which incorporate and summarize domain assessments created at the field office level. Each domain assessment is both a snapshot and a strategic plan. Ultimately, the domain assessments serve as a roadmap to guide decision-making, both in the field and at ATF Headquarters. For the field, they guide investigative and inspection decisions. For Headquarters, they provide insight necessary to allocate resources and support.

Each year, every field office must prepare its own domain assessment using intelligence gathered from many sources—both internal and external to ATF—to identify the primary violent crime problems in its area of responsibility. For instance, a field office may use firearm trace data, coupled with local police department statistics and “heat maps” on firearms-related calls for service to identify areas most affected by gun violence. The office may then turn to their Field Intelligence Group or a State fusion center to identify criminal gangs active in those areas. If the office already has informants established in those areas, they may debrief them to identify issues that are driving the firearm violence. This is an example of the intelligence-led policing that Frontline promotes.

***“In many ways, [Frontline] simply brings the best practices we have used across the country for years into a unified national plan that more clearly spells out our goals and objectives.”***

***Assistant Director Ron Turk  
Field Operations***

*continued on page 3*



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## ***Table of Contents***

<i>Cover Story: Frontline: ATF's Roadmap to a Safer America.....</i>	<i>1</i>
<i>Special Message from the Acting Director: ATF Response to Events of April 15-19, 2013.....</i>	<i>4</i>
<i>The Gators are Gone: Violent Drug Trafficking Organization Destroyed, Community Rebuilds.....</i>	<i>5</i>
<i>Police and Corrections Team, Including ATF Agent, Honored for Community Service.....</i>	<i>7</i>
<i>ATF National Academy Earns Accreditation.....</i>	<i>8</i>
<i>ATF's NIBIN Program Focuses on Strategy, Moves Forward.....</i>	<i>11</i>
<i>Write Less--Say More!.....</i>	<i>12</i>
<i>ATF Firearms Instructor Training Program.....</i>	<i>13</i>
<i>Louisville Field Division Recognizes KY State Police Bomb Technicians.....</i>	<i>15</i>
<i>Length of Service: 51 Years! Marge Tangenberg Retires.....</i>	<i>16</i>
<i>"The Iceman" Feels the Heat: New Film Based on Serial Killer Brought Down by ATF Agent.....</i>	<i>17</i>
<i>Diversity Corner: ATF Women Employee Resource Group Welcomes New Members.....</i>	<i>18</i>
<i>New York Field Division Honors Guardian "Eagles".....</i>	<i>19</i>
<i>Building Brainpower: How to Exercise your Brain for a Healthy Memory.....</i>	<i>20</i>
<i>ATF Remembers Our Fallen Heroes: Line of Duty Deaths This Month in History.....</i>	<i>21</i>
<i>Recent Retirements, Moves, Academy Graduates, New Hires.....</i>	<i>22</i>

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### **Inside ATF Newsletter Goes Electronic**

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Retirees who wish to receive the newsletter should sign up at [http://service.govdelivery.com/service/subscribe.html?code=USATF\\_55](http://service.govdelivery.com/service/subscribe.html?code=USATF_55)

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*continued from page 1*

Field offices will apply a similar approach, using critical thinking and available intelligence, to identify other violent crime issues that affect its area of responsibility. These problems, of course, will vary across the country, affected by a vast array of factors that can best be identified and understood at the field office level.

Once a field office identifies and prioritizes the violent crime issues affecting its area of responsibility, it must design strategies to address them. In the scenario above, the intelligence analysis may indicate the area with the greatest concentration of firearms violence is suffering from a “turf battle” between a long-established street gang and a relatively new rival gang attempting to expand its territory. The office might devise a two-pronged strategy to target the established gang—whose members have been criminally active for years—through a historical Racketeering Influenced Corrupt Organization (RICO) investigation, while targeting the new gang—which is actively recruiting new members to increase its strength—through a proactive undercover investigation. Alternatively, the office may devise a strategy to use NIBIN to exploit ballistic evidence gathered at shooting scenes to identify and arrest “trigger pullers.” The point is that the office tailors the strategy to the informed intelligence driven assessment of the problem.

Once a field office creates and approves the domain assessment, it should serve as the roadmap for that office’s investigative decisions. For instance, when a Special Agent wants to initiate a new investigation, he or she must be able to articulate how the investigation relates to and supports the priorities and strategies in the domain assessment. Is the target a member of one of the identified gangs? Does he have a history of violence? If not, is there a strategic reason to target him (perhaps to develop a potential informant)? Is the proposed investigation feasible and safe? The respective Resident Agent in Charge (RAC)

or Group Supervisor (GS) should engage the agent in dialogue to ensure that the investigation makes sense and is the best use of the office’s resources. Ultimately, if the RAC/GS approves the opening of the investigation, this is documented in the management log. Similarly, throughout the case and at the closing, an ongoing dialogue will ensure that the case remains focused on the established goals, has the desired impact, and is a justifiable use of ATF resources.

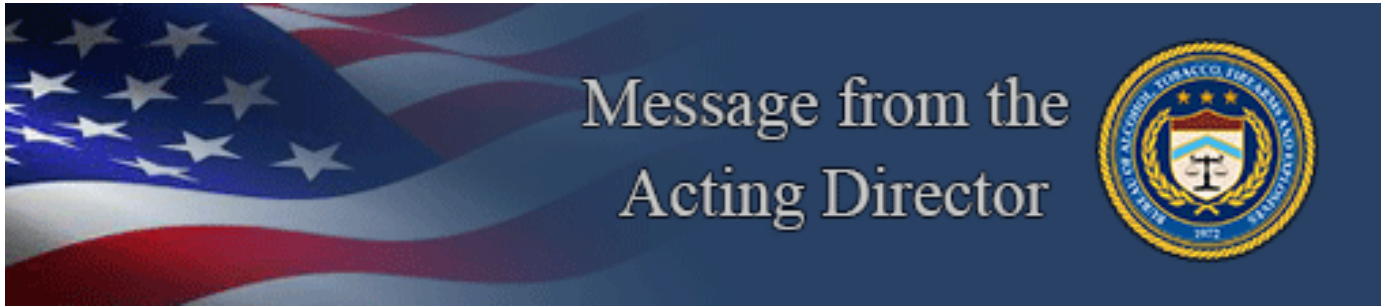
ATF Headquarters also depends on the information in domain assessments to guide its decision-making. Whether shifting funds to support an expanding program, identifying areas that may benefit from a surge of enforcement resources, or issuing standardized guidance on specific enforcement techniques, Headquarters depends on the domain assessments as a “snapshot” of the agency.

### **Frontline Performance Reviews**

Accountability is another central tenet of Frontline. Just as Frontline

*continued on page 7*





## **SPECIAL MESSAGE FROM THE ACTING DIRECTOR**

### **ATF Response to the Events of the Week of April 15-19, 2013**

The week of April 15-19, 2013, was one of the most eventful in recent ATF history. With a fatal bombing at the Boston Marathon and a fatal fire and subsequent explosion at a fertilizer plant in West, Texas, ATF once again demonstrated that we bring expertise to investigations critical to public safety. Our assets and the breadth of our knowledge were relied upon by our Federal, State and local partners at both sites.

Throughout the week, nearly every job series was utilized among the two events, from Special Agents, to National Response Team members, Certified Explosives Specialists, Canine Handlers, Explosives Enforcement Officers, Chemists, Fire Protection and Electrical Engineers, Special Response Team members, Industry Operations Investigators, Public Information Officers, and Acquisition Specialists. Our people pulled together to work with our partners at both sites, and because of that teamwork, the results were immediate and positive.

As I remark on your great achievements this week, I must also ask that you join me in remembering the loss of life and catastrophic injury that occurred in Boston and in West, Texas. The loss of life includes both civilians and our brethren in law enforcement. I ask that you take time to remember Officer Sean Collier, of the Massachusetts Institute of Technology Police Department, the first responders in West, Texas, and their families, colleagues, and friends. In addition to all the civilians grievously wounded, please include Massachusetts Bay Transportation Authority Officer Richard Donohue Jr., in your thoughts as he begins the long road to recovery.

Due to the rapid pace of investigative developments last week, I elected not to provide Bureau-wide updates. While both scenes remain active investigations, I did not want to wait any longer to say thank you to everyone who responded at a moment's notice to both events. This is what you are trained to do. And that you show up, ready to work, ready to partner, and ready to help is a source of pride for me, Deputy Director Tom Brandon, and your colleagues throughout the Bureau. I am very proud of your efforts last week, and I want to reiterate that the work you do at ATF is paramount to the safety and security of our nation.

# The Gators Are Gone: With A Violent Drug Trafficking Organization Destroyed, A Community Can Rebuild

By IOI Andrew Young, PIO, Dallas Field Division



**Construction equipment demolishes the first of four properties in West Dallas that had been owned by the West Side Gator Boyz armed drug trafficking organization. The gang had dealt drugs from these properties, and terrorized neighborhood residents by walking an alligator on a leash down the street. After demolition of the gang hideout, the land was handed over to Habitat for Humanity for the construction of new homes.**

*(Photo courtesy PIO Andrew Young)*

On March 26, 2013, the ATF Dallas Field Division brought closure to a three-year investigation of the armed drug trafficking organization known as the West Side Gator Boyz. The investigation was led by Special Agent April Carrasco, assigned to the Dallas Field Division's HIDTA group.

The Gator Boys armed drug trafficking organization once used drug proceeds to purchase houses, including four properties in West Dallas. These locations were used to package, distribute and hide marijuana and crack cocaine.

More than twenty members of the gang would move freely within this community with weapons and drugs and held these properties as a means to conduct their illegal activities, as well as a symbol of their influence and ill conceived power over the law abiding people in this neighborhood. This gang not only dealt drugs from these properties, but further terrorized the neighborhood by walking an alligator on a leash down the street. The citizens here knew there

*continued on page 6*



**A handover ceremony marked the end of the case and a new beginning for this Dallas neighborhood. Left-right: Special Agent Tim Gabourie, Group Supervisor; Mike Rawlings, Dallas Mayor; Special Agent April Carrasco; and Task Force Officer/Dallas PD Danny Torres at the handover ceremony.**

***(Photo courtesy PIO Andrew Young)***

was always a threat of gang rivalry and that violence could erupt at any time between competing drug dealers. “From the very beginning of this investigation, it was clear that we wanted to not only take these criminals, who were holding this neighborhood hostage, off the street, but take back this neighborhood for its residents so they could once again feel safe and secure,” said U.S. Attorney Sarah Saldaña.

Thanks to the tremendous efforts of ATF Special Agent Carrasco, in conjunction with the Dallas Police Department’s Gang Unit, approximately 304 grams of crack cocaine, 440 grams of marijuana and dozens of firearms were seized. In addition, 20 gang members were convicted, including the gang’s leaders, brothers Patrick and Tyrone

Weatherall, who are now serving 20 and 30-year federal prison sentences.

The once drug- and gun- infested locations were torn down and handed over to the Habitat for Humanity during a ceremony hosted by U.S. Attorney Sarah Saldaña and Special Agent in Charge Robert Champion, of the Dallas Field Division, who were joined by U.S. Marshal Randy Ely and Dallas Police Chief David Brown in presenting a ceremonial deed of transfer to David W. McKeever, Jr., the Chief Financial Officer of Dallas Area Habitat for Humanity; Mike Rawlings, Dallas Mayor and Randy Skinner, Executive Director of Strategic Justice Initiatives.

requires regular dialogue between field personnel and their first-line supervisors, so too does it require communication throughout ATF's chain-of-command. The Frontline Performance Reviews (FPRs) require regular reassessment of the strategy and focus.

To some, the exhibits in the Frontline manual may appear daunting, but they are intended to guide communication between field division leadership and field supervisors. They are not intended to be used to play "I gotcha" but rather to guide conversations that build and maintain awareness. No one exhibit has greater weight; field offices should use them as a whole to assess their operations objectively in light of the strategies identified in the domain assessment. For instance, using the same gang-related scenario above, the two-pronged strategy may result in a temporary decrease in the number of cases referred. This may be due to the length of time it takes to assemble a historical RICO case or the deferred arrests necessary to carry out a prolonged undercover operation. The dialogue in the FPR process gives this decrease in referred cases context and makes it understandable.

## The Future

In this crucial time, with the ever-present spotlight shining brightly on ATF, we must strive to do what we do best: protecting the communities we serve and ensure a safer America by locking up the worst of the worst. Frontline provides a standardized framework of assessment, strategy, and focus to keep us on the path to mission success.

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## Police and Corrections Team, Including ATF Agent, Honored for Excellence in Community Service

By SA/PIO Christian Hoffman, Los Angeles Field Division



**ATF Special Agent Adam Rudolph**

On April 18, the Riverside, California, Police and Corrections Team (PACT) received the Excellence in Community Service Award for its contribution to public safety in the community of Western Riverside County during 2012. Special Agent Adam Rudolph of the Riverside Field Office is a member of PACT and received the award for his contribution to the team.

In November 2011, the Riverside Police Department, ATF, and the Corona Police Department formed a multi-agency taskforce in response to Assembly Bill 109. This bill called for the thousands of inmates to be released into Riverside County. More than 500 people were released into the Cities of Riverside, Corona and surrounding jurisdictions. The PACT was tasked with monitoring the released inmates as well as conducting new investigations into re-offenders who were on probation or parole. PACT took immediate action to gather intelligence and track hundreds of released inmates. Many of the released inmates had serious violent felony convictions including murder and sexual assault crimes.

In the first year of existence, PACT identified high risk re-offenders and conducted investigations which resulted in 347 arrests, 270 of which were felonies, and the seizure of 87 firearms in the possession of previously convicted felons. Some of these cases resulted in ATF investigations and Federal prosecution for firearms-related offenses, with significant sentences of 20 or more years.

# ATF National Academy Earns Accreditation

By Sally Brown, Writer-Editor, ATF National Academy

The ATF National Academy reached a long-sought milestone on April 25 when its flagship programs—Special Agent Basic Training and Industry Operations Investigator Basic Training—earned accreditation from the Federal Law Enforcement Training Accreditation (FLETA) board. The hard-earned designation came about as a result of years of research, preparation, and hard work on the part of many employees in Headquarters and at the Academy.

FLETA was created by Congress in 2002 as a way to standardize and strengthen the professionalism of Federal law enforcement training. The FLETA board of directors, comprising 21 senior officials from Federal law enforcement agencies, academia, and professional organizations, along with several working groups, created the first set of FLETA Accreditation Standards.

FLETA's 52 standards are wide-ranging and comprehensive but they do not dictate the specifics of how an agency must comply with the requirements. Instead, the standards are meant to provide general guidelines under which an agency can create its own directives on how to accomplish the administrative and curriculum development aspects of its training programs. Importantly, FLETA standards include overall accountability requirements for legally-defensible training.

## ATF and FLETA: Principal Partners

ATF was an early participant in the FLETA process. Special Agent Mark Logan (now retired) was the assistant director of the Training & Professional Development directorate at the time, and a FLETA board member from the outset. James Scott, ATF's first accreditation manager, assisted in the development of the initial FLETA standards and became one of the first go-to persons for agencies needing assistance with their accreditation efforts.

In the initial stage, Scott (currently the branch chief of the Center for Talent Solutions) evaluated the successes and setbacks of other agencies seeking accreditation. He used this information to draft the original ATF order and standard operating procedures that would demonstrate that ATF had implemented and was in compliance with all FLETA standards regarding training development and administrative criteria.

The first accredited training program in ATF was the Explosives Detection Canine Handler course which earned the FLETA designation in 2011.

## Next on the Syllabus: Special Agent Basic Training and Industry Operations Investigator Training

About 4 years ago, John Williams, chief of the ATF National Academy, James Scott, and others began to work on the initial efforts to accredit the SABT and IOIBT programs. Scott and Academy Operations Branch training manager Russell Curry and his team tackled the SABT accreditation, while Investigative Services Branch chief Lori Morrell and her group, including training manager Doris Hasler, who provided major assistance, took on the IOIBT project. (Curry is currently the resident agent in charge of the Colorado Springs Field Office, and Morrell is now the area supervisor of the Grand Rapids II Field Office.)

Throughout the accreditation process, Elizabeth ("Kitty") O'Brien, the acting chief of the Accreditation and Technical Support Branch, and instructional systems specialist Gus Jakowitsch in Headquarters provided essential guidance and assistance. Their expertise was vital to the success of the undertaking.

## Assignments and Projects

Under the leadership of Chief Williams, the teams' first assignment was to create a job task analysis (JTA) for each program's job series—the special agent and the industry operations investigator. A JTA is an exhaustive review that identifies all the responsibilities, duties, tasks, and sub-tasks that make up a specific job series. The JTA also specifies the performance required to successfully complete each task; measures the task difficulty, importance, risk, and frequency; and specifies prerequisite training, equipment, delivery methods, and testing requirements. A JTA can easily exceed 1,000 of these types of entries. The JTAs become the parent documents that are used to develop the basic training necessary for the special agent and IOI jobs. The JTA for SABT was completed in late 2009. The IOIBT JTA was completed in early 2010.

Once developed and approved, the JTAs were reformatted into training specification reports (TSR). The TSRs took each individual JTA entry—remember, there were more than 1,000 of these—and expanded them to include additional information. This extra information shows what training resources (such as instructional settings, facilities, and specialized equipment) are necessary to carry out each

*continued on page 9*



*continued from page 8*

TSR entry. The expanded TSRs also list the standards for measuring successful performance; how the performance objectives were developed; methods for assessment; and the assessment instruments.

### **Will This Be on the Test?**

At this point, the SABT and IOIBT test items and lesson objectives were mapped to the TSRs to ensure that all required tasks, as identified in the JTAs, were actually being taught and tested. Through workshops, each test question was evaluated to ensure compliance with each lesson plan's learning objectives, and the passing score required for task

mastery was determined. In May 2010, instructional specialist Dr. Molly Wankel (now of the Center for Talent Solutions) spearheaded the workshop for IOIBT, cataloging and evaluating 479 written test questions. In December 2011, Curry, staff administrator Teresa Collins, and three special agents from the field carried out the same review and evaluation of 1,009 SABT written test questions.

### **Course Materials**

Throughout this time, personnel from the Academy and the Learning Management Branch were amassing, cataloging, and archiving all items (documents, references, lesson plans, PowerPoints, student handouts, student guides, prac-



**ATF staff celebrate the accreditation. Front row left-right: Molly Wankel (Instructional Systems Specialist—Talent Strategies Branch, Center for Talent Solutions, HRPD), Doris Hasler (Program Manager—Basic Training Programs Branch, ATF Nat’l Academy, HRPD), James D. Newman (Deputy Chief—ATF Nat’l Academy, HRPD), Theresa Stoop (Assistant Director—HRPD), Elizabeth (“Kitty”) O’Brien (Acting Chief—Accreditation & Technical Support Branch, ATF Nat’l Academy, HRPD). Back row left-right: Lori Morell (Group Supervisor, Grand Rapids II), John Williams (Chief—ATF Nat’l Academy, HRPD), Russell Curry (RAC, Colorado Springs), Todd Jones (Chief—Basic Training Programs Branch, ATF National Academy, HRPD), Gus Jakowitsch (Instructional Systems Specialist—Accreditation & Technical Support Branch, ATF Nat’l Academy, HRPD), Delmaria Cole-Bigelow (Chief—Logistics & Operations Branch, ATF Nat’l Academy, HRPD)**

*continued on page 10*

*continued from page 9*

tical exercise scenarios, grade sheets, etc.) required to conduct each course (over 700 items for SABT and over 500 items for IOIBT). This massive project entailed updating, rewriting, reformatting, editing, and proofreading. Here is where the decades of experience and institutional knowledge of the longtime core staff at the Academy really paid off. Of tremendous value in this effort were Basic Training Programs Branch chief Todd E. Jones, SABT program manager Gerald McElroy, management analysts Erma Branch and Janine Sharpe; training coordinator Florence Bacon; staff administrator Teresa Collins; and management assistant Annette Kingsolver. Dana Castellano, a secretary, used her great organizational skills to keep track of everything and coordinate interactions with Headquarters, and with the Field Operations personnel who were tasked with the final sign-off on lesson plans.

### **Instructor Development Days**

A key component of the accreditation process involved certifying the expertise of the Academy and visiting instructor population by enrolling these individuals in the 2-week Law Enforcement Instructor Training Program (LEITP) offered by the Federal Law Enforcement Training Center (FLETC). LEITP exposes participants to the concepts of student-centered learning, focuses on a variety of methodologies conducive to higher degrees of learning in law enforcement topics, and develops individual presentation skills. Other topics covered include writing performance objectives, developing lesson plans, and mastering classroom management. Dozens of ATF participants have now graduated from LEITP and more will attend in the future.

### **Extracurricular Activities**

In addition to the work involving the curriculum and instructional material, accreditation required a thorough review and reorganization of countless Academy administrative files, systems, and functions to ensure that FLETA standards were met. Areas of review and evaluation included: security measures; equipment maintenance; health screening; instructor evaluation records; and student records. Every aspect required documentation and the creation of new files and recordkeeping.

### **Prepping for Finals**

The last step before the final FLETA assessment was a more informal self-assessment of each program. Three FLETA-trained assessors from outside agencies came to inspect the Academy's compliance with each of the 52 FLETA standards. The self-assessment for IOIBT was conducted in August 2011 and SABT's was accomplished in April 2012.

Results of the self-assessments were positive and showed that everyone involved had done their homework.

### **The AV Club**

With the formal FLETA assessment coming up, Headquarters and Academy staff began to put together a presentation for the board. They prepared two scripts and made videos that featured the Academy, described the ATF mission, and gave a comprehensive description of the SABT and IOIBT programs. After accreditation, these videos will be used in ATF recruiting efforts.

### **The Final Exam: The Academy Makes the Grade**

All of this work culminated in the formal FLETA assessments of the IOIBT and SABT programs in May 2012 and June 2012, respectively. The Academy passed with flying colors. The official Academy presentation to the board and the awarding of accreditation scheduled for last fall in Baltimore was postponed by the threat of Hurricane Sandy. But skies were blue and the weather was clear for the FLETA board meeting on April 24 at FLETC when the Academy accreditation team made its presentation and fielded questions from the board. The next day, FLETA board members gave final approval to the Academy's SABT and IOIBT programs and presented their official gold-framed certificates of accreditation.

### **Commencement of a New Era**

FLETA accreditation brings the ATF National Academy an enhanced standing in Federal law enforcement. Accreditation signifies a high degree of credibility and program integrity. It demonstrates that the programs are consistent and proven to be based on a comprehensive analysis of what the IOI and special agent jobs entail. Chief Williams noted that "getting accreditation shows that the Academy holds itself to the highest standards—FLETA's—and that we will keep ourselves to that standard through continuing reevaluation." He thanked everyone who worked so hard on this endeavor, "This is a big accomplishment for the Academy and for the entire Bureau. I'm proud of how we pulled together and got the job done. This is really a lasting legacy we are giving to all the agents and IOIs who will come here for their basic training."

### **A Short Spring Break**

No sooner than earning accreditation in April, meetings were already slated at the Academy for the second week in May when the Accreditation and Technical Support Branch will begin to gather the required evidence to make the case for reaccreditation of SABT and IOIBT, which is due every 3 years.

# ATF's NIBIN Program Focuses on Strategy, Moves Forward

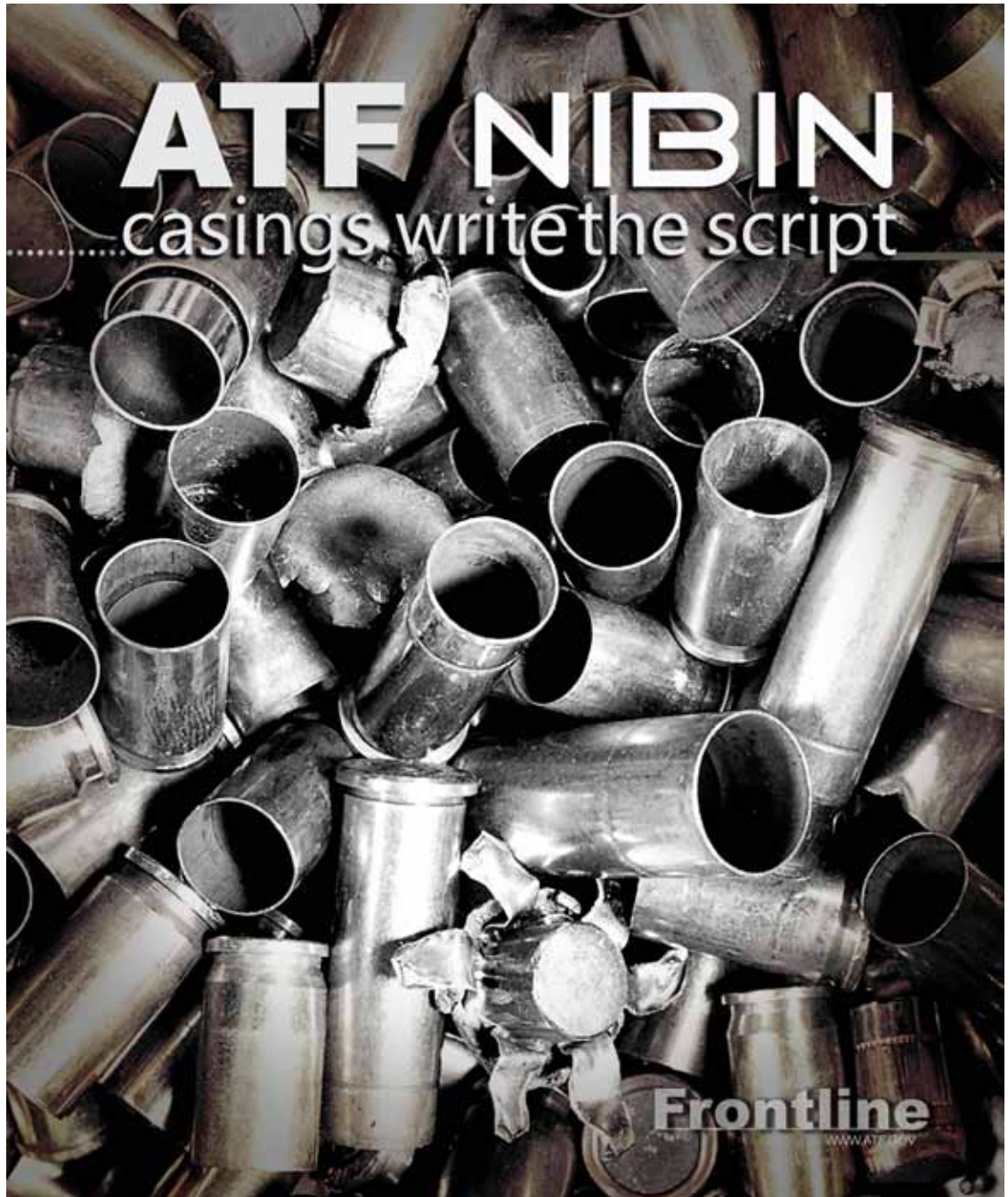
By Charlayne Armentrout, Program Analyst

ATF is continually identifying effective ways to fulfill our mission and strategic plan. To that end, the Office of Field Operations (FO) took over the National Integrated Ballistic Information Network (NIBIN) Program's management, fiscal resources, and personnel in April 2013.

As ATF personnel know, NIBIN is a unique crime-fighting tool in our arsenal against violent crime. But technology does not imprison violent offenders: criminal investigators do. ATF personnel must follow up on investigative leads within our jurisdiction, provide guidance to our external partners, and contribute where appropriate. Effective administration of this program will result in the closing of criminal investigations by obtaining prosecutions. Armed criminals using firearms to further their violent acts that threaten public safety will be incarcerated.

ATF has made a focused effort to move the NIBIN program from a standalone tool to a fully integrated component of the Crime Gun Targeting Concept (CGTC), a "whole agency" program and cultural change. It requires organizational discipline with the singular mission of reducing firearms violence through aggressive targeting, investigation, and prosecution of shooters and their sources of crime guns. Frontline defines ATF's mission, and the CGTC provides the process by which ATF realizes that mission.

Representatives from every Directorate are now working with the Firearms Operations Division to ensure that ATF will maximize the potential of this program. In the near future, FO will provide additional guidance on how NIBIN will further ATF's Frontline Initiative. Questions regarding the NIBIN Program can be directed to 202-648-7140 or by e-mail to [NIBIN@ATF.Gov](mailto:NIBIN@ATF.Gov).



# Write Less--Say More!

By Katrina Masterson, Program Analyst

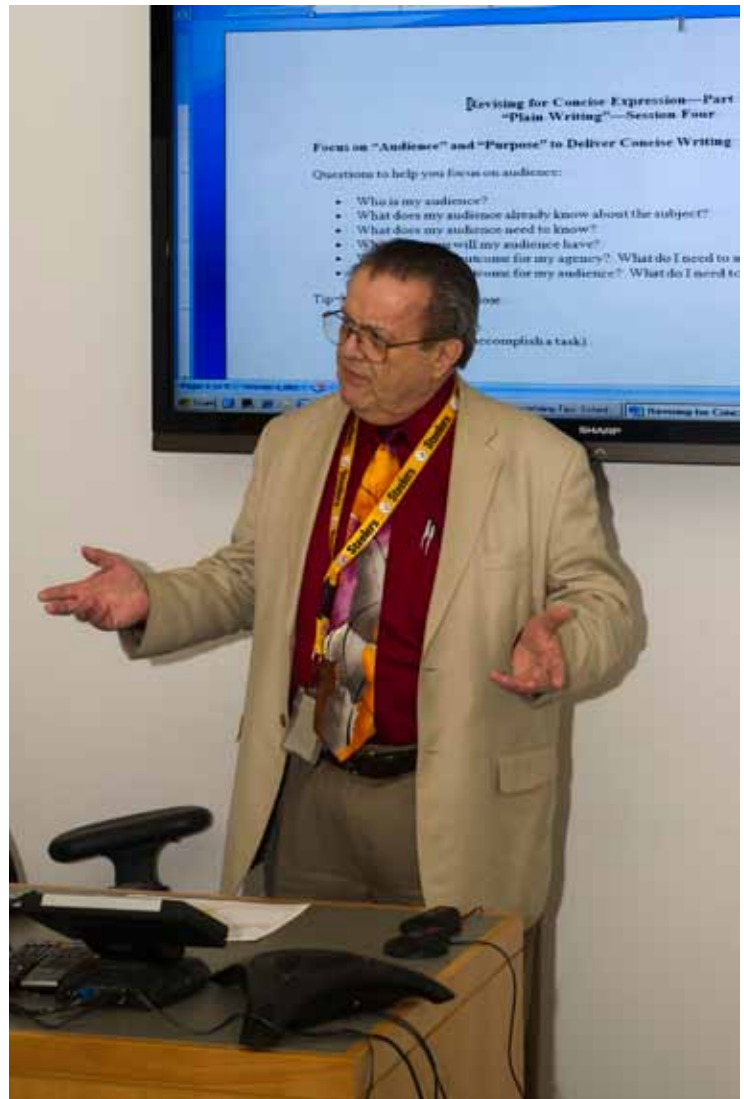
These four words say it all and highlight the theme of the Office of Enforcement Programs and Services' (EPS) second Brown Bag Lunch Series, Plain Writing Tips, by George. George Fodor, a regulations writer in the Office of Regulatory Affairs, EPS, hosts this series of ten weekly lunchtime sessions. This series is attracting a lot of attention because George provides many useful writing tips and real-world examples.

In this series, George follows the writing lessons in Stephen Wilbers' book, *Keys to Great Writing*, to show how, by changing a few habits, we can make our writing clear, concise, complete, and correct--the principles of "plain language." George also adds his own unique philosophy about writing: We already have all the knowledge and skills we need! However, with the book's tips and a list of online resources, we have at our disposal more tools we can use to become better writers. For example, in the third session, George provided the audience with helpful internet sites that put more useful tools in our writing toolboxes. In all sessions, George uses writing samples to reinforce each lesson.

On April 2, George kicked off this series to an eager in-person audience, as well as a virtual one. Employees not located in HQ have participated by webinar. ATF's Avaya webinar software has made it possible to facilitate virtual sessions with ATF's global audience. So far, over one hundred employees stationed around the country have participated in these sessions. Every week, EPS posts broadcast announcements to the ATF Web with each session's time, location, and webinar information.

George has vast experience as a professional writer, editor, instructor, and coach. In 2009, the Office of Management recruited George to manage ATF's external awards programs. He wrote award-winning justifications and coached other ATF writers to do the same. In 2012, EPS's Office of Regulatory Affairs recruited George to join its team of regulations writers. George has always been a fan of helping others communicate highly technical concepts to lay audiences. With the objective of "plain writing" in mind, George coaches writers to write in clear, plain, and simple terms, and to remove extra words that do not add meaning. As George is fond of saying, "Trust a word to do its job!"

"Plain writing" is now the law of the land. In 2010, President Obama enacted the "Plain Writing Act," which requires that federal agencies use clear communication that the public can understand and use. The President added more expectations of federal agencies when in 2011, he is-



**George Fodor, regulations writer, Office of Regulatory Affairs, gives loads of plain writing tips to a Headquarters and virtual audience.**

*(Photo courtesy Boyd Craun, ATF VIS)*

sued a new Executive Order, E.O. 13563 - Improving Regulation and Regulatory Review. It requires that our federal regulatory system must ensure that regulations are accessible, consistent, written in plain language, and easy to understand. To be truly transparent, the government has to write plainly to communicate widely. This is a tall order, but one that George is already on board with and is helping his fellow writers achieve. George is about half-way through the series, but there is still time to participate in this lunchtime learning and to join George and others explore ways of creating compelling e-mail messages, memos, reports, and other documents that support ATF's vital mission. For questions regarding this series, contact George Fodor at 202-648-7994, or [George.Fodor@atf.gov](mailto:George.Fodor@atf.gov).

# ATF Firearms Instructor Training Program

By Paul Massock, Special Agent/Program Manager ATF National Academy  
and Brian Fattori, Special Agent/Division Tactical Advisor/Firearms Instruction Coordinator,  
Baltimore Field Division

For two weeks, from March 11-22, 2013, at the Worcester County Sheriff's Firearms Training Facility near Ocean City, Maryland, the Baltimore Field Division hosted the ATF Firearms Instructor Training Program (FITP) Class 1301 in order to train firearms instructors for the field divisions. As a result of this FITP class, 17 special agents are now newly certified ATF Firearms Instructors. These 17 graduates represent ATF in the Boston, New York, Newark, Saint Paul, Philadelphia, and Baltimore Field Divisions, as well as ATF Headquarters.

ATF created its own FITP in 2009 to ensure ATF firearms instructors received training beyond that offered by FLETC's FITP. Since 2009, ATF FITP has conducted five training classes and graduated 63 firearms instructors. The program is currently administered by the ATF National Academy. According to current FITP Program Manager Paul Massock, this program relies heavily upon firearms instructor trainers to assist in the overall mission of training new firearms instructors and re-certifying current instructors. FITP 1301 was supported by firearms instructor trainers from the Baltimore, Houston, and Phoenix Field Division.

During the two-week training period this past March, the instructor candidates endured some grueling weather, in-

cluding bitter cold, rain, sleet and snow, as they learned to provide quality firearms instruction to the field agents and explosive enforcement officers. Classes consisted of topics ranging from the fundamentals of tactical marksmanship, skill set development, instructional techniques, trauma management, and range safety and administration. Massock stated that:

"The National Academy is focused on providing top quality shooting and instructing classes. We believe it is vital to equip ATF firearms instructors with the necessary skills to provide special agents and EEOs with the training to win deadly force encounters while operating in a safe range environment." As part of the certification requirements, instructor candidates must demonstrate their firearms abilities by shooting a score of 90 or above with their pistol, M4, and shotgun. While not always the case in FITP classes, each of the 17 instructor candidates in FITP 1301 accomplished that feat."

During the training, each of the instructor candidates shot both daylight and lowlight courses of fire with the pistol, M4, and shotgun. All of these scores are tallied and the top

*continued on page 14*



**Students and instructors of ATF Firearms Instructor Training Program Class 1301.  
(Photo courtesy SA Ken Ryan)**

*continued from page 13*

shooter is awarded the Jeff J. Ulrich Award. The award is named after Senior Special Agent Jeff Ulrich who, many may recall, tragically died in a plane crash with his wife and two daughters on June 11, 2010. SSA Ulrich was a dedicated and talented firearms instructor and shooter. He was also a Forward Observer in the SRT Program and served as the Division Tactical Advisor in the Tampa Field Division. The

winner of this award for FITP 1301 was Jamie Markovchick from the Philadelphia Field Division. He shot a total of 575 points out of a possible 580.

Another certification requirement was for the instructor candidates to put their newly learned instructor skills into practice during a day of hands on interaction with student shooters

from the Baltimore Field Division. During this portion of the training, the instructor candidates worked one-on-one with a student shooter and provided instruction and coaching under the watchful eye of the FITP instructors who evaluated the instructor candidates.

It is precisely this culmination day of training that embodies the goals of the ATF FITP - to train and certify firearms instructors who are able to run a safe firearms training session that results in improvements of those who participate. During this day of training, each of the student shooters reported that this training was time well spent despite the temperatures in the 30's and with snow squalls.

As part of the FITP, all ATF firearms instructors must be re-certified every 5 years. These re-certification classes are one week long and include a similar "student shooter day." According to Massock, "We experience similar feedback from student shooters during each re-certification class we conduct. We are most proud of this, because it lets us know we are achieving our training goals for both the instructors we train and with the shooters they will be training in the field."



**During the Firearms Instructor Training Program, Baltimore ASAC Steven M. Pugmire receives instruction from a student Firearms Instructor.  
(Photo courtesy SA Ken Ryan)**

# Louisville Field Division Recognizes Kentucky State Police Bomb Technicians

By RAC Richard Putnam, Louisville Field Division

At a recent ceremony, ATF's Louisville Field Division recognized members of the Kentucky State Police Hazardous Devices Bomb Technicians with a Certificate of Appreciation, honoring the technical efforts and expertise they displayed as they responded to a car bombing in Ashland, Kentucky, in July 2011. RAC Richard Putnam, Lexington I Field Office presented the plaques on behalf of Special Agent in Charge Stuart Lowrey.

On July 28, 2011, at about 4:30 p.m., an explosion destroyed a 2007 Ford Mustang parked at the Skytower Parking Garage, Ashland, KY, injuring the vehicle's sole occupant, Janie Biederman. All four of the Kentucky State Police Hazardous Device Unit (KSP HDU) Bomb Technicians (Commander Jack Edwards, Investigator Jim Adkins, Investigator Hilton Hastings and Investigator Chance Dawdy) responded to the scene. Special Agent

Certified Explosive Specialists (CES) agents Rob Young and Gary Smith, including an ATF Explosive Detection K-9 team comprised of SACES Shawn Morman and Hope, from the Lexington Field Office, were subsequently notified and responded to the scene to provide CES support. ATF was designated the lead investigating agency, and the case was coordinated by S/A Ron Sabotchick of the Ashland, Kentucky Field Office.

ATF and KSP conducted a comprehensive post blast scene examination. The scene examination revealed that two electrically initiated PVC pipe bombs were placed under the driver's seat and wired into the rear brake lights of the victim's vehicle. The power supply for the pipe bombs came from within the vehicle. The pipe bombs also contained numerous metal BBs. This device was designed

*continued on page 16*



Left to right: ATF RAC Richard Putnam, Lexington I FO; KSP Bomb Squad Commander Jack Edwards; KSP Investigators James Adkins, Hilton Hastings, and Chance Dawdy, and KSP Commissioner Rodney Brewer.

*(Photo courtesy KSP Public Affairs photographer Les Williams)*

*continued from page 10*

to be victim-activated and functioned as designed. The investigation identified the husband of the victim, Thomas Biederman, as the primary suspect. Although numerous investigative leads were pursued, the evidence continually pointed to the husband as the suspect. Critical behavioral insight on Thomas Biederman was provided by RAC Kevin Kelm (retired), out of the Bowling Green, Kentucky, Field Office. It was determined that Thomas Biederman attempted to kill his wife in order to collect on two life insurance policies totaling \$450,000.

On January 19, 2012, Thomas Biederman was arrested on state charges at the Ashland ATF Field Office. On October 23, 2012, his trial began on charges of attempted murder and use of a weapon of mass destruction; after two weeks, he was convicted of all charges. On December 14, 2012, the judge sentenced Thomas Biederman to 20 years incarceration on each count, to run consecutively. This 40-year prison sentence is virtually a life sentence, because

he was 52 years old at the time of his conviction. Under Kentucky state law, he must serve 85% of his sentence for this violent crime.

Key pieces of evidence in this investigation were a key fob that Thomas Biederman intentionally rendered inoperable to prevent the devices from prematurely functioning without the victim present and computer searches regarding pipe bomb construction that were identified on the defendant's home computer. Additionally, while they cleared the vehicle of any secondary devices, KSP HDU members recognized improvised wiring within the trunk of the vehicle. This wiring ultimately completed the circuit for the destructive devices by tying into a brake light of the vehicle.

This investigation was significant to the small community of Ashland, Kentucky, the local Commonwealth Attorney's Office, Kentucky State Police, and to ATF. Our agencies continue to communicate and conduct investigations in the interest of public safety. The Thomas Biederman bombing investigation is proof of this successful collaboration between agencies.

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## LENGTH OF SERVICE:

# 51

years!

Congratulations to **Marge Tangenberg** on her retirement. Her retirement was effective May 3, after **51 years and 29 days** of Federal service.



# “The Iceman” Feels the Heat: New Film Based on Serial Killer Brought Down by ATF Undercover Agent

by Sally Brown, Writer-Editor, ATF National Academy

Vicious serial killer and suburban family man Richard Kuklinski is the subject of director Ariel Vromen’s movie *The Iceman* which opened May 3 in the U.S. The film is based on New Jersey resident Kuklinski who, it is said, carried out more than 100 killings—perhaps substantially more—over a 30-year period, some as a small-time crook and some as a contract killer for organized crime. He claimed to have killed some of his victims just for practice. Kuklinski, who died in prison in 2006 at age 70, was nicknamed the Iceman for freezing the body of one of his victims to confuse authorities trying to determine the time of death.

Judging by written previews of the movie, its main focus is on Kuklinski, his associates, his crimes, and his family, who apparently had no idea about any of his illegal activities.

The real-life script tells us, however, that the heroes here are an ATF agent and the New Jersey State Police who made a case against Kuklinski in 1986. ATF Special Agent Dominick Polifrone, now retired, was asked to work undercover and hang out at a store that Kuklinski frequented, in hopes that he would try to buy cyanide from the agent. Polifrone had extensive undercover experience working on organized crime cases. A 2012 interview of Polifrone by Virginia Rohan on NorthJersey.com described the operation: ‘“I was working over a year before I met [Kuklinski] and then it took 4 months, working full time, to get the information, tape the conversations,” said Polifrone, who presented himself as Dominick Provenzano, a guy with a Lincoln Continental, flashy jewelry, lots of cash and connections.’

These conversations with Polifrone, in which Kuklinski discussed his murders, along with his attempt to buy cyanide for a planned hit—plus weapons violations—became the basis of his first conviction, in 1988. While still incarcerated in 2003, he pled guilty to the 1980 slaying of New York Police Department Detective Peter Calabro.

Now back to the movie: *The Iceman* is played by actor Michael Shannon. (Fans of HBO’s *Boardwalk Empire* will

recognize Shannon from his part as Prohibition-agent-gone-wrong Nelson Van Alden.) Dominick Provenzano (Polifrone) is played by Jay Giannone. Winona Ryder has the role of Kuklinski’s wife.

Reached by phone in April at his Bergen County, New Jersey, home where Polifrone lives with his fiancée Suzanne, the retired agent’s enthusiasm is apparent as he explains that in a few days they will be attending a VIP red-carpet private showing of the movie in New York City. Of the film, he says, “It’s very violent, but that’s how it was.” As to Kuklinski, Polifrone’s voice drops off as he wonders, “Who knows what would have happened if we hadn’t got him?”

Polifrone retired in 1998 from ATF and now is the director of a school-based youth services program at New Jersey’s Hackensack High School. That’s his alma mater, and he says “It’s rewarding to give back.”

As the conversation came to an end, Polifrone said with great feeling, “I miss ATF. I love ATF. I bleed ATF. I wish them well...” Alluding to ATF’s part in the investigation of the Boston Marathon bombing, he continued, “You know,

I’m very proud of the work they do. I wish everyone from the Director on down the best of luck.”

If you can get them talking, it is quickly evident that ATF special agents have great stories to tell about their work. It’s the nature of the job and perhaps the nature of the men and women who take up the difficult and at times dangerous mission of the Bureau. Not all the stories are ready for prime time, and very few get the attention of Hollywood. Most of the work agents do is uncredited, and successes are not always acknowledged or publicized. Once in awhile, though, one of the good guys, like Dominick Polifrone, gets to shine, and it is nice to think that perhaps this brings reflected credit to others in the profession.

Of the film, he says, “*It’s very violent, but that’s how it was.*” As to Kuklinski, Polifrone’s voice drops off as he wonders, “*Who knows what would have happened if we hadn’t got him?*”

## *The Diversity Corner*

# **The ATF Women Employee Resource Group Welcomes New Members**

**By Charlayne Armentrout**

In March 2013, the ATF Women Employees Resource Group (ERG) held its inaugural meeting and it was well attended by individuals from various disciplines in ATF, including people that called in from the field. The primary purpose of the group is to support networking, mentoring and employee development to achieve the professional goals of members while furthering ATF's mission and strategic goals. The vision for the group is that each member will achieve their maximum potential while helping one another.

The ERG has two executive co-sponsors: Theresa Stoop, Assistant Director, Human Resources and Professional Development and Victoria Gold, Deputy Assistant Director, Office of Science and Technology, both of whom agreed to work closely with the group on issues affecting women at ATF.

The idea for establishing this group came from Chief, Center for Talent Solutions Office of Human Resources and Professional Development Wendy Frederick and Charlayne Armentrout presently on detail to the Firearms Operations Division (Office of Field Operations). Wendy Frederick is pictured with Acting Director Jones receiving an acknowledgement letter from ATF on her efforts during Diversity Day where she recruited employees to join the group.



**Acting Director Jones acknowledges Wendy Frederick's efforts in recruiting Employee Resource Group members at ATF's Diversity Day.**

Throughout the hour the group engaged in a lively discussion of the agenda items. The participants became aware of the goals and objectives of the newly formed Office of Diversity and Inclusion, viewed ATF's workforce demographics, and shared career development tips. They requested future meetings on topics such as networking, effective resume writing, detail opportunities, no cost development opportunities, job interview pointers, among others.

This group plans to meet quarterly and maintain an email distribution list for its membership to share ideas and information. The ERG also is looking to establish a Community of Interest site on the portal where members will be able to exchange information. The next meeting will be held in June so look for the announcements. Membership is open to any employees interested in improving their professional development, giving back to others, and growing their professional network. If you'd like to join, please contact Charlayne Armentrout at 202-648-7099.

*Diversity Makes Us Better - One Mission Unites Us*

# New York Field Division Honors Two Guardian “Eagles”

By Jennifer Budden, Writer-Editor, Office of Public and Governmental Affairs

On March 7 at the New York Field Division, Special Agent in Charge Joseph Anarumo presented two Nassau County Police Department Officers with Eagle Awards. These honors recognized the outstanding and continued assistance of Nassau County Police Department Detective, Mike Bartlett, president of the Pipe and Drum Band, and Sergeant Rich Le Brun, commanding officer of the Ceremonial Unit. Both of these officers, along with the members of their units, provided tremendously valuable help to ATF after Senior Special Agent John Capano was shot and killed on December 31, 2011.

Detective Bartlett had worked many cases with SSA Capano, and the two were good friends. On the day of the incident, Detective Bartlett responded directly to the hospital from the scene. Detective Bartlett stood guard

next to SSA Capano for hours in the trauma room; he never left SSA Capano’s side, accompanying the escort to the Medical Examiner’s office. He coordinated a full line-of-duty Pipe and Drum Ceremony for the funeral. The band led the procession arriving at the church, provided all the pipe music for the service, and played Amazing Grace at the cemetery.

Sergeant Le Brun introduced himself the day after the shooting and offered the full breadth of services the Ceremonial Unit provides. He and his unit provided the honor guard at the wakes, and handled all the movements from leaving the funeral home to interment. By their consummately professional execution of all formalities and movements, Sergeant Le Brun and his unit provided a measure of comfort to the Capano family.



These officers went above and beyond to assist their ATF colleagues in our time of need. They provided outstanding assistance to ATF and to family members not only in the immediate aftermath of the incident, but also during several memorial events, including Albany, Washington, FOP and Yacht Club. And their willingness to assist continues to this day, which is greatly appreciated by their ATF colleagues. During the presentation, attendees were greatly moved by SAC Anarumo’s words of recognition for these two outstanding officers.

**(Left-right) Detective Mike Bartlett, Sergeant Rich Le Brun, and ATF SAC Joseph Anarumo at the Eagle Award presentation ceremony.**  
*(Photo courtesy SA/PIO Charles Mulham, NY Field Division)*

# Building Brainpower: How to Exercise Your Mind for a Healthy Memory

By Sunithi Kuruppu, MSW, ATF Employee Assistance Program  
Business Health Solutions

**You've heard how lifting weights builds muscle, and you know that cardio improves endurance--but did you know that a mental workout can build brainpower?**

**That's what a growing body of research on the effects of "mental exercise" has found. It turns out that intellectually challenging activities - from playing a game of bridge to having a friendly debate with a colleague - can improve cognitive skills such as reasoning, memory, concentration and spatial relations.**

## How It Works

When you play chess or study a foreign language or work a crossword puzzle, individual brain cells, called neurons, pick up their pace. The mental work triggers neurons to seek out and form connections with other brain cells. This increase in the web-like complexity of the cells ultimately sharpens mental function.

Not surprisingly, avoiding brain strain sets the stage for a flabby mental muscle, experts say. Brain cells that aren't stimulated work less efficiently. In other words, when it comes to the brain, it's use it or lose it.

So, what's the best way to keep your mind in top shape? Here are several ideas:

## Switch Things Up

To forge a well-connected brain that's resilient to memory loss, do a variety of activities. The more varied your learning, the more varied the connections between brain cells. Tackling new subjects (and continuing with familiar ones) will, like exercise, increase the number and complexity of cell connections.

## Explore Your Potential

Work to maximize your potential. Don't spend your spare time writing or taking a literature course if you're a journalist. Instead, listen to music, take a class on investing or tackle math puzzles. By becoming more well-rounded, you'll improve the connections between neurons and create new ones.

## Add Thought to Routines

Keeping your brain healthy over the years depends in part on the repetitive things you do daily. Try adding numbers instead of using a calculator, reading instead of watching television or trying to fix something instead of throwing it out.

## Care for Your Brain

Stress, anxiety and depression can make one more forgetful because they cause an increase in the amount of the hormone cortisol in the body. Cortisol shrinks a part of the brain that is used for memory. If stress, anxiety or depression last for more than two weeks, talk with a doctor or mental health professional. Counseling, medication or a combination of both can help resolve the problem and bring memory back.

## Cultivate Friendships

Social contact can help keep the brain active. There are new conversations, new places to go, an increase in mental stimulation. One large factor in memory problems is that many older people are depressed and isolated. Reaching out to a new friend can help.

## Eat Fruits & Vegetables

You may not consider fruits and vegetables brain food, but research suggests those containing the antioxidants beta-carotene, vitamin C and vitamin E may improve brain func-

*continued on page 21*

**Need help? Contact the Employee Assistance Program 800.327.2251 [www.bhsonline.com](http://www.bhsonline.com)**

*continued from page 20*

tion. Good antioxidant sources include spinach, broccoli, sweet potatoes, kale, peppers, tomatoes, cantaloupe, oranges and strawberries.

### **Limit Alcohol**

A moderate amount of alcohol - no more than one drink a day for women and people over 65, or two drinks a day for men under 65 - may reduce your risk of heart disease. But in greater amounts, alcohol is a neurotoxin and generally depresses brain activity. If consumed in excess, it can also impair long- and short-term memory, especially if your diet is poor.

### **Don't Forget Your Body**

Exercise is good for your brain. Brain cells thrive on oxygen and glucose. Aerobic exercise sends increased amounts of blood rich oxygen and glucose to your gray matter. Exercise also triggers the release of neurotrophins - proteins produced by neurons in the brain. These proteins appear to lengthen the life of brain cells and increase the number and complexity of connections between them. They may also increase brain cells' production of glutamate, a chemical important to quick thinking. The result: Brain cells work harder, smarter and faster.

## **ATF Remembers Our Fallen Heroes: Line of Duty Deaths This Month in History**

<b>Name of Agent</b>	<b>End of Watch</b>
Homer L. Everett	May 2, 1931
John Watson	May 3, 1921
Johnny Alvin Masengale	May 6, 1992
James C. Capen	May 10, 1928
Clyde L. Taylor	May 11, 1929
Remus W. Buckner	May 12, 1926
William R. Blandford	May 12, 1934
Charles Bintliff	May 13, 1927
Dano M. Jackley	May 14, 1929
John R. Foster	May 14, 1936
Joseph W. Floyd	May 17, 1922
Herman L. McVay	May 20, 1955
Herbert R. Johnson	May 21, 1934
Bert R. McMichael	May 23, 1924
Thomas B. Lankford	May 26, 1926
William J. Sheenan	May 31, 1955



# Inside ATF

The Bureau of Alcohol, Tobacco, Firearms and Explosives

U.S. Department of Justice

## Recent Retirements

<b>Employee</b>	<b>Position</b>	<b>Location</b>	<b>Govt. Service</b>
Clark, Terrence L.	Chief, Violent Crime Intelligence Div	OSII	24 years
Hayes, Benjamin R.	Supervisory Criminal Investigator	EPS Law Enforcement Support Branch	34 years
Leiser, Mark Alvin	ASAC	Seattle Field Div, Field Operations	25 years
Scicchitano, William A.	Investigative Analyst	Philadelphia I Firearms/Trafficking	33 years
Wall, Jose T.	Criminal Investigator	Phoenix IV (Intel), Field Operations	28 years
Weiss, Aurora L.	Investigative Program Specialist	San Jose I, Field Operations	42 years

*Submitted by Human Resources Division, Benefits and Workforce Flexibilities Branch*

## Moves

<b>Employee</b>	<b>From</b>	<b>To</b>
Albro, Stephen B.	Chief, Firearms & Explosives Services Div	Deputy Chief, Firearms and Explosives Services
Armentrout, Eileen M.	Program Analyst	Chief, Operations Support Section, FO
Canup, Paul C.	Special Agent/Project Officer, FO	RAC, Spokane
Champagne, Linda J.	Industry Operations Investigator, Burlington	Area Supervisor, Boston V
Chittum III, Thomas L.	Chief, Frontline Branch, FO	Chief of Staff, OPRSO
Coes II, Richard T.	Special Agent/Division PIO, Atlanta	Group Supervisor/RAC, Oxford I
Cordle, Steven L.	RAC, Knoxville Field Ofc	Arson & Explosives Enf Br Team Supervisor, NRT
Crawford, John M.	Forensic Auditor, OST	Forensic Auditor, OST
Frey, Eric S.	Special Agent/Division Tactical Advisor, Columbus	RAC/Group Supervisor, Cleveland II
Graves, Arron Jon	Group Supervisor, Detroit IV (FIT Trafficking)	ASAC, Columbus
Gyuro, Adrian F.	Area Supervisor, New York VI (Industry Ops)	Director, Industry Ops
Hughes, Alphonso J.	Director, Industry Ops, Philadelphia	Firearms and Explosives Specialist, EPS
Humphries, Ronald C.	Chief, Field Intelligence Support Branch, OSII	Chief, Strategic Planning Office
Iber, Brendan D.	Special Agent, Phoenix VII	Group Supervisor/RAC, Oklahoma City II
Ingargiola, Brian C.	Special Agent, Harrisburg	RAC, Los Angeles I
Jackson, Terrence S.	Special Agent, Downers Grove II	Group Supervisor/RAC, Tucson II
Martin, James P.	RAC, Hartford VCIT	RAC/Group Supervisor, Worcester
McAdam, Daniel J.	Industry Operations Investigator, Albuquerque II	Area Supervisor, Tucson III
Morrow, Robert S.	Special Agent/Project Officer, PGA	Group Supervisor, Baltimore VI
Plott, Gregory D.	Chief, Technical Exploitation Unit, TEDAC, OSII	ASAC, Internal Affairs Division, OPRSO
Prince, William M.	Section Supervisor, National Tracing Center, EPS	Section Supervisor, LE Support Branch, EPS
Riddle, Travis S.	Special Agent, Ft. Worth	RAC, Cheyenne
Russell, Phillip	Section Supervisor, Firearms Tracing Branch, EPS	Section Supervisor, Industry Records Branch, EPS
Satkowiak Clowry, Debra	Deputy Chief, FEID, EPS	Division Chief, FEID, EPS
Stely, Edward E.	Program Analyst, Law Enforcement Support Br, EPS	Program Analyst, Industry Records Br, EPS
Vasilko, Carl J.	SAC, NCETR	SAC, Washington
Yoder, Chad J.	Chief, Firearms Programs Div, EPS	Firearms Programs Specialist, EPS
Younger, Eric W.	Forensic Auditor, OST	Forensic Auditor, OST East

*Moves and New Hires information submitted by Human Resources Information Center, Systems Administration Branch*

*Academy Graduates information submitted by ATF National Academy*

## Congratulations, Academy Graduates!

<i><b>Employee</b></i>	<i><b>Graduate of</b></i>	<i><b>First Assignment</b></i>
Armstrong, Patricia C.	Industry Operations Investigator Basic Training	Nashville II
Bates, Deanna S.	Industry Operations Investigator Basic Training	Ft. Wayne SO
Boston, Randall D.	Industry Operations Investigator Basic Training	Springfield II
Clark, Renee L.	Industry Operations Investigator Basic Training	Harrisburg II
Colley, Julie M.	Industry Operations Investigator Basic Training	Greensboro II
Costello, Suzanne L.	Industry Operations Investigator Basic Training	Charlotte III
Gurka, John C.	Industry Operations Investigator Basic Training	Flint SO
Hackett, Brenda L.	Industry Operations Investigator Basic Training	Columbia
Henderson, Tamara L.	Industry Operations Investigator Basic Training	Spokane II
Hicks, Lori J.	Industry Operations Investigator Basic Training	Columbia
Jacobson, Angela J.	Industry Operations Investigator Basic Training	Denver VI
Jerez, Edwin R.	Industry Operations Investigator Basic Training	Hartford
Lukic, Ray	Industry Operations Investigator Basic Training	Tucson III
Maier, Kathy A.	Industry Operations Investigator Basic Training	Portland III
Mesito, Rayo J.	Industry Operations Investigator Basic Training	Charlotte III
Noel, Aretha C.	Industry Operations Investigator Basic Training	Louisville III
Olson, Ingrid C.	Industry Operations Investigator Basic Training	Omaha II
Rickard, Sarah T.	Industry Operations Investigator Basic Training	Greensboro II
Sanders, Shanika R.	Industry Operations Investigator Basic Training	Denver III
Stimmel, Gregory S.	Industry Operations Investigator Basic Training	Harrisburg II
Taylor, Tina M.	Industry Operations Investigator Basic Training	Charleston
Ward, Latoria S.	Industry Operations Investigator Basic Training	Toledo SO

## New Hires, Welcome to ATF!

<i><b>Employee</b></i>	<i><b>Position</b></i>	<i><b>Location</b></i>
Lopez III, Alfredo	Budget Analyst	Houston FD
Whittle, David T.	Intelligence Research Specialist	Louisville III (Intel), Louisville FD
Awolola, Oluwatoba	Criminal Investigator	San Jose I, San Francisco FD
Carrico, Steven M.	Criminal Investigator	San Diego IV, Los Angeles FD
Carter, James N.	Criminal Investigator	San Jose I, San Francisco FD
Cuyler, Lavon R.	Criminal Investigator	Las Vegas, San Francisco FD
Dickey, Bradley J.	Criminal Investigator	Fresno I, San Francisco FD
Rivera, Yolanda	Criminal Investigator	San Diego II (Firearms), Los Angeles FD
Williams, Andrew D.	Criminal Investigator	Oakland, San Francisco FD
Woolley, Jesse J.	Criminal Investigator	Riverside (Firearms/Arson/Tobacco), LAFD
Duty, Mario L.	Criminal Investigator	San Diego II (Firearms), Los Angeles FD
Garcia, David P.	Criminal Investigator	Las Vegas, San Francisco FD
Garza, Daniel A.	Criminal Investigator	San Francisco Metro, SFFD
Hollenback, Valerie A.	Criminal Investigator	Stockton, San Francisco FD
Kim, Tae-Kyun	Criminal Investigator	San Jose I, San Francisco FD
Larsen, Kristen	Criminal Investigator	San Francisco Metro, SFFD
Matter, Ryan W.	Criminal Investigator	El Centro, Los Angeles FD
Molinari, Ryan N.	Criminal Investigator	San Diego I (A&E), Los Angeles FD
Morris, David E.	Criminal Investigator	Stockton, San Francisco FD
Sailor, Austin L.	Criminal Investigator	San Diego IV, Los Angeles FD
Talley, James A.	Criminal Investigator	Oakland, San Francisco FD
White, Arnesha B.	Criminal Investigator	El Centro, Los Angeles FD
Withrow, Russell A.	Criminal Investigator	San Francisco Metro, SFFD