



Inside RATF

April 2011

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

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Positive Assertiveness

IOI's Keen Eye May Have Saved Lives

By IOI Melinda C. Whitworth
Office of Public and Governmental Affairs

Industry operations investigators (IOI) are often surprised by what they find when they visit federal firearms or explosives licensees or permittees (FFL or FEL/P) for inspections. IOI Jeff Butler, of ATF's Birmingham Group II (Nashville Field Division) can attest to that.

During an inspection of a former FFL in Gadsden, Alabama—Oz's Sportsman Exchange, which sold hunting supplies and firearms prior to going out of business—IOI Butler saw some unusual items. Although IOIs see a lot of memorabilia, collectibles and unique items during inspections, IOI Butler found suspicious-looking items, which he suspected might be live mortars and artillery shells, and he contacted the Gadsden Police Department's bomb squad.



Gadsden (Alabama) Police Sgt. Wayne Keener and police officer Steve Holcomb, both of the department's bomb squad, pack a mortar round for transport to the police department's range. The mortar and two artillery shells were found at an out-of-business federal firearms licensee by IOI Jeff Butler during an inspection. Photo courtesy of The Gadsden Times (with permission)



Some of the mortar rounds and artillery shells that IOI Jeff Butler found when inspecting an out-of-business federal firearms licensee in Gadsden, Alabama. The mortars were confirmed to be live rounds. Photo by IOI Jeff Butler, Birmingham Group II, Nashville Field Division

Officers with the bomb squad brought the mortar rounds out of the building and placed them in a bomb containment vessel for safe transport

An ATF certified explosives specialist confirmed these were live rounds, and the mortars (with bands still intact) were further identified as high explosives, meaning that they contained munitions-quality white phosphorous, which spontaneously ignites when exposed to air. White phosphorous is an incendiary agent—something that can ignite fires—used by the military as an igniter for munitions such as hand grenades, mortar and artillery rounds, and smoke bombs.

White phosphorus can cause significant injury

Keen Eye, continued on page 3

What Kids Think

What do your kids think you do at work?

We want to hear from your kids! Have your child (or grandchild, niece or nephew) write down what they think you do at work and then send it in to the editor. Please do not correct their spelling or edit the answer in any way. Children too young to write can tell their parents their answers; parents can transcribe for them. Please keep answers brief. They may also draw (on plain white paper, in ink, felt-tip pen or pencil) how they picture you.

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Retirees who do not have Internet access and wish to continue receiving a copy of the newsletter by mail should write to *Inside ATF*, ATF, Office of Public and Governmental Affairs, Mail Stop 5.S-237, 99 New York Ave., N.E., Washington, D.C. 20226.



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Firearms Technology Hosts a Visitor From Belize

By Frank P. Mintz

Firearms Technology Branch

With

Shyrlee Lino

Firearms Branch, Belize National
Forensic Science Service

Shyrlee Lino, a Belizean forensics analyst, is completing a 9-week learning assignment with ATF that started at the Bureau's San Francisco Forensics Laboratory and concluded in March with 2 weeks at the Firearms Technology Branch (FTB), Martinsburg, West Virginia. As Ms. Lino explains, there are a few hundred national government employees in Belize, and she is one of two analysts in the firearms division of Belize's small (about 10 employees) National Forensic Science Service (NFSS). Belize is a small Central American country of approximately 300,000 inhabitants that borders Mexico and Guatemala with a coastline on the western end of the Caribbean. Belize City, with about 79,000 inhabitants, is the largest settlement in country, but its Caribbean-shore location exposes it to hard-hitting hurricanes. Thus, a new capital, Belmopan, which is 48 miles to the southwest of Belize City in a more mountainous region, was established as the center of government administration in 1960, after Belize City was devastated in a hurricane. There are other government centers, including the NFSS, which is located closer to Belize City, in Ladyville.

Belize is a multi-racial country—with people of Mayan, African, English, and Spanish heritage, as well as various Creole and Mestizo mixtures of these groups—but English is the official language. Belize, which was known until 1981 as British Honduras,

Keen Eye, continued from page 1

and death by exposure to soft tissue, through inhalation and by ingestion.

The rounds were placed in the containment vessel and transported to the police department's range, where they were destroyed.

IOI Butler's discovery of these improperly stored items likely saved lives, and he was recognized in *The Gadsden Times*. 🌟

Shyrlee Lino (right), a Belizean forensics analyst, is completing a 9-week learning assignment with ATF, including 2 weeks at the Firearms Technology Branch in Martinsburg, West Virginia. Photo by Frank P. Mintz, Firearms Technology Branch



remains in the British Commonwealth. Its parliamentary system is modeled after the United Kingdom's, with a prime minister and cabinet representing the majority political party. Queen Elizabeth II is Belize's head of state.

Thus, Ms. Lino communicated well with everyone while she received an intensive exposure to the firearms tracing and identification techniques employed by FTB in Martinsburg. She studied an array of firearms available at the ATF National Firearms Collection housed next to FTB and carefully observed the components and functionality of 12 separate brands and categories, including AK-variant and M16 sub-machineguns, silencers, and a host of pistols and revolvers by Ruger, Beretta, S&W, Glock, Taurus, Jimenez, and Bryco. In Belize, the typical crime gun is apt to be a handgun or another type of small arm falling within a less diverse range, but Ms. Lino's training will be helpful as other firearms become more prevalent. Belize is a growing nation, with increasing numbers of Americans and Europeans vacationing or settling there to enjoy the Caribbean, explore the jungle, or inspect Mayan ruins, and more people from neighboring countries arriving to seek work. Furthermore, the country is strategically located in the global war on crime, adjoining sea-based smuggling routes and Mexico.

Summing up her orientation at opposite ends of the United States, Ms. Lino concluded, "I gained a great amount of knowledge from my experience at ATF. My appreciation goes out to all the hardworking individuals of FTB who were able to take time from their demanding work schedules to give me valuable instruction. The staffs at ATF's San Francisco Forensics Laboratory and the Firearms Technology Branch were welcoming and have allowed my 9-week training to be a pleasurable learning experience." 🌟

The 2011 National Fusion Center Conference

By Joy Kiser

Office of Public and Governmental Affairs

The fifth annual National Fusion Center Conference was held March 15–17, 2011, in Denver, Colorado. The agenda covered numerous issues directly affecting the fusion centers' goals that were identified in the National Strategy for Information Sharing.

Field Intelligence Division Chief Kevin O'Keefe (Office of Strategic Intelligence and Information [OSII]) covered ATF's Southwest Border initiative, ATF Special Agent K. Dino E. Balos of the U.S. Bomb Data Center provided an overview of the Bomb Arson Tracking System (BATS), and Program Analyst Mary Slagle of OSII's Intelligence Systems Division discussed ATF's GangNET database. 



Division Chief Kevin O'Keefe stands beside ATF's booth at the fifth annual National Fusion Center Conference in Denver. Photo by Mary Slagle, Intelligence Systems Division, OSII

What Is a Fusion Center?

On September 17, 2001, then-U.S. Attorney General John Ashcroft directed that combating terrorism and preventing future terrorist acts must be law enforcement's first priority. He directed every state's U.S. Attorney to establish an Anti-Terrorism Advisory Council (ATAC) to serve as a conduit for information sharing about suspected terrorists activities among federal, state, and local law enforcement organizations. There were many challenges to overcome, analyses to be made, and procedures to develop before these multiple entities—all using different communication systems, hardware and software programs, and databases with their own unique security requirements—could effectively share information with each other.

Bringing together representatives from various agencies in a single facility—a *fusion center*—was a key to the success of this initiative. Each agency could glean information or intelligence from their own agency's database and then “fuse” their results with those of their colleagues from other agencies. In this way, one agency was aware of another agency's investigative efforts, and both resources and personnel were used more efficiently. In 2007, fusion centers' missions were expanded beyond terrorism-related intelligence to include all crime-related intelligence.



Awards Recipient John Taylor 2011

On April 7, 2011, ATF Los Angeles Field Division (FD) Technical Surveillance Specialist John P. Taylor (shown with wife Sandra Taylor at left) was honored by the Police Officers Association of Los Angeles County (POALAC) at the 2011 Centurion Awards and Installation banquet. His work is credited with greatly aiding in the prosecution of violent gang members, felons and organized crime figures, and his tireless efforts in support of these investigations is repeatedly praised by those having an opportunity to work with him. During the 2011 Installation Banquet, Special Agent in Charge John A. Torres of ATF's Los Angeles FD was sworn in to lead the organization through 2011—the first ATF employee to serve as president of POALAC. POALAC, non-profit organization that was established in 1928, works cooperatively with all the law enforcement agencies, the private sector and other government agencies to advance the interests of public safety and professional law enforcement in Los Angeles County. Photo by Special Agent/PIO Christian Hoffman, Los Angeles Field Division

Mark Your Calendar ...

The 15th Annual ATF Memorial Observance

Thursday, May 12, 2011

11:00 a.m.

ATF Headquarters Auditorium

Explosives Detection Canine Handler Course Receives Federal Accreditation

By Diana Kelley
National Canine Training and
Operations Center

Former Assistant Director Mark Logan (Training and Professional Development) came out of retirement on April 7, 2011, to witness an achievement for which he and his former staff worked tirelessly. Indeed, federal accreditation of the Explosives Detection Canine Handler Course was a high priority during his tenure as assistant director.

On April 6, 2011, in Charleston, South Carolina, the Federal Law Enforcement Training Accreditation's (FLETA) board members unanimously agreed that ATF's canine course successfully met all criteria for federal accreditation. In fact, this is the first FLETA accreditation of a canine course and the first FLETA accreditation of an ATF training course.

Background/History of FLETA

Beginning in 2000, in an effort to increase the professionalism and quality of Federal law enforcement training, Congress established a task force of key training leaders from principal Federal and state law enforcement agencies, to include ATF, to collaboratively establish standards and procedures to evaluate the training academies and training programs used to train Federal law enforcement agents and officers. The intent was to develop an independent accreditation process that provides law enforcement agencies with an opportunity to voluntarily demonstrate that they meet an established set of professional standards and receive appropriate recognition. This independent accreditation process was entitled Federal Law Enforcement Training Accreditation (FLETA) and is administered by a board or representatives from a number of Federal organizations with law enforcement training responsibilities.

What Is Accreditation?

Accreditation is the granting of approved status to an academic institution by an accrediting body after examination of its courses, standards and other criteria. FLETA's goal is to offer an independent process to ensure that education/training provided by institutions

of higher education/training meet acceptable levels of quality.

The FLETA Process

James Scott, Chief of the Learning Management Branch in ATF's Office of Human Resources and Professional Development, is currently ATF's accreditation manager and has been involved in the accreditation of the canine course since the initial application was submitted with FLETA. Since then, he and his staff have worked closely with the Canine Academy Branch at the National Canine Training and Operations Center in Front Royal, Virginia, to prepare for the FLETA assessment.

Agencies must first conduct a self-assessment, preferably with external assessors, for a "dry-run" prior to the official assessment by FLETA, which is headquartered Glynco, Georgia. The results of the self-assessment are submitted to FLETA along with any requirements for corrective action. Once both parties believe a training course or program is ready for the official assessment, FLETA assigns a team of three experienced assessors and three shadow assessors (assessors in training) from across the nation to conduct the intensive review.

The FLETA assessment team leader, the applicant's accreditation manager, and the FLETA program manager present the results of the assessment at the next FLETA board review committee meeting and respond to any questions from board members. The board meets twice a year for the purpose of hearing FLETA accreditation assessment results.

If all standards are met, the Board will decide to award accreditation to the course or academy. The receiving agency must maintain the strict accreditation standards and submit evidence as such to FLETA each year. A FLETA re-assessment is required every 3 years to maintain accreditation.

Prior to their decision on April 6, 2011, the FLETA board members heard ATF's results and asked follow-up questions to James Scott, Mark Logan, and Training Specialist Gary Adams.



Shown with the FLETA accreditation certificate for ATF's Explosives Detection Canine Handler Course are (left to right) James Scott, Chief, Learning Management Branch; Larry Gochenour, Chief, Advanced Canine Training and Operations Branch; Thomas Murray, Deputy Chief, Arson, Explosives, and International Training Division; Gary Adams, Training Specialist; Elizabeth O'Brien, Instructional Systems Specialist; and Mark Logan, retired Assistant Director (Training and Professional Development). Photo by Christiana Halsey of FLETA

In the report issued by FLETA Executive Director Gary Mitchell following their decision, the board stated that

“ATF’s FLETA accreditation for the Explosive Detection Canine Handler Course is unique; it is the first program with canines to receive FLETA accreditation. The program requires students and canines to attend continuous training over ten weeks and be able to detect explosive odors in a variety of situations. Through FLETA accreditation ATF has demonstrated the course met 63 rigorous standards dealing with program administration, training staff development, curriculum development, and training delivery, providing superior training for its law enforcement officers.”

Mark Logan commented on this ATF milestone

“This is a significant milestone for ATF that recognizes our explosive investigation exper-

tise to protect the American public and interests both domestically and abroad. This confirmation through independent review showcases the dedication of the men and women of ATF to fighting violent crime and protecting the sovereignty of America.”

What Next?

Two more ATF training courses are currently in the accreditation process. The Special Agent Basic Training Course and the Industry Operations Investigator Training Course are both vital to ATF’s mission and were selected as the next ATF courses to seek accreditation. Should the courses receive accreditation, then ATF will be able to apply for accreditation of the ATF National Academy.

For more information about FLETA and its accreditation process, visit the FLETA website at <http://www.fleta.gov/>. 

Case Closed: Recent Convictions, Sentencings on ATF Investigations

- **Dallas, Texas:** On April 15, 2011, ATF reported that a suspect who shot an ATF special agent has been sentenced to 29 years in federal prison. The suspect was convicted on three counts related to the shooting of the special agent, who was serving federal search and arrest warrants on September 2, 2010.
- **Charlotte, North Carolina:** On April 11, 2011, ATF reported that an ATF defendant was sentenced to life in prison plus 60 months in Charlotte. The defendant was part of violent armed narcotics trafficking organization in Charlotte responsible for at least three drug related murders. The sentencing judge commented that the stiff sentence was in part due to the defendant's stated intention to shoot the arresting officers and to his long, violent criminal history. To date, eight members of this organization have been indicted, with a second trial set for June 2011. More indictments are anticipated. ATF conducted this investigation with the Charlotte Mecklenburg Police Department.
- **Richmond, Virginia:** On April 7, 2011, ATF reported that the national president of the Outlaws Motorcycle Club was sentenced to 23 year in prison after his December conviction on racketeering, conspiracy, and other charges in Richmond. Two of his associates received sentences of 3 and 24 years on similar charges.
- **Cleveland, Ohio:** On April 1, 2011, two individuals were found guilty of conspiracy (18 U.S.C 371) and wire fraud (18 U.S.C. 1343 and 2). Specifically, one individual was found guilty on 35 counts (two counts of conspiracy and 33 counts of wire fraud) and the second individual was convicted on 11 counts (two counts of conspiracy and nine counts of wire fraud). The jury was unable (hung) to reach a verdict on twenty-three additional wire fraud counts against the second individual. The two individuals were implicated as conspirators in what is considered one of the largest mortgage frauds in the United States (an estimated \$44 million fraud). Also at trial was a third individual who was the bookkeeper for the second individual's limited liability corporation. The third individual was acquitted on all charges. The criminal investigation was conducted by a Cleveland I ATF Special Agent, a FBI Special Agent and an ATF Fisd District Manager. The Fisd District Manager served as the ATF trial representative and conducted the pre-trial interviews, profers, exhibit preparation and trial presentation.
- **Winston-Salem, North Carolina:** On March 28, 2011, ATF reported on the sentencing of a defendant to 27 years in federal prison for carjacking, carry and use by brandishing a sawed-off shotgun, felon in possession of a firearm, possession of an unregistered National Firearms Act weapon and possession of a stolen firearm. The defendant was enrolled as a student at the Forsyth County Technical College, where he abducted a fellow student at gunpoint, sexually assaulted her and forced her to withdraw money from her bank account. The defendant, who was a convicted sex offender, was under a court order requiring him to wear a GPS monitoring device for life.
- **Bronx, New York:** On March 25, 2011, ATF reported on the sentencing of two defendants who were members of a violent drug trafficking organization operating in the Bronx. One defendant received five life sentences, 20 years to run concurrently and 30 years to run consecutively. The second received seven life sentences, 20 years to run concurrently and 30 years to run consecutively. The group would commit home invasion robberies for narcotics. There were at least seven homicides, several non-fatal shootings and other acts of violence associated with this organization in furtherance of the drug conspiracy.
- **Daytona Beach, Florida:** On March 24, 2011, ATF reported that a defendant was sentenced to 17 years in federal prison for possession of a firearm by a convicted felon, possession of a firearm during and in relation to a drug trafficking offense and possession with intent to distribute crack cocaine. The defendant is one of 50 defendants charged in "Operation 819," a 20-month ATF undercover investigation in Daytona Beach.

Case Closed, continued on next page (column 1)

U.S. House Member Tours ATF's National Tracing Center

By Mary Gonzales

Office of Public and Governmental Affairs

U.S. Congressman Silvestre Reyes (D-Texas) and his staff toured ATF's National Tracing Center (NTC) in Martinsburg, West Virginia, on March 29, 2011. His chief of staff, legislative director and press secretary were very interested in the firearms vault as well as the operational aspects of the center. The U.S. Department of Justice's (DOJ) El Paso Intelligence Center (EPIC) is located in Reyes' district, and he was the original co-sponsor of legislation in the 110th Congress that would have provided additional resources for ATF's Project Gunrunner.

"This is just like the one I used!" exclaimed Reyes, picking up a grease gun.

As an Army combat veteran and former long-time U.S. Border Patrol Agent, Reyes was familiar with many of the weapons in the vault. As co-chair of the House Congressional Southwest Border Caucus, he was eager to see the types of weapons of choice being connected to drug-trafficking organizations in



U.S. Congressman Silvestre Reyes (D-Texas) examines a gold-plated AK-type presentation rifle during a March 2011 tour of ATF's National Tracing Center. Photo by ATF's Visual Imaging Service.

Mexico. Firearms Technology Branch Chief John Spencer (ATF's Office of Enforcement Programs and Services) presented the weapons of choice as well as an overview of his branch.

After the vault, Reyes and his staff toured the center with NTC Chief Charles Houser. Reyes' staff was impressed with the number of traces processed by NTC each year, and they were particularly interested in the impact appropriations restrictions have on the NTC's efficiency. After an overview of e-trace, Violent Crimes Analysis Branch Chief Frank Surotchak discussed trafficking trends to Mexico, and ATF Assistant Director Hoover emphasized the partnerships developed with the government of Mexico. Reyes and his staff pored over the details of the 2010 report on recovery locations for firearms traced in El Paso.

Reyes's press secretary, Vincent Perez, remarked that "more [Capitol] Hill staff need to know the type of work you all do here," and he recommended that Congressional staff should be bused out to see the center for an "ATF tracing tour day" each year.

ATF Acting Director Kenneth Melson and Deputy Director Billy Hoover accompanied Reyes and his staff, as did ATF Office of Legislative Affairs Chief Greg Rasnake and Special Agent in Charge (SAC) Mark Potter, who was acting for Public and Governmental Affairs AD Jim McDermott. 🇺🇸

Case Closed, continued from previous page

- **Greenville, South Carolina:** On March 18, 2011, ATF reported that three defendants were sentenced on charges related in home invasion robberies in Greenville. ATF agents arrested the suspects after an investigation into home invasion robberies and recovered several firearms and a bullet-resistant vest. The sentences ranged from 9 to 20 years.
- **Bucks County, Pennsylvania:** On March 2, 2011, an ATF forensic auditor presented his financial investigation during expert witness testimony at the arson trial of a Bucks County (Pennsylvania) chiropractor. The jury found the chiropractor guilty of using gasoline to start a fire that destroyed his practice. With the guilty verdict, the chiropractor faces a mandatory 15-year sentence. The jury rejected the chiropractor's claim that he had gone to the business in the middle of the night on a premonition and was then accosted by three Hispanic men who set the fire. 🇺🇸

EPS “LEAP”’s Ahead on Workforce Planning

By Katrina Masterson

Office of Enforcement Programs and Services

Along with other ATF directorates, the Office of Enforcement Programs and Services (EPS) has been strained by the current hiring freeze and ongoing manpower constraints. EPS develops and delivers programmatic policy guidance and technical support relative to firearms and explosives to ATF components at both Headquarters and field activities. EPS also drafts the regulations that implement federal firearms, explosives, alcohol diversion, and tobacco diversion laws within ATF's area of responsibility. Despite significant challenges during fiscal year 2011, EPS continues to find creative ways to augment what each staff member can do and to plan for future EPS workforce needs.

EPS Chief of Staff Charlayne A. Armentrout looked to the U.S. Department of Justice's (DOJ) 2011 Leadership, Excellence and Achievement Program (LEAP) to find help with assessing the EPS operational and workforce planning needs. During the fall of 2010, she successfully recruited two LEAP candidates to lead EPS's workforce planning project that began in January 2011. LEAP is DOJ's mid-level leadership training program designed to promote the growth of its future leaders through traditional training, developmental assignments (details), lectures, executive coaching, Senior Executive Service (SES) shadowing, team project assignments, and extensive leadership reading and exercises.

Each year, Mary R. Jones, Justice Management Division's (JMD) Executive Development Program Manager, recruits LEAP candidates, GS-13 through GS-15, from the DOJ components. LEAP is competitive by design and has only 32 highly sought-after slots each year. Jones guarantees each component a share of the slots based on the percentage of its population to the overall DOJ population. For example, ATF gets three LEAP slots each year. The Leadership Institute, HRPD, leads the recruitment of potential LEAP candidates within ATF.

A cornerstone of the program's success is the temporary detail during which the LEAP candidates get to develop and apply their leaderships skill sets in the real world. After making the LEAP candidate selections, Jones followed up in October 2010 with a DOJ-wide call for temporary detail assignments that would



Steven W. Perry (left), a senior statistician with the Bureau of Justice Statistics, and John K. Chang, a senior advisor with the Federal Bureau of Investigation, are assigned to ATF's Office of Enforcement Programs and Services (EPS) through the 2011 Leadership, Excellence and Achievement Program (LEAP). Photo by ATF Visual Information Services

lend themselves to leadership growth while positively benefiting the host agency with a finished project.

In response to the DOJ request, Chief of Staff Armentrout challenged the EPS divisions to propose projects with the most “win-win” for the “Leapers” and EPS. Senior program analysts Katrina Masterson and Sharon Buchanan proposed several projects, including operational/human resource planning, Internet email analysis, and the EPS directives. Both Masterson and Buchanan developed the required one-page project descriptions and made formal presentations about their respective projects at the LEAP candidates' orientation held in November 2010. The EPS proposed projects immediately generated interest, and within the first week, a number of LEAP candidates contacted Masterson about EPS's operational/human resource planning project. Masterson narrowed down the number of interested Leapers to two people, and she arranged for the Leapers to have face-to-face interviews with Armentrout to learn more about the project requirements.

Although EPS had not anticipated recruiting two Leapers for the same project, the situation meant that they could broaden the project scope with an additional Leaper and that the recruited team could produce more results.

The two recruits are Steven W. Perry, a senior statistician with the Bureau of Justice Statistics, and John K. Chang, a senior advisor with the Federal Bureau of Investigation. Before their January 2011 report date,

Masterson worked out the LEAP “contract” details, which included the project goals and objectives along with EPS’s commitment to ensuring their development in the SES Executive Core Competencies (ECQs). The ECQs are the five key competency areas that the Office of Personnel Management (OPM) deems the most important for executive leadership success: leading change, leading people, results-driven, business acumen, and building coalitions.

Having recruited two experienced Leapers, Armentrout and Masterson gave the project requirements careful consideration. Given ATF’s newly revised Strategic Plan, they explored how to achieve the ATF Strategic Plan outcomes tied to EPS.

They soon realized that the workforce planning methodology fit perfectly. Unlike some of the manpower planning models, which look at current staffing demands, only, workforce planning looks at the future needs and how to transition and position the workforce to meet the future needs. It also helps an organization apply creative workforce solutions (instead of just hiring new people) to solve needs, such as retooling the current population versus having to recruit new people.

Perry and Chang embraced the project and the opportunity to work together to augment their mutual leadership development needs. After they arrived in January 2011, they met the entire EPS workforce and became full-fledged EPS employees. Within the first several weeks, Perry and Chang immersed themselves in the project. Perry’s statistical and policy implementation background and Chang’s project management experience helped them design an informal survey questionnaire on the direction, leadership, and work culture in EPS, and they interviewed

the entire EPS management team in a series of meetings at Headquarters and in Martinsburg, West Virginia, by the end of March 2011.

During the interviews, EPS leadership shared workforce challenges as well as best practices in the areas of career development, training, staffing numbers, retirement, attrition, and human capital expectations. Throughout, Perry and Chang gathered creative ideas for improving the recruitment and retention of the EPS future workforce. The two Leapers are now analyzing the data and formulating recommendations for meeting EPS’s future workforce needs that align with the ATF Strategic Plan and EPS’s executive vision.

When Perry and Chang are finished with their report, EPS will have:

- A shared vision for the future that integrates ATF’s Strategic goals and EPS’s executive vision.
- An understanding of its workforce needs to meet strategic and operational goals.
- A better picture of the future workforce to meet its needs.

With LEAP, ATF can promote DOJ leadership growth by sponsoring developmental details. Because the LEAP talent pool offers a great way to accomplish key projects at no cost to the sponsoring agency, Armentrout is eager to share how LEAP benefited EPS, and she urges ATF project sponsors to commit to the growth of the candidates and to commit to change both individually and directorate-wide. Whenever new perspectives are introduced, it means change—positive change!

To learn more, contact Armentrout and/or Masterson (202-648-8788) in EPS’s Office of the Chief of Staff. 

Invitation To Contribute ATF Memorabilia

What do closed case files and souvenirs from unusual or famous cases have in common? They are among the types of items that ATF Historian Barbara Osteika is hoping to receive from ATF special agents and employees to add to the ATF archives. Please keep ATF in mind the next time you browse through your

personal collection of ATF memorabilia. It’s especially important that you provide background information about the items—you may be the only person who knows! You can contact Barbara at 202-648-8309 or Barbara.Osteika@atf.gov for packing and mailing/shipping instructions.

Practicing Positive Assertiveness

By Sunithi Kuruppu, MSW
ATF Employee Assistance Program Manager

Practicing good communication is essential to a healthy working environment, and so is making correct decisions. Being positively assertive is a communication skill that tops the list for success in any workplace. Assertiveness can help strengthen relationships, reduce stress, improve your self-image and increase your ability to succeed.

Being Assertive Versus Being Aggressive

Being assertive is putting your thoughts and ideas forward positively and with confidence, even in the face of adversity. Being aggressive is putting forward your thoughts and ideas in a state of combative readiness. Aggression often comes off as the “my way or the highway” approach, which makes others feel wrong. The difference between the two is that assertiveness allows others to see where you clearly stand, but also allows others to feel justified in having opposite opinions or thoughts.

Being Assertive Means:

- Feeling comfortable expressing and accepting feedback.
- Asking for what you want, need or prefer.
- Expressing yourself appropriately and confidently.
- Stating your preferences clearly, without putting others down or belittling yourself.

More Tips

- Speak directly to avoid assumptions or mixed messages.
- Instead of “I need this ASAP!” consider, “I need this by 8 a.m. on Friday. What do you need to accomplish that?”



Be Assertive!

- Ask for others opinions BEFORE offering your own.
- Offer your thoughts and ideas prefaced by “what if we...”, “could we look at it this way...” or “I was thinking...” This will allow others to take in what you are saying without feeling shut off.
- Don’t interrupt others. Hear the person out and then assertively give your response.
- Be assertive by using eye contact and facing the person to whom you are speaking. Be careful not to use dismissive gestures.
- Present both sides of an issue, use the right words and communicate your ideas clearly.

Remember, being assertive doesn’t give you the right to make any request you want. Positive assertiveness is an effective way to communicate, and these skills can be learned. Our behavior and the way we communicate has a direct effect on others. Learn to evaluate your style, how others perceive you, and how you feel after offering your opinion. Assertiveness is a positive option in the way we choose to express ourselves! 🌟

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www.bhsonline.com

Special Agents Receive TOP COP Honor

By Joy Kiser
Office of Public and Governmental Affairs

The National Association of Police Organizations recognizes law enforcement officers for actions above and beyond the call of duty through their Annual TOP COP Awards. On May 12, 2011, during National Police Week, 30 officers who participated in the top ten cases in the nation will be awarded TOP COP honors. ATF Special Agents (SA) Glen Cook and David Oliver will receive Honorable Mention Awards during the event for their heroic investigative efforts into an improvised explosive device (IED) case.

Dr. Trent Pierce, a well-respected physician, was nearly killed and permanently disfigured by an IED that exploded outside his West Memphis, Arkansas, home on February 4, 2009. Responding SAs Cook and Oliver secured the area, analyzed the bombing scene, and identified the components of the IED as a military MK3A2 offensive grenade affixed to a donut spare tire from a Nissan Altima.

Under SA Cook's direction, more than 100 ATF employees participated in the subsequent complex and labor-intensive investigation, pursuing more than 600 leads. Another physician was among a group who were considered suspects because of disciplinary actions taken against them by the Arkansas State Medical Board, of which Dr. Pierce was chairman. A search of that suspect's residence uncovered a legal 40mm grenade launcher. When he was asked whether he possessed 40mm grenades for the weapon, the suspect denied owning any. He also denied any involvement with the bombing and had

verifiable alibis for both the night before and morning of the incident.

A month later in a wooded area behind the suspect's home, a city employee stumbled across a partially buried military ammunition can containing 100 40mm grenades. ATF searched the suspect's house a second time and discovered a donut spare tire similar to the one found at the crime scene and five military ammunition cans, one of which had a lot number that matched the number on the can found in the woods.

Agents Cook and Oliver relentlessly pursued the case against the suspect, interviewing more than 60 individuals, installing and monitoring surveillance devices and analyzing telephone records and financial documents. They worked evenings, sacrificed weekends, and missed family holidays until they built a case against the suspect that revealed that he had hired someone to plant the IED, which had been made from illegally purchased components stolen from a military base.

Their dogged determination and superb investigative skills resulted in a conviction that took a dangerous felon off the street, built rapport with the U.S. Attorneys' Office and provided Dr. Pierce the opportunity to develop confidence in law enforcement and bring closure to his painful ordeal.

Please join us in congratulating Resident Agent in Charge Glen Cook ATF's El Paso Field Office (Dallas Field Division) and SA David Oliver of ATF's Little Rock (Arkansas) Field Office (New Orleans Field Division) for their outstanding achievement. 

April ATF Special Agent Line of Duty Deaths

<i>Special Agent</i>	<i>Date of Death</i>	<i>Special Agent</i>	<i>Date of Death</i>
Leroy J. Youmans	April 3, 1923	Robert G. Anderson	April 16, 1923
Robert C. Nickerson	April 11, 1935	Leroy R. Wood	April 16, 1933
Lamar W. York	April 12, 1930	Robert R. Evans	April 19, 1941
Leonard A. Welty	April 13, 1933	M. H. Barnes	April 24, 1949
William Leroy Shields	April 13, 1954		



ATF Tyler Office Is Honored for Its Work on Major Cases

On March 21, 2011, Tyler Texas Fire Department Chief Tim Johnson and Tyler City Fire Marshal Paul Findley presented Resident Agent in Charge (RAC) Clay Alexander of ATF's Tyler Field Office (FO; Dallas Field Division) with a plaque of appreciation for ATF's assistance during the past year. The Tyler FO responded to and investigated a rash of church fires, commercial explosive incidents and mailbox bombs within the Tyler city limits. RAC Alexander accepted the plaque on behalf of the men and women of the Tyler FO. Photo by Special Agent Holley Longacre, Dallas Field Division

ATFA 2011 CONFERENCE

The ATF Association (ATFA) is holding its annual conference April 29–May 1, 2011, in Savannah, Georgia. ATFA brings together former and current ATF colleagues for fellowship and friendship, assists with post-ATF career planning and development, and provides support in a time of need. Members and non-members who qualify for membership (basically, those who have completed one year of honourable service with ATF) and their spouses/significant others are invited to attend. There will be networking/socializing activities, an ATFA membership meeting and opportunities to explore post-ATF opportunities with key ATFA sponsors who are looking for ATF experts. For more information about the conference and to register, visit the ATFA website at <http://www.atfassociation.org>. To contact ATFA, call 515-282-8192 or write to 525 SW 5th Street, Suite A, Des Moines, Iowa 50309.

A BLAST FROM THE PAST ...



DEPARTMENT OF THE TREASURY BUREAU OF ALCOHOL, TOBACCO AND FIREARMS



SAN FRANCISCO DISTRICT "THUS SAITH THE LORD"

THEIR REVELATION

John and Vickie Singer were avowed fundamentalists of the Mormon faith and believers in polygamy. They proclaimed that they had separate spiritual revelations from God who instructed them to marry and lead a holy crusade against world corruption.

Excommunicated from the Mormon Church because of their fundamentalist beliefs, the Singers assumed an isolated lifestyle in Marion, Utah. In later years, actions taken by the Singers in pursuit of their lifestyle resulted in State charges being brought against them. These charges were ignored. In retaliation, John, who always carried a gun, barricaded his farmhouse and openly threatened all trespassers.

On January 18, 1979, after an 18-day standoff, John was shot to death during an armed confrontation with police. Vickie filed a wrongful death suit and appealed for the right to educate her own children. Losing on both issues, she became bitter and blamed the Mormon Church for her husband's death.

Addam Swapp, age 27, like the Singers, was a fundamentalist Mormon who believed in polygamy. He also believed that the Government and the Mormon Church were corrupt and that the Mormon Church was responsible for John Singer's death. In marrying two of John's daughters, Addam assumed the role of John Singer and became the leader of the Singer family.

THE CRIME

During the early hours of January 16, 1988, Addam Swapp, his brother Jonathan Swapp, and John T. Singer made a bomb that weighed approximately 130 pounds. Addam and Jonathan carried the bomb one mile to the Mormon Church in Marion. They then broke in to the church and placed it inside. Prior to leaving the church, they left a pole inscribed with a message that read "J.S., January 18, 1979—Church and State will be destroyed." The bomb detonated, destroying the church at a loss of an estimated \$3 million.

The bombing marked the ninth anniversary of John Singer's death. Through scriptural interpretations, the Singer family believed that the bombing would resurrect John Singer from the dead.



DAMAGE CAUSED BY CHURCH BOMBING

THE INVESTIGATION

Within hours of the church bombing, the Summit County Sheriff's Office contacted the ATF office in Salt Lake City, Utah, and requested assistance in the investigation. ATF activated the Western Region National Response Team to assist the local ATF agents in conduct-



VICKIE SINGER
5 YEARS IMPRISONMENT

JOHN TIMOTHY SINGER
25 YEARS IMPRISONMENT



ing and processing the crime scene. The FBI was also asked to assist.

Based on ATF's investigative findings, it was determined that the suspects in the bombing were members of the zealous Singer family. Federal agents and police officers were dispatched to the Singer compound where the suspects and 10 other family members ranging in age from 10 months to 17 years resided. Nearly 100 police officers and Federal agents surrounded the Singer compound. Addam Swapp admitted to the church bombing, but he and the remainder of the family refused to surrender to the authorities.

SINGER RESIDENCE



SOME OF THE 23
RECOVERED
WEAPONS

BOMB DIAGRAM
AND COMPONENTS
RECOVERED

BIBLE QUOTE FOUND AT RESIDENCE

STANDOFF

The Singer's refusal to surrender started a 13-day standoff. All efforts to negotiate failed; even a plea from the Governor of Utah went unheard.

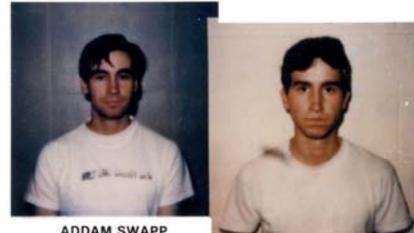
Federal arrest and search warrants were subsequently obtained by ATF. On January 28, a decision was made to spearhead an attack against the compound and arrest the suspects. An armored personnel carrier and a dog and his handler were activated. The dog, who was to subdue the suspects, hesitated. His handler, a State corrections officer, moved from cover to encourage the dog, but was shot and killed by one of the suspects. Addam Swapp was wounded in the exchange of fire when he pointed his rifle at other officers. After the confrontation, the suspects and members of the Singer family surrendered to authorities. Addam was arrested and taken to the hospital. A subsequent search of the compound resulted in the recovery of 23 assorted firearms and explosives material that were linked to the church bombing.

FEDERAL ADJUDICATION

Addam Swapp, Jonathan Swapp, John T. Singer, and Vickie Singer were charged with and convicted of explosives and firearms violations as well as aiding and abetting and resisting arrest. Each was subsequently sentenced on September 2, 1988, to various terms of imprisonment, ranging from 5 years to 20 years.

STATE ADJUDICATION

Addam Swapp and John T. Singer were convicted of second-degree manslaughter. Both were subsequently sentenced on January 26, 1989, to 1 to 15 years' imprisonment, to be served concurrently to the Federal sentence. Jonathan Swapp was convicted of negligent homicide. He was also sentenced on January 26 to 1 year's imprisonment, to be served concurrently to the Federal sentence.



ADDAM SWAPP
35 YEARS IMPRISONMENT

JONATHAN SWAPP
11 YEARS IMPRISONMENT



Inside ATF

The Bureau of Alcohol, Tobacco, Firearms and Explosives

U.S. Department of Justice

March Retirements

<i>Employee</i>	<i>Position</i>	<i>Location</i>	<i>Govt. Service</i>
Robert J. Irwin	Supv Criminal Investigator	Camden Field Office, Newark FD, FO	23 years
Randall J. Kennedy	Prog Analyst	Critical Incident Mgt Br, FO	11 years

Submitted by Human Resources Division, Employee Benefits Branch.

Moves

<i>Employee</i>	<i>From</i>	<i>To</i>
Kevin Bonikowski	Special Agent, Miami II Field Office, FO	Grp Sup, Miami II Field Office, FO
David S. Booth	Prog Mgr, International Affairs Office, FO	RAC, Denver I Field Office, FO
Martha Brognard	DOO, Baltimore FD, FO	Prog Mgr, Firearms Ops Div, FO
Thomas Cannon	RAC, Reno Field Office, San Francisco FD, FO	ASAC, Boston FD, FO
John Cooper	EUROPOL Rep, Counter Terrorism Div, OSII	Chief, Alcohol & Tobacco Diversion Div, FO
Stephanie D'Andrea	Criminal Investigator, Boston IV Field Office, FO	Criminal Investigator, Executive Protection Br, Security & Emergency Prog Div, OPRSO
Scott Heagney	Prog Mgr, Counter Terrorism Div, OSII	RAC, Rochester Field Office, New York FD, FO
Brian Klas	Special Agent, Baltimore Group III, FO	Prog Mgr, Liaison Div, OPGA
Mark Leiser	RAC, Boise Field Office, Seattle FD, FO	ASAC, Seattle FD, FO
Donald Robinson	Dir, U.S. Bomb Data Center, OSII	ASAC, Philadelphia FD, FO
Carl Vasilko	Unit Chief, Technical Exploitation Unit, Terrorist Explosive Device Analytical Ctr, OSII	Dir, NCETR (Huntsville, AL), FO
Carl Walker	RAC, Ft. Worth Field Office, Dallas FD, FO	ASAC, Dallas Field Division, FO

Positions listed are management/supervisory/program manager positions only.

Welcome Aboard!

<i>Employee</i>	<i>Position</i>	<i>Location</i>	<i>Start Date</i>	<i>Previous Location</i>
Christie D. Stewart	Personnel Security Spec	Personnel Security Br, Security & Emergency Prog Div, OPRSO	3/13/2011	CACI-WGI Inc. Contractor, DoD Security Service