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Note: See following page for list of inspection reports included in original release  
Material released on appeal begin on PDF page 381

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**INSPECTION REPORT FOR:****REPORT DATE**

|                                 |                |
|---------------------------------|----------------|
| James J. Rowley Training Center | April 2, 2004  |
| Charlotte Field Office          | April 12, 2004 |
| Mexico City Resident Office     | April 21, 2004 |
| McAllen Resident Office         | April 23, 2004 |
| San Antonio Field Office        | April 28, 2004 |
| Dayton Resident Office          | May 1, 2004    |
| Wilmington (NC) Resident Office | May 3, 2004    |
| Inspection Division             | May 4, 2004    |
| Bush Protective Division        | May 5, 2004    |
| Cincinnati Field Office         | May 20, 2004   |
| Albany Resident Office          | June 2, 2004   |
| Columbus Resident Office        | June 8, 2004   |
| Clinton Protective Division     | June 10, 2004  |
| Syracuse Resident Office        | June 17, 2004  |
| Buffalo Field Office            | June 25, 2004  |
| Milwaukee Resident Office       | June 30, 2004  |
| Chicago Field Office            | July 12, 2004  |





**DEPARTMENT OF HOMELAND SECURITY**  
UNITED STATES SECRET SERVICE  
WASHINGTON, D.C. 20223

Freedom of Information and Privacy Acts Branch  
Communication Center  
245 Murray Lane, S.W.  
Building T-5  
Washington, D.C. 20223

JUN 4 2008

File Number: 20040522

Dear Requester:

Reference is made to your Freedom of Information and/or Privacy Acts request originally received by the United States Secret Service on August 10, 2004, for information pertaining to a copy of the Internal Reviews performed by the Office of Inspection during April 1, 2004 through July 25, 2004.

Enclosed are copies of documents from Secret Service records. The referenced material was considered under both the Freedom of Information Act, Title 5, United States Code, Section 552 and/or the Privacy Act, Title 5, United States Code, Section 552a. Pursuant to the Acts, exemptions have been applied where deemed appropriate. The exemptions cited are marked below.

In addition, approximately 6 page(s) were withheld in their entirety. An enclosure to this letter explains the exemptions in more detail.

☐ If this box is checked, deletions were made pursuant to the exemptions indicated below.

***Section 552 (FOIA)***

|   |   |   |                                      |                                      |
|---|---|---|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> (b) (1)                | <input checked="" type="checkbox"/> (b) (2) | <input type="checkbox"/> (b) (3) Statute:       |                                      |                                      |
| <input type="checkbox"/> (b) (4)                | <input checked="" type="checkbox"/> (b) (5) | <input checked="" type="checkbox"/> (b) (6)     | <input type="checkbox"/> (b) (7) (A) | <input type="checkbox"/> (b) (7) (B) |
| <input checked="" type="checkbox"/> (b) (7) (C) | <input type="checkbox"/> (b) (7) (D)        | <input checked="" type="checkbox"/> (b) (7) (E) | <input type="checkbox"/> (b) (7) (F) | <input type="checkbox"/> (b) (8)     |

***Section 552a (Privacy Act)***

☐ (d) (5) ☒ (j) (2) ☐ (k) (1) ☒ (k) (2) ☐ (k) (3) ☐ (k) (5) ☐ (k) (6)

The following checked item(s) also apply to your request:

☐ Some documents originated with another government agency(s). These documents were referred to that agency(s) for review and direct response to you.

☐ page(s) of documents in our files contain information furnished to the Secret Service by another government agency(s). You will be advised directly by the Secret Service regarding the releasability of this information following our consultation with the other agency(s).



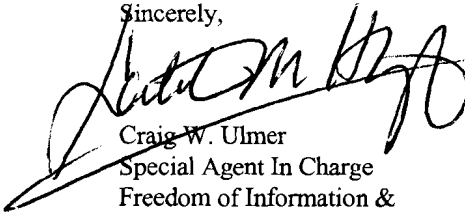
☐ Other: .

☒ Fees: The file you requested consists of 372 pages, 100 pages are free of charge. Therefore, you are being assessed for photocopying 272 pages at \$.10 per page. The charges incurred for processing this file is \$27.20. Please send a certified check or money order in that amount made payable to the Department of Homeland Security, directly to the FOIA/PA Branch at Communication Center, 245 Murray Lane, S.W., Building T-5, Washington, D.C. 20223.

If you disagree with our determination, you have the right of administrative appeal within 35 days by writing to Freedom of Information Appeal, Deputy Director, U.S. Secret Service, Communications Center, 245 Murray Lane, S.W., Building T-5, Washington, DC 20223. If you decide to file an administrative appeal, please explain the basis of your appeal.

Please use the file number indicated above in all future correspondence with the Secret Service.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig W. Ulmer", is written over the typed name and title.

Craig W. Ulmer  
Special Agent In Charge  
Freedom of Information &  
Privacy Acts Officer

Enclosure: FOIA and Privacy Act Exemption List



**FREEDOM OF INFORMATION ACT  
SUBSECTIONS OF TITLE 5, UNITED STATES CODE, SECTION 552**

**Provisions of the Freedom of Information Act do not apply to matter that are:**

- (b) (1) (A) specifically authorized under criteria established by an Executive Order to be kept secret in the interest of national defense or foreign policy and (B) are in fact properly classified pursuant to such Executive order;
- (b) (2) related solely to the internal personnel rules and practices any agency;
- (b) (3) specifically exempted from disclosure by statute (other than section 552b of this title), provided that such statute (A) requires that the matters be withheld from the public in such a manner as to leave no discretion on the issue, or (B) establishes particular criteria for withholding or refers to particular types of matters to be withheld;
- (b) (4) trade secrets and commercial or financial information obtained from a person and privileged or confidential;
- (b) (5) inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency;
- (b) (6) personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy;
- (b) (7) records or information compiled for law enforcement purposes, but only to the extent that the information: (A) could reasonably be expected to interfere with enforcement proceedings; (B) would deprive a person of a right to a fair trial or an impartial adjudication;; (C) could reasonably be expected to constitute an unwarranted invasion of personal privacy; (D) could reasonably be expected to disclose the identity of a confidential source, including a State, local, or foreign agency or authority or any private institution which furnished information on a confidential basis, and, in the case of a record or information compiled by a criminal law enforcement authority in the course of a criminal investigation, or by an agency conducting a lawful national security intelligence investigation, information furnished by a confidential source; (E) would disclose techniques and procedures for law enforcement investigations or prosecutions, or would disclose guidelines for law enforcement investigations or prosecutions if such disclosure could reasonably be expected to risk circumvention of the law; (F) could reasonably be expected to endanger the life or physical safety of any individual;
- (b) (8) contained in or related to examination, operating, or condition reports prepared by, on behalf of, or for the use of an agency responsible for regulation or supervision of financial institutions;
- (b) (9) geological and geophysical information and data, including maps, concerning wells.

**PRIVACY ACT  
SUBSECTIONS OF TITLE 5, UNITED STATES CODE, SECTION 552a**

**The provisions of the Privacy Act do not apply to:**

- (d) (5) material compiled in reasonable anticipation of civil action or proceeding;
- (j) (2) material reporting investigative efforts pertaining to enforcement of criminal law including efforts to prevent, control, or reduce crime or apprehend criminals;
- (k)(1) material is currently and properly classified pursuant to an Executive Order in the interest of national defense or foreign policy;
- (k) (2) material compiled during investigations for law enforcement purposes;
- (k) (3) material maintained in connection with providing protective services to the President of the United States or other individuals pursuant to section 3056 of Title 18;
- (k) (5) investigatory material compiled solely for the purpose of determining suitability, eligibility, or qualifications for Federal civilian employment, military service, Federal contracts, or for access to classified information, but only to the extent that the disclosure of such material would reveal the identity of the person who furnished information to the Government under an express promise that the identity of the source would be held in confidence, or prior to the September 27, 1975, under an implied promise that the identity of the source would be held in confidence;
- (k) (6) testing or examination material used solely to determine individual qualifications for appointment or promotion in the Federal service the disclosure of which would compromise the objectivity or fairness of the testing or examination process;



# INSPECTION REPORT

James J. Rowley Training Center

April 2, 2004

This report covers the inspection of the James J. Rowley Training Center (JJRTC) during the period of December 1 - 12, 2003. The last inspection was conducted on December 4 - 14, 2000.

The inspection was conducted by:

Inspector Lisa J. Risley, Lead  
(Section 1)

Inspector Charles L. Kinnel  
Inspector  
Assistant to the Special Agent in Charge (ATSAIC) Robert V. Jasinski (JAX)  
(Section 2)

Inspector John A. Gill  
Inspector Kathy J. Lyerly  
Assistant Inspector  
ATSAIC (DPD)  
(Section 3)

Assistant Inspector  
Information Technology Specialist  
(Section 4)

Inspector Michael J. Carbone  
Inspector  
(Section 5)

Inspector  
Assistant Special Agent in Charge (ASAIC) BHM)  
(Section 6)

Assistant Inspector  
Assistant Inspector  
(Section 7A)

Assistant Inspector  
(Section 7B)

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Assistant Inspector  
Assistant Inspector  
(Section 7C)

Assistant Inspector  
ASAIC .....  
(Section 7D)

GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Lisa J. Riley  
Inspector

James E. Mackin  
Special Agent in Charge

Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Human Resources & Training  
cc: SAIC - JJRTC

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## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. MANAGEMENT OF THE OFFICE**

The management of JJRTC is [redacted] In addition to the SAIC, the DAD - HRT maintains an office at JJRTC. SAIC Burke has oversight and responsibility of the day-to-day operation of JJRTC, while DAD Elias oversees the long range planning of JJRTC. Each ASAC maintains responsibility of their respective program area.

While having a DAD physically located at JJRTC

DAD Elias served as the SAIC of JJRTC prior to being named as the DAD. During his tenure as the SAIC, DAD Elias

SAIC Burke conducts weekly supervisor meetings which include ASACs and ATSAICs. Information is provided at these meetings, which, in turn, is provided by the ATSAICs to the individuals within their branch. These weekly meetings allow for exchange of information in both directions.

SAIC Burke reported to JJRTC in October 2003. Due to the size and the mission of JJRTC, [redacted]

[redacted] However, he has instituted the practice of meeting with employees of each branch, without their supervisors present, to answer questions that each group may have. While this practice has only been in effect for a short period of time, SAIC Burke intends to meet with each branch on a quarterly basis.

Additionally, SAIC Burke is establishing a "water cooler" page on the USSS intranet, for JJRTC employees only. Modeled after the water cooler web site established by the Office of Government and Public Affairs, this is another forum for management to address issues of concern while making the information accessible to all JJRTC employees.

The workload at JJRTC appears to be equitably distributed. The unique mission of JJRTC, providing diverse training to all USSS employees, requires that the management staff at JJRTC interacts regularly with the different operational entities throughout the USSS to ensure their needs are being met. Additionally, every attendee at a

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**JJRTC training class is required to submit a critique of the class. These are reviewed by JJRTC program managers to ensure that the proper information is being provided through JJRTC.**

**JJRTC also provides a monthly report to the Director of the USSS which captures, by branch, the accomplishments of the previous month.**

**Since the assignment of a GS-15 ASAIC at FLETC, supervisors from JJRTC have not made periodic visits to FLETC. In February 2004, the ASAIC position at FLETC will return to JJRTC, leaving a GS-14 ATSAIC as the ranking USSS representative.**

#### Employee Interviews

Number of employees: [ ]

Number interviewed: [ ]

#### B. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

**The primary goal of JJRTC's Annual Workplan is to provide USSS employees with the training they need to accomplish the agency's mission objectives. This is accomplished through constant coordination between JJRTC staff and USSS operational entities, which ensures that subject matter meets consumer needs. Additionally, mandatory written critiques are reviewed by JJRTC management to measure the effectiveness of the information being presented.**

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C. LIAISON

**Liaison interviews were conducted with representatives of Johns Hopkins University (JHU), the Johns Hopkins Medical Institution's Department of Emergency Medicine, George Washington University Emergency Health Services Program, U.S. Capitol Police, Maryland State Police (MSP) Training Division, Tessada and Associates Inc., Ribiero Construction Company, and the Sheraton College Park Hotel.**

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## **Section 2: Administration**

### **2.2: Inspection Review and Findings**

#### **A. EMPLOYEE PERFORMANCE FILES**

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### **B. EMPLOYEE VOUCHERS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### **C. REVIEW OF PAYROLL RECORDS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

**On December 15, 2000, former Assistant Director (AD) Larry Cockell, HRT, signed a waiver exempting personnel assigned to JJRTC from completing SSFs 1852 (Special Time and Attendance Worksheet). The inspection team**



D. POLICY AND INFORMATION DISSEMINATION

**New policies, directives, and other pertinent information are disseminated through weekly supervisors meetings, JJRTC e-mail newsgroups, and program/branch briefings.**

**LaserFiche is available on all computers and two sets of manuals are being maintained as required. The USSS Strategic Plan is readily available to all employees.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office of Health and Safety programs? **YES**



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The buildings and facilities are well-maintained and present a professional appearance.**

**In Fiscal Year (FY) 2003, there were three major renovation projects. These included the renovation of the Wilkie Building indoor range, the replacement of the bullet trap, and the upgrading of the major lift station. Approximately \$900,000 in classroom and office space upgrades are planned in FY 2004.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES**

**Has this office loaned any property or equipment? YES**

**JJRTC has numerous items on loan to other protective and investigative offices. The loaned property is properly documented in the Property Accounting Management System (PAMS).**

**The review of API reports for FYs 2001 - 2003 determined that all reports were accurate and submitted in a timely manner.**

**JJRTC currently has 4,238 items of accountable property listed in the PAMS system. During this inspection, 97 percent (4,106) of these items were verified.**

**JJRTC divided the responsibilities of tracking and maintaining accountable property into the following four areas: weapons, ammunition, vehicles, and information technology (IT)/accountable property.**

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In addition to dividing the property responsibilities into four areas, each section of JJRTC has designated an employee to oversee all property assigned to its section.

Since the last inspection, management has also implemented new procedures for improved tracking and maintenance of new accountable property. All requests for IT and accountable property from the different sections are now forwarded to the IT section. All orders and subsequent Administrative Operations Division (AOD) bar codes are centrally processed through this section. These changes have improved the timely and accurate recording of all newly acquired property.

C. VEHICLES

Number of vehicles assigned to this office:

Number of seized vehicles converted to official use:

N/A

Seventy of the [ ] vehicles assigned to JJRTC are listed for disposal.

During this inspection, 236 of the [ ] hicles were examined. The JJRTC vehicle fleet is [ ] and all vehicles contain the required documents and equipment. All vehicles are being maintained in accordance with USSS policy.

The review of vehicle files determined that although all required maintenance is being conducted and entered into PAMS, numerous vehicle files did not contain the required documentation verifying that maintenance had been completed. In addition, numerous vehicle files were missing SSFs 1778A (Home-to-Work and Extraordinary Use Vehicle Log), registration, and various required signatures.

Several JJRTC vehicles are designated as "common vehicles" and are not permanently assigned to individuals. The inspection team concluded that JJRTC management [ ] in order to accurately track the monthly mileage usage of these vehicles.



During the inspection period, there were 17 reported accidents with damage totaling \$30,756. This represents a decrease from the 20 accidents reported during the prior inspection period.

D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**Electronic intercept equipment was checked and found to be in compliance with USSS policies. It should be noted that all electronic intercept equipment is used solely for training purposes.**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

**At the time of this inspection, there were [ ] weapons listed under JJRTC's property inventory.**

**The inspection team verified 100 percent of these weapons. [ ]**

**The Weapons Logs (SSF 1781) are accurate, up-to-date, and are being utilized in accordance with USSS policy. Management utilizes a computer database to assist in the tracking and assignment of the various weapons.**

**All shoulder weapons are being function-fired according to USSS policy.**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**There are [ ] rounds of ammunition on hand. One hundred percent of the ammunition was verified by the inspection team.**

**Accountability of the ammunition is maintained utilizing the following three different and redundant systems:**

- Each category of ammunition is recorded on its own Ammunition Inventory Log (SSF 3064)

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- All expenditures/receipts are recorded on a “master ammunition log” maintained at the JJRTC bunker
- All inventory totals are also maintained and verified in a computer database

Is the documentation of the disposal of expended cartridges filed appropriately?

**YES**



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Occupant Emergency and Emergency Preparedness Plans were updated in December 2003, and were distributed to all JJRTC supervisors.**

**The Recall Plan was updated in July 2003, and was made available to all JJRTC employees via e-mail.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**The Classified Document Register is being used and maintained properly. There are 64 classified documents, including duplicates, registered. Thirty-nine of these documents have been signed over to the Simulations Lab.**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

**JJRTC is not a COMSEC account holder. However, administrative file 145.110 is being maintained and contains the receipt (SSF 153) for four , issued by IRMD. The s are being secured in accordance with USSS policy.**

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**The four are located in the following areas:**

**E. COMPUTER SECURITY**

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **12/03**

How many modems are used in the office?

Have all modems been registered? **YES**

**F. TECHNOLOGY UTILIZATION**

**Use of the technological applications by JJRTC has assisted employees on a daily basis with accessing files and running applications.**

**Currently, JJRTC is upgrading its IT system for compatibility with the requirements of the Headquarters Relocation Plan.**

**G. LOCAL AREA NETWORK (LAN)**

Does this office utilize a LAN? **YES**

Is the office in compliance with established maintenance and security procedures relative to the administration of the LAN? **YES**



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

**JJRTC does not maintain a confidential fund.**

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card?

**YES**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation?

**YES**



D. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

E. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

F. FISCAL RESPONSIBILITY

**JJRTC incurred an interest charge of \$3.57 to a commercial purchase card in September 2003. Although the bill was submitted to FMD in a timely manner, the supporting documentation was received by FMD two days after the bill was due.**

**JJRTC had two unauthorized commitments since the last inspection:**

- In September 2002, JJRTC properly submitted a purchase order totaling \$36,000, for the acquisition of nine dogs. The program manager at the time inadvertently purchased the dogs prior to the procurement process being completed. This purchase was processed as a ratification by FMD.**
- In April 2003, JJRTC employees inadvertently purchased \$5,384 worth of gasoline from a vendor used in the previous fiscal year.**

**JJRTC issues a large amount of third party drafts every fiscal year.**



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**Since the last inspection, nearly 100 percent of JJRTC personnel have attended some type of internal or vendor sponsored developmental training. The training varied from specialty courses to management training.**

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **YES**

Overall rate of compliance since last inspection: **90%**

Rate of supervisory compliance since last inspection: **87%**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **81%**

Rate of supervisory compliance since last inspection: **78%**

RIF



## **Section 7: Activity Analysis**

### **7.2: Inspection Review and Findings**

#### **A. ACADEMIC PROCESS BRANCH**

**APB identifies and coordinates emerging training needs, instructional methods (to include content and delivery strategies for all programs), and training materials.**

**APB administers and supervises all instructional programs in the areas of employee development, management, executive development, technology-based, in-service, and basic training.**

**APB has been slightly reorganized since the last inspection. The title of Registrar has been added to the Basic Training and the In-Service/External Training Sections. The International Training Section is now part of the Criminal Investigation Division and the Policy Development Section now falls under the Use of Force Branch.**

#### **Registrar Basic Training Section (RBTS)**

**RBTS coordinates and facilitates logistics and training for all basic special agent (SA) and Uniformed Division (UD) recruit training programs, as well as the forecasting and scheduling of all basic classes. Other duties include: scheduling students who are recycled, convening student review boards in instances involving misconduct, preparing graduation ceremonies, and scheduling graduation speakers.**

**During FY 2003, this section coordinated 16 SA classes and 10 UD classes. With the projected increase in UD personnel, there will be 15 UD classes in FY 2004, along with 8 SA classes.**

**RBTS is in full compliance with current policies and guidelines and is accomplishing its stated mission.**

#### **Registrar In-Service/External Training**

**This section coordinates all in-service, external training, and continuing training requests for all USSS employees. This section also coordinates all aspects of facilities and classroom scheduling for JJRTC. Additionally, this section oversees all scheduling, to include the development of new technology to enhance the scheduling process.**

RIF



### **Instructional Management Process Section (IMP)**

**IMP is responsible for supporting all JJRTC training programs. This support is achieved by defining organizational needs, establishing performance based training objectives, and recommending appropriate instructional and evaluation strategies. IMP also coordinates staff development and manages the accreditation process.**

**TDSs work closely with Subject Matter Experts (SME), who are either SAs or UD officers assigned to JJRTC. SMEs determine the effectiveness of current programs and instruction, and verify if learning and practical applications by students are being achieved. The effectiveness of the process is determined through written tests and other objective assessments.**

**The foundation for all instruction at JJRTC is the Essentials of Instruction Course (EOI). EOI is designed to build confidence and enhance teaching skills of classroom instructors, many of whom have no teaching background. The last EOI course was conducted in November 2003, and was well-received by students.**

**The IMP section is currently engaged in the following special projects:**

- **Curriculum development and review of SATC investigative courses, which are to be relocated from FLETC to JJRTC**
- **A new UD officer training course curriculum**
- **The accreditation of JJRTC**

**IMP conducted a review of applied teaching techniques to measure effectiveness.** [

**IMP also developed, reviewed, and implemented what is now known as the Beltsville Field Office (BFO).** [



### Technology Based and Distance Learning Section (TBT)

The mission of the TBT is to develop, coordinate, and instruct all standardized and specialized technology-based training. Additionally, TBT administers, coordinates, develops and implements all facets of the distance learning program.

Software application courses offered by TBT range from introductory to advanced levels. General computer training courses involving desktop and laptop operation are also offered by TBT.

TBT offers a wide array of web-based courses and reference-ware, which are available to all USSS employees. The program is known as "Learnegy" and can be accessed via the USSS Intranet.

Live training delivered directly to an employee's desktop is available through an electronic classroom using "Learnlinc" software. Students in multiple locations have the ability to interact with their instructor via voice and on-line chat. The electronic classroom is also available to anyone with a connection to the USSS Intranet.

Video Teleconferencing is a two-way, fully interactive, video and graphics communication system. This innovation is available in many field offices as well as JJRTC. This system has the capability to create a live world-wide training environment for USSS subject matter.

These innovations have enabled TBT to achieve one of its stated goals, which was to reach the USSS population more effectively.

TBT is currently working with FMD in the development of a new travel management system, which would theoretically streamline the entire USSS travel management process. Additionally, TBT is working in collaboration with AOD on a new property management system. Both projects are near completion.

The transition from Netscape to Outlook is one of the larger projects being undertaken by TBT.

A review of TBT lesson plans revealed that they were addressing all current USSS computer applications.



B. **CAMPUS SERVICES BRANCH (CSB)**

**CSB is responsible for maintaining the infrastructure of JJRTC, to include the maintenance of all buildings, utilities, and technology related assets. CSB is also responsible for the oversight of JJRTC special events, tours, facility security, and the vehicle fleet.**

**CSB is continually engaged in the planning and monitoring of JJRTC renovations and new construction. Since the last inspection, CSB has coordinated the following significant projects:**

- **Completion of a \$1.4 million sewage station lift upgrade**
- **Repaving of the protective operations driving pad**
- **Installation of a helicopter landing pad**
- **Installation of new bullet traps at all indoor and outdoor firearms ranges**

**In FY 2004, CSB will oversee 23 new projects ranging from the renovation of the Canine Building to the construction of an outdoor range building.**

**CSB is accomplishing its mission in accordance with USSS policies and procedures.**

**Facilities Services Section**

**FSS is responsible for the oversight of all JJRTC preventive maintenance, renovations, and new construction projects.**

**In February 2003, an AOD branch chief (BC) was assigned to FSS to manage all facilities related projects and duties. Supply and property responsibilities were redirected from FSS and combined with IT to create SPITS. The assignment of an AOD BC was the**



Since the last inspection, FSS has overseen the upgrade of JJRTC electrical and sewage systems. Funding requests are pending for additional upgrades to both systems. FSS tracks expenditures and inspects all contract work performed. The inspection team noted that supplying running water to the Judgmental Range continues to be a problem.

Since the last inspection, FSS has overseen the following significant projects:

- The installation of new roofs on the Hazen and Wilkie Buildings
- The repaving of the \_\_\_\_\_ and the completion of a Facilities Condition Assessment Report
- Negotiations with Baltimore Gas and Electric to upgrade all light poles on the complex at minimal cost to the government

The inspection team reviewed FSS's five year project plan [\_\_\_\_\_] The plan prioritizes projects based on the current and anticipated needs of JJRTC.

b2 b5 b7E



The inspection team conducted interviews with officials from USDA and the Maryland Department of the Environment (MDE). The USDA provides contract snow and animal removal services to JJRTC and acts as a point of contact for JJRTC water and sewage services. [ ....

MDE monitors environmental compliance and has worked with FSS during the construction of the JJRTC helicopter landing pad, the Bowron Administration Building, and several other projects. [

### Supply, Property, and Information Technology Section

SPITS maintains oversight of all JJRTC accountable property and is responsible for upgrading and servicing JJRTC computers, telephones, radios, and the ordering the inventory of JJRTC uniforms and office supplies.

The Supply Subsection coordinates the issuing of uniforms and training supplies to approximately 500 basic students per year. This section is responsible for the oversight of approximately \$165,000 in firearms related supplies. The Supply Subsection continually monitors new product technology and attempts to upgrade the quality of supplies without increasing costs.

The Property Subsection is responsible for inventorying approximately 10,000 pieces of property, oversight of all expendable property items, and completion of the Annual Property Inventory Report. The Property Subsection closely monitors and tracks all new property received at the JJRTC.

The Information Technology Subsection (ITS) is responsible for the issuance of laptop computers, pagers, and phone cards to all SA classes. ITS personnel respond to JJRTC computer, telephone, and radio related problems. ITS personnel serve as the LAN administrator, and are responsible for JJRTC radio trunking system maintenance. ITS personnel are currently working with contractors to upgrade and install Department of Homeland Security (DHS) phone and data lines. ITS personnel are also upgrading JJRTC computers to enhance instructors teaching capabilities.



### Operations Section

OPS is responsible for the administrative oversight of all JJRTC work schedules, vehicles, and the JJRTC Special Services Division (SSD) UD security detail. OPS coordinates all tour requests and special events. In October 2001, JJRTC class scheduling responsibilities were redirected from OPS to APB.

The Operations Subsection is responsible for the oversight of the JJRTC SSD UD security detail.

During the past 18 months, the Operations Subsection has coordinated approximately 50 tours of the JJRTC facility. Tour guests have included members of the White House Staff, Congress, and DHS Secretary. The Operations Subsection acts as the point of contact for the National Police Challenge 50 Kilometer Relay Race, which drew over 1,100 runners and vendors to JJRTC last year.

The Operations Subsection serves as the JJRTC point of contact for all Office of Protective Operations (OPO) manpower requests.

The Operations Subsection oversees an orientation program for newly assigned SAs, compiles student rosters, and maintains a JJRTC duty supervisor book containing employee schedules and contact numbers. The Operations Subsection certifies all JJRTC work schedules and compiles a weekly employee master schedule.

The JJRTC vehicle fleet has increased in size by over 50 percent since the last inspection. The Vehicle Subsection is currently responsible for the maintenance of vehicles.

### C. MISSION TRAINING BRANCH

#### Canine Training Program

CTP duties include:

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**CTP coordinates and conducts obedience, agility and explosive detection training for USSS canine teams. The CTP training staff feeds and exercises the canines that are housed at the training facility on a daily basis. The staff also provides kennel maintenance. USSS canines are kenneled at the training facility when their handlers are out of town or non-operational.**

**Since the last inspection, CTP has conducted 4 canine training courses for a total of 26 teams. The size of each class is based on the needs of the canine program. Training effectiveness limits the maximum size of each class to 8 canine teams. The canine explosive detection program currently has 50 detection teams.**

**Since the last inspection, CTP initiated a new canine training program for UD ERT. In June 2003, six canines were evaluated, selected, and trained to serve as tactical canine assets for ERT.**

**The TI staff conducts weekly in-service training for ERT tactical canines.**

b2, b3 b7E



### **Countersurveillance Intelligence**

**CSI develops, coordinates, and instructs all protective intelligence (PI) and countersurveillance training programs (basic, in-service, and external training briefings). CSI coordinates course content with protective divisions and investigative field offices, as well as military and other governmental agencies.**

**CSI provides a two week basic and advanced PI and countersurveillance operations training, policy, procedures, and countersurveillance operational procedures. This is accomplished using curriculum content in the UD and SA basic course protective research course.**

**Since its inception, CSI has taught all SATC, UDTTC and three in-service advanced training classes. The course critiques were reviewed.**



The inspection team contacted representatives from the Presidential (PPD) and Vice Presidential (VPD) Protective Divisions, as well as ATSAICs from the Washington, Chicago, New York and Los Angeles Field Offices.

#### General Protection Section (GPS)

GPS develops and instructs basic student protective training programs in coordination with protective divisions, federal and state agencies, prosecutors, and other law enforcement entities. Approximately 75 percent of GPS training is conducted through practical or physical exercise.

The inspection team reviewed 18 GPS lesson plans (updated between October 2002 and November 2003), which account for 130 hours of training.

Since the last inspection, GPS instructed 34 SATC classes. GPS maintains constant liaison with Technical Security Division, Intelligence Division, PDT, UD, CTP, and other sections within MTB.

#### Investigations Section

Since the last inspection, JJRTC decided to relocate IS from FLETC to JJRTC. IS develops and instructs all investigative training programs. The inspection team reviewed 21 IS lesson plans (updated between August 2001 and August 2002).

Since the last inspection, IS instructed 34 SATC classes.



### Legal Section

The Legal Section researches, identifies, and instructs all current and emerging legal principles relevant to the USSS mission. This section is also responsible for maintaining liaison with headquarters entities regarding legal matters.

One ATSAIC and one SA, both licensed attorneys, staff this section. This section teaches a total of 12 legal classes to the Special Agent Introductory Training Course (SAITC) and SATC students. The course of instruction covers USSS legal authority, ethics, civil liability, investigative laws, and protection law. A small number of classes are provided to UDTC, Special Officer Basic Training Course, Countersurveillance Unit, PDT, and CNOS. Priority of instruction is given to SAITC, SATC, and UDTC.

The course content of the lesson plans is in compliance with USSS policy and operational procedures.

Special projects within this section include working with TBT on a USSS Intranet web page for in-service legal instruction. The Legal Section also presented legal briefs for MTB on the proposed security enhancement zones at protective venues.

The Legal Section is operating and meeting its stated mission objectives.

### Protective Detail Training Section

The PDT coordinates and instructs standardized physical and protective training to all protective details and their support entities, and conducts protective detail orientation and in-service training. PDT provides protective training to select federal, state, and local law enforcement agencies. PDT maintains oversight, coordination,



and operational direction of special operations training as it relates to protective details.

PDT has been staffed by one ATSAIC and five SAs since November 2002, a reduction from 12 SAs in June 2002.

The number one priority of this section is the PDT Basic School, which is a four week training and orientation course for all SAs transferring to PPD or VPD. Fifteen PDT Basic Schools have been completed since the past inspection. PDT is also committed to Campaign 2004 training, having conducted nine CNOS Detail Training Schools and three CNOS Lead Advance Schools during 2003. The number of external training classes administered to outside law enforcement agencies amounted to ten in 2001, three in 2002, and nine in 2003. PDT also conducted a large scale practical exercise for the 2001 ;

Three core PDT lesson plans and 25 course files were reviewed

External training provided by PDT consists of Protective Operations Briefings, Motorcade Security and Survival Seminars, and Small Detail Training classes. The current curricula and lesson plans of these courses are consistent with USSS policy and procedures, without violating Operations Security (OPSEC) standards.

The review of course files indicated the actual number of fourth shift training dates conducted by PDT staff was as follows:

- PPD 2002: 13 training days (25%)

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- PPD 2003: 12 training days (23%)
- VPD 2002: 9 training days (17%)
- VPD 2003: 5 training days (10%)

PDT has been working on the Security Enhancement Zones (SEZ) special project with the Legal Section and CT, along with PPD, VPD, TSD, and UD.

Complete lesson plans have been developed, and the project is pending AD-OPO approval prior to implementation.

PPD and VPD have each assigned a SA to coordinate training and maintain liaison with PDT.

#### Protective Transportation Section

PTS is responsible for developing and instructing defensive and evasive driving tactics and emulating high-risk situations relative to

b2, b7E



protective and investigative emergencies. PTS conducts basic and in-service training for USSS personnel in the areas of motorcycle and bicycle training. PTS also maintains liaison with the protective divisions, as well as external entities, to determine curriculum content.

PTS provides the following instructional courses:

- Protective Operations Driving Course (PODC)
- Specialty Vehicle Certification Course (SVCC)
- Police Precision Driving Course (UDTC Basic)
- Mountain Bike Certification Course (MBCC)
- Honda Basic Motorcycle Training
- All Terrain Vehicle Training

All the lesson plans for PODC, SVCC, and MBCC were reviewed and meet all current protective operations requirements.

Twenty-two course files were reviewed,

The inspection team contacted OPO, PPD, and VPD relative to PODC training.

UD operational lieutenants were also contacted by the inspection team relative to MBCC and Honda Basic Motorcycle Training.

b2, b5, b7E



### **Special Operations Training Section**

**SOTS coordinates, develops, and instructs the basic and cycle training for the CAT, ERT, and the CS teams. SOTS utilizes outside venues to further enhance the capabilities of SOTS personnel. SOTS conducts research and development regarding tactics, weaponry, equipment, and the efficient and effective use of Special Programs Branch (SPB) personnel to enhance the USSS mission. SOTS maintains liaison with protective divisions, as well as external entities to determine curriculum content.**

**SOTS maintains constant liaison with the Federal Bureau of Investigation Hostage Rescue Team; Prince George's County, MD Police Special Tactics Team; Baltimore County, MD, Police Department; U.S. Army and U.S. Navy Special Forces; and numerous private specialized companies. All training, equipment, and development are coordinated with the operational USSS entity.**

b2, b5, b7E



**CAT Training Program**

Twenty-five CAT Basic and Selection School lesson plans were reviewed by the inspection team [

The inspection team reviewed all CAT Selection and CAT Basic Schools course files. [

The assimilation of the [ ] and the need for additional CQB and [ ] has resulted in the expansion of the CAT Basic School from four weeks to five weeks, effective January 2004.

The inspection team interviewed the PPD/CAT ATSAIC regarding the instruction provided by SOTS/CAT Training. [

b5, b2, b7E



**Emergency Response Team (ERT) Training**

ERT training is staffed by three UD technicians. Since the last inspection, ERT training has conducted 9 ERT Selection Schools and 7 ERT Basic Schools. Eighteen of the 20 students have successfully completed ERT Basic in the past 3 years.

A total of 14 ERT Basic and ERT Selection School lesson plans were reviewed by the inspection team. All were updated in 2003, with

All course files were reviewed during the inspection.

**CS Training**

CS Training is staffed by two sergeants, two technicians and two LEIs. In the past two years, 10 of 15 officers have graduated from the four CS Basic Schools.

Accomplishments within the program have included the implementation of a

b2, b5, b7e



**Security and Incident Modeling Laboratory (Simlab)**

Simlab is now under the control and oversight of Forensic Services Division. One SOTS UD sergeant manages the daily operation of this training program.

**D. USE OF FORCE BRANCH**

Since the last inspection, UFB was reorganized to include various components of firearms and physical skills training. UFB currently administers all firearms training activities, to include: policy development, range operations, weapons issuance, armor repair, testing, and research. In addition, UFB coordinates and instructs physical skills training to include physical fitness, water safety, control tactics, and emergency services.

**Firearms Policy Development**

FPD's primary functions are to research and procure all USSS weapons systems and ammunition, and develop and maintain all policies and directives relating to firearms. FPD is also responsible for the review and updating of the USSS firearms training curriculum.

Since the last inspection, FPD initiated six special projects, of which five are ongoing.

FPD completed

In addition, the following special projects/studies are scheduled to commence in January 2004:

6.15.03



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FPD remains committed to producing a high degree of master FIs, and averages one FITC course per month. Since the last inspection, 103 JJRTC instructors from various program areas completed the Practical Shooting Academy Firearms Certification Course taught by world class shooter Five USSS field FIs also completed this training. In addition, FPD added one hour of marksmanship instruction to address advanced fundamentals and elements of shooting, and a two-hour cover course, and

Thirty-six FITC lesson plans were reviewed

#### Firearms Range Operations

FRO continues to develop and instruct all firearms training programs. In addition, it coordinates curriculum content with investigative and protective divisions, external federal and state

b2, b6, b7c, b7E



agencies, and other law enforcement entities. FRO manages the Indoor Range, Outdoor Pistol Range, and Outdoor Rifle Range.

In addition, the Indoor Range has incorporated additional Standard Qualification Course drills prior to FLETC training.

The outdoor ranges have

All trainees receive 91.5 hours of overall testing, as compared to 84 hours during the last inspection period.

Since the last inspection, FRO initiated the use of the and has trained specialty groups (i.e., UD ERT, CAT, and CSU) with the weapon.

Thirty-two lesson plans were found to be current, and relevant with respect to course curriculum content.

### Physical Skills

Physical Skills continues to train students to the minimum performance levels of USSS fitness standards, and to perform necessary skills to survive in a water environment.

Physical Skills is currently working on a preemployment video to illustrate the physical fitness testing, control tactics, and emergency services lessons taught for successful training.

Since the last inspection, Physical Skills developed a point system which is utilized to determine student proficiency and as a final testing mechanism. Initial assessments are completed for each trainee, followed by incremental testing for those who are deficient in areas of physical fitness and/or swimming skills. In both cases, off duty assistance is now available to enhance all skill areas.

b2, b5, b7E



**The Physical Fitness Section incorporates the Kettle-Bell program which, along with enhanced nutrition instruction, density training, and interval runs, better prepares trainees to meet and surpass the physical testing standards for basic training.**

**Water Safety has increased its Rescue Swimming Course to three weeks, compared to two weeks during the last inspection period. It currently involves swift water training and surf training. In addition, Water Safety has added shallow water egress aircraft training to its basic program for new recruits and protective detail training, and water egress training for SOTS.**

### **Control Tactics**

**CT coordinates, develops, and instructs all defensive measures classes. In addition, it integrates the USSS Use of Force and Policy Model for both lethal and intermediate weapons and tactics. Since the last inspection, the Judgmental Range was reorganized under this program area.**

**CT is currently working on a computerized instructional documentary as a reference for trainees, and to provide via distance learning to USSS law enforcement personnel.**

### **Emergency Services**

**Emergency Services provides emergency medicine, rescue, and fire suppression services training to all trainees and employees, and like services for JJRTC. It also consists of the Weapons/Ordinance Program which researches, acquires, and maintains an array of weapons, improvised explosives, and chemical biological dispersal systems.**

**Emergency Services created and implemented a database to compile patient information. This database also allows Emergency Services personnel to produce health surveys on a real-time basis. Since the**

b5



last inspection, Emergency Services treated 550 JJRTC patients, an additional 751 patients during protective support missions, and made 90 professional referrals.

Emergency Services is now recognized as an American Heart Association training center, and is Emergency Medical Technician (EMT) certified in the state of Maryland. Emergency Services has procured two ambulances and one fire truck, saving the USSS approximately \$350,000. To date, there are       certified EMTs and paramedics in the USSS.

#### Weapons/Ordinance Technology

Since the last inspection, Weapons/Ordinance Technology obtained a new weapons library that is now incorporated into the CT curriculum.

Five lesson plans were reviewed

32,678



# INSPECTION REPORT

## Charlotte Field Office

April 12, 2004

This report covers the inspection of the Charlotte Field Office (FO) during the period of March 8 – 12, 2004. It was conducted in conjunction with the inspections of the Raleigh, Wilmington, and Greensboro Resident Offices (RO) which are the subjects of separate reports. The last inspection was conducted on March 9, 2001.

The inspection was conducted by:

Special Agent in Charge (SAIC) James E. Mackin, Lead

(Section 1)

Inspector

(Sections 7 and 10)

Assistant Inspector

(Section 8)

Assistant Inspector

(Sections 2 and 6)

Assistant to the Special Agent in Charge (ATSAIC)

(HOU)

(Section 5)

Attorney – Advisor

(LEG)

(Section 9)

Assistant Division Chief

(TSD)

(Sections 3 and 4)

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the SAIC, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

James E. Mackin  
SAIC – Inspection Division

Lisa J. Risley  
SAIC – Office of Inspection

b6 b7c



## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

**Management of the Charlotte FO has made recruiting a priority and constantly encourages all assigned employees to act as recruiters. Oversight of the office's formal recruiting program is the responsibility of the ATSAIC-Protection Squad. The Charlotte FO takes an active role in assisting the recruiting efforts of the three ROs throughout the district, in addition to participating in job fairs locally. The Wilmington RO's proximity to several large military bases, as well as the Raleigh RO's proximity to several large universities, have provided the district with numerous opportunities to participate in recruiting events.**

#### **B. MANAGEMENT OF THE OFFICE**

**SAIC Deltufo delegates [redacted] to the assistant special agent in charge (ASAIC) and three ATSAICs. The ASAIC manages manpower for the entire district in concert with the ATSAICs and each of the district's three resident agents in charge (RAIC). Travel rotation, temporary assignments, and in-district investigative and protective assignments requiring personnel are assigned by the ASAIC.**

**In conjunction with office supervisors, the SAIC monitors all major investigative cases, protective visits, recruiting, and PI.**

**SAIC Deltufo and the management team communicate with office personnel through regular office meetings, e-mail and read files.**

**Required periodic visits to the district's three ROs have been conducted by SAIC Deltufo or ASAIC**

*b5, b6, b7c*



## Employee Interviews

Number of employees:

Number interviewed: 35

### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

**Charlotte is one of the nation's leading financial centers**

**The Charlotte FO district covers three judicial districts. The corresponding U.S. Attorney's Offices (USAO) utilize diverse prosecutorial guidelines. The Charlotte FOs workplan is structured,**

### D. LIAISON

**The inspection team conducted liaison interviews with the U. S. Attorney (USA) and First Assistant U.S. Attorney (FAUSA); U.S. Magistrate Judge, Western District of North Carolina (WDNC); Chief of the Charlotte-Mecklenburg Police Department (CMPD); ASAC, Federal Bureau of Investigation (FBI); and the RAIC, Bureau of Immigration and Customs Enforcement (ICE).**

b5, b6, b7c



office was more responsible for that lapse, and that the issue was currently being addressed.

The USA stated that

stating that SAIC Deltufo has been  
acknowledged that

, further  
The USA

SAIC Deltufo.

However, the USA pointed out that he and SAIC Deltufo have met regularly, to include lunch meetings. The USA stated that, at SAIC Deltufo's urging, he has lowered the threshold for financial crimes cases from \$120,000 to \$70,000. The USA also stated that his office has begun to use the pretrial diversion process that had been abandoned for an extended period of time.

The FAUSA stated that he is in regular and continuous communication with ASAIC

The FAUSA

He stated that

of Assistant U.S. Attorneys (AUSA). For this reason, the FAUSA stated that he and ASAIC

Both the USA and the FAUSA

The U.S. Magistrate Judge-WDNC was interviewed and was  
of the SAs and supervisors of the Charlotte  
FO.

The Chief of CMPD provided

The  
Chief was with his department's partnership  
with the Charlotte FO on an identity theft campaign aimed at  
educating residents in the greater Charlotte area.

The executive level federal law enforcement counterparts from the  
FBI and ICE were also

b5, b6, b7c



**In-district liaison relationships established by the Charlotte FO with federal and state law enforcement entities, as well as the judiciary, are**

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## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

**The inspection team reviewed all EPFs, to include those of the Greensboro and Wilmington ROs.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

#### D. POLICY AND INFORMATION DISSEMINATION

**The office is currently using both LaserFiche and USSS manuals.**

**Information is disseminated in the Charlotte FO through office meetings, e-mail, and read files.**

b5



E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office of Health and Safety programs? **YES**

**The office has an Occupational Health and Safety Committee that meets as required. Meetings are documented and maintained in administrative file 100.020. The Annual Report of Safety Hazards is current and has been filed in administrative file 100.023.**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Charlotte FO is housed in a private commercial office building at 6302 Fairview Road, Charlotte, NC. In August 2002, the existing office space was expanded by \_\_\_\_\_ and now encompasses the entire \_\_\_\_\_

##### ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **YES**

##### C. VEHICLES

Number of vehicles assigned to this office:

Number of seized vehicles converted to official use: **NONE**

\_\_\_\_\_. All vehicles contained the required equipment, emergency contact information, and accident forms. Vehicle files were \_\_\_\_\_ contained all required documentation.

b2, b5, b7E



D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b5, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**

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F. TECHNOLOGY UTILIZATION

Technology utilization by the Charlotte FO is [ ] The Charlotte-Mecklenburg Electronic Crimes Task Force (CMECTF) utilizes a wide variety of technologies in the course of investigations. The ECTF and SAs trained in the Electronic Crimes Special Agent Program (ECSAP) have expanded and [ ] technology utilization in the Charlotte FO.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

YES

The Charlotte FO LAN was brought on-line in the spring of 2002 and is maintained and administered by Information Technology Specialist [ ] The office uses the LAN for file and data sharing, as well as for file and case management. [ ]

Is the office in compliance with established maintenance and security procedures relative to the administration of the LAN?

YES

b5, b6, b7c, b2



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$1,500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

**YES**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

[

]



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

Personnel assigned to the Charlotte FO have attended a variety of training courses throughout the inspection period. [The individual training histories of Charlotte FO personnel indicated that all but one employee attended some formal training since the last inspection.

On-the-job training (OJT) is the responsibility of each ATSAIC for new SAs assigned to their section. OJT checklists are used to monitor their development. The OJT checklists are retained under administrative file number 231.040. [

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **87%**

Rate of supervisory handgun compliance since last inspection: **100%**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **92%**

Rate of supervisory compliance since last inspection: **100%**

b5



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**At the time of this inspection, the Charlotte FO was maintaining genuine U.S. currency as evidence in four investigations. Two of these investigations were computer generated counterfeit currency (P-note) cases wherein the genuine currency was used as pattern notes.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

**There have been 22 asset forfeiture cases since the last inspection. The total value of seized assets since the last inspection is \$196,911. The Charlotte FO generated asset forfeiture cases through its investigation of bank fraud, access device fraud, and counterfeiting plant suppressions or seizures. A total of 4 asset forfeiture investigations have resulted in equitable sharing with local law enforcement agencies.**

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### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture?

**YES**



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Charlotte FO had 134 open criminal cases at the time of the inspection, with 63 percent of the cases located in the greater Charlotte metropolitan area. The remainder of the cases are distributed throughout the district.**

**The Charlotte FO currently has SAs assigned to the Charlotte Violent Crimes Task Force (VCTF) and is the lead agency for the CMECTF.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

#### Judicial Procedures

**There were no acquittals and dismissals since the last inspection.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

#### Other Criminal Investigations

**The Charlotte FO currently has 26 open wanted person investigations.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**



Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized?

**YES**

P-notes account for 74 percent of all counterfeit currency investigations in the Charlotte FO district. The Charlotte FO had 42 pending counterfeit currency cases at the time of this inspection, accounting for 30 percent of all current open cases.

C. FINANCIAL CRIMES INVESTIGATIONS

Located in the second largest banking and financial center in the country, the Charlotte FO conducts highly complex financial crimes investigations, to include: financial institution fraud, telecommunications fraud, computer fraud, and telemarketing fraud.

The Charlotte FO had 67 pending financial crimes cases at the time of this inspection, accounting for 50 percent of all current open cases.



D. CASE REVIEW

The Charlotte FO District is comprised of two federal judicial districts: the WDNC and the Middle District of North Carolina (MDNC).

The prosecutorial guidelines established by the WDNC are as follows:

|                                      |                         |
|--------------------------------------|-------------------------|
| Financial crimes investigations:     | \$70,000 (loss)         |
| Counterfeit currency investigations: | \$10,000 (possession)   |
|                                      | \$5,000 (manufacturing) |

The prosecutorial guidelines established by the MDNC are as follows:

|                                      |                    |
|--------------------------------------|--------------------|
| Financial crimes investigations:     | \$25,000 (loss)    |
| Counterfeit currency investigations: | case-by-case basis |

Arrest credit is being taken in federal and state cases in accordance with current USSS guidelines.

Strong liaison has been established with state and local law enforcement agencies,

The office also makes extensive use of the polygraph program and undercover operations.

Files are properly date stamped, meet J-stamp requirements, and the required documents are being forwarded to the appropriate the

b5



headquarters divisions. The Charlotte FO utilizes a case closing checklist that is maintained in each case file. The checklist reflects all documents, evidence, and each disposition associated with each suspect/defendant. Case files are [ ]

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision, and control of criminal investigations by the Charlotte FO is [ ]



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations?

**YES**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations?

**YES**

The Charlotte FO currently has 4 open background investigations, 31 SA applicant investigations, and 41 Uniformed Division applicant investigations. All files were thoroughly reviewed.

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

1.

All files reviewed by the inspection team were found to be in full compliance with USSS policies and procedures.

b5



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **NO**

**The Charlotte FO currently maintains two primary hospital surveys.**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Charlotte FO had 38 protective visits since the last inspection.**

**The overall management, supervision, and control of the protective workload is**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**There are no subjects in the Charlotte FO district. The Charlotte FO has investigated 29 PI cases since the last inspection, generating 85 reports.**

b2, b5, b7E



[

1

]



# INSPECTION REPORT

## Mexico City Resident Office

April 21, 2004

This report covers the inspection of the Mexico City Resident Office (RO) during the period of April 12 - 16, 2004. It was conducted in conjunction with the inspections of the San Antonio Field Office (FO) and the McAllen and El Paso ROs, which are the subjects of separate reports. This was the first inspection of the Mexico City RO since it was established in July 2001.

The inspection was conducted by:

|                              |      |
|------------------------------|------|
| Inspector                    | Lead |
| (Section 1, 2, 5, 9, and 10) |      |
| Assistant Inspector          |      |
| (Section 3, 4, 6, 7, and 8)  |      |

### GENERAL COMMENT

This report consists of this cover and assignment sheet, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

James E. Mackin  
Special Agent in Charge

### Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD – Office of Inspection  
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cc: RAIC – Mexico City RO

b6, b7c



## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

**The Mexico City RO recruiting efforts have targeted military personnel assigned to the U.S. Embassy, most of whom have inquired about Uniformed Division positions.**

#### **B. MANAGEMENT OF THE OFFICE**

**Mexico**

**City RO since it was established in July 2001.**

**The overall management of the Mexico City RO is**

**RAIC has daily informal discussions with employees, which result in immediate dissemination of information. E-mail is also effectively utilized to provide information.**

**RAIC has established and maintains an open door policy. The RAIC appropriately delegates the responsibility of administrative issues to RAM and works closely with SA and FSN in an effort to provide the necessary investigative and protective training.**

**Operational duties are prioritized, with particular emphasis on liaison with host government law enforcement entities within the Mexico City RO district.**

**The Mexico City RO's liaison efforts have led to joint criminal investigations with host government law enforcement agencies, to include: cyber fraud, counterfeiting, and credit card fraud investigations.**

*b5, b6, b7c*



The Mexico City RO has conducted 20 educational training seminars, in five different locations within the Mexico City RO district. These seminars were conducted for both private financial institutions, as well as a number of different agencies within the law enforcement community. [

RAIC attempts to conduct office meetings every Monday; however, on average there is at least one office meeting every two weeks.

Supervisors from the San Antonio FO have conducted periodic visits to the Mexico City RO as required.

#### Employee Interviews

Number of employees:

Number interviewed: 4

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? YES

The Mexico City RO focuses on the priorities outlined in the San Antonio FO Annual Workplan. This focuses on the district's commitment to maintaining a high profile within the Mexican law enforcement community, by aggressively responding to all police inquiries for assistance. As previously noted, the Mexico City RO has been realigned and is now under the control of the Houston FO.

#### D. LIAISON

Liaison interviews were conducted with representatives of the U.S. Embassy, Mexico City, to include the Deputy Chief of Mission, Counselor for Management Affairs, Assistant RSO, Acting Attaché for Citizenship and Immigration Services, FBI Deputy Legal Attaché,

b5, b6, b7c



the Chief of Station, and with representatives of the Estado Mayor  
Presidencial.

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **N/A**

**EPF's are maintained by the San Antonio FO and were reviewed by the San Antonio FO inspection team.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **N/A**

**Employee vouchers are maintained by the San Antonio FO and were reviewed by the San Antonio FO inspection team.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **N/A**

**Payroll records are maintained by the San Antonio FO and were reviewed by the San Antonio FO inspection team.**

b5, b6, b7c



D. POLICY AND INFORMATION DISSEMINATION

RAIC regularly attends embassy weekly briefings and conducts weekly office meetings to update his personnel. The Mexico City RO has access to the Investigative Operational Plan, the USSS Strategic Plan, and the San Antonio FO Annual Workplan.

USSS manuals are maintained in the Mexico City RO. The inspection team determined that LaserFiche is not currently being utilized by the Mexico City RO.

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

b5, b6, b7c



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The Mexico City Office is located at 305 Paseo De Reforma, 1<sup>st</sup> floor, U.S. Embassy, Room 122A, Mexico City.**

**There are no current or pending space requests for this office.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements?** **YES**

**Has this office loaned any property or equipment?** **NO**

**The Mexico City office generated one Report of Survey for USSS Property (SSF 3347). It consisted of one lost Dell laptop computer which was valued at \$3,025.**

**The Mexico City RO donated two desktop computers, one laptop computer, and two printers to a local area school. Proper notification was made to Administrative Operations Division, whereas the desktops and printers appear on the Inspection Disposal Report.**

##### **C. VEHICLES**

**Number of vehicles assigned to this office:**

**[ ]**

**Number of seized vehicles converted to official use:**

**NONE**

**b5**



The vehicle fleet is in [redacted] There was no unreported damage discovered during the inspection. All required documents and emergency equipment are present in all vehicles.

The vehicle files are properly maintained and routine vehicle maintenance is being completed on schedule.

D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **N/A**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **N/A**

Is the documentation of the disposal of expended cartridges filed appropriately? **N/A**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **N/A**

The Mexico City RO does not have an interview room.



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**



F. TECHNOLOGY UTILIZATION

**The Mexico City RO has acquired five new laptop computers, three 17 inch Dell flat screen monitors, a secure fax, and a Hub, also referred to as a "switch," which will improve Mexico City RO internet access and service.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

b5, b2



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. IMPREST FUND

Is the office in compliance with policy regarding utilization of the imprest fund? **YES**

Are expenditures properly documented on Subvouchers for Imprest Expenditure (SSF 1164)? **YES**

Amount of fund: **\$500**

Was the imprest fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **N/A**

**The San Antonio FO manages all Mexico City RO third party drafts, which were reviewed by the San Antonio inspection team.**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **N/A**

Rif



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

**N/A**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

[ ]

b5, b6, b7c



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**A review of employee specialized training revealed that, except for SA [redacted] all SAs have received formalized training courses since their assignment to the Mexico City RO.**

**The FSN has received in service training in the San Antonio FO:**

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **NO**

Overall rate of handgun compliance since last inspection: **64%**

Rate of supervisory handgun compliance since last inspection: **50%**

**The inspection team determined that since the current RAIC has been in place, the office has been 100 percent in compliance with handgun requalification requirements.**

**As previously stated, the Mexico City RO has submitted an official request to the Mexican government, through the U.S. Embassy's RSO,**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **100%**

b5, b6, b7c



Rate of supervisory compliance since last inspection: **100%**

RIF



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**The Mexico City RO maintains  
as a specimen for educational purposes.**

**The office also maintains  
for educational purposes.**

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **N/A**

**The Mexico City RO forwards all NIE to the San Antonio FO. The inspection team**

#### C. ASSET FORFEITURE

### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **N/A**

65, 22-67E



## **Section 8: Criminal Investigations**

### **8.2: Inspection Review and Findings**

#### **A. GENERAL**

**The Mexico City RO opened on July 29, 2001.**

**Since its inception, the Mexico City RO initiated approximately 21 criminal investigations. At the time of the inspection, there were seven pending cases broken down as follows:**

- financial crimes: 4**
- counterfeit currency: 2**
- check forgery: 1**

**The pending cases all originated in Mexico City with the exception of one case originating in Laredo, Texas.**

#### **Informants**

**Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)?** **YES**

#### **Judicial Procedures**

**This office recorded no acquittals or dismissals.**

#### **Raid Plans**

**Does the office raid plan include the necessary briefing requirements in compliance with established policy?** **N/A**

#### **Utilization of Taxpayer Information in Investigations**

**Is the office in compliance with the requirements for handling case files when taxpayer information is requested?** **N/A**

62 b7c



Other Criminal Investigations

B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**The Mexico City RO has opened four counterfeit U.S. currency investigations, accounting for approximately 19 percent of criminal investigations.**

**The Mexico City RO provides guidance to host government law enforcement agencies regarding the detection of counterfeit U.S. currency.**

C. FINANCIAL CRIMES INVESTIGATIONS

**The Mexico City RO generated 12 cases involving financial crimes, accounting for approximately 57 percent of criminal investigations. At the time of the inspection, 4 of the 7 open cases involved financial crimes, constituting 57 percent of the criminal case load.**

D. CASE REVIEW

**The inspection team reviewed all of the open criminal investigations in the Mexico City RO. As stated earlier, counterfeit investigation account for 19 percent of criminal investigations, financial crimes account for 57 percent and the remaining investigations involved check forgery.**

[ The Mexico City RO provides technical and investigative assistance to regional counterparts when possible. ]

] The Mexico City RO has requested

b2, b5, b7E



the appropriate assistance from Electronic Crimes Special Agent Program in assisting the Mexican government.

All suspect and subject information is forwarded to San Antonio FO for indexing.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision, and control of criminal investigations is The Mexico City RO is responsive to requests for assistance from host government police agencies within the Mexico City RO district.



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **NO**

**There was one reportable vehicle accident in the Mexico City RO district with a total cost of approximately \$2,000.**

**This issue was discussed with RAIC during the inspection.**

**The Mexico City RO had one laptop computer stolen since its establishment. The file was reviewed and found to be in compliance with the USSS guidelines.**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The Mexico City RO conducted six applicant and security updates since it was established.**

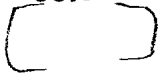
**Currently, there are two applicant background files being maintained by the Mexico City RO, one is open and the other closed. Although the office is in compliance with proper destruction requirements,**

c5, b6, b7c



C. **CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of the non-criminal casework by the Mexico City RO are**



b5



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **NO**

**The Mexico City RO conducts hospital surveys according to protective visits to the district. Three of the hospital surveys were missing required diagrams and post assignment logs; therefore the Mexico City RO is not in compliance with USSS guidelines.**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**Since its establishment, the Mexico City RO supported 59 protective visits to its district. The protective trip files, through January 2003, are maintained in the San Antonio FO and were reviewed by the San Antonio inspection team. The remaining protective trip files and reports were reviewed and [redacted] and in compliance with USSS policies. [redacted]**

**The management, supervision, and control of the protective workload by RAIC is [redacted]**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

**The inspection team determined that FBI notifications were being made verbally, and not in writing, as required. Effective January 2004, the Mexico City RO conformed to current USSS guidelines.**

b5, b6, b7c



**RAIC maintains good liaison contact with FBI Legal Attaché**  
**Since January 2004, the Mexico City RO**  
**maintains all memorandums of notification in the administrative file,**  
**as required by USSS policy.**

**D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL**

**The Mexico City RO investigated two PI cases since its establishment.**

**There were no**  
**subjects located within the Mexico City RO's district.**

**The overall management, supervision, and control of PI cases**

cc: E/bk b7c 2/19



# INSPECTION REPORT

## McAllen Resident Office

April 23, 2004

This report covers the inspection of the McAllen Resident Office (RO) during the period of April 12 - 16, 2004. It was conducted in conjunction with the inspections of the San Antonio Field Office (FO), and the El Paso and Mexico City ROs, which are the subjects of separate reports. The last inspection was conducted on April 2 - 5, 2001.

The inspection was conducted by:

Inspector Russell F. Nelson, Lead  
(Sections 1, 6, 9, and 10)

Inspector Robert C. King  
(Sections 2, 5, and 7)

Assistant Inspector  
(Sections 3, 4, and 8)

### GENERAL COMMENT

This report consists of this cover and assignment sheet, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Russell F. Nelson  
Inspector

James E. Mackin  
Special Agent in Charge

### Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD – Office of Inspection  
cc: AD – Office of Investigations  
cc: SAIC – San Antonio Field Office  
cc: RAIC – McAllen Resident Office

b6 b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The recruitment and hiring of SA and Uniformed Division officers is coordinated by the San Antonio FO.

#### B. MANAGEMENT OF THE OFFICE

The McAllen RO is

S). The resident agency administrator (RAA) position has been vacant since September 2003, and will not be filled until May 27, 2004. This office was upgraded from a Resident Agency to a RO on March 23, 2003.

All SAs are in their phase one assignment, two of which graduated from the Special Agent Training Course (SATC) in 2003.

RAIC

RAIC monitors the workload to ensure tasks and cases are distributed in a fair and equitable manner, based on the availability, experience, and ability of each SA. RAIC

Arrest statistics are reviewed and used as a baseline measurement of SA productivity. SA production is also evaluated based on the employee's ability to work as an effective team member in all aspects of protective, investigative, and administrative assignments.

Formal office meetings are not held at the McAllen RO due to the constant interaction between the RAIC, SAs, and SIS. Impromptu and informal meetings occur frequently in the office.

The special agent in charge (SAIC), or his designee, visit the McAllen RO at the appropriate intervals.

b5, b6, b7c



Employee Interviews

Number of employees:

Number interviewed:

5

C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

YES

**The McAllen RO falls under the Annual Workplan of the San Antonio FO.**

D. LIAISON

**The inspection team interviewed both assistant U.S. attorneys in charge (AUSAIC) for the Southern Judicial District of Texas (SDT), the acting and deputy chiefs for the U.S. Border Patrol, the assistant special agent in charge (ASAC) of the Federal Bureau of Investigation (FBI), the Chiefs of Police of the McAllen and Harlingen Police Departments (PD), and the task force lieutenant of the Texas Department of Public Safety (DPS).**

**The executive level law enforcement counterparts interviewed were of the cooperative efforts of the McAllen RO in criminal investigations and protective operations,**

b5, b6, b7c







## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **NA**

**McAllen RO EPFs are maintained at the San Antonio FO.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **NA**

**McAllen RO vouchers are maintained at the San Antonio FO.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NA**

**McAllen RO payroll records are maintained at the San Antonio FO.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The McAllen RO disseminates office policy and other information through informal meetings, official messages, e-mail and daily contact with the RAIC. All employees at the McAllen RO have access to all manuals via LaserFiche. The office maintains one complete and up-to-date set of manuals. The San Antonio FO workplan is current and available to all personnel. The USSS Strategic Plan is also available to all personnel to view through the USSS Intranet.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

[ - . - - - - ] 65



F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **NA**

**The San Antonio FO administers the TEA exam.**

**Commendation**

b5, b6, b7c



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The McAllen RO is located at 200 South 10<sup>th</sup> Street, Suite 1107, McAllen, TX, and occupies approximately [ ] of office space.

There are no current or pending space requests for the McAllen RO.

Since the last inspection, the McAllen RO acquired new office furniture. The current office space is

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES

Has this office loaned any property or equipment? NO

##### C. VEHICLES

Number of vehicles assigned to this office: [ ]

Number of seized vehicles converted to official use: NONE

All vehicles [ ] and contain the required documentation and emergency equipment. [ ]

All vehicle maintenance files are maintained at the San Antonio FO. The San Antonio inspection team determined that all vehicle files are and contain the appropriate maintenance documentation. In addition, all McAllen RO vehicles are maintained in accordance with the Preventive Maintenance Program, and repairs are properly recorded in the Property Accounting Management System. All SSFs 1788A, Home-to-Work and Extraordinary Vehicle Use Log, are current. There is no unreported damage to any of the vehicles.

b2, b5



D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

All shoulder weapons and unassigned weapons were verified properly utilized and [ ] The SSF 1781 (Weapon Log) is [ ]

All ammunition was verified against the SSF 3064 (Ammunition Inventory Log) [ ]

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b5, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**The McAllen RO does not currently maintain any classified documents.**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**

#### F. TECHNOLOGY UTILIZATION

**Since the last inspection, the McAllen RO upgraded all three desktop computers. Additionally, Microsoft Outlook has been installed on all desktop and laptop computers to replace the previously used Netscape application.**

RIF



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **NA**

**The McAllen RO does not maintain a confidential fund.**

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team reviewed 493 third party drafts which were written prior to the separation of the RAA in August 2003. Currently, all invoices are processed for approval by the McAllen RO and forwarded to the San Antonio FO where the third party draft is issued as payment.**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

b5



D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE  
DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT  
TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF  
AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious  
instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food  
Stamp Coupons? **NA**

**The McAllen RO does not maintain any spurious instruments.**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE  
ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of  
ticket stock, purchase agreements and orders, and other financial  
obligations? **YES**

**The McAllen RO does not maintain any airline ticket stock.**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage  
reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY

**The overall financial responsibility of the McAllen RO  
Invoices were in full  
compliance with USSS policy.**



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

The individual training histories of McAllen RO personnel indicate that the RAIC and one SA have received formal in-service training since the last inspection. The inspection team noted that the remaining two SAs graduated from SATC in 2003.

The on-the-job training (OJT) files were reviewed and  
The inspection team determined that the newly hired SAs and the RAIC reviewed the OJT checklist during the evaluation periods.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **95%**

Rate of supervisory handgun compliance since last inspection: **100%**

The McAllen RO is also in full compliance with the following firearms requalification requirements:

- Shoulder weapon requalifications: **95%**
- Handgun night fire requalifications: **100%**
- Off duty handgun requalifications: **80%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **85%**

Rate of supervisory compliance since last inspection: **100%**



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

The overall seizures and evidence handling procedures undertaken by the McAllen RO is ☐ All inventory records are ☐ and all evidence is processed according to USSS policy and legal requirements.

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### C. ASSET FORFEITURE

Counterfeit printer note (P-note) and credit card investigations are the most common types of cases that lead to the forfeiture of assets.

☐ Most items are handled through the abandonment process or by sentencing agreement. There has been one criminal seizure case originated in the district since the last inspection. The assets in this case (valued at \$300) were forfeited to the government through a plea agreement.

### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The McAllen RO district is comprised of the following six counties in southern Texas: Hidalgo, Cameron, Starr, Brooks, Willacy, and Jim Hogg. The district encompasses approximately 8,445 square miles, with a population of approximately 1.1 million.**

**Since FY 2002, the McAllen RO conducted approximately 155 criminal investigations. Seventy percent involved counterfeit U.S. currency, and 26 percent involved financial crimes. The vast majority of the criminal investigations originate in Hidalgo County.**

**At the time of this inspection, the McAllen RO had 40 open criminal cases, of which 22 involved financial crimes and 18 involved counterfeit U.S. currency.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

#### Judicial Procedures

**Since the previous inspection, there have been no dismissals or acquittals in the McAllen RO.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **NA**

#### Other Criminal Investigations

b2, b7E



**B. COUNTERFEIT INVESTIGATIONS**

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**Counterfeit U.S. currency investigations in the McAllen RO are of**  
Since FY 2002, the McAllen RO generated approximately 115 counterfeit currency cases, accounting for 74 percent of criminal investigations. Approximately 43 percent of the counterfeit U.S. currency cases involved circular notes, and approximately 39 percent involved P-notes.

The amount of counterfeit currency passed on the public in FY 2002 was \$191,683, compared to \$163,633 in FY 2003, and \$57,679 in FY 2004, to date. The amount seized before circulation was \$147,747 in FY 2002, \$316,022 in FY 2003, and \$40,135 in FY 2004, to date.

The McAllen RO conducts counterfeit currency investigations

At the time of this inspection, the McAllen RO had 18 open counterfeit currency cases.

**C. FINANCIAL CRIMES INVESTIGATIONS**

Since FY 2002, the McAllen RO investigated approximately 40 financial crimes investigations, which constituted 26 percent of the overall criminal investigations. The majority of financial crimes cases involve access device fraud, identity theft, and check forgery. At the time of this inspection, the McAllen RO had 22 open financial crimes cases.

The financial crimes investigations conducted by the McAllen RO are of Most of the cases are directly connected to organized activities in Mexico, therefore causing the McAllen RO to utilize extensive investigative measures. The financial crimes investigations by the McAllen RO

b2, b5, b7E



and many are associated with the large concentration of narcotics in the district.

D. CASE REVIEW

The prosecutorial guidelines outlined by the USAO - SDT establish a threshold of \$100,000 for financial crimes. Prosecution of counterfeit currency violations are considered on a case-by-case basis. The USAO works closely with the McAllen RO, despite its concentration on narcotics and alien smuggling. Federal prosecutions dramatically increased to 79 percent in FY 2003, compared to 48 percent in FY 2002.

A review of the criminal cases revealed that the McAllen RO pursues a wide array of investigations. The McAllen RO's liaison efforts within the law enforcement community have been instrumental in prosecuting cases both locally and federally.

RAIC advised that, in a few cases, the USAO has deferred the actual prosecution to its Houston office,

The McAllen RO is taking statistical arrest credit in local, state, and federal cases. In addition, it is in compliance with the In-Custody Response reporting format.

A review of the criminal cases also revealed that reports are RAIC has instituted a 110-day reporting requirement to ensure timeliness.

The McAllen RO consults with the appropriate headquarters divisions for investigative support and guidance.

RAIC utilizes a criminal case closing checklist to ensure administrative compliance. Many of the investigative files contain multiple folders due to voluminous documentation necessary to accurately meet reporting requirements.

b5, b6, b7c



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

- A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

- B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**This office utilizes a contract investigator from the San Antonio FO to conduct approximately 75 percent of the applicant investigations. Recruitment and Personnel Security Division advised that all reporting requirements are met.**

- C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations in the McAllen RO**



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

**The review of all three general hospital surveys and hospital protective surveys indicated that surveys are in compliance with USSS policy.**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

**The McAllen RO had 29 protective visits since the previous inspection. Four of those visits were by Vice President Cheney and one by President Bush.**

**The overall management, supervision, and control of the protective workload is**

*b2, b5, b7E*



C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

**FBI written notifications are being conducted as required**

**The McAllen RO does not maintain a current FBI Hijack Contingency Plan. The inspection team contacted the FBI ASAC in McAllen.**

D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**There are currently no open PI cases and no subjects in the McAllen RO district.**

**The McAllen RO investigated seven PI cases since the last inspection, generating a total of 22 reports. A review of the closed PI cases revealed to all initial calls, and investigations, and**

**The overall management, supervision, and control of the PI workload is**

b2, b5, b7E



# INSPECTION REPORT

## San Antonio Field Office

April 28, 2004

This report covers the inspection of the San Antonio Field Office (FO) during the period of April 12 – 16, 2004. It was conducted in conjunction with the inspections of the El Paso, McAllen, and Mexico City Resident Offices (RO), which are the subjects of separate reports. The last inspection was conducted on April 2 - 6, 2001.

The inspection was conducted by:

|   |       |
|---|-------|
| Inspector Craig W. Ulmer, Lead                    |       |
| (Sections 1 & 10)                                 |       |
| Assistant Inspector                               |       |
| (Sections 6 & 8)                                  |       |
| Assistant Special Agent in Charge (ASAC)          | (NEO) |
| (Sections 7 & 9)                                  |       |
| Assistant to the Special Agent in Charge (ATSAIC) | (DFO) |
| (Sections 3 & 4)                                  |       |
| Administrative Officer                            | (NSH) |
| (Sections 2 & 5)                                  |       |

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, general comments by the Special Agent in Charge (SAIC) a ten-section inspection report, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Craig W. Ulmer  
Inspector

James E. Mackin  
Special Agent in Charge

b6, b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

Since the last inspection, the recruiting efforts by the San Antonio FO have been mixed. Historically, the area has produced large numbers of quality applicants from the numerous military installations and colleges in the district. However, due to the retirement of two former SAICs in 2002 and 2003, the office was without its full compliment of supervisors for approximately ten months. This caused the recruitment and hiring in the office to be reduced drastically during that time period.

SAIC McGettigan arrived in San Antonio in July 2003, at which time the office was tasked with a large number of protective and investigative responsibilities.

#### B. MANAGEMENT OF THE OFFICE

Since December 2002, the San Antonio FO has not had its full compliment of supervisors.

SAIC McGettigan arrived in San Antonio in July 2003. SAIC McGettigan delegates responsibility to Assistant Special Agent in Charge (ASAIC) who arrived in district during this inspection and Assistant to the Special Agent in Charge (ATSAIC) who arrived in San Antonio in August 2003.

Specifically, ASAIC is responsible for Protection, Protective Intelligence, and establishing the Financial Crimes Task Force. ATSAIC is responsible for all Criminal Investigations. SAIC McGettigan advised that Senior Special Agent (SSA) and SA mentor the newly hired special agents (SA).

b5, b6, b7c



Employee Interviews

Number of employees:

Number interviewed:

17

C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

YES

The office continues to actively work significant financial crimes investigations and is trying to establish a financial crimes task force.

D. LIAISON

The level of interagency liaison established by former SAIC Dyer and SAIC McGettigan is

Liaison interviews included senior representatives of the U.S. Attorney's Office (USAO), Federal Bureau of Investigation (FBI), Transportation Security Administration (TSA), and the San Antonio Police Department (SAPD).

b5, b6, b7c



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8  
9  
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b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

**All EPFs were reviewed and found to be in compliance with administrative requirements.** [

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

[

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

[

#### D. POLICY AND INFORMATION DISSEMINATION

**The San Antonio FO uses a variety of methods to ensure official information is conveyed to employees in a timely and accurate manner. These methods include staff meetings, quarterly office meetings, e-mail, and read files.**



E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

**Administrative files** , **and in full compliance with USSS policies.**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

**The San Antonio FO has an Occupational Safety and Health Committee** [ ]

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

[ ]



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

**In March 2002, the San Antonio FO relocated to One International Center, 100 NE Loop 410, Suite 100, San Antonio, TX.**

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

**Since the last inspection, the San Antonio FO donated six obsolete computers and printers to a local school. All transfer documentation has been maintained to include the proper authorizations.**

##### C. VEHICLES

Number of vehicles assigned to this office:

[ ]

Number of seized vehicles converted to official use:

**NONE**

**All vehicles assigned to this office are in are maintained according to established guidelines.**

[ ] They

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

##### E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

6-35,678



Do the Ammunition Inventory Log (SSF 3064) totals agree with the  
ammunition on hand? **YES**

**YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**

F. TECHNOLOGY UTILIZATION

**The San Antonio FO has procured new computers for everyone in the office. Personnel actively utilize the Microsoft Office Suite of**

RIF



applications, such as Word, Access, Excel, and Power Point to perform a variety of tasks.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **NO**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **N/A**

b5, b6, b7c



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

YES

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

NO

F. FISCAL RESPONSIBILITY

b5



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**A review of individual training histories for the employees of the San Antonio FO revealed that all personnel have received some type of formal training since the last inspection.**

**The office has established and maintains on-the-job training (OJT) checklists for all new SAs. A review of the OJT files revealed that the San Antonio FO is adhering to proper procedures regarding the OJT program.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?

**YES**

Overall rate of handgun compliance since last inspection: **95%**

Rate of supervisory handgun compliance since last inspection: **98%**

**The required authorizations to carry off-duty weapons are contained in the respective EPFs.**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?

**YES**

Overall rate of compliance since last inspection: **79%**

Rate of supervisory compliance since last inspection: **84%**

*62,072*



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

**NIE for the months of February 2002 and November 2003 were audited.**

**Seized genuine currency is being converted to the suspense account in a**

#### C. ASSET FORFEITURE

**There have been seven asset forfeiture cases since the last inspection. The total value of seized assets since the last inspection is \$177,793. The San Antonio FO has generated asset forfeiture**

b7e, b5, b2



**cases through its investigation of bank fraud, and access device fraud, and counterfeiting.**

### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

[

Memorandums and other correspondence included in the files indicate that the asset forfeiture specialists in this office maintain liaison activities with appropriate officials in the USAO and Criminal Investigative Division.

b5



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The vast majority of the 119 open cases investigated by the San Antonio FO are located in the greater San Antonio metropolitan area, with the remainder distributed throughout Laredo, Corpus Christi, Brownsville, and Mathis, TX.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were no acquittals or dismissals since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The San Antonio FO currently has two open fugitive cases and five open wanted person cases.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

65



**The San Antonio FO currently has 49 open counterfeit cases, accounting for 41 percent of open criminal investigations.**

**Approximately 75 percent of the counterfeit notes passed and seized in the San Antonio FO District are manufactured via the offset printing process, with the majority of these notes originating in Colombia and Mexico. Computer generated printer notes (P-notes) and raised notes account for the remaining percentages. Large quantities of counterfeit currency are trafficked, along with illegal drugs, across the U.S.-Mexican border. San Antonio FO SAs, in cooperation with state and federal authorities, have focused on these investigations.**

**The increase in counterfeit plant suppressions, from one in FY 2003, to nine in the first half of FY 2004,**

**The San Antonio FO is very responsive to local law enforcement requests for support in counterfeit currency investigations.**

**Counterfeit currency investigations conducted by the San Antonio FO are Management has placed special emphasis on quality cases rather than quantity.**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**Financial crimes investigative referrals are reviewed by San Antonio FO management for prosecutorial and asset forfeiture potential. Financial crimes investigations account for 27 percent of all open criminal cases in the San Antonio FO and 42 percent of the total arrests for the office.**

**Investigative emphasis is placed on cases involving identity theft, credit card and access device fraud, counterfeit negotiable instruments, financial institution fraud, and computer crimes relating to the exploitation of children.**



The San Antonio FO District represents one of the largest geographic regions in the USSS. However, the San Antonio FO does not currently participate in any financial crimes task forces.

SAIC McGettigan has submitted a proposal to Assistant Director – Office of Investigations to initiate the formation of the South Texas Major Crimes Task Force (STMCTF), wherein the San Antonio FO will assume a leadership role.

D. CASE REVIEW

The San Antonio FO presents cases for federal prosecution to the USAO - WDT.

The USAO prosecutorial guidelines are as follows:

|                                      |                    |
|--------------------------------------|--------------------|
| Fraud Investigations:                | \$25,000 loss      |
| Counterfeit currency investigations: | case-by-case basis |

Federal prosecutions have increased dramatically in the current inspection period, from 58 percent in FY 2002, to 91 percent in FY 2004. Arrest credit in federal and state cases is being taken in accordance with established USSS guidelines.

The inspection team reviewed 80 open and closed criminal cases

San Antonio FO SAs are very responsive to local law enforcement requests for assistance.

All SAs effectively utilize available investigative resources, with a strong emphasis placed on the use of Forensic Services Division support, particularly the polygraph program.

All evidence and contraband is properly handled, inventoried, stored and documented. SSFs 1544 are correctly prepared. Copies of Personal History Summaries (SSF 1599) and Judicial Action Summaries (SSF 1599A) are kept current in open case files.

25



The administrative management of case files is SAIC McGettigan initiated an office wide case review in July 2003, bringing all files to an up-to-date status. All case files are prepared according to USSS policies and procedures and are [redacted] and contain all appropriate documentation. Files are properly date stamped, meet J-stamp requirements, and all required documents are being forwarded to the appropriate headquarters divisions. [redacted]

[redacted]

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The overall case management, supervision, and control of criminal investigations by the San Antonio FO is

SAIC McGettigan is fully engaged in monthly case reviews and maintains strong administrative control over the criminal investigations being conducted within the district.



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**There have been three accident investigations initiated by the San Antonio FO since the last inspection.** [ ]

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of non-criminal investigations in the San Antonio FO is** [ ]



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The San Antonio FO completed 72 protective surveys since the last inspection. The majority of these visits were by members of the first family and former President details. Protective trip files are**

**The management, supervision, and control of the protective workload is**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The San Antonio FO does not have any subjects residing in its district. The office investigated 44 PI cases since the last inspection.**

b2, b5, b7E



# INSPECTION REPORT

## Dayton Resident Office

May 1, 2004

This report covers the inspection of the Dayton Resident Office (RO) during the period of April 26 – 30, 2004. It was conducted in conjunction with the inspections of the Cincinnati Field Office (FO) and the Columbus RO, which are the subjects of separate reports. The last inspection was conducted on April 9 – 13, 2001.

The inspection was conducted by:

Inspector Mark E. Hughes, Lead  
(Sections 1, 6, 9, and 10)

Assistant Inspector  
(Sections 7 and 8)

Assistant to the Special Agent in Charge (ATSAIC)  
(Sections 2 and 4)

(PPD)

Assistant Special Agent in Charge (ASAIC)  
(Sections 3 and 5)

(RIC)

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Mark E. Hughes  
Inspector

\_\_\_\_\_  
James E. Mackin  
Special Agent in Charge



## DAYTON RESIDENT OFFICE

### SYNOPSIS

The Dayton RO was inspected during the period of April 26 – 30, 2004. It was conducted in conjunction with the inspections of the Cincinnati FO and the Columbus RO, which are the subjects of separate reports. The last inspection was conducted on April 9 – 13, 2001. At the time of the last inspection, there were no recommendations issued. One recommendation was issued as a result of this inspection, in Section 8 (Criminal Investigations). Additionally, strong language was used in Section 1 (Management), Section 6 (Training), and Section 7 (Seizures and Evidence/Asset Forfeiture).

### MANAGEMENT

Communication within the Dayton RO is [ ] The Dayton RO conducts monthly, and if needed, daily informal office meetings. [ ]

The former RAIC established a positive work environment within the office, maximized the productivity of all personnel, and promoted clear lines of communication. The Dayton RO maintains an [ ] among the law enforcement community.

### TRAINING

Since the last inspection, the inspection team concluded that the former RAIC [ ] compliance with USSS firearms requalification standards. [ ]

b5



## SEIZURES, EVIDENCE, AND ASSET FORFEITURE

The inspection team noted that the Dayton RO compliance with USSS guidelines concerning the collection and documentation of evidence.

## CRIMINAL INVESTIGATIONS

## PROTECTION AND INTELLIGENCE

### Protection

The Dayton RO supported 12 protective visits since the last inspection. All protective files were reviewed.

The management, supervision, and control of the Dayton RO's protective workload is



Intelligence

The management, supervision, and control of the Dayton RO's protective intelligence (PI) investigations is [ ] The Dayton RO investigated 24 PI cases since the last inspection, generating 65 investigative reports. [ ]



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The former RAIC was aware of USSS recruiting mandates and aggressively pursued qualified special agent (SA) and Uniformed Division (UD) applicants. Dayton RO personnel attend college job fairs, professional career fairs, and informally recruit from local law enforcement agencies within the district. The Dayton RO also sponsored a two-day job fair to recruit UD officers. Since the last inspection, the Dayton RO processed approximately 271 SA and 78 UD applicants.

#### B. MANAGEMENT OF THE OFFICE

The overall management of the Dayton RO is [redacted] years 2002 – 2004, the former RAIC [redacted]

[redacted] The inspection team review of SSFs 1861 (Report of Resident Office/Resident Agency Visit) [redacted]

The inspection team issued a recommendation in Section 8, Criminal Investigations. Details concerning this recommendation are contained in the Section 8 portion of this report.

Despite the recommendation, the former RAIC was engaged in office operations and demonstrated involvement in the local law enforcement community. The former RAIC maintained overall control of administrative and fiscal matters, but delegated daily oversight of these responsibilities to Resident Administrative Manager (RAM)

[redacted] The former RAIC conducted informal office meetings on a monthly basis. Additionally, daily informal office meetings were conducted when necessary. The former RAIC utilized e-mail, read files, and personal interaction as means of communication.

b5, b6, b7C



**All PI and criminal investigations were assigned by the former RAIC based on SA caseload, availability, and experience.**

**Employee Interviews**

Number of employees:

Number interviewed:

4

**C. STRATEGIC PLAN**

Are the Strategic Plan and the office Annual Workplan available to all employees?

**YES**

**The Dayton RO is meeting the objectives set forth in the Cincinnati FO Annual Workplan. The office investigates a wide variety of criminal cases, while focusing on USSS core violations. The Dayton RO participates with law enforcement organizations in a number of crime prevention meetings and maintains liaison with local banks and merchant groups.**

**D. LIAISON**

**The inspection team conducted liaison interviews with officials from the Federal Bureau of Investigation (FBI), U.S. Attorney's Office (USAO), Southern District of Ohio (SDO), Dayton Police Department (DPD), and the Ohio State Highway Patrol (OSHP).**

b5, b6, b7c



Lieutenant OSHP, stated that his agency has always maintained a close working relationship with the Dayton RO. Lieutenant advised that the OSHP has worked on numerous protective visits with members of the USSS.

b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **N/A**

**EPFs are maintained by the Cincinnati FO and were reviewed by the Cincinnati FO inspection team.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **N/A**

**Employee vouchers are maintained by the Cincinnati FO and were reviewed by the Cincinnati FO inspection team.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **N/A**

**Payroll records are maintained by the Cincinnati FO and were reviewed by the Cincinnati FO inspection team.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The Dayton RO maintains one complete set of USSS manuals which are properly organized and accessible to all employees. In addition, office personnel utilize LaserFiche to access manuals electronically.**

**Official information is disseminated in the Dayton RO through the use of monthly unofficial office meetings, e-mail, read files, and personal interaction.**

RIF



E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Dayton RO is located on the eighth floor of the U.S. Court House and Federal Building, 200 West Second Street, Dayton, OH. The office space is There are no pending requests for renovation or additional space.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Administrative Operations Division (AOD) advised that the certification of the Dayton RO API would be delayed until AOD converted to the new Sunflower software computer program. The inspection team identified all accountable property listed to the Dayton RO during this inspection period.

Has this office loaned any property or equipment? **NO**

Since the last inspection, there have been no reports of lost, stolen, or damaged equipment by the Dayton RO.

##### C. VEHICLES

Number of vehicles assigned to this office:

Number of seized vehicles converted to official use:

**NONE**

All vehicles checked

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

65



E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**Dayton RO shoulder weapons are maintained as required and fired during quarterly requalifications. The SSF 1781 (Weapon Log) is properly utilized and maintained.**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

*RIF*



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/04**

How many modems are used in the office? **NONE**

F. TECHNOLOGY UTILIZATION

**The Dayton RO utilizes the most current Windows and Microsoft software available on all computers. The Dayton RO effectively utilizes the Electronic Crimes Special Agent Program (ECSAP) representative located in the Cincinnati FO to supplement the criminal investigations in its district.**

*RIF*



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



G. FISCAL RESPONSIBILITY



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

All other Dayton RO personnel have attended at least one training course since the last inspection. Training courses ranged from Practical Leadership to Protective Research Briefing courses.

On-the-job training (OJT) checklists are utilized and completed as required. The review of OJT files revealed that the Dayton RO is adhering to USSS OJT program guidelines.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?

**YES**

Overall rate of handgun compliance since last inspection:

**70%**

Rate of supervisory handgun compliance since last inspection:

**64%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?

**YES**

Overall rate of compliance since last inspection:

**86%**

Rate of supervisory compliance since last inspection:

**100%**

b5



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **NO**

The inspection team reviewed 148 SSFs 1544 (Certified Inventory of Evidence) that encompassed both federal and state investigations.

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

There have been no asset forfeiture seizures by the Dayton RO since the last inspection. The Dayton RO does not typically work cases with asset forfeiture potential.

b5, b6, b7c



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **N/A**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**At the time of the inspection, the Dayton RO had a total of 31 pending criminal investigations. The majority of these investigations were within the Dayton metropolitan area, with others located throughout the remainder of the Dayton RO district.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were seven cases dismissed since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The inspection team reviewed one investigation involving two wanted persons and found it to be in compliance with USSS guidelines.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**



Is statistical credit properly taken when the Memorandum Report –  
Counterfeit (SSF 1588A) is utilized? **YES**

Since the last inspection, approximately \$54,000 (on average) in counterfeit currency was passed annually on the public within the Dayton RO district.

During the first quarter of Fiscal Year (FY) 2004, computer generated printer notes (P-note) cases accounted for 90 percent of all counterfeit currency investigations. P-note cases are normally referred to the Dayton RO by local law enforcement.

The Dayton RO responds to local law enforcement requests for assistance. Although the economic impact of counterfeit currency investigations within the Dayton RO district is relatively low, quality cases are routinely submitted and accepted for federal and local prosecution.

Thirteen of the 31 open cases at the time of the inspection were counterfeit currency investigations. Counterfeit investigations accounted for 69 percent of the Dayton RO arrests in FY 2002, 62 percent in FY 2003, and 29 percent in the first quarter of FY 2004.

#### C. FINANCIAL CRIMES INVESTIGATIONS

Since the last inspection, the Dayton RO spent 22 percent of its manhours working financial crimes investigations. This is approximately two percent higher than the USSS average for the same time period.

Dayton RO financial crimes investigations account for 45 percent of the pending open cases and 31 percent of Dayton RO arrests.

The office conducts a wide variety of financial crimes investigations to include: counterfeit commercial checks, counterfeit access device, and fraudulent retail applications. Actual economic impact ranged from \$30,000 to \$1.5 million.



The Dayton RO investigates financial crimes violations that meet USAO prosecutorial guidelines and fall within the Memorandum of Understanding with the FBI. Based on the size of the Dayton RO, it does not participate in state or federal task forces; however, it does respond when assistance is requested.

#### D. CASE REVIEW

The Dayton RO presents cases for federal prosecution to the USAO SDO. The primary investigative focus of the Dayton RO is the pursuit of cases that meet federal prosecutorial guidelines. The current prosecutorial thresholds are:

- Financial crimes investigations involving credit card fraud and fraud schemes with a minimum loss of \$10,000



- Bank fraud loss in excess of \$100,000
- Manufacturing and distribution of a significant amount of counterfeit currency is reviewed on a case-by-case basis
- When there are multiple counterfeit currency passes, which are indicative of a scheme or organized ring, prosecution is considered on a case-by-case basis

Local counterfeit arrests in the Dayton RO district are generally charged as misdemeanor violations.

Since the last inspection, the office completed 21 In-Custody Response reports.

The review of Dayton RO criminal cases indicated that the Dayton RO is utilizing investigative tools in its investigations, to include ECSAP resources, surveillance, and consensual intercepts.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The overall management, supervision, and control of criminal investigations is

Recommendation



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

- A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

- B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

- C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations conducted by the Dayton RO is [ ]**



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Dayton RO supported 12 protective visits since the last inspection. The review of protective files revealed that they are and contain the required supporting documents.**

[ ]

**The management, supervision, and control of the Dayton RO protective workload is**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

**Although FBI notifications are being made,**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Dayton RO investigated 24 PI cases since the last inspection, generating 64 investigative reports.**

b5



The Dayton RO currently does not have any subjects in district.

The overall management, supervision, and control of PI cases investigated by the Dayton RO is

b2, b5, b7c



# INSPECTION REPORT

## Wilmington (NC) Resident Office

May 3, 2004

This report covers the inspection of the Wilmington (NC) Resident Office (RO) during the period of March 8 - 12, 2004. It was conducted in conjunction with the inspections of the Charlotte Field Office (FO), and Greensboro and Raleigh ROs. The last inspection was conducted on March 5 - 9, 2001.

The inspection was conducted by:

|  |       |
|--|-------|
| Assistant Inspector<br>(Sections 1, 6, 10) | Lead  |
| Assistant Inspector<br>(Sections 7, 8)     |       |
| Inspector<br>(Sections 2, 4, 9)            | (UND) |
| Inspector<br>(Sections 3, 5)               | (UND) |

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Assistant Inspector

James E. Mackin  
Special Agent in Charge

06.07C



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

Since the last inspection, the Wilmington RO has interviewed 50 potential candidates and attended 13 job fairs. Applicants are recruited from Ft. Bragg, Camp LeJeune, Fayetteville State University, University of North Carolina - Pembroke, and The Citadel.

#### B. MANAGEMENT OF THE OFFICE

RAIC relies heavily on SSA for the on-the-job training of less experienced SAs and to conduct more complex investigations.

RAIC maintains an open door policy and encourages feedback from every employee. Informal office meetings take place on a weekly basis due to the office's small size. The Wilmington RO has access to e-mail and the Charlotte FO local area network (LAN).

Employee Interviews

Number of employees:  
Number interviewed:

5

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? YES

The Wilmington RO follows the Charlotte FO's Annual Workplan.

The RAIC directs its resources towards the priorities identified in the Annual Workplan.

b5 b6, b7c



D. LIAISON

**Liaison contacts were made with representatives of the U.S. District Court, U.S. Probation, Bureau of Alcohol Tobacco, Firearms, and Explosives, Bureau of Immigration and Customs Enforcement, Federal Bureau of Investigation, Wilmington Police Department, Hanover County Sheriff's Department, and Drug Enforcement Administration.**

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **NA**

**These files are maintained in the Charlotte FO and were reviewed by the Charlotte FO inspection team.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **NA**

**These files are maintained in the Charlotte FO and were reviewed by the Charlotte FO inspection team**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NA**

**These files are maintained in the Charlotte FO and were reviewed by the Charlotte FO inspection team.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The dissemination of information to office personnel is effected through office meetings, e-mails, and official messages. USSS manuals are properly organized and accessible to all employees. Additionally, office personnel utilize LaserFiche to access manuals electronically.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

RIF



F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

**Administrative file 100.020 is maintained in the Charlotte FO and was reviewed by the Charlotte FO inspection team.**



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Wilmington RO is located in the Summit Center, 1717 Shipyard Boulevard, Suite 340, Wilmington, NC and consists of

no current or pending space requests by this office.

There are

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

##### C. VEHICLES

Number of vehicles assigned to this office:

Number of seized vehicles converted to official use: **NONE**

All vehicles assigned to the Wilmington RO were inspected, equipped with forms and safety equipment. The vehicles have been properly maintained, and maintenance is documented in the Property Accounting and Management System (PAMS).

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

##### E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

b2, b5, b7E



Do the Ammunition Inventory Log (SSF 3064) totals agree with the  
ammunition on hand? **NO**

**The SSF 3064 (Ammunition Inventory Log) reflected** **of**  
**There were actually** **in**  
**inventory.**

**The SSF 1781 (Weapon Log) was properly utilized and current.**

Is the documentation of the disposal of expended cartridges filed  
appropriately? **YES**

**F. INTERVIEW ROOMS**

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Emergency Preparedness and Continuity of Operations Plans were updated on January 27, 2004, and are available to all employees.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**



#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **NA**



F. TECHNOLOGY UTILIZATION

Additionally, SA [redacted] has been trained in the Electronic Crimes Special Agent Program (ECSAP). SA [redacted] uses his ECSAP training to supplement criminal investigations.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

YES

The Wilmington RO has access to the Charlotte FO LAN.

b6, b7c



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund?

NA

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card?

YES

**The inspection team reviewed 300 third party drafts issued during FYs 2002 and 2003. The drafts contained the proper date stamps and approval signatures. All invoices were paid within the 30-day time period, with most invoices paid within 7 days.**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation?

YES

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons?

NA

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

NA

RIF



F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

**The Wilmington RO consistently demonstrates that it is in compliance with FMD guidelines. All expenditures are properly tracked, logged, certified, paid, and filed.**

[ . . . ]



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The inspection team reviewed the training histories of all employees in the Wilmington RO. Every employee has taken some type of formal training since the last inspection. Training courses included supervisory diversity issues, Introduction to Supervision, and organizational inclusion.**

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **100%**

Rate of supervisory handgun compliance since last inspection: **100%**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **100%**

Rate of supervisory compliance since last inspection: **100%**

*R: F*



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**All asset forfeiture case files were reviewed.**  
**The case management, supervision, and control of asset forfeiture investigations is**

b5



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Wilmington RO currently has 48 open criminal investigations. Eighteen percent of the criminal investigations originated in the city of Wilmington; 11 percent in Fayetteville; 11 percent in Jacksonville; 8 percent in Lumberton; and the remaining 52 percent originated throughout the 14 counties in this district.**

**Fifty-eight percent of the pending criminal investigations involve counterfeit currency cases, 38 percent are financial crimes cases, and four percent are check forgery cases.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There have been no acquittals or dismissals during this inspection period.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**Currently, there are no fugitive/wanted investigations in the Wilmington RO district.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

RIF



Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**Counterfeit investigations accounted for 58 percent of the pending criminal cases and 38 percent of total arrests in FY 2004 (through January). Counterfeit U.S. currency activity in the Wilmington RO district consists primarily of P-notes, which make up 69 percent of the counterfeit activity. Circular notes account for 25 percent and office machine copies account for 5 percent.**

**Counterfeit investigations range from one note passes to substantial, multi-defendant plant suppression cases. Notwithstanding the fact that the majority of counterfeit currency cases are P-note investigations, Wilmington RO SAs respond quickly to local law enforcement agency requests for support in all counterfeit currency investigations. During FY 2004, through January 2004, the Wilmington RO recorded 6 counterfeit currency arrests.**

**The Wilmington RO appropriately utilizes the In-Custody Response reporting format.**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**The Wilmington RO is pursuing a broad spectrum of financial crimes investigations. Financial crimes cases account for 38 percent of the current pending criminal investigations in the Wilmington RO and represent 50 percent of the total arrests.**

**The Wilmington RO dedicates 27 percent of its manhours towards financial crimes cases as compared to the USSS average of 21 percent.**

**These investigations include: fraudulent use of credit cards, counterfeit credit cards, identity theft, collusive merchants, and counterfeit commercial checks.**

**In addition, there were several significant investigations involving theft and/or misappropriations by employees of local banks and financial institutions, wherein the actual loss exceeded \$100,000.**



During FY 2004, through January 2004, the Wilmington RO reported 8 financial crime arrests.

In FY 2002, the office had a 58 percent federal prosecution rate for all its investigations. In FY 2003, the rate decreased to 43 percent; however, in FY 2004, 94 percent of the Wilmington RO arrests have been federally prosecuted.

The increases in financial crimes investigations and federal prosecutions indicate that the Wilmington RO is actively following the Charlotte FO workplan.

D. CASE REVIEW

During this inspection, approximately 50 open and closed criminal cases were reviewed. The reviewed cases target a wide variety of criminal violations, ranging from counterfeit U.S. currency, access device fraud, internet fraud, bank fraud, and identity theft.

The Wilmington RO maintains an relationship with the USAO, as well as with local prosecutor's offices that are receptive to cases presented by the USSS. The review of case files indicates that the Wilmington RO is in full compliance with USSS policy regarding arrest credit for federal and state investigations.

b2, b5, b7c



E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The investigative workload is equitably distributed based on SAs experience and developmental needs.**

**The overall case management and supervision of the criminal investigations conducted by the Wilmington RO is**



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**There were two reported vehicle accidents involving Wilmington RO vehicles since last inspection. One case was reviewed and found to be in compliance with administrative and investigative guidelines. The second vehicle accident, which occurred on March 5, 2004, is pending investigation.**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**Recruitment and Personnel Security Division reported that all personnel security investigations conducted by the Wilmington RO are received in a Special Investigator (SI) completes applicant backgrounds and personnel updates in a**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations by the Wilmington RO is**

b5, b6, b7c



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Wilmington RO had four protective visits since the last inspection. Protective survey reports are timely and comprehensive. The management, supervision, and control of the protective workload is**



#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Wilmington RO investigated 11 PI cases since the last inspection.**

**The inspection team determined that 100 percent of the PI reports were submitted to ID in a management and supervision of PI investigations is**

**The case**



# INSPECTION REPORT

## Inspection Division

May 4, 2004

This report covers the inspection of Inspection Division during the period of April 5 - 8, 2004. The last inspection was conducted on December 2 - 6, 1996. The inspection team limited its review of Inspection Division to the three year period of March 2001 through March 2004.

The inspection was conducted by:

Deputy Special Agent in Charge James Todak, Lead (LAX)  
(Sections 1 and 7)

Assistant Special Agent in Charge (ASAIC) i (DEN)  
(Sections 6 and 7)

ASAIC Paul A. Jensen (SSD)  
(Sections 3 and 4)

Assistant to the Special Agent in Charge (DPD)  
(Sections 2, 5, and 7)

Staff Assistant (LIA)  
(Sections 2 and 5)

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

James F. Todak  
Deputy Special Agent in Charge

Lisa J. Rixley  
Special Agent in Charge

b6 b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. MANAGEMENT OF THE OFFICE

The overall management of Inspection Division is SAIC Mackin was appointed as the SAIC - Inspection Division in March 2003. At that time, the division was reorganized, namely by creating two DSAIC positions, one for Compliance and one for Employee Integrity.

Management uses regular office meetings, e-mail, and read files to communicate with Inspection Division personnel. The last four

The management team maintains an open-door policy and encourages constructive comments and feedback.

Inspection Division management measures production through its oversight of special investigations and office inspections. Employees are assessed on the thoroughness of their investigations and inspections, adherence to reporting requirements established by the division, and the quality and timeliness of their reports.

The 17 open special investigations are appropriately distributed among inspectors. Routine office inspections are projected a year in advance and assignments are evenly distributed. Whenever possible, inspectors are given the opportunity to assist with special investigations before being assigned a case. Likewise, inspectors are given the opportunity to complete different sections of an office inspection before being assigned as a lead.

#### Employee Interviews

Number of employees:  
Number interviewed:

19



**B. STRATEGIC PLAN**

Are the Strategic Plan and the office Annual Workplan available to all employees? **NA**

**Inspection Division does not utilize an office workplan. Inspection Division does utilize a detailed IOP Guide. The IOP provides personnel with detailed instructions on general operating procedures, as well as specific office inspection and special investigation procedures.**

**C. LIAISON**

**Inspection Division does not have an official liaison function. The Office of Inspection is responsible for external liaison functions related to Inspection Division special investigation and office inspection procedures.**

**The inspection team conducted the following liaison interviews:**

- **Assistant Director (AD) Brian K. Nagel - Office of Investigations**
- **Deputy AD (DAD) James B. Burch - Office of Investigations**
- **DAD Thomas F. Grupski Jr. - Office of Protective Operations**
- **Program Manager - Employee Assistance Program (EAP)**
- **Supervisory Attorney Advisor Donna L. Cahill - Office of the Chief Counsel**
- **Inspector DHS - OIG**
- **Supervisory Human Resources Manager Nancy L. Karpowicz - Personnel Division**

**According to the Offices of Investigations and Protective Operations, inspectors**

*b5, b6, b7c*



**conduct thorough investigations, provide detailed reports, conduct oral briefings when necessary, and provide timely results.**

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

D. POLICY AND INFORMATION DISSEMINATION

**Information within Inspection Division is disseminated through office meetings, e-mail and office memoranda.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

RIF



**Commendation**

b5, b6, b7c



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

Inspection Division is located at USSS Headquarters, 950 H Street, NW, Suite 7200, Washington, DC. Inspection Division's space allotment is

A request for additional parking at 950 H Street is currently being addressed by Administrative Operations Division (AOD).

There are no pending plans for this office to move to a new location.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **YES**

Records indicate one vehicle (USSS property number has been loaned to Intelligence Division for approximately one year. An official memorandum outlining the conditions of this loan is located in the appropriate vehicle file.

Surveyed items, reported.

were properly

##### C. VEHICLES

Number of vehicles assigned to this office:

Number of seized vehicles converted to official use:

**NONE**

b7c b2, b5



All Inspection Division vehicles were inspected [ ] Vehicles [ ] contain the required forms and safety equipment. All vehicle files were reviewed [ ]



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **NA**

F. TECHNOLOGY UTILIZATION

Through the utilization of various software applications and training mechanisms,

Technology improvements are routinely

B5



**coordinated through Information Resource Management Division.  
The replacement and upgrading of computer equipment is currently  
in progress.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN? **YES**

Is the office in compliance with established maintenance and security  
procedures relative to the administration of the LAN? **YES**

b2 b7E



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

**Inspection Division does not maintain a confidential fund.**

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS (IF APPLICABLE)

**Inspection Division does not maintain any of the above items.**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

**Inspection Division does not maintain airline ticket stock.**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

**Telephone credit card usage could not be assessed at the time of the inspection because the information is no longer maintained on the mainframe. Whereas inspectors (excluding management) are not**

RIF



**assigned their own cellular telephones,**

**G. FISCAL RESPONSIBILITY**

**Inspection Division adheres to USSS guidelines regarding the approval of third party drafts, and monitors gasoline credit card and cellular telephone usage. Invoices are paid in a and in accordance with USSS policy.**



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**During the period inspected, all employees assigned to Inspection Division have taken one or more formal training courses, and training is equitably distributed. Additionally, all employees assigned to Inspection Division have received computer related training in Microsoft Outlook, Travel Manager, and Microsoft Word.**

**New inspectors receive an eight hour training orientation regarding policy and procedures related to special investigations and office inspections.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?

**NO**

**The requalification compliance rate for shoulder weapons is 39 percent.**

Overall rate of handgun compliance since last inspection: **78%**

Rate of supervisory handgun compliance since last inspection: **NA**

**It is noted that since SAIC Mackin was appointed to the position of SAIC - Inspection Division in March 2003, the handgun requalification compliance rate is 89 percent.**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **99%**

Rate of supervisory compliance since last inspection: **NA**



## **Section 7: Activity Analysis**

### **7.2 Inspection Review and Findings**

**Inspection Division is the operational component of the Office of Inspection. The AD and DAD of the Office of Inspection supervise Inspection Division. At the time of this inspection, the division was staffed by a SAIC, two DSAICs, nine assistant inspectors, ten inspectors, two inspection analysts (IA), one ISA, one inspection assistant, and an office automation clerk.**

**When SAIC Mackin was appointed as the SAIC - Inspection Division in March 2003, the division reorganized by creating two DSAIC positions, one for Compliance and one for Employee Integrity.**

**In its review of the Compliance section of Inspection Division, the inspection team reviewed 23 office inspection reports. The office inspection reports were evaluated using the following three criteria: how well the reports were written; the fairness standards by which the offices were evaluated in comparison to similar sized offices; and the degree of timeliness by which the reports were submitted to supervisors for final review.**

**In reviewing the 23 office inspection reports completed during the period of 2002 - 2003,**

**Inspection Division recently updated its IOP Guide to require inspectors to submit inspection reports within 30 days after the completion of an inspection.**

**In its review of the Employee Integrity section of Inspection Division, the inspection team reviewed ten open and ten closed special investigations. The special investigative files investigated, [ ]**

**The special investigations reviewed were**

**investigated,**

b5



Of the cases reviewed, there were no instances wherein additional information or follow-up investigation was requested by the deciding officials.

Furthermore, DHS - OIG recently completed a review of 23 special investigations (closed between March 1 and December 31, 2003).

A copy of the IG report was not available for review at the time of this inspection.

In addition to office inspections and special investigations, Inspection Division conducted numerous fact finding investigations since the last inspection. The review of fact finding investigations determined that the same policies, procedures, standards, and efforts are applied and adhered to.

Inspection Division continues to effectively manage and administer the Participating Inspection Program (PIP). The PIP serves as a valuable asset to Inspection Division, whereby it provides additional manpower to the division on a temporary basis.

The below listed special projects were conducted to improve, redesign, or update guides, methods, checklists, and/or conduct research studies. For detailed information on these special projects, refer to the SAIC comments, Section 7, Activity Analysis.

- Activity analysis update
- Final inspection report binding method
- Confidential Interview Worksheet update
- Executive Summary of Inspection report redesign
- Reinspection report update

b5, b6, b7c



- Computer Inspection Guide creation
- IOP Guide update
- Master documents update
- Criminal Investigations Case Review Checklist redesign
- Protective Intelligence Case Review Checklist redesign
- Vehicle Inspection Checklist redesign
- Federal Managers Financial Integrity Act report conversion
- 
- PIP Guide update
- Inspection Menu Reports redesign
- AUO Review study
- Steering Committee participation
- Ethics Briefing update
- Delinquent Final Survey study
- Compliance Guidelines creation

Access to the database is limited to division employees. The system allows for the tracking of special investigations and office inspections, from inception through the final approval process. The system is maintained by IA and is overseen by the SAIC and DSAICs.

Inspection Division is in overall compliance with its Functional Responsibility Statement, dated June 1999.

Commendation

b2 b5, b7C b7E



# INSPECTION REPORT

## Bush Protective Division

May 5, 2004

This report covers the inspection of the Bush Protective Division (PD) during the period of February 2 - 6, 2004. The last inspection was conducted January 8 - 12, 2001.

The inspection was conducted by:

Inspector Michael J. Carbone, Lead

(Section 1)

Inspector Craig W. Ulmer

(Section 7)

Inspector

(Section 3)

Inspector

(Section 4)

Assistant Inspector

(Sections 5 and 6)

Resident Agency Administrator

(TUC)

(Section 2)

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

James E. Mackin  
Special Agent in Charge



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. MANAGEMENT OF THE OFFICE

The overall management of the Bush PD this inspection period has been SAIC Pollard delegates management responsibilities for operational and administrative matters to the ASAICs.

ASAIC supervises all facets of operations, to include the shifts, operations desk, detail manpower, special projects, and training. ASAIC oversees administrative matters regarding vouchers, time and attendance records, and shift reports.

Shift leaders (SL) are responsible for the immediate supervision and scheduling of shift personnel.

All new SAs begin their assignment on Bush PD as shift SAs and then are afforded the opportunity to experience leadership roles such as SLs, Mrs. Bush detail, or operations section. SAs and SOs are assigned special projects that facilitate the mission of Bush PD and the recognition and development of Bush PD employees.

The Bush PD management team interacts with personnel on a daily basis. Employees are informed of policy and procedural matters through direct contact with supervisors, e-mail, read files, and detail meetings.

#### Employee Interviews

Number of employees:

Number interviewed:

27

#### B. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Work plan available to all employees?

YES

b5, b6, b7c



C. LIAISON

**The liaison conducted by the Bush PD management team has been very . The inspection team interviewed former President and Mrs. Bush, representatives of the Bush staff, the deputy director of the Bush Presidential Library, and the Houston Field Office (FO). All**

b5



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NO**

#### D. POLICY AND INFORMATION DISSEMINATION

...

Information is disseminated through direct personal contact, division meetings, official e-mail messages, and office memorandums.

b5



E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **NO**



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The Bush PD maintains space in three locations. The administrative offices and operations section continue to lease space at Park Laureate, 10000 Memorial Drive, Suite 950, Houston, TX. This location occupies [redacted] of office space and has unlimited parking within the building's garage.**

**The remaining locations inspected included the command post, located at the Bush residence, [redacted] and the George Bush Presidential Library, located at Texas A&M University, 1002 George Bush Drive West, College Station, TX.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES**

**Has this office loaned any property or equipment? NO**

**Seventy-seven percent of the accountable property was located and verified to be in one of the three locations. Since the last inspection, the Bush PD reported six property items as missing or stolen.**

b2, b5, b7E



C. VEHICLES

Number of vehicles assigned to this office:

[ ]

Number of seized vehicles converted to official use:

**NONE**

The Bush PD vehicle fleet is [ ]

[ ] No undocumented vehicle damage was noted.

✓  
✓

D. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required?

**YES**

The office shoulder weapons were inspected and found to be in [ ] and properly stored.

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand?

**YES**

The Weapon Log (SSF 1781) is located in a secured vault. [ ]

Is the documentation of the disposal of expended cartridges filed appropriately?

**YES**



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Occupant Emergency Plan (last updated January 2001) had not been updated as required.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **1/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**



F. TECHNOLOGY UTILIZATION

**All division computer equipment has been replaced within the past year and the three Electronic Crimes Special Agent Program trained agents provide computer assistance to the other employees in the division. Additionally, the operations agent, the administrative officer, and the protective operations assistant (POA) recently attended Microsoft Outlook training in an effort to enhance the efficiency of the administrative and operations sections of the division.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Sub vouchers for Confidential Expenditure (SSF 3049)? **N/A**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

#### E. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

RIF



F. FISCAL RESPONSIBILITY

[ review of Bush PD fiscal obligations, to include telephone cards, cellular telephone usage, gasoline credit cards, and General Services Administration lodging rates, determined that Bush PD is in compliance with USSS fiscal policies and procedures. ] A

[ Bush PD employees are made aware of fiscal guidelines, and comply with policies and procedures regarding approval, prior to any expenditure. All financial documents are reviewed for accuracy and approved by Bush PD management.

administrative files were determined to be and consistent with established guidelines.

Financial ]

b5, b6, b7c



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**Newly assigned Bush PD personnel receive a formal one-week orientation regarding Bush PD detail policies, procedures, and operations. In addition, once assigned to a shift, personnel receive on-the-job training from supervisors and SLs.**

**The review of individual training histories revealed that 22 Bush PD personnel attended a total of 61 classes, to include rescue swimmer training, small detail training, supervision training, cardiopulmonary resuscitation courses, employee diversity courses, protective operations driving courses, and firearms instructor training. Individual training requests are granted on a case-by-case basis, depending on the operational needs of Bush PD, and as training opportunities become available.**

**Bush PD SAs are typically scheduled for boat school (two or three slots a year) or rescue swimmer school (one slot per year). During August of each year, certified swimmers are scheduled for annual training with the U.S. Coast Guard Auxiliary in Miami.**

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **90%**

Rate of supervisory handgun compliance since last inspection: **97%**



C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **76%**

Rate of supervisory compliance since last inspection: **78%**

R.F.



## Section 7: Activity Analysis

### 7.2 Inspection Review and Findings

#### Bush PD

The Bush PD is responsible for the security and well being of former President and Mrs. Bush, as well as the parents of the sitting President of the United States. After the terrorist attacks of September 11, 2001, Bush PD took on more protective responsibility, with no additional manpower.

The protectees continue to maintain a hectic travel schedule as evidenced by the number of trips logged into the Agent Management and Protection Support System (AMPS). Since the last inspection, AMPS reported the following number of trips:

| Year  | Domestic | Foreign |
|-------|----------|---------|
| 2001  | 388      | 62      |
| 2002  | 409      | 45      |
| 2003  | 385      | 49      |
| Total | 1182     | 156     |

Bush PD normally conducts its own advances on foreign trips and local stops in Kennebunkport, ME. The respective field office in the district visited conducts advances in connection with most domestic travel by former President and Mrs. Bush.

b2 b7C b7D



Work schedules are prepared on a weekly basis by the SLs and ultimately approved by the Operations Section, to ensure the most efficient use of manpower. All original work schedules are maintained in the appropriate administrative files.

The distribution of assignments and overtime is balanced and fair. The Master Personnel System reported the following statistics:

| Fiscal Year | Average LEAP | Average SOT | Percentage Out of District |
|-------------|--------------|-------------|----------------------------|
| 2001        | 48.18        | 49.61       | 55.90                      |
| 2002        | 51.46        | 63.62       | 56.93                      |
| 2003        | 45.46        | 53.81       | 53.48                      |

Shift assignments are based upon capability, experience, and seniority. All SAs begin their assignment as shift SAs, after which they are afforded the opportunity to experience other assignments, such as SL, Mrs. Bush detail, or the Operations Section, based upon demonstrated leadership skills.

[ SAs receive training in a variety of disciplines, to include: small detail, protective driving, boating, water safety, and first aid. Most of the protection related training is learned on the job.

The Operations Section receives trip information from former President Bush's staff and coordinates trips according to USSS and Bush PD policy. The review of the Bush PD policy manual (updated January 2004) determined it to be up-to-date. The review of the Bush PD operations manual determined that it has not been updated since the last inspection (December 2000).

65 66 67



**Bush PD maintains an                      working relationship with the former President's staff and local police/security entities at permanent Bush PD facilities, which includes the Houston, TX, residence and office, the College Station, TX, Presidential Library and residence, and the permanent residence in Kennebunkport, ME. The inspection team determined that emergency response procedures for these facilities are current, appropriate, and available to all employees.**

**Special projects include: updating sections of the policy manual, tracking accountable property, updating the water safety and boating program policies, and updating hospital surveys. Special projects are assigned based upon subject matter and experience level, and have a three-month time limit for completion.**

b7c, b2, b5



# INSPECTION REPORT

## Cincinnati Field Office

May 20, 2004

This report covers the inspection of the Cincinnati Field Office (FO) during the period of April 26 - 29, 2004. It was done in conjunction with the inspections of the Columbus and Dayton Resident Offices (RO), which are the subjects of separate reports. The last inspection was conducted April 9 - 13, 2001.

The inspection was conducted by:

|   |       |
|---|-------|
| Inspector John A. Gill, Lead              |       |
| (Sections 1, 6, and 10)                   |       |
| Staff Assistant                           | (HRT) |
| (Section 2)                               |       |
| Assistant Inspector                       |       |
| (Sections 3 and 9)                        |       |
| Inspector                                 |       |
| (Sections 4 and 7)                        |       |
| Assistant Special Agent in Charge (ASAIC) | (BHM) |
| (Section 5)                               |       |
| Assistant Inspector                       |       |
| (Section 8)                               |       |

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

\_\_\_\_\_  
John A. Gill  
Inspector

\_\_\_\_\_  
James E. Mackin  
Special Agent in Charge



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The recruiting efforts undertaken by the Cincinnati FO have been [redacted] Representatives from the Cincinnati FO have attended several criminal justice career fairs at local universities. In December 2003, the Cincinnati FO, in conjunction with Recruitment and Personnel Security Division (RPS), held a job fair to recruit Uniformed Division (UD) officers. Approximately 100 potential UD officer candidates were interviewed. [redacted]

#### B. MANAGEMENT OF THE OFFICE

The management of the Cincinnati FO during this inspection period has been [redacted] SAIC James Emery served as the ASAIC from August 2001 through August 2002. ASAIC [redacted] reported in January 2003. A newly created assistant to the SAIC (ATSAIC) position was filled in January 2003 by [redacted]

[redacted] The ASAIC manages protective and PI activity and the ATSAIC manages investigative activity. All supervisors confer with the AO regarding administrative issues. Investigative and protective assignments are equitably distributed based on each special agent's (SA) ability and experience.

[redacted] Formal bimonthly office meetings are held with SAs and the administrative staff to discuss case development, office policies, and information provided to the field by headquarters. The ASAIC conducts debriefings with SAs and participating law enforcement officials after each protective visit.

[redacted] Periodic case reviews, with appropriate feedback, are utilized to further strengthen this message.

05.06.07C



Since the last inspection, periodic visits to the ROs have been conducted by the SAIC and the ASAIC.

The inspection team reviewed several Reports of Resident Office/Resident Agency Visit (SSF 1861) for the period of January 2002 through February 2004.

Additionally, in a September 2003 visit, ASAIC characterized all investigative procedures and reporting to be in compliance with established policy.

#### Employee Interviews

Number of employees:

Number interviewed:

12

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? YES

The Cincinnati FO's response to the Office of Investigations Annual Workplan, dated August 31, 2003, outlined the office's focus and major accomplishments during 2002 - 2003. The Cincinnati FO focused on quality counterfeit and financial crimes investigations and fulfilling its protective and PI responsibilities.

The office reported a 60 percent increase over the last reporting period in the number of federal arrests involving counterfeiting.

b5, b6, b7c



**Furthermore, a 35 percent increase in the number of fraud arrests was realized over the previous reporting period.**

D. LIAISON

c5, b6, c7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

D. POLICY AND INFORMATION DISSEMINATION

**Employees utilize both LaserFiche and hard copy manuals. The hard copy manuals are current, organized, and available to all personnel. The USSS Strategic Plan and the Investigative Operational Plan are also accessible to all personnel.**

**Employees are made aware of new directives, policies, and other information through e-mail and read files. Informal morning meetings are held with the ASAC and all available SAs. The SAIC and ASAC also meet with the AO and administrative staff on a daily basis and encourage an open exchange of information.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

RIF



F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

**Commendation**

b5, b6, b7c



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

In April 2001, the Cincinnati FO relocated from the sixth floor to the tenth floor of the John Weld Peck Federal Building, 550 Main Street, Cincinnati, OH. It currently occupies approximately

At the time of this inspection, there were no pending plans to move from this location.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

Since the previous inspection, the Cincinnati FO generated two Reports of Survey for Secret Service Property (SSF 3347).

##### C. VEHICLES

Number of vehicles assigned to this office:

[ ]

Number of seized vehicles converted to official use:

**NONE**

The Cincinnati FO's vehicle fleet is in [ ] All vehicles are [ ] and contain the proper documents and equipment.

The vehicle files are [ ] The files revealed that all vehicles receive proper and timely maintenance per USSS policy. All damage to vehicles is properly documented, entered into the Property Accounting Management System, filed in the appropriate administrative file, and reported to the Administrative Operations Division.

b7e, b2, c5



**brought to management's attention for future corrective action.** **[This was]**

**D. ELECTRONIC INTERCEPT EQUIPMENT**

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**E. WEAPONS AND AMMUNITION**

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**[The additional weapons assigned to the Cincinnati FO include:]**

**All ammunition was counted and verified against the Ammunition Inventory Log (SSF 3064).** **[**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**F. INTERVIEW ROOMS**

Are interview rooms maintained in compliance with USSS policy? **YES**

**[ ... ]**

**b2, b5, b7C, b7E**



b5



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **1**

Have all modems been registered? **YES**

b5



F. TECHNOLOGY UTILIZATION

The Cincinnati FO received ten new computers since the last inspection. Computers utilize the standard Microsoft Windows Suite (2000 or XP) software applications.

Technology utilization by the Cincinnati FO is [redacted]. SAs use laptop computers equipped with a variety of software packages to facilitate investigative and protective activities.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

NO

b2, b5, b7E



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$1,000**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

**The office stays within its budgeted allocations and complies with the reporting requirements set forth by the Office of Investigations.**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

RIF



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

**YES**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

The overall fiscal responsibility exercised by the management of the Cincinnati FO is [ ] All employees are made aware of fiscal limitations, and comply with policies and procedures regarding approval, prior to any expenditure. All financial documents are reviewed for accuracy and approved by the SAIC or ASAIC.

The Cincinnati FO is adhering to established guidelines with regards to scheduled overtime, gasoline credit card usage, General Services Administration lodging rate, and the authorization of in town per diem rate. [ ]

b5



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**Personnel assigned to the Cincinnati FO attended a variety of training courses during the inspection period (49 courses were noted). The review of individual training histories indicated that all but one employee received some type of formal training since the last inspection.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **85%**

Rate of supervisory handgun compliance since last inspection: **85%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **83%**

Rate of supervisory compliance since last inspection: **87%**



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**At the time of this inspection, the Cincinnati FO was maintaining genuine U.S. currency in evidence relative to two investigations.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

**There have been four asset forfeiture cases initiated since the last inspection. The total value of seized assets since the last inspection is \$429,569. The Cincinnati FO has generated asset forfeiture cases through its investigation of financial institution fraud, access device fraud, and counterfeit currency plant suppressions or seizures. A total of two asset forfeiture investigations have resulted in equitable sharing with local law enforcement agencies.**

b5



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

The seizure and case files reflect that reports are submitted in the required time frames, and adhere to the five major stages of asset forfeiture.



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Cincinnati FO had 71 open criminal cases at the time of the inspection. Approximately 94 percent (67 cases) of these investigations were conducted within the metropolitan Cincinnati, OH area.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were two dismissals recorded by the Cincinnati FO in the SDO since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The Cincinnati FO had one fugitive case since the last inspection and is in full compliance relative to annual reporting updates.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

b5



Counterfeit currency activity in the Cincinnati FO district has decreased since the last inspection. Counterfeit currency investigations represent 24 percent of open criminal cases and have resulted in approximately 44 percent of the total arrests since the last inspection.

Computer generated printer note (P-note) investigations accounted for 86 percent of all counterfeit currency investigations conducted by the Cincinnati FO during the first quarter of fiscal year (FY) 2004. Although the economic impact of counterfeit currency investigations within the Cincinnati FO district is relatively low, quality cases with multiple defendants are routinely offered and accepted for federal and local prosecution.

In its approach, the Cincinnati FO has increased public awareness by making presentations to bank tellers and front line sales associates at retail establishments where counterfeit currency is most frequently passed. The training of local law enforcement officers in counterfeit currency detection has greatly assisted the Cincinnati FO in their efforts to suppress the passing of P-notes.

#### C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes cases account for 47 percent of the total pending investigations, to include: financial institution fraud, wire fraud, credit card fraud, fraudulent credit card applications, counterfeit commercial checks, mortgage loan fraud, investment fraud, identity theft, and counterfeit securities. A review of these cases determined that economic impact ranged from approximately \$400 to over \$2.8 million, with significantly higher potential losses. The Cincinnati FO emphasizes quality investigations and has successfully developed significant cases by participating in the Regional Electronic Crimes Intelligence (RECI) task force and the Organized Crime Drug Enforcement Task Force (OCDETF).

65



D. CASE REVIEW

The Cincinnati FO presents cases for federal prosecution to the USAOs - SDO and EDKY. The primary focus of the Cincinnati FO is the pursuit of cases that meet federal prosecutorial guidelines.

The current SDO prosecutorial threshold for financial crimes investigations is loss in excess of \$10,000. The current EDKY prosecutorial threshold for financial crimes investigations is loss in excess of \$5,000.

There is no current prosecutorial threshold in both the SDO and EDKY in counterfeit currency investigations, whereas counterfeit currency violations are prosecuted on a case-by-case basis,

Arrest credit for state and local cases is taken in accordance with current guidelines. A number of In-Custody Response (ICR) reports were noted in both counterfeit currency and financial crimes investigations.

The Cincinnati FO aggressively pursues criminal case referrals from local law enforcement and the banking community.

Headquarters assets, such as Forensic Services Division polygraph exams and Electronic Crimes Branch support, are

comprehensive and properly documented.

Reports are  
Declinations of prosecution are

The office is in compliance with requirements regarding the use of judicial stamps, secondary case types, and suspect indexing in the Master Central Index.

b2, b5, b7E



E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The ATSAIC is well-informed and engaged in all aspects of ongoing criminal investigations and provides the necessary guidance to the office workforce.

b5



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The review of applicant and background investigative files revealed that the Cincinnati FO adheres to proper investigative procedures, reporting requirements, and retention guidelines as set forth by USSS policy. The Cincinnati FO utilizes one contract special investigator to conduct applicant and background investigations, as well as to assist with home visits and panel interviews. RPS was of the non-criminal investigative activity by the Cincinnati FO.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**Non-criminal cases are investigated The review of non-criminal investigations reflected that reports are The ATSAIC provides adequate oversight of investigative and administrative efforts. The case management, supervision, and control of non-criminal investigations by the Cincinnati FO is**



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Cincinnati FO had 40 protective visits since the last inspection. Protective assignments are made based upon the experience level and developmental needs of SAs. [The review of preliminary survey reports determined that reports are thorough and submitted in a timely**

**The overall management, supervision, and control of the protective workload is**

]

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Cincinnati FO investigated 19 PI cases since the last inspection, which generated 60 reports, with an on time submission rate of 98 percent. Currently, there are no open cases and no subjects in district.**

**The overall management, supervision, and control of the PI workload is**

b2, b5, b7E



**INSPECTION REPORT****Albany Resident Office**June 2, 2004

This report covers the inspection of the Albany Resident Office (RO) during the period of May 17 - 21, 2004. It was conducted in conjunction with the inspections of the Buffalo Field Office (FO), Syracuse RO, and Rochester Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted on May 7 - 11, 2001.

The inspection was conducted by:

|   |       |
|---|-------|
| Assistant Inspector<br>(Sections 1, 6, and 10)              | Lead  |
| Assistant Inspector<br>(Sections 7 and 8)                   |       |
| Assistant Special Agent in Charge<br>(Sections 3, 4, and 9) | (ADM) |
| Supervisory Administrative Specialist<br>(Sections 2 and 5) | (BOS) |

GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

\_\_\_\_\_  
Assistant Inspector

\_\_\_\_\_  
James E. Mackin  
Special Agent in Charge

bv 27c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

[ , recruiting at job fairs and universities has not been conducted. ]  
However, the Albany RO does actively recruit from local and federal law enforcement entities represented in the Albany RO district.

#### B. MANAGEMENT OF THE OFFICE

[ RAIC ]  
is fully engaged in all office operations [and demonstrates appropriate involvement in the local law enforcement community.]  
RAIC maintains overall control of administrative and fiscal matters, and delegates daily oversight of these responsibilities to Resident Agency Administrator (RAA)

[ Due to the size of ]  
the office, personal interaction is the primary means of communication. RAIC utilizes e-mail and read files as additional means of communication.

[ All PI and criminal ]  
investigations are assigned by RAIC based on SA caseload, availability, and experience. RAIC reviews assigned cases to ensure that the office is in compliance with investigative goals and reporting requirements. RAIC provides the necessary guidance and direction to all Albany RO personnel.

#### Employee Interviews

Number of employees: [ ]  
Number interviewed: 5

b5, b6, b7c



C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

**The Albany RO is meeting the objectives set forth in the Buffalo FO Annual Workplan. The office investigates a wide variety of criminal cases, while focusing on USSS core violations. The Albany RO maintains liaison with local banks and merchant groups.**

D. LIAISON

**The inspection team conducted liaison interviews with officials from the Federal Bureau of Investigation (FBI), U.S. Attorney's Office (USAO) for the Northern District of New York, Albany Police Department (PD), U.S. Postal Inspection Service, and the New York State Police (NYSP).**

b5, b6, b7c



b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **NA**

**All travel vouchers are maintained by the Syracuse RO and were reviewed by the Syracuse RO inspection team.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NA**

**All payroll records are maintained by the Syracuse RO and were reviewed by the Syracuse RO inspection team.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The office is currently using both LaserFiche and USSS manuals. All manuals are current, properly organized, and accessible to personnel. Information is disseminated by office meetings, e-mail, and read files.**

**A copy of the USSS Strategic Plan FY 2003 to FY 2008 is available to all employees** [ . . . ]

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

b5



F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office of Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **NA**

**TEA exams are administered and maintained by the Syracuse RO.**

LS



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Albany RO occupies \_\_\_\_\_ of commercially leased  
office space located at 39 North Pearl Street, Albany, NY. [ ]  
The office  
space is [ ] The office  
equipment is in [ ]

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory  
(API) certification requirements? YES

Has this office loaned any property or equipment? NO

Seventy-four of the 86 pieces of accountable property charged to the  
Albany RO were physically checked. The Albany RO has not  
reported any lost or stolen property since the last office inspection.

##### C. VEHICLES

Number of vehicles assigned to this office: [ ]

Number of seized vehicles converted to official use: NONE

All vehicles were inspected, [ ]  
and [ ] maintained. All vehicles are stored in a covered  
parking garage during normal business hours.

Vehicle maintenance  
records are current and [ ]

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic  
intercept equipment and the equipment log? YES

b2, c5



E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **NO**

|   |               |                 |
|---|---------------|-----------------|
| [ | -----         | ]               |
|   | <u>Actual</u> | <u>SSF 3064</u> |

|   |  |   |
|---|--|---|
| [ |  | ] |
|---|--|---|

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

|   |  |   |
|---|--|---|
| [ |  | ] |
|---|--|---|

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b7E, b5



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/04**

How many modems are used in the office? **NONE**

F. TECHNOLOGY UTILIZATION

**Each SA has an assigned laptop computer and docking station. The office has three desktop computers and a NYSP Information Network terminal. The office also has one CD burner, and one digital camera. The utilization of this technology increases the productivity of office personnel and allows for enhanced communication.**

RIF



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund?

NA

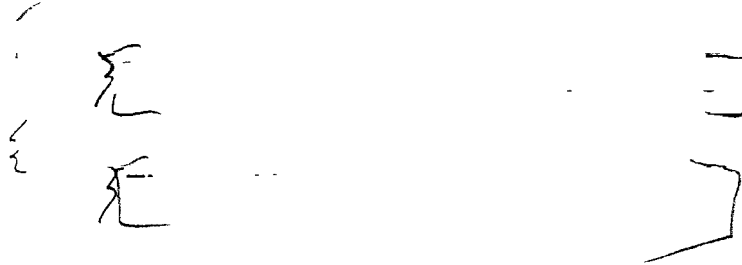
**The Albany RO does not maintain a confidential fund.**

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card?

YES

**There were 561 drafts reviewed for the period of January 2002 through April 2004.**

Handwritten signature and initials, possibly "E" and "J", with some scribbles.

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation?

YES

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons?

NA

b5



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

**NA**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The review of individual training histories of the Albany RO revealed that all personnel have attended at least one training course since the last inspection. Training courses ranged from candidate detail training to counter surveillance training.**

**On-the-job training (OJT) checklists are utilized and completed as required. A review of the OJT files revealed that the Albany RO is adhering to USSS OJT program guidelines.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?  
**YES**

Overall rate of handgun compliance since last inspection: **89%**

Rate of supervisory handgun compliance since last inspection: **92%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?  
**YES**

Overall rate of compliance since last inspection: **97%**

Rate of supervisory compliance since last inspection: **100%**

RIF



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

**The investigative areas that are generating asset forfeiture opportunities primarily involve fraud. The office reviews each case for forfeiture potential, and consults with the USAO and Criminal Investigative Division (CID) to make decisions involving asset forfeiture.**

### **7.3: Case Review - Asset Forfeiture Cases**

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The open and closed asset forfeiture cases that were reviewed are and in compliance with CID guidelines. The office utilizes a checklist for effective case management.**

b5



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**Over 50 percent of the 33 open investigations being conducted by this office are located in Albany, with the remainder of the cases being dispersed throughout the remainder of Albany RO's district.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**Their have been no acquittals or dismissals since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The office has two fugitive cases that are in inactive status.**

**The office conducts periodic checks to determine whether the fugitives have attempted to re-enter the U.S.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

b5



Counterfeit currency investigations have yielded 42 percent of the 89 arrests for Fiscal Year (FY) 2002 to present, and currently account for 13 percent of the open criminal cases. Eighty percent of the counterfeit currency activity in this district involves passes of 5 notes or less. The economic impact to the district of all counterfeit currency passed so far in FY 2004, is \$80,000.

Fifty-six percent of the counterfeit currency activity in the Albany RO involves computer generated printer notes (P-notes).

#### C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes cases account for 44 percent of the total pending investigations being conducted by the Albany RO, and have resulted in 58 percent of the 89 arrests from FY 2002 to present.

The office has several cases involving multiple defendants, numerous suspects, and multiple jurisdictions. The majority of the counterfeit check case defendants are being prosecuted at the federal level.

#### D. CASE REVIEW

The USAO's prosecutorial guideline is set at \$10,000 actual loss,

The Albany County District Attorney's Office has not set a specific dollar loss figure, and considers each case individually.

Arrest credit is taken by the office as dictated by the above prosecutorial guidelines and after consultation with the appropriate office.

Cases reviewed:

|               |    |
|---------------|----|
| Open cases:   | 22 |
| Closed cases: | 25 |

The cases the inspection team reviewed are [ ] and [ ] conform to appropriate USSS guidelines. [ ]

b5



E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

[ RAIC maintains a tickler system that helps ensure the timeliness of reports. He distributes cases based on case type, SA experience, and manpower availability.

b5, b6, b7c



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**The Albany RO has conducted one accident investigation since the last inspection. The reporting requirements for this investigation are in accordance with USSS policies and are properly documented in the appropriate files.**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The office conducted 698 background investigations since the last inspection. Thirty-one of these investigative files are pending destruction and were reviewed.**

**The Albany RO does not use contract special investigators.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of non-criminal investigations is**

**SAs are assigned background investigations based on current caseloads and availability. Home interviews are conducted by RAIC**

*b6, b7c, b5*



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

**Several outdated general surveys and SSFs 1909 (Protective Hospital Survey) were filed in the primary hospital survey file.**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The management, supervision, and control of the Albany RO protective workload is The Albany RO supported 35 protective visits since the last inspection. The review of the protective files revealed that they are and contain the required documentation.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Albany RO investigated 15 PI cases since the last inspection, generating 48 investigative reports.**



# INSPECTION REPORT

## Columbus Resident Office

June 8, 2004

This report covers the inspection of the Columbus Resident Office (RO) during the period of April 26 - 30, 2004. It was conducted in conjunction with the inspections of the Cincinnati Field Office (FO) and the Dayton RO, which are the subjects of separate reports. The last inspection was conducted on April 9 - 13, 2001.

The inspection was conducted by:

|                                      |       |
|--------------------------------------|-------|
| Assistant Inspector                  | Lead  |
| (Sections 1, 2, 6, and 10)           |       |
| Inspector Jane P. Murphy             |       |
| (Sections 8, 9)                      |       |
| Resident Agent in Charge (RAIC)      | (SAC) |
| (Sections 3, 4)                      |       |
| Assistant to Special Agent in Charge | (MIA) |
| (Sections 5, 7)                      |       |

### GENERAL COMMENT

This report consists of this cover and assignment sheet, a synopsis of the findings, a ten-section inspection report, general comments by the RAIC, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Assistant Inspector

James E. Mackin  
Special Agent in Charge

### Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Office of Investigations  
cc: SAIC - Cincinnati FO  
cc: RAIC - Columbus RO

b6 b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The Columbus RO attends two major university job fairs and the local Career Expo each year. The Columbus RO also coordinates its recruiting strategies through the Recruitment and Personnel Security Division (RPSD).

#### B. MANAGEMENT OF THE OFFICE

RAIC appropriately delegates general administrative duties to RAM. RAIC relies heavily on the two SSAs for the on-the-job training of less experienced SAs.

RAIC maintains an open door policy and encourages feedback from every employee. Informal office meetings occur on a weekly basis due to the office's small size. The protective and investigative workloads are

Employee Interviews

Number of employees:  
Number interviewed:

8

#### Commendation

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

b5, b6, b7c



**The Columbus RO follows the Cincinnati FO's Annual Workplan** [ ]

**The RAIC appropriately directs the office's resources towards the priorities identified in the Annual Workplan.**

**D. LIAISON**

**Liaison contacts were made with representatives of the U.S. Attorney's Office (USAO), Federal Bureau of Investigation, U.S. Postal Inspection Service, and the Franklin County Sheriff's Office. Each agency representative made [ ] comments about RAIC and the Columbus RO with regards to protection, PI, criminal investigative matters, and interagency cooperation. The state of interagency liaison in the Columbus RO district is [ ]**

*b6, b7c, b5*



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

#### D. POLICY AND INFORMATION DISSEMINATION

**The dissemination of information to office personnel is effected through office meetings, e-mail, and official messages. USSS manuals are properly organized and accessible to all employees. Additionally, personnel utilize LaserFiche to access manuals electronically.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

#### F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

RIF



G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Columbus RO is located at 500 South Front Street, Suite 800, Columbus, OH. The Columbus RO occupies office space

There have been no changes in the office space since the last inspection.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

##### C. VEHICLES

Number of vehicles assigned to this office:

[ ]

Number of seized vehicles converted to official use:

**NONE**

The Columbus RO vehicle fleet is [ ] All vehicles inspected were [ ] and contained the required forms and safety equipment. The files reflect that preventive maintenance is being performed at the appropriate intervals.

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

##### E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

b2, b5



Do the Ammunition Inventory Log (SSF 3064) totals agree with the  
ammunition on hand? **YES**

[ ]

Is the documentation of the disposal of expended cartridges filed  
appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b5, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/4/04**

How many modems are used in the office? **NONE**

F. TECHNOLOGY UTILIZATION

**The Columbus RO is well equipped with relatively new computers. All systems were upgraded and/or serviced by IRMD in March 2004.**

RIF



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

The inspection team examined 240 third party drafts that payments are made and date stamped. All receipts are attached

The inspection team also examined 77 SFs 1038 (Advance of Funds Application)

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**



D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE  
DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT  
TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF  
AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious  
instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food  
Stamp Coupons? **NA**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE  
ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of  
ticket stock, purchase agreements and orders, and other financial  
obligations? **NA**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage  
reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY

**The Columbus RO is in compliance with established guidelines and  
procedures regarding budget allocation, third party drafts, and the  
utilization of the confidential fund. All financial records and  
documents are**



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The review of training histories determined that every employee has taken some type of formal training since the last inspection. Training courses included Ethics in Law Enforcement, Candidate Nominee Detail Training, the administrative supervisor conference, and Practical Leadership.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **96%**

Rate of supervisory handgun compliance since last inspection: **96%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **95%**

Rate of supervisory compliance since last inspection: **100%**

RIF



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The Columbus Resident Office is in full compliance regarding case management, supervision, and control of asset forfeiture cases.**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**At the time of the inspection, the Columbus RO had 94 open criminal cases. The majority of the pending investigations were in the metropolitan Columbus, OH area. The remaining cases were distributed throughout the remainder of the Columbus RO district.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were no dismissals or acquittals recorded by the Columbus RO since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The Columbus RO currently has one fugitive and one wanted person case under investigation. The review of these cases revealed the Columbus RO is in compliance with established USSS investigative policies. Both cases are in inactive reporting status, with the approval of the appropriate headquarters division.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to handling of counterfeit contraband? **YES**

RIF



Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**RAIC** verifies all counterfeit FRNs and determines if they are to be assigned for further investigation.

The review of 35 SSFs 1588A (Memorandum Report - Counterfeit) indicate that statistical credit is properly being taken.

Counterfeit currency investigations conducted by the Columbus RO are of [redacted] Since Fiscal Year (FY) 2002, the Columbus RO generated approximately 147 counterfeit currency cases, accounting for 63 percent of the criminal investigations, including 48 arrests.

The amount of counterfeit currency passed on the public in FY 2002 was \$127,680, compared to \$84,286 in FY 2003, and \$39,533 in FY 2004, to date. The amount seized before circulation was \$12,246 in FY 2002, \$231,060 in FY 2003, and \$6,585 in FY 2004, to date.

At the time of the inspection, the Columbus RO had 29 open counterfeit currency investigations. P-notes account for approximately 74 percent of counterfeit cases in the Columbus RO.

C. FINANCIAL CRIMES INVESTIGATIONS

[redacted] Since FY 2002, the Columbus RO investigated 53 financial crimes cases, accounting for 21 percent of the criminal investigations. [redacted]

At the time of the inspection, the Columbus RO had 31 open financial crimes cases, accounting for 33 percent of all open criminal cases in the office. There has been an increase in the percentage of financial crimes related arrests in 2003, as compared with 2002, which is consistent with the Cincinnati FO Annual Workplan.

D. CASE REVIEW

The prosecutorial guidelines established by the USAO, is \$10,000 for financial crimes. Counterfeit currency investigations are prosecuted on a case-by-case basis. The guidelines state that prosecution would be authorized for cases involving significant amounts of counterfeit currency and multiple note passes.

b5, b6, b7c



State and local prosecutors are receptive to cases presented by the Columbus RO. Arrest credit is properly taken in state and federal cases.

The administrative management of criminal files is Information regarding suspects is properly indexed, case files are and contain the necessary documentation, to include date stamp and J-stamp requirements.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision and control of criminal investigations by the Columbus RO is

RAIC reviews each SA's tickler on a weekly basis to ensure timeliness of all case reporting.

b5, b6, b7c



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**The inspection team reviewed all non-criminal investigations, to include accident investigations and stolen property files.**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The Columbus RO utilizes a contract special investigator for all background investigations.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**Since the last inspection, the Columbus RO closed 115 non-criminal investigations. These cases included security updates, applicant backgrounds, accident and stolen property investigations. The case management, supervision, and control of non-criminal investigations is**



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Columbus RO had 21 protective visits since the last inspection. Protective survey reports are timely and [ ] The management, supervision, and control of the protective workload is [ ]**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Columbus RO investigated 20 PI cases since the last inspection. [ ]**

**The case management and supervision of PI investigations is [ ]**



**INSPECTION REPORT****Clinton Protective Division**June 10, 2004

This report covers the inspection of the Clinton Protective Division (PD) during the period of April 19 - 23, 2004. This is the first inspection of this division since its inception on January 20, 2001.

The inspection was conducted by:

|  |       |       |
|--|-------|-------|
| Inspector<br>(Section 1)                                       | Lead  |       |
| Deputy Special Agent in Charge Elias K. Aivazis<br>(Section 4) |       |       |
| Inspector<br>(Section 7)                                       |       |       |
| Assistant Inspector<br>(Sections 3 and 6)                      |       |       |
| Assistant to the Special Agent in Charge<br>(Section 5)        |       | (EPP) |
| Administrative Support Assistant<br>(Section 2)                | (INV) |       |

GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

James E. Mackin  
Special Agent in Charge

bb, btc



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. MANAGEMENT OF THE OFFICE

[redacted] SAIC Jeffrey W. Irvine delegates responsibilities to his assistant special agents in charge (ASAIC),

Their leadership and guidance encourage the establishment of open lines of communication with all employees, thereby making the management team aware and responsive to detail issues and concerns.

Due to extended travel and shift work, Clinton PD management holds periodic office meetings whenever practical. Detail personnel are routinely advised of management priorities and policies through e-mail and read files. However, most daily contact is maintained by cell phone and pager.

ASAIC [redacted] supervises the operations and administration sections, and the SOs. ASAIC [redacted] supervises special projects, the Chappaqua residence, and the Harlem office. ASAIC [redacted] supervises the Senator Clinton detail, which is based in Washington, DC, and operates independent of, yet subordinate to the parent detail. Washington, DC based personnel therefore adhere to policies and procedures established by the SAIC.

Shift leaders (SL) are responsible for the immediate supervision and guidance of their personnel.

Special agents

b5, b6, b7c



(SA) and SOs are assigned special projects that facilitate the achievement of Clinton PD goals,

While Clinton PD management supports aggressive internal training programs, it measures production by assessing the quality of protective advances and recognizes protective detail shift operations.

Employee Interviews

Number of employees:

Number interviewed: 38

B. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? YES

The Clinton PD workplan is committed to providing a secure environment for former President and Senator Clinton. SAIC Irvine and the management team achieve this by ensuring regular training opportunities for all personnel, preventive maintenance for systems and equipment, and a thorough education of the emergency and standard operation plans of the division.

C. LIAISON

The inspection team interviewed Senator Clinton; the Senator's chief of staff, ; Chief of Police New Castle Police Department; Chief of the Chappaqua Volunteer Fire Department; and the property manager of the Harlem Office,

b5, b6, b7c







## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

#### D. POLICY AND INFORMATION DISSEMINATION

**Policy information is disseminated through e-mail, postings on the read board at the command post, and oral communication.**

**The U.S. Secret Service Strategic Plan (FY 2003 – 2008) is available to all employees.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

b5



F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

Commendation

b5, b6, b7c



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Clinton PD administrative office is located in a private residence at [redacted] It consists of [redacted] of space and has limited parking availability.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES

Has this office loaned any property or equipment? NO

Clinton PD reported four items as lost or stolen since the last inspection. The items, [redacted] were properly reported and entered into the National Crime Information Center (NCIC) database. No liability was assessed as a result of the loss or theft of these items.

##### C. VEHICLES

Number of vehicles assigned to this office: 14

Number of seized vehicles converted to official use: NONE

Clinton PD vehicles inspected are [redacted] and in [redacted] condition. All required equipment and forms are present. No undocumented damage was noted.

b2, p5, b6, b7c



D. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**Although up-to-date, the Clinton PD's Recall Plan notification chart was undated. In addition, there were two different versions of the Clinton PD's emergency contact list (Personnel Roster) maintained in command post (CP) binders, and the maintained in the CP was not the most recent version issued by the Intelligence Division (ID).**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

**The combination lock of the Clinton PD's  
despite a February 2004 Clinton  
PD request for a combination lock service visit by the New York FO's  
Technical Operations Squad,**

*b2, b5, b7E*



D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **NO**

When was a Norton AntiVirus (NAV) scan last run? **DATES VARIED**

How many modems are used in the office? **NONE**

**Clinton PD reported one virus incident (W32 Welchia Worm) in November 2003.**

**The inspection team reviewed a representative sample of office desktop and docking station configured laptop computers, as well as personally assigned laptop computers,**



F. TECHNOLOGY UTILIZATION

**The Clinton PD [ ] utilizes the standard technology available to the USSS. There are no specific innovative or extraordinary uses of technology being undertaken by the Clinton PD at the present time.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team reviewed a random sampling of 1,564 drafts issued by Clinton PD**

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C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

D. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

**USSS policy stipulates that whenever possible, gasoline credit cards should only be used to purchase regular gasoline and should not be used for preventive maintenance.**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

**Clinton PD has recently changed to the USSS Nextel nationwide plan.**

G. FISCAL RESPONSIBILITY

**A review of fiscal obligations, to include gasoline credit cards, cellular telephones, hotel, car repair, command post and office cleaning, spring water, FedEx, Xerox, and utility bills, as well as General**



**Services Administration lodging rates, determined that Clinton PD is generally in compliance with USSS fiscal policies and procedures.**

**Clinton PD employees are made aware of fiscal guidelines, and comply with policies and procedures regarding approval, prior to any expenditure. All financial documents are reviewed for accuracy and approved by the management team.**

**Clinton PD incurred no interest charges for late payments or additional costs for exceptions to the use of contract carriers. Financial files are and consistent with established guidelines. The Clinton PD expenditures reviewed were and fiscally responsible.**

b5



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

Newly assigned Clinton PD employees are issued an orientation packet and receive a two-day orientation which includes familiarization with operational and logistics issues.

Training of new employees continues once they are assigned to a section through an on-the-job training (OJT) program. The inspection team noted that the orientation packet is [

]

Emergency medical technicians provide refresher first aid courses on a quarterly basis. Firearms training, previously conducted at Camp Smith, NY is now conducted quarterly at Sing Sing Correctional Facility in Ossining, NY. Physical training is conducted at a variety of local sites. Gym memberships are obtained for each employee at the NY Sports Club.

Fifteen SAs in the division have attended the Small Detail Training Course, while the remainder of the division has not. Division personnel are scheduled for training schools based on the availability of both courses and personnel.

←

]

#### B. FIREARMS AND WEAPONS TRAINING

Is the division in compliance with current firearms qualification and requalification requirements for all weapons that personnel are authorized to carry? **NO**

NY personnel rate of handgun compliance since detail inception: **70%**

NY personnel rate of shoulder weapon compliance since detail inception: **70%**

b5



NY supervisor rate of handgun compliance since detail inception: **63%**

NY supervisor rate of shoulder weapon compliance since detail inception: **63%**

DC personnel rate of handgun compliance since detail inception: **79%**

DC supervisor rate of handgun compliance since detail inception: **100%**

DC personnel rate of shoulder weapon compliance since detail inception: **26%**

DC supervisor rate of shoulder weapon compliance since detail inception: **33%**

C. **PHYSICAL FITNESS**

Is the division in compliance with current Physical Fitness Program testing requirements? **NO**

NY rate of compliance since detail inception: **50%**

NY supervisor rate of compliance since detail inception: **62%**

**Recommendation**

DC rate of compliance since detail inception: **87%**

DC supervisor rate of compliance since detail inception: **100%**

b5



## **Section 7: Activity Analysis**

### **7.2 Inspection Review and Findings**

**The number of foreign and domestic trips completed by Clinton PD during the inspection period are as follows:**

| <b>Fiscal Year</b> | <b>Domestic</b> | <b>Foreign</b> |
|--------------------|-----------------|----------------|
| <b>2002</b>        | <b>783</b>      | <b>84</b>      |
| <b>2003</b>        | <b>716</b>      | <b>64</b>      |
| <b>2004 (YTD)</b>  | <b>378</b>      | <b>45</b>      |

**The inspection team reviewed a representative sampling of preliminary and final survey reports and determined that they follow the prescribed format, are conducted according to established policy, and are submitted in a timely fashion.**

**Preliminary and final survey reports are maintained in administrative file 601.081 (former President) and 601.091 (Mrs. Clinton), as required. With the concurrence of the Office of Protective Operations, Clinton PD lists local stops with no incidents on office memorandums (OM) in lieu of surveys.**

601.081, b5



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Protective related training consists largely of OJT instruction. Experienced SAs are assigned to travel with newly assigned personnel to advise and assist them in conducting advances and preparing surveys.

In addition to preparing work schedules, the operations section is in daily contact with both the former President and Senator Clinton's staffs and prepares trip logistics for all detail travel.

Emergency procedures, to include response procedures, are and are available to all employees.

Former President Clinton visits the Harlem office very infrequently;

c6 c5, etc



**Special projects are assigned, tracked, and controlled by an ASAC.  
The operation SL is designated as the special projects coordinator.**

**The Clinton PD office relocation is currently the only  
assigned special project.**

b5



## INSPECTION REPORT

### Syracuse Resident Office

June 17, 2004

This report covers the inspection of the Syracuse Resident Office (RO) during the period of May 17 – 21, 2004. It was conducted in conjunction with the inspections of the Buffalo Field Office (FO), Albany RO, and Rochester Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted on May 7 – 11, 2001.

The inspection was conducted by:

Inspector Michael J. Carbone, Lead  
(Sections 1, 6, and 10)

Assistant Inspector  
(Sections 7 and 8)

Assistant Special Agent in Charge  
(Section 3, 5, and 9)

(HOU)

Assistant to the Special Agent in Charge  
(Sections 2 and 4)

RIC)

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Michael J. Carbone  
Inspector

James E. Mackin  
Special Agent in Charge

6x L7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The recruiting efforts by the Syracuse RO have been  
RAIC is aware of current mandates

In an effort to further enhance recruitment efforts, RAIC participates in local recruiting fairs held at regional colleges, universities, and military installations. Since the last inspection, the Syracuse RO interviewed 13 SA applicants and 18 UD applicants.

#### B. MANAGEMENT OF THE OFFICE

The former RAIC of the Syracuse RO  
monitor compliance with respect to the timeliness of PI investigative reporting and USSS physical fitness requirements.

RAIC was promoted and assigned to this office in September 2003.

RAIC is fully engaged in all facets of the administrative and operational functions of the office,

administrative and fiscal responsibilities.

RAIC maintains an open door policy, encourages employee feedback, and conducts biweekly office meetings.

RAIC has established a review process to closely monitor compliance with PI reporting guidelines, and physical fitness testing requirements.

b5, b6, b7c



Employee Interviews

Number of employees:

Number interviewed:

7

C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

YES

The Syracuse RO is meeting the goals and objectives set forth in the Buffalo FO Annual Workplan. Due to the high volume of protective visits to the Syracuse RO district, the workplan stresses the importance of, and commitment to, the USSS protective mission and PI investigations. In addition, the office [ ] investigates a wide range of criminal cases to include: counterfeit currency, financial crimes, counterfeit commercial checks, and false identification.

D. LIAISON

The interagency liaison established by the Syracuse RO with the local law enforcement community is [ ]

Liaison interviews were conducted with representatives of the following agencies during the course of the inspection: USAO-Northern District of New York (NDNY), Onondaga County Sheriff's Department (OCSD), Internal Revenue Service (IRS), and Senator Hillary Rodham Clinton's office.

b5, b6, b7c



OCSD Chief Deputy, } was of  
the Syracuse RO and } of the  
USSS and RAIC to the law enforcement community.

Regional Director of Senator Clinton's office was  
and  
of the Syracuse RO. } commented on

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

D. POLICY AND INFORMATION DISSEMINATION

**Policy and information is disseminated to Syracuse RO personnel through general office meetings, office memorandums, read and initial files, and official messages. The Strategic and Investigative Workplans are available to all personnel.**

**All USSS manuals examined during this inspection were found to be and accessible to all employees.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

b5



G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Syracuse RO occupies on the 13<sup>th</sup> floor of the James Hanley Federal Building, 100 South Clinton Street, Syracuse, NY. The Syracuse RO has six secured parking spaces at this location. The office is in

Currently, the Syracuse RO has a pending space request for renovation of the evidence room, secured storage room, and reception area.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

##### C. VEHICLES

Number of vehicles assigned to this office: **6**

Number of seized vehicles converted to official use: **NONE**

The condition of the Syracuse RO vehicle fleet is **All** vehicles are [ ] and contained the required equipment and forms.

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

b2, b5, b6, b7c



E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

The shoulder weapons assigned to the Syracuse RO were inspected and [ ] and properly stored. The Weapon Log (SSF 1781) is located in the secure vault. [ ]

[ ]  
Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b5



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/4/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**

F. TECHNOLOGY UTILIZATION

**The Syracuse RO uses the Microsoft Suite of applications. Each SA is assigned a laptop computer allowing them remote access to USSS information technology systems.**

*RIF*



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$1,100**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

#### E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

RIF



F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

← The inspection team reviewed approximately 300  
third party drafts

The Syracuse RO is adhering to established guidelines with regard to gasoline credit card usage, General Services Administration lodging rates, authorization of in-town per diem, and scheduled overtime.

b5



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The individual training histories of Syracuse RO personnel indicate all employees received some type of formal training since the last inspection. A review of SA on-the-job training revealed proper administration by RAIC**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?  
**YES**

Overall rate of handgun compliance since last inspection: **82%**

Rate of supervisory handgun compliance since last inspection: **90%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?  
**NO**

Overall rate of compliance since last inspection: **70%**

Rate of supervisory compliance since last inspection: **80%**

b5, b6, b7c



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**This was brought to the attention of management for future corrective action.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

**Since the last inspection, the Syracuse RO initiated five asset forfeiture cases, with an estimated total asset value of \$39,873. These investigations involved counterfeit currency, computer fraud, and the counterfeiting of DVDs and CDs. The items seized in these asset forfeiture cases included vehicles, computer equipment, and genuine currency.**

### **7.3: Case Review - Asset Forfeiture Cases**

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**All asset forfeiture case files are**

b5



**All notifications and reports are  
compliance with asset forfeiture policy.**

**and submitted in full**

b5



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Syracuse RO has 42 pending criminal investigations in the Syracuse and Binghamton areas of New York.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were four dismissals in the Syracuse RO since the last inspection. All four of these dismissals resulted from one case.** [

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The Syracuse RO investigated one fugitive case since the last inspection and is in full compliance relative to annual reporting updates.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

b5



Counterfeit currency activity in the Syracuse RO district has decreased since the last inspection. Counterfeit currency investigations represent 13 percent of open criminal cases, and have resulted in approximately 55 percent of the total arrests since the last inspection. Counterfeit currency investigations conducted by the Syracuse RO [ ]

P-note investigations accounted for 77 percent of all counterfeit currency investigations conducted by the Syracuse RO. [ ]

The Syracuse RO [ ] responds to local law enforcement requests for assistance. Those cases prosecuted at the local level [ ]

[ ] the Syracuse RO has increased public awareness by not only giving speeches to bank tellers, but also to front line sales associates at stores where counterfeit currency is most frequently passed. The training of local law enforcement in counterfeit currency has greatly assisted the Syracuse RO's efforts to suppress the passing of P-notes.

#### C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes cases account for 32 percent of the total pending investigations, to include: financial institution fraud, wire fraud, credit card fraud, fraudulent credit card applications, counterfeit checks, mortgage loan fraud, investment fraud, identity theft and counterfeit securities.

The Syracuse RO also founded and is the lead agency in the Central New York Electronic Financial Crimes Working Group.



D. CASE REVIEW

The Syracuse RO presents cases for federal prosecution to the USAO - NDNY. The primary focus of the Syracuse RO is the pursuit of cases that meet federal prosecutorial guidelines.

The current NDNY prosecutorial threshold in financial crimes investigations is loss in excess of \$10,000. Counterfeit currency investigations are prosecuted on a case-by-case basis.

Arrest credit for state and local cases is taken in accordance with current USSS guidelines. A number of In-Custody Response (ICR) reports were noted in both counterfeit currency and financial crimes investigations. The review of these cases revealed that ICR reports are appropriately utilized.

The inspection team reviewed a representative sample of open and closed criminal investigations, to include judicial cases (J-case). The Syracuse RO is pursuing criminal case referrals from the local law enforcement and banking communities.

Headquarters assets, such as Forensic Services Division polygraph exams and Electronic Crimes Branch support, are utilized

[ ] Reports are [ ]  
[ ] Declinations of prosecution are [ ] documented.

[ ] The office is in compliance with USSS requirements regarding the use of judicial stamps, secondary case types, and suspect indexing in the Master Central Index. Case files are [ ]

b2, b5, b7E



E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**RAIC is fully engaged and participates in investigative efforts and provides the necessary guidance to all SAs and the administrative staff.**

b5



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

- A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

- B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

[

- C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision, and control of non-criminal investigations conducted by the Syracuse RO is [ ]



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

The management, supervision, and control of the Syracuse RO protective files is [ ] The Syracuse RO has supported 70 protective visits since the last inspection. The protective trip files reviewed [ ] and submitted in a timely [ ]

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements?

**YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

The Syracuse RO investigated 21 PI cases since the last inspection.

The overall management, supervision, and control of the PI workload is [ ]

c5, b6, b7c



**Recommendation**

b5, b6, b7c



**INSPECTION REPORT****Buffalo Field Office**June 25, 2004

This report covers the inspection of the Buffalo Field Office (FO) during the period of May 17 - 21, 2004. It was conducted in conjunction with the inspections of the Albany and Syracuse Resident Offices (RO), and Rochester Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted on May 7 - 11, 2001.

The inspection was conducted by:

Inspector Jane P. Murphy, Lead  
(Sections 1 & 6)

Deputy Special Agent in Charge  
(Sections 2 & 3)

Inspector Robert C. King  
(Sections 4, 9, & 10)

Assistant Inspector  
(Section 8)

Assistant Special Agent in Charge (SEA)  
(Section 7)

Supervisory Financial Management Specialist (FMD)  
(Section 5)

**GENERAL COMMENT**

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Jane P. Murphy  
Inspector



James E. Mackin  
Special Agent in Charge

b6, b7c



## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

**The Buffalo FO continues to be actively involved in recruiting SAs and Uniformed Division officer applicants.**

**Recruitment and Personnel Security Division (RPSD) reported that in Fiscal Years 2003 - 2004, 77 potential applicants were interviewed. Among those interviewed, five background investigations have been opened.**

**Recruiting is accomplished through presentations at job fairs, local colleges and universities, and contact with federal, state, and local law enforcement.**

#### **B. MANAGEMENT OF THE OFFICE**

**SAIC Bryant, ASAIC [redacted] and ATSAIC [redacted] operate under an open door policy. The SAIC conducts monthly office meetings, and weekly management meetings with the AO, OSTs and SIAs to discuss operational and administrative issues.**

**In addition to office meetings, management communicates through e-mail, personal contact, and the dissemination of official correspondence.**

**SAIC Bryant and ASAIC [redacted] made all required periodic visits to the Syracuse and Albany ROs, and Rochester RA.**



Employee Interviews

Number of employees:

Number interviewed:

15

C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

**The Buffalo FO adheres to the objectives of the U.S. Secret Service (USSS) Strategic Plan and the Office of Investigations Investigative Priorities.**

**The Buffalo FO has full-time participation in the Federal Bureau of Investigation (FBI) Joint Terrorism Task Force (JTTF) and has establishing and sponsoring the Buffalo FECWG and Buffalo SAR Group.**

D. LIAISON

**The Buffalo FO received from all liaison contacts, which included: U.S. Attorney Michael Battle; Commissioner Buffalo Police Department; Sheriff Erie County; Major New York State Police; and SAIC FBI.**

b2, b7c b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

#### D. POLICY AND INFORMATION DISSEMINATION

**Official information is disseminated via frequent office meetings, e-mail, and personal contact. LaserFiche is installed on all computers and two hard copies of the Investigative and Administrative manuals are properly updated and maintained. All three members of the management team advocate and encourage use of an open door policy. The USSS Strategic and Investigative Operational Plans are readily available to all employees.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

#### F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

RIF



G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs?

**YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines?

**YES**

b5



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

[ ]

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

##### C. VEHICLES

Number of vehicles assigned to this office:

[ ]

Number of seized vehicles converted to official use:

**NONE**

Although two of the vehicles in the Buffalo FO fleet have in excess of 70,000 miles, and another exceeds 64,000, the fleet is [ ] and all vehicles are [ ] and contain the required forms and safety equipment.

Since the last inspection, OST [ ] has improved tracking and accountability of vehicle safety, emergency equipment, and maintenance records. OST [ ] has also consolidated records through the use of a business account for the routine maintenance of all vehicles.

##### Commendation

[ ]

b5, b6, b7c



D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b5, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Buffalo FO maintains a current Continuity of Operations Plan (COOP) which is reviewed annually by all employees. The COOP includes an Occupant Emergency Plan for the building. The office conducted a practice recall and building evacuation on April 27, 2004.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/04**

How many modems are used in the office? **1**

Have all modems been registered? **YES**

RIF



In addition to the one modem, the Buffalo FO maintains a high-speed digital subscriber line (DSL) connection which is utilized for investigative cases. The Buffalo FO obtained prior approval from Information Resources Management Division and Criminal Investigative Division for use of the DSL. The computer that is utilized for this connection is not directly associated to the USSS network, and is only used for investigative purposes.

F. TECHNOLOGY UTILIZATION

Since the last inspection, the Buffalo FO installed Microsoft Outlook on all desktop and laptop computers. The Buffalo FO embraces computer technology and is in the process of establishing a regional Computer Crimes Task Force. In October 2003, the Buffalo FO obtained a covert DSL high-speed internet connection and is utilizing the connections capabilities in an international credit card skimming investigation.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

NO

KIF



## **Section 5: Fiscal Responsibility**

### **5.2: Inspection Review and Findings**

#### **A. CONFIDENTIAL FUND**

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$600**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### **B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS**

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### **C. OFFICE BUDGETED ALLOCATIONS**

Is the office in compliance with its budgeted allocation? **YES**

b5



D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE  
DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT  
TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF  
AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious  
instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food  
Stamp Coupons? **NA**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE  
ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of  
ticket stock, purchase agreements and orders, and other financial  
obligations? **NA**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage  
reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

The review of individual training records for personnel in the Buffalo FO reveals that all but one employee had some type of formal training since the last inspection.

ASAC has overall responsibility for the on-the-job training (OJT) program. New SAs are assigned to a senior SA for OJT and developmental purposes, and are given the opportunity to participate in all types of assignments and investigations. The OJT checklists are maintained in proper order.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **85%**

Rate of supervisory handgun compliance since last inspection: **76%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **94%**

Rate of supervisory compliance since last inspection: **93%**

b6, b7c



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Have genuine currency and other items of value stored in evidence been verified? **YES**

•

•

•

•

•

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

b5



C. ASSET FORFEITURE

**Since the last inspection, the Buffalo FO had only one case with asset forfeiture. [The review of the financial institution fraud case with all required documentation]**

7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

b5



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**As of April 12, 2004, the Buffalo FO had 74 pending criminal investigations. Approximately 84 percent of pending investigations are located within the Buffalo metropolitan area. Included in the pending cases were seven referral investigations from other districts.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

#### Judicial Procedures

**There have been no dismissals or acquittals since the last inspection.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

#### Other Criminal Investigations

**The Buffalo FO had two fugitive cases and one wanted person case open at the time of the inspection. All three cases have been properly placed on inactive status.**

b5



B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**Counterfeit currency investigations account for 22 percent of all pending criminal investigations in the Buffalo FO. Computer generated printer notes represent 74 percent of counterfeit notes received by the Buffalo FO in FY 2004, through February 2004. Ink jet notes account for 12 percent, circular notes account for 10 percent, and office machine copies account for 3 percent.**

**The Buffalo FO appropriately assigns all counterfeit currency investigations that contain investigative leads and responds to all in custody counterfeit currency arrests.**

**The Buffalo FO has suppressed three counterfeit currency plants since the last inspection. The amount of counterfeit notes passed on the public decreased each fiscal year since the last inspection.**

**The amount of counterfeit notes seized before circulation has increased each fiscal year since the last inspection:**

|   |                 |
|---|-----------------|
| <b>FY 2002:</b>                         | <b>\$1,400</b>  |
| <b>FY 2003:</b>                         | <b>\$8,875</b>  |
| <b>FY 2004 (through February 2004):</b> | <b>\$17,620</b> |

**The Buffalo FO had 45 counterfeit currency arrests in FY 2002, 54 in FY 2003, and 16 in FY 2004, through March 31, 2004.**

b2, b7E



C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes investigations account for 32 percent of all pending criminal investigations in the Buffalo FO, while check forgery investigations represent 24 percent. The Buffalo FO had 23 pending financial crimes investigations as of April 12, 2004. The office had 31 financial crimes arrests in FY 2002, 22 in FY 2003, and five in FY 2004, through March 31, 2004. Although the number of financial crimes arrests has decreased each fiscal year since the last inspection, the office

The Buffalo FO has pursued a wide range of financial crimes investigations since the last inspection. Financial crimes investigations conducted by the Buffalo FO have involved credit card fraud, identity theft, false identification, counterfeit commercial checks, financial institution fraud, and forgery.

The Buffalo FO ECSAP representative is actively engaged in both federal and local investigations. The Buffalo FO has displayed initiative by sponsoring the Buffalo FECWG and the Buffalo SAR Group. The Buffalo FO participates in the Buffalo Cybercrime Task Force and the Chautauqua County Electronic Crimes Working Group. Task force participation by the Buffalo FO has resulted in the referral of several large financial crimes cases.

D. CASE REVIEW

The Buffalo FO presents cases for federal prosecution to the USAO for the Western District of New York. Prosecution of U.S. Treasury check cases is normally considered when the loss exceeds \$10,000. Bank fraud cases are considered on a case-by-case basis for prosecution. Counterfeit currency cases must generally meet a threshold of \$2,000 prior to receiving prosecutorial consideration. Financial crimes cases are generally considered for prosecution when the loss exceeds \$5,000. The rate of federal prosecution for



the Buffalo FO has increased each fiscal year since the last inspection.

The federal prosecution rates were as follows:

|                                   |     |
|-----------------------------------|-----|
| FY 2002:                          | 38% |
| FY 2003:                          | 67% |
| FY 2004 (through March 31, 2004): | 88% |

Local prosecution is sought when the office actively participates in the investigation and the case does not meet USAO prosecutorial thresholds. Statistical credit for state arrests are claimed after a conviction is obtained.

A review of Buffalo FO open and closed cases indicates that cases are [ ] investigated, reports are generally [ ] and proper interview techniques are employed. The office appropriately utilizes electronic surveillance devices, Forensic Services Division support, and properly documents declinations of prosecution.

The Buffalo FO [ ] take full advantage of ECSAP examinations.

The administrative management of Buffalo FO criminal cases is [ ] Investigative case files are [ ] and contain the requisite documentation. Cases files reviewed by the inspection team included the proper use of secondary case types, date stamping, and indexing. SSFs 1599 (Personal History Summary) and



**SSFs 1599A (Judicial Action Summary) were completed and properly filed.**

**E. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of criminal investigations by the Buffalo FO is [redacted] Periodic case reviews are conducted by the Buffalo FO management team, [redacted]**

**Since the last inspection, Buffalo FO management has instituted the use of several case review checklists, improving the overall administrative control of cases. Buffalo FO management also requires cases to be submitted for review 30 days prior to the scheduled due date, dramatically improving the timeliness of reports since the last**

**The Buffalo FO management team is providing SAs with the necessary leadership and supervision, and is actively engaged in all aspects of criminal investigations.**



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**The Buffalo FO conducted five accident investigations since the last inspection.** [redacted]

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The Buffalo FO utilizes two contract investigators to conduct background investigations. RPSD advised that all reporting requirements are being met.**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations by the Buffalo FO is [redacted] All files are [redacted] and reports reflect [redacted] investigations.**



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Buffalo FO completed 159 protective surveys since the last inspection. All of the protective trip files reviewed contained the required documentation.**

**The management, supervision, and control of protective responsibilities is** [ ]

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION

Is the office in compliance with FBI coordination requirements? **YES**

**The inspection team also noted the association of the Buffalo FO with the FBI JTTF. The office has assigned one SA on a full-time basis to the JTTF.**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**There is currently one, long-term confined, subject in district. The case is on yearly review status and all reports are submitted as required. The review of 25 PI cases revealed that the Buffalo FO considers PI investigations a high priority.**

**The overall timeliness rate is 92** ]

**The management, supervision, and control of PI cases is** [ ]

b2, b5, b7E



## INSPECTION REPORT

### Milwaukee Resident Office

June 30, 2004

This report covers the inspection of the Milwaukee Resident Office (RO) during the period of June 14 – 17, 2004. It was conducted in conjunction with the inspections of the Chicago Field Office (FO), the Springfield RO, and the Madison Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted July 23 – 26, 2001.

The inspection was conducted by:

|  |                                     |
|--|-------------------------------------|
| Deputy Special Agent in Charge<br>(Sections 1, 6, and 10)<br>Inspector Craig W. Ulmer<br>(Sections 2, 4, and 7)<br>Assistant Inspector<br>(Sections 8 and 9)<br>Assistant to the Special Agent in Charge<br>(Sections 3 and 5) | , Lead<br><br><br><br><br><br>(WFO) |
|--|-------------------------------------|

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

\_\_\_\_\_  
James E. Mackin  
Special Agent in Charge



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

Since the last inspection, recruiting by the Milwaukee RO has been very productive, with the exception of FY 2004.

RAIC encourages all employees to recruit prospective applicants and is committed to recruiting, hiring, and retaining a diverse workforce.

#### B. MANAGEMENT OF THE OFFICE

The former RAIC of the Milwaukee RO retired during October 2003, and was the RAIC for two years and four months of the three year inspection cycle.

RAIC arrived in the Milwaukee RO district during March 2004.

In her short tenure, RAIC has implemented changes, such as protective assignments that are made in an and based more upon employee development needs than merely previous experience.

RAIC advised that her primary issue of concern is a manpower shortage in the Milwaukee RO. At the time of the inspection, the Milwaukee RO was staffed by the RAIC and three special agents (SA). She noted that since the last inspection, four SAs have transferred to other posts of duty, while only two replacements are presently projected. One of the replacements will

b5, b6, b7c



be a recently hired SA who will not return from training until early 2005.

RAIC handles all management issues of the office, with Senior SA being designated as her backup in times of absence.

Since her arrival, RAIC has held one office meeting in the Milwaukee RO and one in the Madison RA.

She reinforces her management message to employees through these meetings as well as via frequent personal interaction and e-mail. RAIC encourages an open door policy and regularly solicits feedback from employees concerning any and all issues related to the office.

The required periodic visits to the Madison RA have been made by Milwaukee RO supervisors and were properly documented.

#### Employee Interviews

Number of employees:

Number interviewed:

8

#### C. STRATEGIC PLAN

Are the Strategic Plan and the Office of Investigations Annual Workplan available to all employees? YES

The Milwaukee RO adheres to the Office of Investigations Investigative Priorities for 2004.

b5, b6, b7c



**RAIC** initiation of steps to organize an Electronic Crimes Task Force with the Federal Bureau of Investigation (FBI) and Milwaukee Police Department (PD) is in keeping with the Office of Investigations published Investigative Priorities for 2004.

**D. LIAISON**

[redacted] The First Assistant U.S. Attorney (FAUSA), Eastern District of Wisconsin (EDW), [redacted] with the types and numbers of cases presented for prosecution, the [redacted] of investigations and report preparation, and the [redacted] and [redacted] of members of the office.

The assistant special agent in charge of the FBI [redacted] participation by the Milwaukee RO in the Joint Terrorism Task Force (JTTF) [redacted]

Police officials [redacted]

most notably for a recent presidential visit to Mequon, WI.

[redacted]  
**Agencies contacted:**

**USAO  
FBI  
Milwaukee PD  
Milwaukee County Sheriff's Department  
Mequon PD**

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

**Eleven items listed on the Discrepancy Report (monthly vs. time and attendance) were reviewed and corrected during the inspection.**

#### D. POLICY AND INFORMATION DISSEMINATION

┌

└ Formally, information is

b5, b6, b7c



**disseminated to employees during office meetings, through the use of e-mail, and by circulating hard copies of official messages.**

**The U.S. Secret Service (USSS) Strategic Plan, Office of Investigations Investigative Priorities for 2004, and all manuals are accessible to employees.**

**E. ADMINISTRATIVE FILES**

Are administrative files maintained in compliance with current USSS policy? **YES**

**F. EMPLOYEE PHYSICAL EXAMINATIONS**

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

**G. OFFICE HEALTH AND SAFETY PROGRAMS**

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

**H. TREASURY ENFORCEMENT AGENT (TEA) EXAM**

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **N/A**

**The Milwaukee RO does not have the authority to administer the TEA.**

RIF



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The Milwaukee RO is located in the U.S. Court House, Milwaukee, WI.  
The office has approximately**

**The office space is**

**RAIC has initiated the replacement process.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory  
(API) certification requirements? YES**

**Has this office loaned any property or equipment? YES**

**The Milwaukee RO has loaned two computer laser jet printers to the  
USAO. The items have been properly documented in the Property  
Accounting Management System.**

##### **C. VEHICLES**

**Number of vehicles assigned to this office:**

**Number of seized vehicles converted to official use: NONE**

**The overall condition of the Milwaukee RO fleet is All  
vehicles were found to be and contained the  
required emergency equipment and forms.**

*b2, b5, b6, b7c*



D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **NO**

**All weapons, including unassigned weapons, were accounted for;**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**The following weapons are assigned to the Milwaukee RO:**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

*b2, b5, b6, b7c, b7e*



F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **6/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **YES**

**The Milwaukee RO had one modem registered with Information Resources Management Division (IRMD) in January 2004, but has since disconnected that modem and discarded the hardware.**



F. TECHNOLOGY UTILIZATION

**All personnel have access to computers utilizing the Microsoft Windows 2000 Operating System. Personnel are utilizing USSS approved software, specifically the Microsoft Office Suite (Word, Excel, Access, and Power Point), OmniForm, LaserFiche, and the Mainframe.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

b5



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **N/A**

#### E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **N/A**

RIF



F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

[ All employees are made aware of fiscal limitations and, prior to making expenditures, comply with policies and procedures regarding approval. ]

The Milwaukee RO did not incur any interest charges for late payments since the last inspection. The office is adhering to established guidelines with regard to scheduled overtime, gas credit card usage, compliance with General Services Administration lodging rates and the authorization of in-town per diem.

b5, b6, b7c



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

The review of [redacted] training histories indicated that all employees of the Milwaukee RO have received training since the last inspection.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **90%**

Rate of supervisory handgun compliance since last inspection: **89%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **95%**

Rate of supervisory compliance since last inspection: **88%**

b5, b6, b7c



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Have genuine currency and other items of value stored in evidence been verified? **YES**

[

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

**The NIE counterfeit contraband was audited for July 2002, February 2003, and February 2004.**

#### **C. ASSET FORFEITURE**

**The Milwaukee RO opened eight asset forfeiture cases since the last inspection, resulting in a total of 19 assets being seized, with a cumulative value in excess of \$304,000. Fifty percent of the asset forfeiture seizures were in connection with financial crimes investigations and fifty percent originated from counterfeit currency investigations.**

b5, b6, b7c



**Commendation**

**7.3: Case Review - Asset Forfeiture Cases**

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

The seizure and case files are  
reflect the five major stages of forfeiture.

b5, b6, b7c



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**There were 48 open criminal investigations in the Milwaukee RO at the time of the inspection. The majority of cases originated in the greater Milwaukee metropolitan area, with the remainder being equally distributed throughout the district.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**The Milwaukee RO had no dismissals or acquittals since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **NO**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The Milwaukee RO had five open wanted person cases at the time of the inspection. Each case was reviewed to have been investigated and contained all proper documentation.**

b5, b6, b7c



**B. COUNTERFEIT INVESTIGATIONS**

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**Counterfeit currency investigations account for 35 percent of the Milwaukee RO's pending cases. During the current fiscal year, 53 percent of the counterfeit notes passed in the Milwaukee RO district were printer notes (P-notes), with inkjet notes constituting 25 percent, and offset notes being the remainder. Counterfeiting activity in the Milwaukee RO generally involves the possession and passing of small quantities of P-notes by individuals,**

**The number of notes passed and seized in the Milwaukee RO has remained level for the last two years.**

**The majority of counterfeit investigations are initiated subsequent to local police response and the arrest of suspects.**

**Arrests, plant suppressions, and significant seizures**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**Financial crimes investigations account for 29 percent of the Milwaukee RO's open cases, with check forgery cases accounting for 30 percent. Investigative emphasis is placed on cases involving identity theft, credit card and access device fraud, financial institution fraud, and forgery investigations.**

**The manhours spent on financial crimes investigations in the Milwaukee RO during FY 2004 is 21 percent, which is consistent with the USSS field wide level of 22 percent.**

65



Of the cases reviewed, the dollar value of the financial crimes investigations generally ranged from \$75,000 to over \$1 million, with two cases having potential for over \$3 million in losses.

At the time of the inspection, the Milwaukee RO had no Title 49 seizures.

D. CASE REVIEW

The USAO - EDW, does not rely on a blanket letter of declination. The Milwaukee RO reviews all cases based on their complexity, type of crime, and other mitigating circumstances.

that there is frequent dialog between members of the Milwaukee RO and the USAO,

Federal prosecutions have increased dramatically in the current inspection period, rising from 50 percent in FY 2002, to 100 percent in FY 2004. indicated an with local prosecutors.

Arrest credits in federal and state cases are being taken in accordance with established USSS guidelines.

The inspection team reviewed 48 open and 26 closed criminal cases.



The office is in compliance with USSS requirements regarding In-Custody Response reporting format and usage,

The previous inspection of the Milwaukee RO indicated minor discrepancies in completeness of Certified Inventories of Evidence (SSF 1544) and Personal History Summaries (SSF 1599). It was apparent that this issue has been corrected.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision, and control of criminal investigations in the Milwaukee RO is RAIC is providing her employees with the necessary direction, guidance, and supervision.

b2, b5, b6, b7c, b7e



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**There has been no lost or stolen property reported in the Milwaukee RO since the last inspection. One motor vehicle accident resulted in a tort claim of \$1,985, which had been settled.**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

[ ] There are no special contract investigators in the Milwaukee RO.

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The overall case management, supervision, and control of non-criminal investigations in the Milwaukee RO is**

b5



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

**The Milwaukee RO had 70 protective visits since the last inspection. RAIC makes protective assignments in and takes into consideration the developmental needs of the employee. The management, supervision, and control of the protective workload in the Milwaukee RO is**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements?

**YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**There are no cases currently assigned to the Milwaukee RO. The office conducted 28 PI investigations since the last inspection, generating a total of 58 reports.**

**The on time compliance rate for submission of PI reports was 86 percent.**

*b2, b5, b6, b7c, b7e*



## INSPECTION REPORT

### Chicago Field Office

July 12, 2004

This report covers the inspection of the Chicago Field Office (FO) during the period of June 8 - 17, 2004. This inspection was conducted in conjunction with the inspections of the Springfield and Milwaukee Resident Offices (RO), and the Madison Resident Agency (RA), on June 14 - 17, 2004, which are the subjects of separate reports. The last inspection of the Chicago FO was conducted on June 5 - 13, 2001.

The inspection was conducted by:

Inspector Russell F. Nelson, Lead  
(Section 1)

Assistant to the Special Agent in Charge (ATSAIC) (RPS)  
Supervisory Administrative Specialist (SFO)  
(Section 2)

Assistant Inspector  
Special Agent in Charge (SAIC) Kathy J. Lyerly (LIA)  
(Section 3)

Assistant Division Chief (TSD)  
Assistant Special Agent in Charge (ASAC) (IRM)  
(Section 4)

Administrative Staff Specialist (IRM)  
(Section 5)

Assistant Inspector  
(Section 6)

Resident Agent in Charge (RAIC) (RIV)  
(Section 7)

Inspector Robert C. King  
Inspector Jane P. Murphy  
(Section 8)

Assistant Inspector  
(Sections 9 and 10)

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GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the SAIC, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector

Approved:

Russell F. Nelson  
Inspec

James E. Mackin  
Special Agent in Charge

Distrib

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Office of Investigations  
cc: SAIC - Chicago Field Office

b6, b7c



## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

**The Chicago FO manages a very aggressive special agent (SA) and Uniformed Division (UD) officer recruiting program,**

**Three SAs within the Special Investigations Squad are fully involved in recruitment duties.**

**The recruiters maintain a vigorous schedule, which includes regular career and job fairs at district-wide institutions of higher education, local civic groups, and culturally diverse foundations and organizations. Chicago FO SAs attended 32 career fair recruitment events since March 2002.**

**The Chicago FO's recruitment activity is representative of the priorities established by the Assistant Director (AD), Office of Investigations. Statistics provided by Recruitment and Personnel Security Division (RPSD) for Fiscal Year (FY) 2003, indicated that the Chicago FO interviewed 41 SA and 374 UD potential applicants. RPSD reports that a high percentage of minority candidates have been the subject of testing for UD officer positions.**

**At the request of the Chicago FO, the position of recruitment support specialist was approved and recently filled to enhance and strengthen recruitment and hiring efforts in the district.**

#### **B. MANAGEMENT OF THE OFFICE**

**Management has provided personnel with clearly identifiable goals and objectives. Chicago FO supervisors are fully engaged in daily operations and communication within the office is**

**The Chicago FO holds supervisors meetings; to include the administrative manager and branch chief, on a weekly basis, after**



which supervisors communicate relevant information to their respective squads. The SAIC promotes dialogue and discussion among all supervisors during these regular meetings.

The office relies heavily on e-mail to communicate policy and operational issues to its personnel. Protection operations controls manpower and assignments, with the oversight of the appropriate ATSAIC and ASAIC.

There are only three post protection GS-13 SAs currently assigned to the Chicago FO.

Nearly 81 percent of the non-supervisory SAs assigned to the Chicago FO have less than five years of U.S. Secret Service (USSS) experience.

The Chicago FO middle level management team consists of 9 GS-14s, averaging only 1.2 years in grade. SAIC Kasza encourages the ATSAICs to be fully engaged in the oversight and guidance of their respective squads to ensure the safety of their employees, compliance within the legal framework, and to build upon the team concept. SAIC Kasza also conducts management development with his ATSAICs through temporary assignments as acting RAICs and jump team leaders.

The Chicago FO contends with an increasing volume of protective and investigative demands, which are adversely affected by out-of-district protective assignments. The management team is attentive to the professional development of newly hired SAs,



## Visits to Subordinate Offices

**Chicago FO supervisors conduct the required periodic visits to the district's ROs at the appropriate intervals, and document these visits on Reports of Resident Office Visit (SSF 1861).**

### Employee Interviews

Number of employees:

Number interviewed: **134**

### Employee Morale

b5, b2



C. STRATEGIC PLAN

Are the Strategic Plan and the Office of Investigations Investigative Priorities available to all employees? **YES**

**The Chicago FO is in full compliance with the protective, investigative, administrative, fiscal, human capital, and community responsibilities as outlined by the Office of Investigations, effective January 1, 2004.**

D. LIAISON

**The inspection team interviewed the U.S. Attorneys (USA) for both the Northern Districts of Illinois and Indiana, the SAICs of the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, Firearms, and Explosives, and the Drug Enforcement Administration, the U.S. Marshal for the Northern District of Illinois, and the Superintendent and Chief of Patrol of the Chicago Police Department (PD).**

**The federal prosecutors interviewed spoke of the investigative efforts of the Chicago FO :**



**The executive level federal law enforcement counterparts  
interviewed \_\_\_\_\_ of the  
Chicago FO.**

b5, b6, b7c



## **Section 2: Administration**

### **2.2: Inspection Review and Findings**

#### **A. EMPLOYEE PERFORMANCE FILES**

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### **B. EMPLOYEE VOUCHERS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### **C. REVIEW OF PAYROLL RECORDS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

#### **D. POLICY AND INFORMATION DISSEMINATION**

**Information is disseminated to office personnel through official messages, e-mail, and periodic office and squad meetings. Supervisors meetings, to include senior and mid-level managers, are held on a weekly basis, after which the respective ATSAICs pass relevant information to their subordinate squad members.**

**All employees have access to manuals through the use of LaserFiche. Hard copies of manuals are located in all squads and are readily available to personnel. All manuals are updated in accordance with policy.**

b5



**The USSS Strategic Plan and the Office of Investigations  
Investigative Priorities are on file and available to employees.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

**The Administration Squad is comprised of one ATSAIC, one group leader, one administrative officer, one senior administrative supervisor, one supervisor support coordinator, one property and evidence control specialist, three OSTs, one dispatcher, and two SA trainees.**



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**In April 2002, the Chicago FO relocated to its current location at 525 West Van Buren Street, Chicago, which consists of**

**The office equipment and furniture is \_\_\_\_\_ and  
\_\_\_\_\_ work environment.**

**The Chicago FO also maintains office space for the O'Hare Airport Squad at 2400 East Devon Street, Suite 312, Des Plaines, IL, which consists of**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES**

**Has this office loaned any property or equipment? NO**

**Lost, stolen, or damaged property is properly documented on Reports of Survey for Secret Service Property (SSF 3347), with no liability being assessed to this office during this inspection period.**

##### **C. VEHICLES**

**Number of vehicles assigned to this office:**

**1**

**Number of seized vehicles converted to official use:**

**NONE**

**The overall condition of the vehicle fleet is \_\_\_\_\_ The Chicago FO vehicle fleet is \_\_\_\_\_ and all vehicles inspected contained the requisite forms and safety equipment. The vehicle files are \_\_\_\_\_ and contain documentation that is indicative of full adherence to the preventive maintenance program.**

*5/2/03, 078*



**Commendation**

**D. ELECTRONIC INTERCEPT EQUIPMENT**

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**E. WEAPONS AND AMMUNITION**

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**F. INTERVIEW ROOMS**

Are interview rooms maintained in compliance with USSS policy? **YES**

**SAIC Kasza stated that full video and audio recordings of suspect interviews are authorized for Chicago PD homicide investigations.**

*b2, b5, b6, b7C, b7E*



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Chicago FO Continuity of Operations Plan and emergency procedures plans are current, and employees are aware of the specific plans and their relocation sites.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**The classified document register is and maintained in accordance with USSS policy and procedures. Twelve documents were received and logged during the past year and eight documents are on hand. Four of these twelve classified documents were destroyed at the direction of the inspection team. USSS policy states that these four documents should have been retained for only 30 days then destroyed, rather than the six month retention period instituted by the Chicago FO.**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

**All safe and vault combinations were changed at the appropriate intervals. The Security Container Information forms (SF 700) were**



D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **NA**

**Chicago FO computers have been updated with the proper version of anti-virus software. All virus signature dates were found to be up-to-date, and all computers had "Real-Time Protection" enabled.**

**The Chicago FO has three desktop computers connected to the Chicago Law Enforcement Analysis and Reporting (CLEAR) system.**

**All Chicago FO personnel completed the mandatory annual information security training program for 2004. The Chicago FO is in full compliance with computer security policies.**

F. TECHNOLOGY UTILIZATION

**Technical Operations Squad (TOS)**

**TOS is supervised by one branch chief, who is a career supervisory physical security specialist (PSS), and is currently staffed with three PSSs, two information technology specialists, and one SA. The PSS staffing is similar to the other four TOSs in the New York, Los**

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## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$6,000**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

**The inspection team reviewed 154 expenditures paid through the confidential fund;**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team reviewed 455 third party drafts issued since the last inspection.** [

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Is the office in compliance with its budgeted allocation? **YES**

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

The Chicago FO maintains [redacted] fiscal files. Invoices are paid on average within four days of receipt.



## **Section 6: Training**

### **6.2: Inspection Review and Findings**

#### **A. EMPLOYEE TRAINING AND DEVELOPMENT**

**Personnel assigned to the Chicago FO attended a variety of training courses during the inspection period (657 courses were noted) for an average of 4.8 classes per employee. All but two individuals received some type of formalized training since the last inspection.**

**In addition to formalized training, the Chicago FO has offered substantial in-house training to its employees. During the inspection period, the Chicago FO offered a total of 31 training sessions covering topics such as asset forfeiture, financial planning, victim awareness, cardiopulmonary resuscitation certification, electronic evidence recovery, and numerous computer training classes.**

**Since the last inspection, the Chicago FO hired 64 SAs. All new SAs are initially assigned to the Administration Squad, which controls and monitors on-the-job training (OJT). Upon hiring, each SA trainee is provided with a copy of the Chicago FO employee orientation binder. The notebook contains all relevant manual sections, as well as numerous examples of teletypes, memorandums, and reports.**

**The OJT files (231.040) were reviewed to be in full compliance with policy. The newly hired SAs and their supervisors review the OJT checklist during mid-year and final performance evaluation periods.**

#### **B. FIREARMS AND WEAPONS TRAINING**

**Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?**

**YES**

**Overall rate of handgun compliance since last inspection:**

**99%**

**Rate of supervisory handgun compliance since last inspection:**

**100%**

**The Chicago FO currently has eight firearms instructors and it places a strong emphasis on firearms requalification. In addition to the duty handgun compliance rate, the office compliance rates for shoulder fired weapons are as follows:**

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- **Shotgun requalifications:** **98%**
- **Submachine gun requalifications:** **97%**

C. **PHYSICAL FITNESS**

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **95%**

Rate of supervisory compliance since last inspection: **97%**

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## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Have genuine currency and other items of value stored in evidence been verified? **YES**

**The total number of Certified Inventory of Evidence forms (SSF 1544) for the office is 4,474. The inspection team personally examined and verified a random sample of 470 SSFs 1544 against the evidence secured in the vault.**

**All genuine currency and narcotics is being secured and disposed of according to USSS guidelines. Memorandums recording the USAO request for retention of genuine currency were appropriately attached to the applicable SSF 1544.**

**The procedures and policies for the inventory, maintenance, and disposition of evidence are being executed in full compliance with USSS requirements.**

**The after-hours holding room, which allows for the temporary storage of evidence, enhances the evidentiary process and reduces the amount of errors on SSFs 1544.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

**The months of October 2003 and March 2004 were audited, with no discrepancies noted. All NIE is properly packaged and marked for identification.**



C. ASSET FORFEITURE

**Since the last inspection, the Chicago FO seized over \$1.5 million in assets, to include: vehicles, genuine currency, and real property.**

**The number of cases related to counterfeit currency seizures is less than ten percent, due to the high threshold for seizure of genuine currency. The majority of significant seizures are the result of counterfeit commercial checks and access device investigations.**

7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The office has 33 open asset forfeiture cases. The review of 15 randomly selected case files indicated that files are being maintained in full accordance with policy.**

**All required and appropriate seizure messages, disposition memorandums, probable cause statements/indictments, and other required documentation are in full compliance with policy and procedures.**

**Any seized genuine currency is converted to a cashiers check and correctly forwarded to Criminal Investigative Division/Asset Forfeiture Branch via Federal Express.**

**Asset Forfeiture/Counter Surveillance Unit (AF/CSU) Squad**

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**provide preliminary investigative assistance in the identification of targets, surveillance, and buy-bust cover teams.**

**CSU SAs conduct protective site surveys, staff CSU teams, and assist in other protective assignments. CSU SAs attend the two-week counter surveillance training course at the James J. Rowley Training Center.**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

There were 490 open criminal investigations in the Chicago FO as of the date of this inspection. The geographic breakdown is as follows:

- Chicago, IL: 78%
- Hammond, IN: 1%
- Other locations: 21%

The Chicago FO criminal investigative squads are organized as follows:

- Counterfeit Squad
- Financial Crimes Squad
- Electronic Crimes Task Force
- Organized Crimes Task Force

Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

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Judicial Procedures

**There were two judicial dismissals since the last inspection.**

Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

Other Criminal Investigations

**There are currently 11 fugitive cases and 12 wanted person cases open in the Chicago FO. The inspection team reviewed 10 of these cases.**

B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

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### Counterfeit Squad Case Review

|   |    |
|---|----|
| Number of open cases reviewed:                | 23 |
| Number of closed cases reviewed:              | 18 |
| Number of In-Custody Response cases reviewed: | 15 |
| Number of J cases reviewed:                   | 34 |

### Arrest Statistics by Fiscal Year

|                            |     |
|----------------------------|-----|
| FY 2002:                   | 112 |
| FY 2003:                   | 103 |
| FY 2004 (thru April 2004): | 75  |

The review of counterfeit currency cases revealed that they are being investigated.

The Counterfeit Squad's response is and it assists local police departments with exploring any additional leads.

The prosecutorial guidelines by the USAO for the Northern District of Illinois, which have not changed since the last inspection, establish a threshold of \$5,000 for the possession and passing of counterfeit currency. Prosecution of manufacturing cases is determined on a case-by-case basis. The Counterfeit Squad maintains an relationship with the USAO, as well as with the local district attorney's offices in the case of state prosecutions.

### C. FINANCIAL CRIMES INVESTIGATIONS

The Chicago FO is pursuing financial crimes and fraud investigations. These investigations included fraudulent use of credit cards, counterfeit credit cards, identity theft, counterfeit commercial checks, financial institution fraud, and forgery.

At the time of the inspection, the Chicago FO had 201 open financial crimes cases, accounting for 42 percent of all open cases.

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Arrest Statistics by Fiscal Year

|                                   |            |
|-----------------------------------|------------|
| <b>FY 2002:</b>                   | <b>117</b> |
| <b>FY 2003:</b>                   | <b>184</b> |
| <b>FY 2004 (thru April 2004):</b> | <b>107</b> |

The prosecutorial threshold established by the USAO for the Northern District of Illinois for financial crimes is \$35,000. The vast majority of cases pursued by the Financial Crimes Squad meet the established criteria and are successfully prosecuted at the federal level.

Financial Crimes Case Review

|   |           |
|---|-----------|
| <b>Number of open cases reviewed:</b>   | <b>40</b> |
| <b>Number of closed cases reviewed:</b> | <b>30</b> |
| <b>Number of J cases reviewed:</b>      | <b>33</b> |

Chicago Electronic Crimes Task Force (CECTF)

There is currently one full-time participant from Chicago PD and one full-time participant from the Cook County State's Attorney's Office. In addition to these members, sixty partners (totaling 119 participants) attended CECTF's last meeting, to include: universities, federal, state, and local law enforcement agencies, and private companies and associations. These partners provide assistance to and share information and ideas with investigators. All quarterly meetings are held as required. Some of the more notable partners include: the Illinois Internet Child Exploitation Task Force, Chicago First, which is made up of financial infrastructure and banking institutions, and the Great Lakes Partnership, which is comprised of companies from both the manufacturing and financial communities.

In addition to working cases assigned to the task force, ECSAP SAs conduct forensic examinations for the entire Chicago FO district and have supported the Indianapolis FO and the South Bend Domicile. They have also assisted New Hampshire State Police, Virginia State Police, and South Carolina Highway Patrol with exams. ECSAP

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personnel spend approximately 25 percent of their time conducting examinations outside the Chicago FO.

CECTF conducted approximately 190 computer forensic examinations in FY 2003, and 153 in FY 2004.

CECTF Case Review:

|                                  |    |
|----------------------------------|----|
| Number of open cases reviewed:   | 12 |
| Number of closed cases reviewed: | 8  |
| Number of J cases reviewed:      | 12 |

CECTF investigates high impact cases such as telecommunications fraud, computer systems compromises, subscription fraud, copyright and trademark infringement, and internet related child pornography and exploitation.

The Computer Forensic Examination Form was developed by CECTF and lists the type of exam being requested, who performed the exam, and other exam related information. The Computer Forensic Examination Form is not only used for outside agency exams, but is used by all the Chicago FO squads to request a forensic computer exam.

The inspection team consulted with Criminal Investigative Division, Electronic Crimes Branch (ECB), relative to the procedures used by CECTF to process outside agency exams. ECB stated CECTF is operating in full accordance with current policy, and Chicago FO ECSAP electronic examination reports

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**Chicago Organized Crime Task Force (COCTF)**

COCTF was established in 1995 to identify and investigate local organized crime groups, as well as Nigerian organized crime groups, involved in financial crimes activity. Generally, COCTF investigates more complex and long-term cases involving organized criminal groups.

COCTF Case Review

|                                  |    |
|----------------------------------|----|
| Number of open cases reviewed:   | 16 |
| Number of closed cases reviewed: | 20 |
| Number of J cases reviewed:      | 11 |

D. CASE REVIEW

Chicago FO Overall Case Review

|                                  |    |
|----------------------------------|----|
| Number of open cases reviewed:   | 92 |
| Number of closed cases reviewed: | 99 |

The majority of cases reviewed involved core violations, reflected high monetary loss, contained asset forfeiture potential,

Criminal investigative squads respond to outside agency requests in an manner.

The administrative management of criminal files is Case files are

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to include date stamping and appropriate  
J-stamp requirements.

Arrest credit is properly taken in state cases, in accordance with the  
current investigative guidelines. Seized evidence is being properly  
documented in MRs.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

Overall, the case management, supervision, and control of criminal  
investigations by the Chicago FO is

The Chicago FO is in full  
compliance with all USSS requirements and procedures for criminal  
investigations.



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

#### **A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**The Chicago FO closed 70 accident investigations, four tort claims, and three lost or stolen property files since the last inspection. The inspection team reviewed 58 cases,**

**The inspection team determined that of the 70 accident investigations conducted by the Chicago FO, seven Motor Vehicle Accident Reports (SSF 3164)**

**There was one assault on a federal agent case opened since the last inspection.**

#### **B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**Prior to the inspection, RPSD was contacted and reported that the Chicago FO has submitted its applicant and background update investigations in a timely manner,**

**The Chicago FO closed 363 applicant and background investigations since the last inspection.**

**The seven open background investigations were reviewed with all required documentation on file.**

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**The Chicago FO employs two contract special investigators. The special investigators are used for personnel security investigations, to include accompanying supervisors on home visits of SA and UD applicants.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of the non-criminal investigations by the Chicago FO is                      The office has been able to prioritize and control the large volume of applicants being processed by the squad. The non-criminal investigations reviewed**

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## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

The review of the four active general hospital surveys and Hospital Protective Surveys (SSF 1909), indicated that surveys are [ ] and are in full compliance with USSS policy.

The Chicago FO retained six inactive hospital surveys. [ ]

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

The management, supervision, and control of the protective workload by the Chicago FO is [ ] The Chicago FO completed 151 protective surveys since the last inspection. [ ]

#### Protection/PI Squad

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

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D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

The overall management, supervision, and control of the PI workload is [redacted] The Chicago FO investigated 46 PI cases since the last inspection, generating 143 investigative reports. All PI cases are investigated, and reports are [redacted]

The Chicago FO has one [redacted] subject in district.

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U.S. Department of Homeland Security  
**UNITED STATES SECRET SERVICE**

October 6, 2009

Re: Freedom of Information Act Appeal – File No. 20040522

Reference is made to your letter regarding the above referenced appeal. Through your letter, you appeal the decision of Special Agent in Charge Craig Ulmer, United States Secret Service Freedom of Information and Privacy Acts Officer, to withhold from release certain information from the above-referenced file.

The documents responsive to your appeal have been reviewed. Based upon this review, it has been determined that additional responsive information may be released to you. Copies of the responsive documents containing information now being released are enclosed.

The records in question contain information compiled for law enforcement purposes. Pursuant to Title 5, United States Code, section (b)(2), in conjunction with section (b)(7)(E), information is being withheld since disclosure of that information would disclose techniques and procedures for law enforcement investigations or would disclose guidelines for law enforcement investigations or prosecutions, the disclosure of which could risk circumvention of the law.

Information also continues to be withheld under sections (b)(7)(C) and (b)(6) since disclosure of this information could constitute an unwarranted invasion of personal privacy. Finally, some information has been withheld pursuant to section (b)(5) as inter-agency or intra-agency material that would not be available by law to a party other than an agency in litigation with the Secret Service.

Any denial on appeal is subject to judicial review in the District Court in the district where the complainant resides, has a principal place of business, or in which the agency records are situated, or in the District of Columbia.

Sincerely,

A handwritten signature in black ink, reading "Keith L. Prewitt", is written over a circular stamp. The signature is fluid and cursive.

Keith L. Prewitt  
Deputy Director

Enclosures



# INSPECTION REPORT

## Clinton Protective Division

June 10, 2004

This report covers the inspection of the Clinton Protective Division (PD) during the period of April 19 - 23, 2004. This is the first inspection of this division since its inception on January 20, 2001.

The inspection was conducted by:

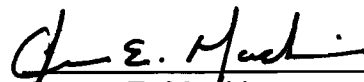
Inspector , Lead  
(Section 1)  
Deputy Special Agent in Charge  
(Section 4)  
Inspector  
(Section 7)  
Assistant Inspector  
(Sections 3 and 6)  
Assistant to the Special Agent in Charge (EPP)  
(Section 5)  
Administrative Support Assistant (INV)  
(Section 2)

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

  
James E. Mackin  
Special Agent in Charge

  
Inspector

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Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Office of Protective Operations  
cc: SAIC - Clinton PD

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## **CLINTON PROTECTIVE DIVISION**

### **SYNOPSIS**

The Clinton PD was inspected during the period of April 19 - 23, 2004. This is the first inspection of this division since its inception on January 20, 2001. There was one recommendation issued in Section 6, Training, of this report.

The inspection team evaluated the overall performance of the Clinton PD during this inspection period as good. There was one commendation issued by the inspection team in Section 2, Administration, of this report.

### **MANAGEMENT**

The overall management of Clinton PD is very good. Clinton PD supervisors coordinate the daily operation of two separate protective details by successfully communicating with division personnel. Due to travel and shift work, management schedules periodic office meetings whenever practical. The Clinton PD management team works extremely well together and provides the appropriate leadership and guidance to detail personnel. Clear goals and objectives are established for all employees by the management team. The Clinton PD management team emphasizes the importance of maintaining a proper attitude in order to successfully meet the demands of this assignment.

### **ADMINISTRATION**

Clinton PD is in full compliance with administrative requirements. The inspection team identified a limited number of discrepancies as a result of its review of calendar year (CY) 2003 - 2004 employee vouchers. The inspection team commends Administrative Officer (AO) for her tireless attention to detail and professionalism in maintaining administrative records and files.

### **SECURITY**

The inspection team determined that two different versions of Clinton PD's emergency contact list and an outdated version of the Region 1 Lookout Flyer were maintained in the command post binder. In addition, the combination lock on the Clinton PD safe was not changed at the appropriate interval.

The inspection team also determined that several desktop and laptop computers were not password protected, nor did they have the required Norton AntiVirus (NAV) software. Clinton PD reported one virus incident (W32 Welchia Worm) in November

b6, 7C



2003. However, there was evidence of additional virus infections (W32 Welchia Worm) of several other desktop and laptop computers.

### **FISCAL RESPONSIBILITY**

The overall fiscal responsibility of Clinton PD is good. A review of vendor invoices determined that some have not been paid within the required 30-day period. The inspection team identified the existence of one split bill payment, determined sales taxes were unnecessarily paid on some bills, and identified administrative fees for professional liability insurance premiums that were not deducted from reimbursement amounts.

### **TRAINING**

The inspection team issued a recommendation for physical fitness testing based on the Clinton PD's low compliance rate. The rate of compliance for Chappaqua, NY based personnel was 50 percent and the supervisory rate of compliance was 62 percent.

### **ACTIVITY ANALYSIS**

The inspection team reviewed a representative sampling of work schedules and shift reports, and determined that the distribution of assignments, to include scheduling of overtime, is equitable and balanced. A limited number of discrepancies are addressed in Section 7, Activity Analysis.

The inspection team also reviewed the operations section and determined that sufficient supervision is in place to effectively coordinate travel logistics for former President William J. Clinton and Senator Clinton.

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## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. MANAGEMENT OF THE OFFICE**

**Clinton PD is generally operating in an efficient and effective manner. SAIC Jeffrey W. Irvine has improved upon a previously established management style which effectively delegates responsibilities to his assistant special agents in charge (ASAIC), and at the same time challenges and motivates detail personnel.**

**SAIC Irvine and his management team have an effective working relationship. Their leadership and guidance encourage the establishment of open lines of communication with all employees, thereby making the management team aware and responsive to detail issues and concerns. This management style creates a positive working environment and motivates personnel.**

**Due to extended travel and shift work, Clinton PD management holds periodic office meetings whenever practical. Detail personnel are routinely advised of management priorities and policies through e-mail and read files. However, most daily contact is maintained by cell phone and pager.**

**ASAIC \_\_\_\_\_ supervises the operations and administration sections, and the SOs. ASAIC \_\_\_\_\_ supervises special projects, the Chappaqua residence, and the Harlem office. ASAIC \_\_\_\_\_ supervises the Senator Clinton detail, which is based in Washington, DC, and operates independent of, yet subordinate to the parent detail. Washington, DC based personnel therefore adhere to policies and procedures established by the SAIC.**

**Clinton PD management makes necessary organizational changes when it perceives that personnel do not clearly understand established goals, or are not conforming to policy. By monitoring morale and evaluating quality of work, management receives the feedback needed to appropriately review and adjust assignments.**

**Shift leaders (SL) are responsible for the immediate supervision and guidance of their personnel. Individuals selected for SL positions have consistently displayed leadership ability and the desire to assist management in meeting mission requirements.**

**Assignments are made in accordance with an employee's ability, aptitude, and willingness to assume responsibility. Special agents**

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**(SA) and SOs are assigned special projects that facilitate the achievement of Clinton PD goals, develop individual talents, and recognize the abilities of Clinton PD employees.**

**While Clinton PD management supports aggressive internal training programs, it measures production by assessing the quality of protective advances and recognizes consistent, effective, and professional protective detail shift operations.**

Employee Interviews

Number of employees:

Number interviewed:

**Clinton PD employee morale is excellent.**

**B. STRATEGIC PLAN**

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

**The Clinton PD workplan is committed to providing a secure environment for former President and Senator Clinton. SAIC Irvine and the management team achieve this by ensuring regular training opportunities for all personnel, preventive maintenance for systems and equipment, and a thorough education of the emergency and standard operation plans of the division.**

**C. LIAISON**

**The inspection team interviewed Senator Clinton; the Senator's chief of staff, Tamara Luzzatto; Chief of Police Robert Breen, New Castle Police Department; Chief Al Sewalt of the Chappaqua Volunteer Fire Department; and the property manager of the Harlem Office,**

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b5



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

**Employee vouchers for CY 2003 and 2004 were reviewed, with the following discrepancies noted:**

- **one SA failed to file five travel vouchers**
- **two vouchers contained the same worksheet number**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

#### D. POLICY AND INFORMATION DISSEMINATION

**All manuals examined during this inspection period were determined to be current, properly organized, and accessible to all personnel.**

**Policy information is disseminated through e-mail, postings on the read board at the command post, and oral communication.**

**The U.S. Secret Service Strategic Plan (FY 2003 – 2008) is available to all employees.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

RIP



**F. EMPLOYEE PHYSICAL EXAMINATIONS**

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

**The inspection team determined that there were eight delinquent medical examinations. This scheduling deficiency was brought to the attention of management with a suggestion that a medical exam coordinator be identified within Clinton PD to ensure future medical examinations are taken at the appropriate intervals.**

**G. OFFICE HEALTH AND SAFETY PROGRAMS**

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

**The following discrepancies were noted:**

- **The Occupational Health and Safety Committee (OHSC) file did not have an updated committee members list.**
- **The OHSC safety log was not properly maintained as one injury was omitted.**

**These discrepancies were brought to the attention of management for corrective action.**

**Commendation**

**The inspection team commends AO [redacted] for her dedication to duty and efforts in maintaining administrative and fiscal records and files, despite the fact that she has had no additional permanent administrative support staff during her assignment to Clinton PD.**

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### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The Clinton PD administrative office is located in a private residence at [redacted] It consists of 3,200 square feet of space and has limited parking availability.**

**Security rooms and a command post are maintained at three other locations:**

**West 125<sup>th</sup> Street, New York, NY (former President's office).**

**Each facility was professional in appearance and well-maintained. The division is planning an administrative office move in June 2004.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES**

**Has this office loaned any property or equipment? NO**

**Clinton PD reported four items as lost or stolen since the last inspection.**

**[redacted] No liability was assessed as a result of the loss or theft of these items.**

##### **C. VEHICLES**

**Number of vehicles assigned to this office: 14**

**Number of seized vehicles converted to official use: NONE**

**Clinton PD vehicles inspected are well-maintained and in very good condition. All required equipment and forms are present. No undocumented damage was noted.**

*b2, 7E*



D. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**The Weapon Log (SSF 1781) is current and maintained in a locked container in the residence security room. The amount of ammunition on hand is commensurate with the needs of the detail.**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

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## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**Although up-to-date, the Clinton PD's Recall Plan notification chart was undated. In addition, there were two different versions of the Clinton PD's emergency contact list (Personnel Roster) maintained in command post (CP) binders, and the maintained in the CP was not the most recent version issued by the Intelligence Division (ID).**

**The inspection team instructed the Clinton PD to date all versions of notification and emergency contact lists and periodically review the contents of CP binders in order to ensure that the most recent material is available to CP SAs. The inspection team's inquiry with ID determined that the New York FO's intelligence research specialist is responsible for forwarding any relevant intelligence material to the division in a timely manner.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

12/1/02



D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

When was a Norton AntiVirus (NAV) scan last run? **DATES VARIED**

How many modems are used in the office? **NONE**

**Clinton PD reported one virus incident (W32 Welchia Worm) in November 2003.**

**The inspection team reviewed a representative sample of office desktop and docking station configured laptop computers, as well as personally assigned laptop computers, and identified the following deficiencies:**

- **Several desktop and laptop computers did not have the required NAV software loaded.**
- **Several office docking station configured and personally assigned laptop computers were not password protected.**
- **There was evidence of additional virus infections (W32 Welchia Worm) of several other desktop and laptop computers, in March and April of 2004.**
- **Several laptop computers had apparently not been recently used to log onto the USSS network, and therefore had not recently updated the NAV software.**

**These discrepancies were brought to the attention of management for future corrective action.**

b2, 7E



F. TECHNOLOGY UTILIZATION

**The Clinton PD effectively utilizes the standard technology available to the USSS. There are no specific innovative or extraordinary uses of technology being undertaken by the Clinton PD at the present time.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

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## **Section 5: Fiscal Responsibility**

### **5.2: Inspection Review and Findings**

#### **A. CONFIDENTIAL FUND**

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### **B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS**

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team reviewed a random sampling of 1,564 drafts issued by Clinton PD and noted the following discrepancies:**

- **SSF 1164 (Claim for Reimbursement for Expenditures On Official Business) - the cash payment receipt area in section 10 was not properly completed with the payee's signature, amount and date received.**
- **Some vendor invoices were paid beyond the 30 day limit, although no interest charges were accrued.**
- **Sales taxes were paid on some bills, specifically Chappaqua Hand Car Wash.**
- **In April 2003, a split payment of \$2,000 and \$542.80 was made for the purchase of office supplies.**
- **Administrative fees for professional liability insurance premiums were not deducted from reimbursement amounts.**
- **Invoices related to official government vehicles should reflect the vehicle property number.**

6-18



**These issues were brought to the attention of management for future corrective action.**

**C. OFFICE BUDGETED ALLOCATIONS**

Is the office in compliance with its budgeted allocation? **YES**

**D. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS**

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

**The review of gasoline credit card usage indicated several instances wherein gasoline, in particular premium gasoline, and oil changes were charged. USSS policy stipulates that whenever possible, gasoline credit cards should only be used to purchase regular gasoline and should not be used for preventive maintenance. This was brought to the attention of management for future corrective action.**

**F. TELEPHONE USAGE**

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

**Due to a high amount of international travel and the use of cellular telephones as the primary means of communication, Clinton PD's cellular telephone usage was extremely high when compared to a small protective detail. Clinton PD has recently changed to the USSS Nextel nationwide plan which may decrease its expenditures. The inspection team encouraged management to reiterate the USSS policy on the use of cellular telephones.**

**G. FISCAL RESPONSIBILITY**

**The overall fiscal responsibility by Clinton PD is good. A review of fiscal obligations, to include gasoline credit cards, cellular telephones, hotel, car repair, command post and office cleaning, spring water, FedEx, Xerox, and utility bills, as well as General**

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**Services Administration lodging rates, determined that Clinton PD is generally in compliance with USSS fiscal policies and procedures.**

**Clinton PD employees are made aware of fiscal guidelines, and comply with policies and procedures regarding approval, prior to any expenditure. All financial documents are reviewed for accuracy and approved by the management team.**

**Clinton PD incurred no interest charges for late payments or additional costs for exceptions to the use of contract carriers. Financial files are complete, well-organized, and consistent with established guidelines. The Clinton PD expenditures reviewed were reasonable, sound, and fiscally responsible.**

F 18



## **Section 6: Training**

### **6.2: Inspection Review and Findings**

#### **A. EMPLOYEE TRAINING AND DEVELOPMENT**

**Newly assigned Clinton PD employees are issued an orientation packet and receive a two-day orientation which includes familiarization with operational and logistics issues.**

**Training of new employees continues once they are assigned to a section through an on-the-job training (OJT) program. The inspection team noted that the orientation packet is well-written and comprehensive.**

**Emergency medical technicians provide refresher first aid courses on a quarterly basis. Firearms training, previously conducted at Camp Smith, NY is now conducted quarterly at**

**Physical training is conducted at a variety of local sites. Gym memberships are obtained for each employee at the NY Sports Club.**

**Fifteen SAs in the division have attended the Small Detail Training Course, while the remainder of the division has not. Division personnel are scheduled for training schools based on the availability of both courses and personnel.**

**The inspection team noted that training courses for New York based personnel are evenly distributed; however, training histories for DC based personnel show a disproportionate amount of training courses for two SAs, while some SAs have not attended any courses. This was brought to the attention of division management for future corrective action.**

#### **B. FIREARMS AND WEAPONS TRAINING**

b2, 7E



C. PHYSICAL FITNESS

Is the division in compliance with current Physical Fitness Program testing requirements? **NO**

NY rate of compliance since detail inception: **50%**

NY supervisor rate of compliance since detail inception: **62%**

**Recommendation**

**The inspection team recommends that management take immediate corrective action regarding physical fitness testing in order to ensure compliance with USSS policy.**

DC rate of compliance since detail inception: **87%**

DC supervisor rate of compliance since detail inception: **100%**

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## **Section 7: Activity Analysis**

### **7.2 Inspection Review and Findings**

**The number of foreign and domestic trips completed by Clinton PD during the inspection period are as follows:**

| <b>Fiscal Year</b> | <b>Domestic</b> | <b>Foreign</b> |
|--------------------|-----------------|----------------|
| <b>2002</b>        | <b>783</b>      | <b>84</b>      |
| <b>2003</b>        | <b>716</b>      | <b>64</b>      |
| <b>2004 (YTD)</b>  | <b>378</b>      | <b>45</b>      |

**The inspection team reviewed a representative sampling of preliminary and final survey reports and determined that they follow the prescribed format, are conducted according to established policy, and are submitted in a timely fashion.**

**Surveys are tracked by means of a trip log that contains details of each trip. Preliminary and final survey reports are maintained in administrative file 601.081 (former President) and 601.091 (Mrs. Clinton), as required. With the concurrence of the Office of Protective Operations, Clinton PD lists local stops with no incidents on office memorandums (OM) in lieu of surveys.**

**The inspection team noted that a number of the OMs denoting local stops for former President Clinton were being filed under administrative file 601.090 rather than 601.081 as required. This discrepancy was brought to the attention of management for future corrective action.**

**The inspection team reviewed over 100 work schedules and shift reports, and determined that the distribution of assignments is balanced and fair. It was noted that on a number of work schedules wherein changes were made, the changes were not initialed by a supervisor. The initialing of changes is an accepted practice in the USSS, whereas it diminishes the likelihood of abuse. This discrepancy was brought to the attention of management for corrective action.**

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**The following discrepancies were noted during the review of shift reports:**

- **Shift reports do not account for the presence of Washington DC based Senator's detail SAs who are integrated into the shift in Chappaqua.**
- **Shift reports do not articulate specific details which report the combined or independent movements of either former President or Senator Clinton locally in Chappaqua.**
- **Shift reports do not stipulate where actual pushes were made.**
- **There is no listing, by property number, of vehicles that served as limo and follow-up in motorcade movements.**
- **Some shift reports denote drivers, others do not. This occurs in shift reports that involve movements as well as those that do not.**
- **Shift reports do not always indicate which SAs are the working shift for travel purposes. The reader has to assume who is "work/travel."**
- **On foreign trips, there is no indication of what shift actually worked portions of the days movements and no indication of where pushes were made.**
- **Shift reports listing non-traditional work hours for operations SAs do not specifically state whether the hours are actually worked in operations or as a shift temp.**

**In summary, the shift reports do not contain enough specific information regarding the individual shift's work on any given day. The inspection team suggested that more attention to detail be given to the preparation and review of shift reports. In particular, SLs who approve reports, especially those executed by SAs on temporary assignment, should ensure that the information is accurate.**

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The operations section is supervised by an ASaIC, a SL, and staffed by two senior SAs; one for the former President's operations and one for Senator Clinton's operations. SAs spend approximately six months in this assignment.

In addition to preparing work schedules, the operations section is in daily contact with both the former President and Senator Clinton's staffs and prepares trip logistics for all detail travel.

The inspection team reviewed the operations manuals for the Chappaqua residence and the Harlem office and determined that they are up-to-date and in order.

Emergency procedures, to include response procedures, are comprehensive and current for all facilities, and are available to all employees.

The Chappaqua residence continues to undergo renovations which require a steady stream of contractors in and out of the facility on a daily basis. All contractors are name checked and their movements are monitored while on the premises.

Former President Clinton visits the Harlem office very infrequently; usually only in conjunction with events he attends in New York, NY. This facility presents no unique security problems or concerns.

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**Special projects are assigned, tracked, and controlled by an ASAIC. The operation SL is designated as the special projects coordinator. Special projects are assigned based on experience, seniority, and special skills. The Clinton PD office relocation is currently the only assigned special project.**

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**RE-INSPECTION REPORT****Clinton Protective Division**January 18, 2005

This report covers the re-inspection of the Clinton Protective Division (PD), Section 6 (Training, Physical Fitness Testing), conducted on January 18, 2005. The original inspection, which resulted in a recommendation, was conducted on April 19 - 23, 2004.

The re-inspection was conducted by:

Assistant Inspector

Lead

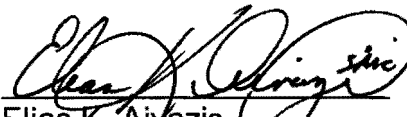
GENERAL COMMENT

This report consists of this cover and assignment sheet, a copy of the appropriate section report containing the original recommendation in question, a synopsis of the findings, a memorandum by the Special Agent in Charge (SAIC) outlining the measures instituted in response to the recommendation, and a one-section re-inspection report.

Lead Inspector:

Approved:

Assistant Inspector

  
Elias K. Aivazis  
Special Agent in ChargeDistribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Office of Protective Operations  
cc: SAIC - Clinton Protective Division

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## Clinton Protective Division

### SYNOPSIS

Clinton PD was inspected during the period of April 19 - 23, 2004. At the time of the inspection, Clinton PD received one recommendation in Section 6 (Training, Physical Fitness Testing). The recommendation stated, **"The inspection team recommends that Clinton PD management institute corrective measures that will result in the Chappaqua, NY element's compliance with the established physical fitness testing requirements."**

### TRAINING

Since the inspection of April 2004, SAIC Jeffrey W. Irvine implemented several new procedures to ensure that physical fitness testing requirements are accomplished.

As a result of the measures implemented by SAIC Irvine, the inspection team determined that Clinton PD is currently in full compliance with physical fitness testing requirements.

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## Section 6: Training

### 6.2: Inspection Review and Findings

#### C. PHYSICAL FITNESS

Are employees in compliance with Physical Fitness Program requirements? **YES**

Previous overall rate of compliance: 50%

**Overall rate of compliance since last inspection: 100%**

Previous rate of supervisory compliance: 62%

**Rate of supervisory compliance since last inspection: 100%**

**The current overall management of physical fitness testing requirements by Clinton PD is excellent.**

**Since the last inspection, SAIC Irvine implemented the following new procedures to ensure that physical fitness testing requirements are accomplished:**

- **Increased administrative oversight**

**SAIC Irvine increased administrative oversight of physical fitness testing by specifically assigning this responsibility to an assistant special agent in charge.**

- **Explore alternative athletic facilities**

**Due to the high cost of living in Chappaqua, NY, Clinton PD has been unable to secure local athletic club memberships that meet existing fiscal constraints. As a result, Clinton PD was forced to establish memberships with a facility in White Plains, NY. These memberships have proven to be impractical for a number of special agents. Consequently, management is pursuing new relationships with local facilities which would provide solutions to the physical fitness facility shortcoming.**

- **Increase in physical fitness coordinators**

**Clinton PD identified the division's need to increase the number of physical fitness coordinators. There are currently three physical fitness coordinators.**

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- **Increased managerial emphasis in promoting physical fitness**

**The management staff has clearly communicated the importance of physical fitness to all employees.**

- **Provide greater opportunities for physical training and testing**

**Combined with the increased number of physical fitness coordinators, the division purchased a stationary bicycle for use at the Clinton PD office.**

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**INSPECTION REPORT****James J. Rowley Training Center**April 2, 2004

This report covers the inspection of the James J. Rowley Training Center (JJRTC) during the period of December 1 - 12, 2003. The last inspection was conducted on December 4 - 14, 2000.

The inspection was conducted by:

Inspector                      Lead  
(Section 1)

Inspector  
Inspector  
Assistant to the Special Agent in Charge (ATSAIC)                      (JAX)  
(Section 2)

Inspector  
Inspector  
Assistant Inspector  
ATSAIC                      (DPD)  
(Section 3)

Assistant Inspector  
Information Technology Specialist  
(Section 4)

Inspector  
Inspector  
(Section 5)

Inspector  
Assistant Special Agent in Charge (ASAIC)                      (BHM)  
(Section 6)

Assistant Inspector  
Assistant Inspector  
(Section 7A)

Assistant Inspector  
(Section 7B)

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Assistant Inspector  
Assistant Inspector  
(Section 7C)

Assistant Inspector  
ASAIC .....  
(Section 7D)

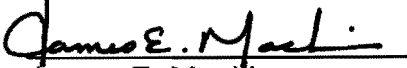
GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

  
James E. Mackin  
Special Agent in Charge

Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Human Resources & Training  
cc: SAIC - JJRTC

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## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. MANAGEMENT OF THE OFFICE**

The management of JJRTC is [rather unique.] In addition to the SAIC, the DAD - HRT maintains an office at JJRTC. SAIC Burke has oversight and responsibility of the day-to-day operation of JJRTC, while DAD Elias oversees the long range planning of JJRTC. Each ASAC maintains responsibility of their respective program area.

While having a DAD physically located at JJRTC appears rather unorthodox to the inspection team, it seems to be working based on the individual currently in the position. DAD Elias served as the SAIC of JJRTC prior to being named as the DAD. [During his tenure as the SAIC, DAD Elias was instrumental in and influenced a considerable amount of change and growth at JJRTC. DAD Elias' background therefore provides a clear focus on the future of JJRTC.]

SAIC Burke conducts weekly supervisor meetings which include ASACs and ATSAICs. Information is provided at these meetings, which, in turn, is provided by the ATSAICs to the individuals within their branch. These weekly meetings allow for exchange of information in both directions.

SAIC Burke reported to JJRTC in October 2003. Due to the size and the mission of JJRTC, [SAIC Burke does not feel it is viable to hold general office meetings.] However, he has instituted the practice of meeting with employees of each branch, without their supervisors present, to answer questions that each group may have. While this practice has only been in effect for a short period of time, SAIC Burke intends to meet with each branch on a quarterly basis. Many employees commented favorably on SAIC Burke's branch meetings. Additionally, SAIC Burke is establishing a "water cooler" page on the USSS intranet, for JJRTC employees only. Modeled after the water cooler web site established by the Office of Government and Public Affairs, this is another forum for management to address issues of concern while making the information accessible to all JJRTC employees.

The workload at JJRTC appears to be equitably distributed. The unique mission of JJRTC, providing diverse training to all USSS employees, requires that the management staff at JJRTC interacts regularly with the different operational entities throughout the USSS to ensure their needs are being met. Additionally, every attendee at a

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JJRTC training class is required to submit a critique of the class. These are reviewed by JJRTC program managers to ensure that the proper information is being provided through JJRTC.

JJRTC also provides a monthly report to the Director of the USSS which captures, by branch, the accomplishments of the previous month.

Since the assignment of a GS-15 ASAIC at FLETC, supervisors from JJRTC have not made periodic visits to FLETC. In February 2004, the ASAIC position at FLETC will return to JJRTC, leaving a GS-14 ATSAIC as the ranking USSS representative. The inspection team suggested that JJRTC management institute the practice of making periodic visits to FLETC in order to provide greater oversight.

#### Employee Interviews

Number of employees: [ ]  
Number interviewed: 233

The overall morale of employees assigned to JJRTC is very good.

#### B. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? YES

The primary goal of JJRTC's Annual Workplan is to provide USSS employees with the training they need to accomplish the agency's mission objectives. This is accomplished through constant coordination between JJRTC staff and USSS operational entities, which ensures that subject matter meets consumer needs. Additionally, mandatory written critiques are reviewed by JJRTC management to measure the effectiveness of the information being presented.

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C. LIAISON

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## **Section 2: Administration**

### **2.2: Inspection Review and Findings**

#### **A. EMPLOYEE PERFORMANCE FILES**

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### **B. EMPLOYEE VOUCHERS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

**The inspection team identified a small number of discrepancies in the travel vouchers reviewed. The discrepancies included missing or incorrect project codes, excessive long distance charges when the USSS phone card should have been utilized, and the use of the hourly parking lot at the airport instead of the economy lot. This was brought to the attention of management for corrective action.**

**There were a number of employees with substantial travel account balances over \$500, to include negative balances. In a majority of these cases, individuals were owed money by Financial Management Division (FMD). This was brought to the attention of management for corrective action.**

#### **C. REVIEW OF PAYROLL RECORDS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

**The timekeepers are doing an outstanding job in processing and maintaining payroll records.**

**On December 15, 2000, former Assistant Director (AD) Larry Cockell, HRT, signed a waiver exempting personnel assigned to JJRTC from completing SSFs 1852 (Special Time and Attendance Worksheet). The inspection team suggested that an updated waiver, signed by the current AD - HRT, be obtained and placed in the file.**

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D. POLICY AND INFORMATION DISSEMINATION

**New policies, directives, and other pertinent information are disseminated through weekly supervisors meetings, JJRTC e-mail newsgroups, and program/branch briefings.**

**LaserFiche is available on all computers and two sets of manuals are being maintained as required. The USSS Strategic Plan is readily available to all employees.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

**Several employees were found to be delinquent with their annual physical examinations. This was brought to the attention of management for corrective action. During the inspection, management advised that the physical examination tracking process was revised to prevent future delinquencies. The new process will require certification by the employee to indicate compliance.**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office of Health and Safety programs? **YES**

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### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The JJRTC complex is located at 9200 Powder Mill Road, Beltsville, Maryland. The complex consists of 30 buildings situated on 492 acres. The buildings and facilities are well-maintained and present a professional appearance.**

**In Fiscal Year (FY) 2003, there were three major renovation projects. These included the renovation of the Wilkie Building indoor range, the replacement of the bullet trap, and the upgrading of the major lift station. Approximately \$900,000 in classroom and office space upgrades are planned in FY 2004.**

**The inspection team noted that several sections at JJRTC were in need of additional storage space. JJRTC management is aware of this situation and is addressing the issue.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements?** **YES**

**Has this office loaned any property or equipment?** **YES**

**JJRTC has numerous items on loan to other protective and investigative offices. The loaned property is properly documented in the Property Accounting Management System (PAMS).**

**The review of API reports for FYs 2001 - 2003 determined that all reports were accurate and submitted in a timely manner.**

**JJRTC currently has 4,238 items of accountable property listed in the PAMS system. During this inspection, 97 percent (4,106) of these items were verified.**

**JJRTC divided the responsibilities of tracking and maintaining accountable property into the following four areas: weapons, ammunition, vehicles, and information technology (IT)/accountable property.**

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In addition to dividing the property responsibilities into four areas, each section of JJRTC has designated an employee to oversee all property assigned to its section.

Since the last inspection, management has also implemented new procedures for improved tracking and maintenance of new accountable property. All requests for IT and accountable property from the different sections are now forwarded to the IT section. All orders and subsequent Administrative Operations Division (AOD) bar codes are centrally processed through this section. These changes have improved the timely and accurate recording of all newly acquired property.

The tracking, organization, and control of the property managed by all four sections is excellent.

C. VEHICLES

Number of vehicles assigned to this office:

Number of seized vehicles converted to official use:

N/A

of the vehicles assigned to JJRTC are listed for disposal. Currently, vehicles are located at the JJRTC facility, with the remaining located at the FLETC.

During this inspection, of the vehicles were examined. The JJRTC vehicle fleet is in very good condition and all vehicles contain the required documents and equipment. All vehicles are being maintained in accordance with USSS policy.

The review of vehicle files determined that although all required maintenance is being conducted and entered into PAMS, numerous vehicle files did not contain the required documentation verifying that maintenance had been completed. In addition, numerous vehicle files were missing SSFs 1778A (Home-to-Work and Extraordinary Use Vehicle Log), registration, and various required signatures.

Several JJRTC vehicles are designated as "common vehicles" and are not permanently assigned to individuals. The inspection team concluded that JJRTC management should institute additional controls in order to accurately track the monthly mileage usage of these vehicles.

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During the inspection period, there were 17 reported accidents with damage totaling \$30,756. This represents a decrease from the 20 accidents reported during the prior inspection period.

D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**Electronic intercept equipment was checked and found to be in compliance with USSS policies. It should be noted that all electronic intercept equipment is used solely for training purposes.**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

**At the time of this inspection, there were [ ] weapons listed under JJRTC's property inventory.**

**[ ] The inspection team verified 100 percent of these weapons.**

**The Weapons Logs (SSF 1781) are accurate, up-to-date, and are being utilized in accordance with USSS policy. Management utilizes a computer database to assist in the tracking and assignment of the various weapons.**

**All shoulder weapons are being function-fired according to USSS policy.**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**There are [ ] rounds of ammunition on hand. One hundred percent of the ammunition was verified by the inspection team.** **At**

**Accountability of the ammunition is maintained utilizing the following three different and redundant systems:**

- **Each category of ammunition is recorded on its own Ammunition Inventory Log (SSF 3064)**

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- **All expenditures/receipts are recorded on a “master ammunition log” maintained at the JJRTC bunker**
- **All inventory totals are also maintained and verified in a computer database**

Is the documentation of the disposal of expended cartridges filed appropriately?

**YES**

nil



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Occupant Emergency and Emergency Preparedness Plans were updated in December 2003, and were distributed to all JJRTC supervisors.**

**The Recall Plan was updated in July 2003, and was made available to all JJRTC employees via e-mail.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**The Classified Document Register is being used and maintained properly. There are 64 classified documents, including duplicates, registered. Thirty-nine of these documents have been signed over to the Simulations Lab.**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

**JJRTC is not a COMSEC account holder. However, administrative file 145.110 is being maintained and contains the receipt (SSF 153) for issued by IRMD. The are being secured in accordance with USSS policy.**

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The four are located in the following areas:

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **12/03**

How many modems are used in the office?

Have all modems been registered? **YES**

F. TECHNOLOGY UTILIZATION

**The overall use of technology at JJRTC is very good. Use of the technological applications by JJRTC has assisted employees on a daily basis with accessing files and running applications.**

**Currently, JJRTC is upgrading its IT system for compatibility with the requirements of the Headquarters Relocation Plan.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN? **YES**

Is the office in compliance with established maintenance and security procedures relative to the administration of the LAN? **YES**



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

**JJRTC does not maintain a confidential fund.**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card?

**YES**

**The inspection team noted several discrepancies, to include:**

- **Third party draft payments with a combined value in excess of \$2,500, constituting split payments**
- **Missing date stamps from invoices and supporting documentation**
- **Unauthorized approval signature on a SF 1038 (Advance of Funds Application and Account)**
- **A third party draft, without any invoice, was determined to be void**
- **A third party draft, totaling \$2,499.75, did not have the requisite AOD authorization number**

**The above mentioned discrepancies were brought to the attention of management for corrective action.**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation?

**YES**

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D. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

YES

E. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

YES

F. FISCAL RESPONSIBILITY

**JJRTC incurred an interest charge of \$3.57 to a commercial purchase card in September 2003. Although the bill was submitted to FMD in a timely manner, the supporting documentation was received by FMD two days after the bill was due.**

**JJRTC had two unauthorized commitments since the last inspection:**

- In September 2002, JJRTC properly submitted a purchase order totaling \$36,000, for the acquisition of nine dogs. The program manager at the time inadvertently purchased the dogs prior to the procurement process being completed. This purchase was processed as a ratification by FMD.**
- In April 2003, JJRTC employees inadvertently purchased \$5,384 worth of gasoline from a vendor used in the previous fiscal year.**

**JJRTC issues a large amount of third party drafts every fiscal year. The random review of third party drafts issued since the last inspection revealed that invoices are well-organized and paid in a timely manner.**

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## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**Since the last inspection, nearly 100 percent of JJRTC personnel have attended some type of internal or vendor sponsored developmental training. The training varied from specialty courses to management training.**

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **YES**

Overall rate of compliance since last inspection: **90%**

Rate of supervisory compliance since last inspection: **87%**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **81%**

Rate of supervisory compliance since last inspection: **78%**

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## **Section 7: Activity Analysis**

### **7.2: Inspection Review and Findings**

#### **A. ACADEMIC PROCESS BRANCH**

**APB identifies and coordinates emerging training needs, instructional methods (to include content and delivery strategies for all programs), and training materials.**

**APB administers and supervises all instructional programs in the areas of employee development, management, executive development, technology-based, in-service, and basic training.**

**APB has been slightly reorganized since the last inspection. The title of Registrar has been added to the Basic Training and the In-Service/External Training Sections. The International Training Section is now part of the Criminal Investigation Division and the Policy Development Section now falls under the Use of Force Branch.**

#### **Registrar Basic Training Section (RBTS)**

**RBTS coordinates and facilitates logistics and training for all basic special agent (SA) and Uniformed Division (UD) recruit training programs, as well as the forecasting and scheduling of all basic classes. Other duties include: scheduling students who are recycled, convening student review boards in instances involving misconduct, preparing graduation ceremonies, and scheduling graduation speakers.**

**During FY 2003, this section coordinated 16 SA classes and 10 UD classes. With the projected increase in UD personnel, there will be 15 UD classes in FY 2004, along with 8 SA classes.**

**RBTS is in full compliance with current policies and guidelines and is accomplishing its stated mission.**

#### **Registrar In-Service/External Training**

**This section coordinates all in-service, external training, and continuing training requests for all USSS employees. This section also coordinates all aspects of facilities and classroom scheduling for JJRTC. Additionally, this section oversees all scheduling, to include the development of new technology to enhance the scheduling process.**

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Since the last inspection, there have been 69 requests for external training and 35 requests for in-service training. Because of the Candidate Nominee Operations Section (CNOS) training in preparation for the 2004 Presidential campaign, external training was cancelled in July 2003, but will resume in the Spring 2004. In Summer 2003, this section helped develop the Basic Protective Operations Briefing. This allows a field office to present this information to their local police departments when personnel from JJRTC are not available.

The Registrar In-Service/External Training Section is in full compliance with current policies and guidelines and is accomplishing its stated mission.

#### Employee Development Section (EDS)

EDS develops, coordinates, and teaches all administrative, executive, management, and language training programs. This section also coordinates with OPM to provide adequate and necessary instruction for all USSS personnel.

The following three initiatives started since the last inspection are near completion:

- The revision of the management training program which will be online with the USSS career track and merit promotion plan
- The restructuring of the online language training program to better serve the USSS
- Reviving the administrative training program, which will provide new GS-14 supervisors with an opportunity to receive training on the administrative aspects of how an office operates

The inspection team reviewed 48 management course files, 122 Special Agent Training Class (SATC) course files and 30 UD course files. Currently there are 10 UD course files under review and 45 UD course files being developed. [The course files were neat, well-organized, and contained an accurate and detailed description of the subject matter.]

EDS is in full compliance with current policies and guidelines and is accomplishing its stated mission.

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### Instructional Management Process Section (IMP)

IMP is responsible for supporting all JJRTC training programs. This support is achieved by defining organizational needs, establishing performance based training objectives, and recommending appropriate instructional and evaluation strategies. IMP also coordinates staff development and manages the accreditation process.

TDSs work closely with Subject Matter Experts (SME), who are either SAs or UD officers assigned to JJRTC. SMEs determine the effectiveness of current programs and instruction, and verify if learning and practical applications by students are being achieved. The effectiveness of the process is determined through written tests and other objective assessments.

The foundation for all instruction at JJRTC is the Essentials of Instruction Course (EOI). EOI is designed to build confidence and enhance teaching skills of classroom instructors, many of whom have no teaching background. The last EOI course was conducted in November 2003, and was well-received by students.

EOI lesson plans and course files were reviewed and determined to be clear, concise, and reasonable in regard to stated objectives.

The IMP section is currently engaged in the following special projects:

- Curriculum development and review of SATC investigative courses, which are to be relocated from FLETC to JJRTC
- A new UD officer training course curriculum
- The accreditation of JJRTC

IMP conducted a review of applied teaching techniques to measure effectiveness. The review revealed certain deficiencies, which were addressed and successfully corrected.

IMP also developed, reviewed, and implemented what is now known as the Beltsville Field Office (BFO). The BFO concept and accompanying training scenario has received praise from both students and field supervisors.

The inspection team determined that IMP personnel are highly motivated and very professional in their approach. The growth of

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JJRTC is unprecedented, and IMP continues to be fully engaged in positive efforts to accomplish the training objectives of the USSS.

### Technology Based and Distance Learning Section (TBT)

The mission of the TBT is to develop, coordinate, and instruct all standardized and specialized technology-based training. Additionally, TBT administers, coordinates, develops and implements all facets of the distance learning program. TBT has met, and continues to exceed, these stated goals.

Software application courses offered by TBT range from introductory to advanced levels. General computer training courses involving desktop and laptop operation are also offered by TBT.

TBT offers a wide array of web-based courses and reference-ware, which are available to all USSS employees. The program is known as "Learnegy" and can be accessed via the USSS Intranet.

Live training delivered directly to an employee's desktop is available through an electronic classroom using "Learnlinc" software. Students in multiple locations have the ability to interact with their instructor via voice and on-line chat. The electronic classroom is also available to anyone with a connection to the USSS Intranet.

Video Teleconferencing is a two-way, fully interactive, video and graphics communication system. This innovation is available in many field offices as well as JJRTC. This system has the capability to create a live world-wide training environment for USSS subject matter.

These innovations have enabled TBT to achieve one of its stated goals, which was to reach the USSS population more effectively.

TBT is currently working with FMD in the development of a new travel management system, which would theoretically streamline the entire USSS travel management process. Additionally, TBT is working in collaboration with AOD on a new property management system. Both projects are near completion, and should be well-received.

The transition from Netscape to Outlook is one of the larger projects being undertaken by TBT. This project is moving along very well.

A review of TBT lesson plans revealed that they were addressing all current USSS computer applications.

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The staff of the TBT continues to work in a very thorough and professional manner to accomplish their goals, and the mission of the USSS.

B. CAMPUS SERVICES BRANCH (CSB)

CSB is responsible for maintaining the infrastructure of JJRTC, to include the maintenance of all buildings, utilities, and technology related assets. CSB is also responsible for the oversight of JJRTC special events, tours, facility security, and the vehicle fleet.

CSB is continually engaged in the planning and monitoring of JJRTC renovations and new construction. Since the last inspection, CSB has coordinated the following significant projects:

- Completion of a \$1.4 million sewage station lift upgrade
- Repaving of the protective operations driving pad
- Installation of a helicopter landing pad
- Installation of new bullet traps at all indoor and outdoor firearms ranges.

CSB appears to be effectively managing approximately \$5 million in funding by prioritizing projects based on the current and anticipated needs of JJRTC. In FY 2004, CSB will oversee 23 new projects ranging from the renovation of the Canine Building to the construction of an outdoor range building.

During the inspection, CSB supervisors expressed a sense of pride in and commitment to their work. CSB is accomplishing its mission by conducting duties efficiently and in accordance with USSS policies and procedures.

Facilities Services Section

FSS is responsible for the oversight of all JJRTC preventive maintenance, renovations, and new construction projects. FSS ensures that all JJRTC facilities remain in safe and secure condition.

In February 2003, an AOD branch chief (BC) was assigned to FSS to manage all facilities related projects and duties. Supply and property responsibilities were redirected from FSS and combined with IT to create SPITS. The assignment of an AOD BC was the

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result of a joint decision by JJRTC management and the Office of Administration to help streamline and manage all FSS concerns. During the inspection, JJRTC management expressed pleasure with the progress and management of the FSS since the arrival of the BC.

In January 2004, FSS hopes to add three full-time U.S. Department of Agriculture (USDA) general mechanics and one full-time USDA plumber to its staff. The additional staff will enable FSS to implement a much needed facility-wide maintenance program. Preventative maintenance has been virtually non-existent due to FSS manpower shortages.

FSS continually monitors the FSS is responsible for oversight of an outdoor firearms range located at Fort Meade, MD, and the USSS Post Office Range.

Since the last inspection, FSS has overseen the upgrade of JJRTC electrical and sewage systems. Funding requests are pending for additional upgrades to both systems. FSS tracks expenditures and inspects all contract work performed. The inspection team noted that supplying running water to the Judgmental Range continues to be a problem.

Since the last inspection, FSS has overseen the following significant projects:

- The installation of new roofs on the Hazen and Wilkie Buildings
- The repaving of the south perimeter roadway, and the completion of a Facilities Condition Assessment Report
- Negotiations with Baltimore Gas and Electric to upgrade all light poles on the complex at minimal cost to the government

The inspection team reviewed FSS's five year project plan and determined that the plan is comprehensive in nature. The plan prioritizes projects based on the current and anticipated needs of JJRTC.



The inspection team conducted interviews with officials from USDA and the Maryland Department of the Environment (MDE). The USDA provides contract snow and animal removal services to JJRTC and acts as a point of contact for JJRTC water and sewage services.

MDE monitors environmental compliance and has worked with FSS during the construction of the JJRTC helicopter landing pad, the Bowron Administration Building, and several other projects.

FSS appears to be effectively managing \$3.5 million in current funding dedicated to the overall maintenance and operation of the JJRTC facility.

#### Supply, Property, and Information Technology Section

SPITS maintains oversight of all JJRTC accountable property and is responsible for upgrading and servicing JJRTC computers, telephones, radios, and the ordering the inventory of JJRTC uniforms and office supplies.

The Supply Subsection coordinates the issuing of uniforms and training supplies to approximately basic students per year. This section is responsible for the oversight of approximately \$165,000 in firearms related supplies. The Supply Subsection continually monitors new product technology and attempts to upgrade the quality of supplies without increasing costs.

The Property Subsection is responsible for inventorying approximately 10,000 pieces of property, oversight of all expendable property items, and completion of the Annual Property Inventory Report. The Property Subsection closely monitors and tracks all new property received at the JJRTC.

The Information Technology Subsection (ITS) is responsible for the issuance of laptop computers, pagers, and phone cards to all SA classes. ITS personnel respond to JJRTC computer, telephone, and radio related problems. ITS personnel serve as the LAN administrator, and are responsible for JJRTC radio trunking system maintenance. ITS personnel are currently working with contractors to upgrade and install Department of Homeland Security (DHS) phone and data lines. ITS personnel are also upgrading JJRTC computers to enhance instructors teaching capabilities.

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### Operations Section

OPS is responsible for the administrative oversight of all JJRTC work schedules, vehicles, and the JJRTC Special Services Division (SSD) UD security detail. OPS coordinates all tour requests and special events. In October 2001, JJRTC class scheduling responsibilities were redirected from OPS to APB.

The Operations Subsection is responsible for the oversight of the JJRTC SSD UD security detail [ ]

During the past 18 months, the Operations Subsection has coordinated approximately 50 tours of the JJRTC facility. Tour guests have included members of the White House Staff, Congress, and DHS Secretary. The Operations Subsection acts as the point of contact for the National Police Challenge 50 Kilometer Relay Race, which drew over 1,100 runners and vendors to JJRTC last year.

The Operations Subsection serves as the JJRTC point of contact for all Office of Protective Operations (OPO) manpower requests. [ ] The inspection team interviewed a representative from OPO regarding its working relationship with the JJRTC Operations Subsection. The OPO representative advised that [ ]

The Operations Subsection oversees an orientation program for newly assigned SAs, compiles student rosters, and maintains a JJRTC duty supervisor book containing employee schedules and contact numbers. The Operations Subsection certifies all JJRTC work schedules and compiles a weekly employee master schedule.

The JJRTC vehicle fleet has increased in size by over 50 percent since the last inspection. The Vehicle Subsection is currently responsible for the maintenance of [ ] vehicles.

### C. MISSION TRAINING BRANCH

#### Canine Training Program

CTP duties include:

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- Implementation and instruction of tactical and explosive detection canine training courses
- Evaluation and selection of canines used in the program
- In-service training for both tactical and explosive detection operational canine teams
- Recertification of canine teams as necessary
- Revalidation of tactical and explosive detection canine teams on a basis
- Certification of canines in the area of counterfeit currency
- Research and development regarding the use of canine teams to enhance the USSS mission

CTP coordinates and conducts obedience, agility and explosive detection training for USSS canine teams. The CTP training staff feeds and exercises the canines that are housed at the training facility on a daily basis. The staff also provides kennel maintenance. USSS canines are kenneled at the training facility when their handlers are out of town or non-operational.

Since the last inspection, CTP has conducted canine training courses for a total of teams. The size of each class is based on the needs of the canine program. Training effectiveness limits the maximum size of each class to canine teams. The canine explosive detection program currently has detection teams.

The inspection team reviewed 11 CTP lesson plans (dated December 2002), which account for of the hours of required canine handler training. The lesson plans were found to be well-organized, relevant, and properly secured.

Since the last inspection, CTP initiated a new canine training program for UD ERT. In June 2003, canines were evaluated, selected, and trained to serve as tactical canine assets for ERT. Training was conducted at JJRTC, Camp David, and the White House. The TI staff conducts weekly in-service training for ERT tactical canines.

Since the last inspection, CTP assumed additional responsibilities. It is anticipated that two to three basic explosive detection classes of teams will be conducted each year for the next two to three



years. An additional week tactical canine class of canines is scheduled for 2004.

Work has been prioritized to focus on new handler classes.

### Countersurveillance Intelligence

CSI develops, coordinates, and instructs all protective intelligence (PI) and countersurveillance training programs (basic, in-service, and external training briefings). CSI coordinates course content with protective divisions and investigative field offices, as well as military and other governmental agencies.

CSI provides a two week basic and advanced PI and countersurveillance operations training, policy, procedures, and countersurveillance operational procedures. This is accomplished using curriculum content in the UD and SA basic course protective research course.

The inspection team reviewed 17 CSI SATC lesson plans and five CSI UD Training Course (UDTC) lesson plans and determined that they are well-organized, relevant, properly secured, and the course objectives are clear and well-defined.

Since its inception, CSI has taught all SATC, UDTC and three in-service advanced training classes. The course critiques were reviewed and the students were very supportive of the CSI courses presented.

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The inspection team contacted representatives from the Presidential (PPD) and Vice Presidential (VPD) Protective Divisions, as well as ATSAICs from the Washington, Chicago, New York and Los Angeles Field Offices.

#### General Protection Section (GPS)

GPS develops and instructs basic student protective training programs in coordination with protective divisions, federal and state agencies, prosecutors, and other law enforcement entities.

The inspection team reviewed 18 GPS lesson plans (updated between October 2002 and November 2003), which account for 130 hours of training. All of the GPS lesson plans were determined to be well-organized, relevant, properly secured, and course objectives were clear and well defined.

Since the last inspection, GPS instructed 34 SATC classes. In order to stay current with training methods, GPS maintains constant liaison with Technical Security Division, Intelligence Division, PDT, UD, CTP, and other sections within MTB. This liaison has assisted in maintaining high standards and producing a quality product.

The course critiques were reviewed and the majority of the students were very supportive of the GPS courses presented. One recurring theme noticed was that nearly everyone wanted more practical exercises added to this course.

#### Investigations Section

Since the last inspection, JJRTC decided to relocate IS from FLETC to JJRTC. IS develops and instructs all investigative training programs. The inspection team reviewed 21 IS lesson plans (updated between August 2001 and August 2002), and determined that they are well-organized, relevant, properly secured, and course objectives were well-defined. The FLETC add-on lesson plans are in the process of being transferred to JJRTC and are due to take effect in March 2004. This will increase SATC training by 100 additional hours.

Since the last inspection, IS instructed 34 SATC classes. The course critiques reviewed indicated that the majority of students were supportive of the IS courses presented.



### Legal Section

The Legal Section researches, identifies, and instructs all current and emerging legal principles relevant to the USSS mission. This section is also responsible for maintaining liaison with headquarters entities regarding legal matters.

One ATSAIC and one SA, both licensed attorneys, staff this section. This section teaches a total of 12 legal classes to the Special Agent Introductory Training Course (SAITC) and SATC students. The course of instruction covers USSS legal authority, ethics, civil liability, investigative laws, and protection law. A small number of classes are provided to UDTIC, Special Officer Basic Training Course, Countersurveillance Unit, PDT, and CNOS. Priority of instruction is given to SAITC, SATC, and UDTIC.

The lesson plans for ten classes were reviewed and found to be well-organized and relevant to the USSS mission. The course content of the lesson plans is in compliance with USSS policy and operational procedures.

The inspection team noted the extensive use of video teleconferencing with FLETC students, in order to reach the widest audience with minimal expense.

Special projects within this section include working with TBT on a USSS Intranet web page for in-service legal instruction. The Legal Section also presented legal briefs for MTB on the proposed security enhancement zones at protective venues.

The Office of Chief Counsel reported excellent interaction with the Legal Section and was complimentary of the depth and quality of legal instruction.

The Legal Section is operating effectively and efficiently, and meeting its stated mission objectives. This section is proactive in its efforts to reach goals and plan for future training needs.

### Protective Detail Training Section

The PDT coordinates and instructs standardized physical and protective training to all protective details and their support entities, and conducts protective detail orientation and in-service training. PDT provides protective training to select federal, state, and local law enforcement agencies. PDT maintains oversight, coordination,

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and operational direction of special operations training as it relates to protective details.

PDT has been staffed by \_\_\_\_\_ since November 2002, a reduction from \_\_\_\_\_ in June 2002.

The number one priority of this section is the PDT Basic School, which is a \_\_\_\_\_ week training and orientation course for all SAs transferring to PPD or VPD. Fifteen PDT Basic Schools have been completed since the past inspection. PDT is also committed to Campaign 2004 training, having conducted nine CNOS Detail Training Schools and three CNOS Lead Advance Schools during 2003. The number of external training classes administered to outside law enforcement agencies amounted to ten in 2001, three in 2002, and nine in 2003. PDT also conducted a large scale practical exercise for \_\_\_\_\_

Three core PDT lesson plans and 25 course files were reviewed and found to be current, complete, well-organized, relevant, and course objectives are clear and well defined. Student critiques were also reviewed, with the vast majority being complimentary of the training. The PDT staff was receptive to written constructive criticisms by a minority of SAs, implementing changes to future classes as appropriate.

External training provided by PDT consists of Protective Operations Briefings, Motorcade Security and Survival Seminars, and Small Detail Training classes. The current curricula and lesson plans of these courses are consistent with USSS policy and procedures, without violating Operations Security (OPSEC) standards.

The review of course files indicated the actual number of fourth shift training dates conducted by PDT staff was as follows:

- PPD 2002:



- PPD 2003:
- VPD 2002:
- VPD 2003:

PDT has been working on the Security Enhancement Zones (SEZ) special project with the Legal Section and CT, along with PPD, VPD, TSD, and UD.

Complete lesson plans have been developed, and the project is pending AD-OPO approval prior to implementation.

PPD and VPD have each assigned a SA to coordinate training and maintain liaison with PDT.

PDT is very effective in training SAs new to PPD and VPD. The PDT Basic School has been a benchmark of achievement for this section.

#### Protective Transportation Section

PTS is responsible for developing and instructing defensive and evasive driving tactics and emulating high-risk situations relative to

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protective and investigative emergencies. PTS conducts basic and in-service training for USSS personnel in the areas of motorcycle and bicycle training. PTS also maintains liaison with the protective divisions, as well as external entities, to determine curriculum content.

PTS provides the following instructional courses:

- Protective Operations Driving Course (PODC)
- Specialty Vehicle Certification Course (SVCC)
- Police Precision Driving Course (UDTC Basic)
- Mountain Bike Certification Course (MBCC)
- Honda Basic Motorcycle Training
- All Terrain Vehicle Training

PTS has nearly all the requisite vehicles needed to conduct the above training.

All the lesson plans for PODC, SVCC, and MBCC were reviewed and it was determined that course objectives are clearly stated and meet all current protective operations requirements.

Twenty-two course files were reviewed, and each was properly maintained and organized. The course files also documented the course failure of PODC, MBCC, and Honda Basic Motorcycle Training Class students. Student critiques were reviewed, with a high degree of satisfaction noted in all areas of instruction; with the exception of MBCC, where students requested more tactical training and city riding.

The inspection team contacted OPO, PPD, and VPD relative to PODC training. OPO stated the ten PODC courses offered each year meet USSS operational demands.

UD operational lieutenants were also contacted by the inspection team relative to MBCC and Honda Basic Motorcycle Training.

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The inspection team determined that course instructor certification courses were not up-to-date with JJRTC individual training histories. This was brought to attention of management and corrected during this inspection.

### Special Operations Training Section

SOTS coordinates, develops, and instructs the basic and cycle training for the CAT, ERT, and the CS teams. SOTS utilizes outside venues to further enhance the capabilities of SOTS personnel. SOTS conducts research and development regarding tactics, weaponry, equipment, and the efficient and effective use of Special Programs Branch (SPB) personnel to enhance the USSS mission. SOTS maintains liaison with protective divisions, as well as external entities to determine curriculum content.

Based on projected SPB manpower increases, the number of selection, basic, and in-service cycle training classes necessary to meet training objectives will require a dramatic increase in SOTS access to the        yard outdoor range at JJRTC and the        yard range at Fort Meade, MD.

SOTS maintains constant liaison with the Federal Bureau of Investigation Hostage Rescue Team; Prince George's County, MD Police Special Tactics Team; Baltimore County, MD, Police Department; U.S. Army and U.S. Navy Special Forces; and numerous private specialized companies. All training, equipment, and development are coordinated with the operational USSS entity.

Overall, the inspection team noted that the SOTS staff is very knowledgeable, experienced, and dedicated professionals. SOTS is operating a very efficient and effective program in support of CAT, ERT, and CS training. The inspection team determined that SOTS training limitations, due to range availability, are beyond its control. SOTS conducts first rate research and development relative to updated weapons systems, night vision, and training equipment.

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### CAT Training Program

Twenty-five CAT Basic and Selection School lesson plans were reviewed by the inspection team and all were updated with current and attainable objectives.

The inspection team reviewed all CAT Selection and CAT Basic Schools course files. Student critiques were extremely favorable, with the recurring suggestion to incorporate more Close Quarters Battle (CQB) Training in CAT Basic School. During 2001 - 2003, students graduated from the CAT Basic Schools and SAs failed. The course files properly documented the reasons for failure by those SAs.

The assimilation of the and the need for additional CQB and egress tactics has resulted in the expansion of the CAT Basic School from weeks to weeks, effective January 2004.

This program is also developing a new Small Unit Leadership class designed to teach tactics to all detail agents. Additionally, CAT training is working on a future support mission role.



### Emergency Response Team (ERT) Training

ERT training is staffed by three UD technicians. Since the last inspection, ERT training has conducted 9 ERT Selection Schools and 7 ERT Basic Schools. of the students have successfully completed ERT Basic in the past 3 years.

A total of 14 ERT Basic and ERT Selection School lesson plans were reviewed by the inspection team. All were updated in 2003, with clearly stated objectives and attainable goals.

All course files were reviewed during the inspection. The folders were well-organized and contained relevant documents. Student critiques addressed the need for additional training in many specific areas.

An accomplishment within ERT training was the early implementation of the to replace the in the fall of 2002. Since that time, ERT's mission has expanded from the White House to Camp David, MD, the President's ranch in Crawford, TX, and the Vice President's residence in Jackson Hole, WY. ERT is currently training on the as a secondary weapon to be used at the Crawford ranch and Camp David.

A second accomplishment and challenge for this program is the development of the

This was one factor for the one week increase in ERT Basic school from weeks to . Current ERT technicians will be required to receive additional training during their in-service cycle rotation.

### CS Training

CS Training is staffed by two sergeants, two technicians and two LEIs. In the past two years, of officers have graduated from the four CS Basic Schools.

Accomplishments within the program have included the implementation of a

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**Security and Incident Modeling Laboratory (Simlab)**

Simlab is now under the control and oversight of Forensic Services Division. One SOTS UD sergeant manages the daily operation of this training program.

**D. USE OF FORCE BRANCH**

Since the last inspection, UFB was reorganized to include various components of firearms and physical skills training. UFB currently administers all firearms training activities, to include: policy development, range operations, weapons issuance, armor repair, testing, and research. In addition, UFB coordinates and instructs physical skills training to include physical fitness, water safety, control tactics, and emergency services. Overall, the management and operation of UFB is very good.

**Firearms Policy Development**

FPD's primary functions are to research and procure all USSS weapons systems and ammunition, and develop and maintain all policies and directives relating to firearms. FPD is also responsible for the review and updating of the USSS firearms training curriculum.

Since the last inspection, FPD initiated six special projects, of which five are ongoing. A review of these projects revealed that FPD pursues enhancements of precision shooting, skills testing, and user proficiency. FPD completed

In addition, the following special projects/studies are scheduled to commence in January 2004:

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- 
- Handgun Skills Developmental Course at JJRTC which will involve skills testing without qualification requirements
- 
- Use of slings for shoulder weapons

The inspection team noted that the database used by the Armory is able to reveal individual weapon repair histories, but unable to generate specific statistics for report purposes. The inspection team suggested that this database be reviewed for future upgrades.

FPD remains committed to producing a high degree of master FIs, and averages one FITC course per month. Since the last inspection, 103 JJRTC instructors from various program areas completed the Practical Shooting Academy Firearms Certification Course taught by world class shooter Ron Avery. Five USSS field FIs also completed this training. In addition, FPD added of marksmanship instruction to address advanced fundamentals and elements of shooting, and a cover course, and incorporated barricade positions with shoulder weapons training.

Thirty-six FITC lesson plans were reviewed and found to be current. FPD continues a progressive research and development effort as related to firearms and ammunition.

#### Firearms Range Operations

FRO continues to develop and instruct all firearms training programs. In addition, it coordinates curriculum content with investigative and protective divisions, external federal and state

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agencies, and other law enforcement entities. FRO manages the Indoor Range, Outdoor Pistol Range, and Outdoor Rifle Range.

FRO is proactive with the institution of faster and more accurate user skills.

In addition, the Indoor Range has incorporated additional Standard Qualification Course drills prior to FLETC training.

The outdoor ranges have incorporated movement drills with shoulder weapon firearms training. All trainees receive hours of overall testing, as compared to hours during the last inspection period.

Since the last inspection, FRO initiated the use of the and has trained specialty groups (i.e., UD ERT, CAT, and CSU) with the weapon.

Thirty-two lesson plans were found to be current, and relevant with respect to course curriculum content.

### Physical Skills

Physical Skills continues to train students to the minimum performance levels of USSS fitness standards, and to perform necessary skills to survive in a water environment.

Physical Skills is currently working on a preemployment video to illustrate the physical fitness testing, control tactics, and emergency services lessons taught for successful training. The anticipated completion date is early 2004.

Since the last inspection, Physical Skills developed a point system which is utilized to determine student proficiency and as a final testing mechanism. Initial assessments are completed for each trainee, followed by incremental testing for those who are deficient in areas of physical fitness and/or swimming skills. In both cases, off duty assistance is now available to enhance all skill areas.

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The Physical Fitness Section incorporates the Kettle-Bell program which, along with enhanced nutrition instruction, density training, and interval runs, better prepares trainees to meet and surpass the physical testing standards for basic training.

Water Safety has increased its Rescue Swimming Course to weeks, compared to weeks during the last inspection period. It currently involves swift water training and surf training. In addition, Water Safety has added shallow water egress aircraft training to its basic program for new recruits and protective detail training, and water egress training for SOTS.

### Control Tactics

CT coordinates, develops, and instructs all defensive measures classes. In addition, it integrates the USSS Use of Force and Policy Model for both lethal and intermediate weapons and tactics. Since the last inspection, the Judgmental Range was reorganized under this program area.

CT is currently working on a computerized instructional documentary as a reference for trainees, and to provide via distance learning to USSS law enforcement personnel.

One significant challenge that CT faces is increased injuries incurred by its instructors, which is due in part to repetitive defensive measures contact with trainees. The inspection team also noted that Range 2000 is inoperable and should be upgraded or replaced.

### Emergency Services

Emergency Services provides emergency medicine, rescue, and fire suppression services training to all trainees and employees, and like services for JJRTC. It also consists of the Weapons/Ordinance Program which researches an array of weapons, improvised explosives, and chemical biological dispersal systems.

All Emergency Services staff members are highly trained, and have received trench training since the last inspection. Also, all Emergency Services personnel have received "turn-out" gear, which makes them fully equipped for a major catastrophe.

Emergency Services created and implemented a database to compile patient information. This database also allows Emergency Services personnel to produce health surveys on a real-time basis. Since the

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last inspection, Emergency Services treated 550 JJRTC patients, an additional 751 patients during protective support missions, and made 90 professional referrals.


Emergency Services is now recognized as an American Heart Association training center, and is Emergency Medical Technician (EMT) certified in the state of Maryland. Emergency Services has procured two ambulances and one fire truck, saving the USSS approximately \$350,000. To date, there are [ ] certified EMTs and paramedics in the USSS.

Nineteen lesson plans were reviewed and found to be current. Emergency Services has continued to provide emergency and medical services to JJRTC and protective details as requested. In addition, it has provided sufficient training to allow personnel to effectively respond to minor crises, as well as life threatening incidents.

#### Weapons/Ordinance Technology

Since the last inspection, Weapons/Ordinance Technology obtained a new weapons library that is now incorporated into the CT curriculum. This section demonstrates a broad knowledge of conventional weapons, explosives, and hazardous environment countermeasures. With this training, students are exposed to an assortment of firearms, as well as weapons of mass destruction survival training.

Five lesson plans were reviewed [ ] and found to be current.

  
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# INSPECTION REPORT

## Bush Protective Division

May 5, 2004

This report covers the inspection of the Bush Protective Division (PD) during the period of February 2 - 6, 2004. The last inspection was conducted January 8 - 12, 2001.

The inspection was conducted by:

|                               |       |
|-------------------------------|-------|
| Inspector                     | Lead  |
| (Section 1)                   |       |
| Inspector                     |       |
| (Section 7)                   |       |
| Inspector                     |       |
| (Section 3)                   |       |
| Inspector                     |       |
| (Section 4)                   |       |
| Assistant Inspector           |       |
| (Sections 5 and 6)            |       |
| Resident Agency Administrator | (TUC) |
| (Section 2)                   |       |

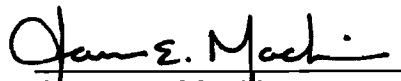
### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

  
James E. Mackin  
Special Agent in Charge

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Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Office of Protective Operations  
cc: SAIC - Bush Protective Division

R-15



## **BUSH PROTECTIVE DIVISION**

### **SYNOPSIS**

Bush PD was inspected during the period of February 2 - 6, 2004. The last inspection was conducted on January 8 - 12, 2001. At the time of the last inspection there were no recommendations issued. There were no recommendations issued as a result of this inspection. The inspection team used strong language in Section 2 (Administration) of this report.

The inspection team evaluated the overall performance of the Bush PD during this inspection period as good.

### **MANAGEMENT**

The overall management of the Bush PD during this inspection period has been good. SAIC James M. Pollard and Assistant Special Agents in Charge (ASAIC) work well together and are providing the appropriate leadership and guidance to detail personnel.

The Bush PD management team is fully engaged in daily operations and communication on this detail is very good. SAIC Pollard and the two ASAICs promote an open door policy and encourage employee suggestions and ideas. All Bush PD employees are informed of policy and procedural matters via e-mail, read files, direct dialogue, and periodic supervisor and shift leader meetings. As a result of management's approach, employee morale is very good.

SAIC Pollard's liaison with former President Bush's staff is very good. The relationship between Bush PD personnel and former President and Mrs. Bush is excellent.

### **ADMINISTRATION**

The inspection team review of administration identified the following deficiencies:

- Employee Performance Files (EPF) contained a number of unsigned and undated employee certifications.
- SA Development Guides for GS-5 through GS-13 (SSF 3376) were not properly completed or signed.
- Occupational Health and Safety Committee (OHSC) files did not designate committee members and there were no memorandums documenting OHS committee meetings.

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- Employee vouchers did not appropriately separate lodging taxes from hotel amounts.
- A number of Employee's Activity Report Worksheets (SSF 1587) did not correspond with the hours claimed on Special Time and Attendance Worksheets (SSF 1852).

### **ACTIVITY ANALYSIS**

Since the last inspection, Bush PD had 1,182 domestic and 156 foreign trips. In response to the terrorist attacks of September 11, 2001, Bush PD instituted several protective enhancements. These protective measures include

All special agents (SA) and special officers (SO) are assigned special projects that address and monitor operational procedures and provide the opportunity to enhance their leadership and training skills. Special projects include the recent updating of the orientation manual, emergency response plans, water safety and boating programs, and hospital surveys. Special projects are distributed equitably and have a three month time limit for completion.



## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. MANAGEMENT OF THE OFFICE**

**The overall management of the Bush PD this inspection period has been good. SAIC Pollard delegates management responsibilities for operational and administrative matters to the ASAICs.**

**ASAIC               supervises all facets of operations, to include the shifts, operations desk, detail manpower, special projects, and training. ASAIC               oversees administrative matters regarding vouchers, time and attendance records, and shift reports.**

**Shift leaders (SL) are responsible for the immediate supervision and scheduling of shift personnel. Assignments are equitably distributed and based on capability, experience, and seniority.**

**All new SAs begin their assignment on Bush PD as shift SAs and then are afforded the opportunity to experience leadership roles such as SLs, Mrs. Bush detail, or operations section. SAs and SOs are assigned special projects that facilitate the mission of Bush PD and the recognition and development of Bush PD employees.**

**The Bush PD management team interacts with personnel on a daily basis. Employees are informed of policy and procedural matters through direct contact with supervisors, e-mail, read files, and detail meetings.**

**Employee Interviews**

**Number of employees:**

**Number interviewed:**

**Bush PD morale is very good.**

#### **B. STRATEGIC PLAN**

**Are the Strategic Plan and the office Annual Work plan available to all employees? YES**

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C. LIAISON

**The liaison conducted by the Bush PD management team has been very good. The inspection team interviewed former President and Mrs. Bush, representatives of the Bush staff, the deputy director of the Bush Presidential Library, and the Houston Field Office (FO)**

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## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

**EPFs included a number of unsigned and undated employee certifications and deficient Special Agent Development Guides (SSF 3376). Discrepancies were brought to the attention of management and were corrected during the course of the inspection.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

**In some cases, employee vouchers did not appropriately separate lodging taxes from hotel amounts. This was brought to the attention of management for corrective action.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NO**

**A number of SSFs 1587 did not correspond with the hours claimed on SSFs 1852. In addition, the inspection team determined that BPD is posting hours from work schedules and not from SSFs 1852, as required. These discrepancies were brought to the attention of management and were corrected during the course of this inspection.**

#### D. POLICY AND INFORMATION DISSEMINATION

**All manuals examined during this inspection were found to be current, properly organized, and accessible to all personnel.**

**Information is disseminated through direct personal contact, division meetings, official e-mail messages, and office memorandums.**

*File*



E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

**Five employee physical examinations were not completed in a timely manner. This was brought to the attention of the SAIC for future corrective action.**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **NO**

**The Office Health and Safety (OHS) files did not designate committee members and there were no memorandums documenting OHS committee meetings.**

**Additionally, the OHS safety log was not properly maintained as required and the Annual Report of Safety Hazards (SSF 2089) had not been completed since 2002. These discrepancies were brought to the attention of management for corrective action.**

*FILE*



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The Bush PD maintains space in three locations. The administrative offices and operations section continue to lease space at . . .**

**This location occupies 3,307 square feet of office space and has unlimited parking within the building's garage. In addition, there are two secured parking spaces located within the building garage on the 4<sup>th</sup> floor which are used to store the two protection vehicles.**

**The remaining locations inspected included the command post, located at the Bush residence, . . . and the George Bush Presidential Library, located at Texas A&M University, 1002 George Bush Drive West, College Station, TX.**

**All three locations are professional in appearance and are well-maintained.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES**

**Has this office loaned any property or equipment? NO**

**Seventy-seven percent of the accountable property was located and verified to be in one of the three locations. Since the last inspection, the Bush PD reported six property items as missing or stolen. These items were properly reported and have been entered into the National Crime Information Center database. No liability was assessed as a result of the loss or theft of these items.**

**.. The inspection team determined that the 806,000 files (SSF 3347, Report of Survey for Secret Service Property), were not being properly maintained by the administrative staff.**

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C. VEHICLES

Number of vehicles assigned to this office: 10

Number of seized vehicles converted to official use: NONE

**The Bush PD vehicle fleet is well-maintained and in very good overall condition. No undocumented vehicle damage was noted.**

D. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? YES

**The office shoulder weapons were inspected and found to be in good condition and properly stored.**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? YES

**The Weapon Log (SSF 1781) is located in a secured vault. The amount of ammunition on hand is commensurate with the needs of this office.**

Is the documentation of the disposal of expended cartridges filed appropriately? YES

RIF



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Occupant Emergency Plan (last updated January 2001) had not been updated as required. This discrepancy was brought to the attention of management and was corrected during the inspection.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **1/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**

**The inspection team checked a sample of 12 computers (5 laptops and 7 desktops) and found that all laptops are password protected**

RIF



as required. However, due to their very infrequent use, 3 of the laptops did not have the current Norton Anti-Virus (NAV) software updates. It was also noted that one desktop computer contained 10 quarantined items and another contained one quarantined item. These items were identified by the NAV software as viruses and were cleaned from the files. The IRM help desk was not notified of these incidents as required. These discrepancies were brought to the attention of management for future corrective action.

F. TECHNOLOGY UTILIZATION

Bush PD has made progress in this area since the last inspection. All division computer equipment has been replaced within the past year and the three Electronic Crimes Special Agent Program trained agents provide computer assistance to the other employees in the division. Additionally, the operations agent, the administrative officer, and the protective operations assistant (POA) recently attended Microsoft Outlook training in an effort to enhance the efficiency of the administrative and operations sections of the division.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

NO

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Sub vouchers for Confidential Expenditure (SSF 3049)? **N/A**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

#### E. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

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**F. FISCAL RESPONSIBILITY**

**The overall fiscal responsibility of the Bush PD is very good. A review of Bush PD fiscal obligations, to include telephone cards, cellular telephone usage, gasoline credit cards, and General Services Administration lodging rates, determined that Bush PD is in compliance with USSS fiscal policies and procedures.**

**Administrative Officer (AO) . ensures invoices are paid within seven days of receipt. Bush PD employees are made aware of fiscal guidelines, and comply with policies and procedures regarding approval, prior to any expenditure. All financial documents are reviewed for accuracy and approved by Bush PD management.**

**Vendor invoices are properly certified for payment in a timely manner, and no interest charges have been incurred. Financial administrative files were determined to be complete, well-organized, and consistent with established guidelines.**

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## **Section 6: Training**

### **6.2: Inspection Review and Findings**

#### **A. EMPLOYEE TRAINING AND DEVELOPMENT**

**Newly assigned Bush PD personnel receive a formal one-week orientation regarding Bush PD detail policies, procedures, and operations. In addition, once assigned to a shift, personnel receive on-the-job training from supervisors and SLs.**

**The review of individual training histories revealed that 22 Bush PD personnel attended a total of 61 classes, to include rescue swimmer training, small detail training, supervision training, cardiopulmonary resuscitation courses, employee diversity courses, protective operations driving courses, and firearms instructor training. Individual training requests are granted on a case-by-case basis, depending on the operational needs of Bush PD, and as training opportunities become available.**

**Bush PD SAs are typically scheduled for boat school (two or three slots a year) or rescue swimmer school (one slot per year). During August of each year, certified swimmers are scheduled for annual training with the U.S. Coast Guard Auxiliary in Miami.**

#### **B. FIREARMS AND WEAPONS TRAINING**

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C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **76%**

Rate of supervisory compliance since last inspection: **78%**

RIF



## **Section 7: Activity Analysis**

### **7.2 Inspection Review and Findings**

#### **Bush PD**

**The Bush PD is responsible for the security and well being of former President and Mrs. Bush, as well as the parents of the sitting President of the United States. After the terrorist attacks of September 11, 2001, Bush PD**

**The protectees continue to maintain a hectic travel schedule as evidenced by the number of trips logged into the Agent Management and Protection Support System (AMPS). Since the last inspection, AMPS reported the following number of trips:**

| <b>Year</b>  | <b>Domestic</b> | <b>Foreign</b> |
|--------------|-----------------|----------------|
| <b>2001</b>  | <b>388</b>      | <b>62</b>      |
| <b>2002</b>  | <b>409</b>      | <b>45</b>      |
| <b>2003</b>  | <b>385</b>      | <b>49</b>      |
| <b>Total</b> | <b>1182</b>     | <b>156</b>     |

**The inspection team reviewed 35 preliminary and final survey reports and determined that surveys follow established guidelines. The inspection team determined that Bush PD is approximately three months behind in filing its surveys. SAIC Pollard stated that this problem was caused by turnover of Bush PD staff, and that he has corrected this problem by assigning POA to the Operations Section.**

**Bush PD maintains a log that records the details of each trip. Preliminary and final survey reports are appropriately maintained in**

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administrative files 601.081 (former President) and 601.091 (Mrs. Bush) as required.

Work schedules are prepared on a weekly basis by the SLs and ultimately approved by the Operations Section, to ensure the most efficient use of manpower. All original work schedules are maintained in the appropriate administrative files.

The distribution of assignments and overtime is balanced and fair. The Master Personnel System reported the following statistics:

| Fiscal Year | Average LEAP | Average SOT | Percentage Out of District |
|-------------|--------------|-------------|----------------------------|
| 2001        | 48.18        | 49.61       | 55.90                      |
| 2002        | 51.46        | 63.62       | 56.93                      |
| 2003        | 45.46        | 53.81       | 53.48                      |

BPD is staffed by the SAIC, 3 ASAICs, ' Assignments to Bush PD are made on a voluntary basis. SAs are in Phase II of their careers.

Shift assignments are based upon capability, experience, and seniority. All SAs begin their assignment as shift SAs, after which they are afforded the opportunity to experience other assignments, such as SL, Mrs. Bush detail, or the Operations Section, based upon demonstrated leadership skills.

The Operations Section is supervised by the ASAIC and staffed by two senior SAs and a POA. SAs spend an average of six months in this assignment. The positions are rotated to provide the experience to as many SAs as possible.

The Operations Section receives trip information from former President Bush's staff and coordinates trips according to USSS and Bush PD policy. The review of the Bush PD policy manual (updated January 2004) determined it to be up-to-date. The review of the Bush PD operations manual determined that it has not been updated since the last inspection (December 2000).

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**Bush PD maintains an excellent working relationship with the former President's staff and local police/security entities at permanent Bush PD facilities, which includes the Houston, TX, residence and office, the College Station, TX, Presidential Library and residence, and the permanent residence in Kennebunkport, ME. The inspection team determined that emergency response procedures for these facilities are current, appropriate, and available to all employees.**

**Special projects include: updating sections of the policy manual, tracking accountable property, updating the water safety and boating program policies, and updating hospital surveys. Special projects are assigned based upon subject matter and experience level, and have a three-month time limit for completion.**

**Progress and development of Bush PD personnel is adequately tracked by management. Production is measured both in tangibles (timeliness and accuracy of reports) and intangibles (attitude, work ethic, and professionalism).**

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**INSPECTION REPORT****Inspection Division**May 4, 2004

This report covers the inspection of Inspection Division during the period of April 5 - 8, 2004. The last inspection was conducted on December 2 - 6, 1996. The inspection team limited its review of Inspection Division to the three year period of March 2001 through March 2004.

The inspection was conducted by:

|  |              |
|--|--------------|
| Deputy Special Agent in Charge<br>(Sections 1 and 7)               | , Lead (LAX) |
| Assistant Special Agent in Charge (ASAIC)<br>(Sections 6 and 7)    | i (DEN)      |
| ASAIC<br>(Sections 3 and 4)  | (SSD)        |
| Assistant to the Special Agent in Charge<br>(Sections 2, 5, and 7) | (DPD)        |
| Staff Assistant<br>(Sections 2 and 5)                              | (LIA)        |


**GENERAL COMMENT**

This report consists of these cover and assignment sheets, a synopsis of the findings, a seven-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Deputy Special Agent in Charge

  
Lisa J. Risley  
Special Agent in Charge

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## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. MANAGEMENT OF THE OFFICE

The overall management of Inspection Division is excellent. SAIC Mackin was appointed as the SAIC - Inspection Division in March 2003. At that time, the division was reorganized, namely by creating two DSAIC positions, one for Compliance and one for Employee Integrity. This reorganization established the conditions within which the division could operate more efficiently (by shortening the report review process) and improved communication between the management team, inspectors, and administrative personnel.

Management uses regular office meetings, e-mail, and read files to communicate with Inspection Division personnel. The last four office meetings were conducted on April 1, May 30, and October 6, 2003, and March 4, 2004. The relative small size of the division allows for easy access to management by office personnel and enhances employee opportunities to discuss questions or problems. The management team maintains an open-door policy and encourages constructive comments and feedback.

Inspection Division management measures production through its oversight of special investigations and office inspections. Employees are assessed on the thoroughness of their investigations and inspections, adherence to reporting requirements established by the division, and the quality and timeliness of their reports.

The open special investigations are appropriately distributed among inspectors. Routine office inspections are projected a year in advance and assignments are evenly distributed. Whenever possible, inspectors are given the opportunity to assist with special investigations before being assigned a case. Likewise, inspectors are given the opportunity to complete different sections of an office inspection before being assigned as a lead.

#### Employee Interviews

Number of employees:

Number interviewed:

19

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**B. STRATEGIC PLAN**

Are the Strategic Plan and the office Annual Workplan available to all employees? **NA**

**Inspection Division does not utilize an office workplan. Inspection Division does utilize a detailed IOP Guide. The IOP provides personnel with detailed instructions on general operating procedures, as well as specific office inspection and special investigation procedures.**

**C. LIAISON**

**Inspection Division does not have an official liaison function. The Office of Inspection is responsible for external liaison functions related to Inspection Division special investigation and office inspection procedures.**

**The inspection team conducted the following liaison interviews:**

- **Assistant Director (AD) Brian K. Nagel - Office of Investigations**
- **Deputy AD (DAD) James B. Burch - Office of Investigations**
- **DAD Thomas F. Grupski Jr. - Office of Protective Operations**
- **Program Manager - Employee Assistance Program (EAP)**
- **Supervisory Attorney Advisor Donna L. Cahill - Office of the Chief Counsel**
- **Inspector DHS - OIG**
- **Supervisory Human Resources Manager Personnel Division**

**According to the Offices of Investigations and Protective Operations, inspectors**

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**conduct thorough investigations, provide detailed reports, conduct oral briefings when necessary, and provide timely results.**

**Comments from Inspector                      are delineated in the activity analysis section of this report.**

**Commendation**

**The inspection team commends the management team of SAIC Mackin, DSAIC                      (Employee Integrity), and DSAIC (Compliance) for their management of the Division.**

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## Section 2: Administration

### 2.2: Inspection Review and Findings

A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

D. POLICY AND INFORMATION DISSEMINATION

**Information within Inspection Division is disseminated through office meetings, e-mail and office memoranda.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

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**Commendation**

**The inspection team commends Inspection Support Assistant (ISA) , for her overall administrative management of Inspection Division.**

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### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

Inspection Division is located at USSS Headquarters, 950 H Street, NW, Suite 7200, Washington, DC. Inspection Division's space allotment is 8,095 square feet, which is sufficient for current staffing. A request for additional parking at 950 H Street is currently being addressed by Administrative Operations Division (AOD).

The office presents a neat, professional appearance. Office equipment is functioning properly and appropriately maintained. There are no pending plans for this office to move to a new location.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **YES**

Records indicate one vehicle (USSS property number 238206) has been loaned to Intelligence Division for approximately one year. An official memorandum outlining the conditions of this loan is located in the appropriate vehicle file.

AOD's Property Accounting Management System (PAMS) Inspection Disposal Report listed two items as lost. These items were subsequently found during the review of the division's assigned vehicles. The inspection team determined that several radio systems were installed in division vehicles that were not properly accounted for. These discrepancies were brought to the attention of management for corrective action, to include properly entering the items into PAMS.

Surveyed items, other than those identified above, were properly reported.

##### C. VEHICLES

Number of vehicles assigned to this office:  
Number of seized vehicles converted to official use:

**NONE**



All Inspection Division vehicles were inspected and found to be in good condition. Vehicles are properly maintained and contain the required forms and safety equipment. All vehicle files were reviewed and determined to be properly managed.

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## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **NA**

#### F. TECHNOLOGY UTILIZATION

Through the utilization of various software applications and training mechanisms, [Inspection Division encourages efficient and effective employee productivity.] Technology improvements are routinely

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**coordinated through Information Resource Management Division.  
The replacement and upgrading of computer equipment is currently  
in progress.**

**G. LOCAL AREA NETWORK (LAN)**

Does this office utilize a LAN? **YES**

Is the office in compliance with established maintenance and security  
procedures relative to the administration of the LAN? **YES**

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## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

**Inspection Division does not maintain a confidential fund.**

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS (IF APPLICABLE)

**Inspection Division does not maintain any of the above items.**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

**Inspection Division does not maintain airline ticket stock.**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

**Telephone credit card usage could not be assessed at the time of the inspection because the information is no longer maintained on the mainframe. Whereas inspectors (excluding management) are not**

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**assigned their own cellular telephones, the inspection team suggested that assignment and use of cellular telephones would benefit the overall efficiency of the division.**

**G. FISCAL RESPONSIBILITY**

**The overall management of fiscal responsibilities by Inspection Division is [excellent.] Inspection Division adheres to USSS guidelines regarding the approval of third party drafts, and monitors gasoline credit card and cellular telephone usage. Invoices are paid in a timely manner and in accordance with USSS policy.**

RIF



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**During the period inspected, all employees assigned to Inspection Division have taken one or more formal training courses, and training is equitably distributed. Additionally, all employees assigned to Inspection Division have received computer related training in Microsoft Outlook, Travel Manager, and Microsoft Word.**

**New inspectors receive an eight hour training orientation regarding policy and procedures related to special investigations and office inspections.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?

**NO**

Overall rate of handgun compliance since last inspection: **78%**

Rate of supervisory handgun compliance since last inspection: **NA**

**It is noted that since SAIC Mackin was appointed to the position of SAIC - Inspection Division in March 2003, the handgun requalification compliance rate is 89 percent.**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **99%**

Rate of supervisory compliance since last inspection: **NA**

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## Section 7: Activity Analysis

### 7.2 Inspection Review and Findings

Inspection Division is the operational component of the Office of Inspection. The AD and DAD of the Office of Inspection supervise Inspection Division. At the time of this inspection, the division was staffed by a SAIC,

When SAIC Mackin was appointed as the SAIC - Inspection Division in March 2003, the division reorganized by creating two DSAIC positions, one for Compliance and one for Employee Integrity.

In its review of the Compliance section of Inspection Division, the inspection team reviewed 23 office inspection reports. The office inspection reports were evaluated using the following three criteria: how well the reports were written; the fairness standards by which the offices were evaluated in comparison to similar sized offices; and the degree of timeliness by which the reports were submitted to supervisors for final review.

The inspection team determined that office inspection reports are written in a thorough and professional manner. No discrepancies were identified in connection with how offices are evaluated in comparison to other offices of the same size. It appeared that offices are rated fairly.

In reviewing the office inspection reports completed during the period of 2002 - 2003, the inspection team determined that the average report turnaround time was approximately 1.27 months.

This represents the time it took the report to be submitted to a supervisor, in comparison to the conclusion of the inspection. Inspection Division recently updated its IOP Guide to require inspectors to submit inspection reports within 30 days after the completion of an inspection. The timeliness of the document adds to the relevance of the inspection and provides the period necessary to amend a report based on supervisory feedback.

In its review of the Employee Integrity section of Inspection Division, the inspection team reviewed ten open and ten closed special investigations. The special investigative files are well maintained. The special investigations reviewed were thoroughly investigated, well-written, and for the most part, were submitted timely. A few reports were submitted prior to their due dates; however, due to the

b2 b7E



review process reports were ultimately late. The inspection team noted that timelines has dramatically improved since SAIC Mackin was appointed to the division. Of the cases reviewed, there were no instances wherein additional information or follow-up investigation was requested by the deciding officials.

Furthermore, DHS - OIG recently completed a review of special investigations (closed between March 1 and December 31, 2003).

A copy of the IG report was not available for review at the time of this inspection.

In addition to office inspections and special investigations, Inspection Division conducted numerous fact finding investigations since the last inspection. The review of fact finding investigations determined that the same policies, procedures, standards, and efforts are applied and adhered to; however, these investigations did not merit the opening of a case.

Inspection Division continues to effectively manage and administer the Participating Inspection Program (PIP). The PIP serves as a valuable asset to Inspection Division, whereby it provides additional manpower to the division on a temporary basis. Additionally, the PIP provides an excellent opportunity to those USSS managers not assigned to Inspection Division to not only better learn the inspection process, but to also strengthen their management and administrative skills.

During the period inspected, Inspection Division made significant improvements to various administrative aspects of the inspection process. The below listed special projects were conducted to improve, redesign, or update guides, methods, checklists, and/or conduct research studies. For detailed information on these special projects, refer to the SAIC comments, Section 7, Activity Analysis.

- Activity analysis update
- Final inspection report binding method
- Confidential Interview Worksheet update
- Executive Summary of Inspection report redesign
- Reinspection report update

65,66,74  
62,63,64



- Computer Inspection Guide creation
- IOP Guide update
- Master documents update
- Criminal Investigations Case Review Checklist redesign
- Protective Intelligence Case Review Checklist redesign
- Vehicle Inspection Checklist redesign
- Federal Managers Financial Integrity Act report conversion
- Air Interdiction Program review
- PIP Guide update
- Inspection Menu Reports redesign
- AUO Review study
- Steering Committee participation
- Ethics Briefing update
- Delinquent Final Survey study
- Compliance Guidelines creation

[Inspection Division continues to properly maintain an inspection database.] Access to the database is limited to division employees. The system allows for the tracking of special investigations and office inspections, from inception through the final approval process. The system is maintained by IA , and is overseen by the SAIC and DSAICs.

Inspection Division is in overall compliance with its Functional Responsibility Statement, dated June 1999.

#### Commendation

The inspection team commends IA for her dependable work in tracking office inspections and special investigations, which is an integral part of maintaining the consistency and integrity of the inspection process.

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**INSPECTION REPORT****Albany Resident Office**June 2, 2004

This report covers the inspection of the Albany Resident Office (RO) during the period of May 17 - 21, 2004. It was conducted in conjunction with the inspections of the Buffalo Field Office (FO), Syracuse RO, and Rochester Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted on May 7 - 11, 2001.

The inspection was conducted by:

|   |       |
|---|-------|
| Assistant Inspector<br>(Sections 1, 6, and 10)              | Lead  |
| Assistant Inspector<br>(Sections 7 and 8)                   |       |
| Assistant Special Agent in Charge<br>(Sections 3, 4, and 9) | (ADM) |
| Supervisory Administrative Specialist<br>(Sections 2 and 5) | (BOS) |

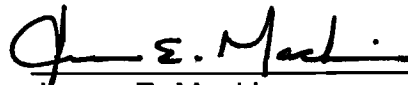
GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

\_\_\_\_\_  
Assistant Inspector

  
James E. Mackin  
Special Agent in Charge

b6. b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

[ , recruiting at job fairs and universities has not been conducted. ]  
However, the Albany RO does actively recruit from local and federal law enforcement entities represented in the Albany RO district.

#### B. MANAGEMENT OF THE OFFICE

[ The overall management of the Albany RO is very good. ] RAIC is fully engaged in all office operations [ and demonstrates appropriate involvement in the local law enforcement community. ]  
RAIC maintains overall control of administrative and fiscal matters, and delegates daily oversight of these responsibilities to Resident Agency Administrator (RAA)

[ Communication within the Albany RO is excellent. ] Due to the size of the office, personal interaction is the primary means of communication. RAIC utilizes e-mail and read files as additional means of communication.

[ RAIC ensures that office personnel actively pursue quality investigations that have community impact. ] All PI and criminal investigations are assigned by RAIC based on SA caseload, availability, and experience. RAIC reviews assigned cases to ensure that the office is in compliance with investigative goals and reporting requirements. RAIC provides the necessary guidance and direction to all Albany RO personnel.

#### Employee Interviews

Number of employees: [ ]

Number interviewed: 5

[ Personal interviews of Albany RO personnel indicated that morale is very good. ]

b5, b6, b7c



C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

The Albany RO is meeting the objectives set forth in the Buffalo FO Annual Workplan. The office investigates a wide variety of criminal cases, while focusing on USSS core violations. The Albany RO maintains liaison with local banks and merchant groups. Its affiliation with these organizations, along with a close working relationship with local law enforcement, has allowed the Albany RO to receive quality case referrals.

D. LIAISON

The inspection team conducted liaison interviews with officials from the Federal Bureau of Investigation (FBI), U.S. Attorney's Office (USAO) for the Northern District of New York, Albany Police Department (PD), U.S. Postal Inspection Service, and the New York State Police (NYSP).

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b5  
b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **NA**

**All travel vouchers are maintained by the Syracuse RO and were reviewed by the Syracuse RO inspection team.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NA**

**All payroll records are maintained by the Syracuse RO and were reviewed by the Syracuse RO inspection team.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The office is currently using both LaserFiche and USSS manuals. All manuals are current, properly organized, and accessible to personnel. Information is disseminated by office meetings, e-mail, and read files.**

**A copy of the USSS Strategic Plan FY 2003 to FY 2008 is available to all employees [and properly filed.]**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

RIF



F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

**The Safety and Health Branch reported that there has been one delinquent annual physical examination since the last inspection. This was brought to the attention of management for immediate corrective action.**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office of Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **NA**

**TEA exams are administered and maintained by the Syracuse RO.**

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Albany RO occupies 2,760 square feet of commercially leased office space located at 39 North Pearl Street, Albany, NY. [The lease includes four spaces in the underground parking garage. The office space is neat and presents a professional appearance.] The office equipment is in [proper working order.]

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

Seventy-four of the 86 pieces of accountable property charged to the Albany RO were physically checked. The Albany RO has not reported any lost or stolen property since the last office inspection.

##### C. VEHICLES

Number of vehicles assigned to this office:

**4**

Number of seized vehicles converted to official use:

**NONE**

[Two Dignitary Protective Division (DPD) vehicles are temporarily assigned to the Albany RO for the duration of campaign 2004.]

All vehicles were inspected, [and determined to be in good condition] and properly maintained. All vehicles are stored in a covered parking garage during normal business hours. DPD vehicles are stored at the Albany PD secure parking lot. Vehicle maintenance records are current and [appropriately maintained.]

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

RIF



E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **NO**

[ ]

[ The above mentioned discrepancies were brought to the attention of management for correction. ]

The office shoulder weapons are well-maintained. The Weapon Log (SSF 1781) is stored with the shoulder weapons and is properly maintained. The amount of ammunition on hand is commensurate with the needs of the office.

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

[ The Colonie PD has agreed to dispose of all expended cartridges for the Albany RO. ]

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

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## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/04**

How many modems are used in the office? **NONE**

#### F. TECHNOLOGY UTILIZATION

**Each SA has an assigned laptop computer and docking station. The office has three desktop computers and a NYSP Information Network terminal. The office also has one CD burner, and one digital camera. The utilization of this technology increases the productivity of office personnel and allows for enhanced communication.**

RIF



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund?

**NA**

**The Albany RO does not maintain a confidential fund.**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card?

**YES**

**There were 561 drafts reviewed for the period of January 2002 through April 2004. The inspection team determined that the office was paying sales tax for its monthly cable television service. This was brought to the attention of management for correction.**

**{ All drafts are stored in a locked strong box and secured within a safe. There are no indications of split billing. }**

**{ There were three purchases made with the government purchase card. The card is properly secured in a safe. }**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation?

**YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons?

**NA**

*RIF*



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

**NA**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

**The overall fiscal responsibility exercised by the Albany RO is very good. USSS policies and procedures are adhered to and followed in a consistent manner. All fiscal files are well-organized and properly secured.**

RIF



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The review of individual training histories of the Albany RO revealed that all personnel have attended at least one training course since the last inspection. Training courses ranged from candidate detail training to counter surveillance training.**

**On-the-job training (OJT) checklists are utilized and completed as required. A review of the OJT files revealed that the Albany RO is adhering to USSS OJT program guidelines.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?

**YES**

Overall rate of handgun compliance since last inspection: **89%**

Rate of supervisory handgun compliance since last inspection: **92%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?

**YES**

Overall rate of compliance since last inspection: **97%**

Rate of supervisory compliance since last inspection: **100%**

RIF



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### C. ASSET FORFEITURE

**The investigative areas that are generating asset forfeiture opportunities primarily involve fraud. The office reviews each case for forfeiture potential, and consults with the USAO and Criminal Investigative Division (CID) to make decisions involving asset forfeiture.**

### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The open and closed asset forfeiture cases that were reviewed are well organized and in compliance with CID guidelines. The office utilizes a checklist for effective case management.**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**Over 50 percent of the 33 open investigations being conducted by this office are located in Albany, with the remainder of the cases being dispersed throughout the remainder of Albany RO's district.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**Their have been no acquittals or dismissals since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The office has two fugitive cases that are in inactive status. [This is due to the fact that the fugitives are last known to be residing in Canada.] The office conducts periodic checks to determine whether the fugitives have attempted to re-enter the U.S.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

RIF



Counterfeit currency investigations have yielded 42 percent of the 89 arrests for Fiscal Year (FY) 2002 to present, and currently account for 13 percent of the open criminal cases. Eighty percent of the counterfeit currency activity in this district involves passes of 5 notes or less. The economic impact to the district of all counterfeit currency passed so far in FY 2004, is \$80,000.

Fifty-six percent of the counterfeit currency activity in the Albany RO involves computer generated printer notes (P-notes). [Most of the quality cases generated by the Albany RO are a result of P-note investigations.]

#### C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes cases account for 44 percent of the total pending investigations being conducted by the Albany RO, and have resulted in 58 percent of the 89 arrests from FY 2002 to present.

[The most recent financial crimes investigations conducted in this office involve counterfeit check cases wherein the economic impact has been substantial.] The office has several cases involving multiple defendants, numerous suspects, and multiple jurisdictions. The majority of the counterfeit check case defendants are being prosecuted at the federal level.

#### D. CASE REVIEW

The USAO's prosecutorial guideline is set at \$10,000 actual loss, [although it considers cases with less dollar loss if given other significant criteria.] The Albany County District Attorney's Office has not set a specific dollar loss figure, and considers each case individually.

Arrest credit is taken by the office as dictated by the above prosecutorial guidelines and after consultation with the appropriate office.

Cases reviewed:

Open cases: 22  
Closed cases: 25

The cases the inspection team reviewed are [well-organized] and conform to appropriate USSS guidelines. [Suspect interviews are

R/15



fully explored and often lead to the development of other suspects or investigative leads. Proper evidence and contraband handling is routinely practiced. The office often participates in cases with other agencies, and seeks input from the business community.

Although the administrative management of the investigative cases is good, the inspection team noted the following discrepancies, which were brought to the attention of management for future correction:

- One report in one case was 25 days late.
- Two cases were missing a total of three SSFs 1599 (Personal History Summary).
- One R-84 (Final Disposition Report) had not been submitted in a case.
- Three cases involving personal property had genuine currency listed on their respective SSFs 3051 (Certified Inventory of Personal Property), which was maintained in the vault. One of the personal property cases had been forwarded from the Buffalo FO, along with genuine currency.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The overall case management by the Albany RO is good. RAIC maintains a tickler system that helps ensure the timeliness of reports. He distributes cases based on case type, SA experience, and manpower availability.

RIF



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**The Albany RO has conducted one accident investigation since the last inspection. The reporting requirements for this investigation are in accordance with USSS policies and are properly documented in the appropriate files.**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The office conducted 698 background investigations since the last inspection. Thirty-one of these investigative files are pending destruction and were reviewed. The reporting requirements for these investigations have been met and are properly documented in the appropriate files.**

**Recruitment and Personnel Security Division (RPSD) advised that all personnel security investigations by the Albany RO are received in a timely manner, with all pertinent information covered and reported.**

**The Albany RO does not use contract special investigators.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of non-criminal investigations is excellent. Background investigations are submitted in a timely manner to RPSD. SAs are assigned background investigations based on current caseloads and availability. Home interviews are conducted by RAIC**

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## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

**Several outdated general surveys and SSFs 1909 (Protective Hospital Survey) were filed in the primary hospital survey file. This was brought to the attention of management for corrective action.**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The management, supervision, and control of the Albany RO protective workload is very good. The Albany RO supported 35 protective visits since the last inspection. The review of the protective files revealed that they are well-organized and contain the required documentation. Preliminary and final survey reports are complete and submitted in a timely manner. However, it was noted that a limited number of final survey reports were submitted beyond established due dates. These discrepancies were brought to the attention of management for corrective action.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Albany RO investigated 15 PI cases since the last inspection, generating 48 investigative reports. All PI cases are thoroughly investigated, and reports are well-written and comprehensive. The inspection team determined that approximately 81 percent of the PI reports were submitted in a timely manner. The existence of late reports was brought to the attention of management for corrective action.**



**INSPECTION REPORT****Charlotte Field Office**April 12, 2004

This report covers the inspection of the Charlotte Field Office (FO) during the period of March 8 – 12, 2004. It was conducted in conjunction with the inspections of the Raleigh, Wilmington, and Greensboro Resident Offices (RO) which are the subjects of separate reports. The last inspection was conducted on March 9, 2001.

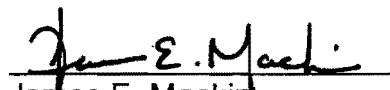
The inspection was conducted by:

Special Agent in Charge (SAIC) James E. Mackin, Lead  
(Section 1)  
Inspector  
(Sections 7 and 10)  
Assistant Inspector  
(Section 8)  
Assistant Inspector  
(Sections 2 and 6)  
Assistant to the Special Agent in Charge (ATSAIC) (HOU)  
(Section 5)  
Attorney – Advisor (LEG)  
(Section 9)  
Assistant Division Chief (TSD)  
(Sections 3 and 4)


**GENERAL COMMENT**

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the SAIC, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

  
James E. Mackin  
SAIC – Inspection Division

Approved:

  
Lisa J. Risley  
SAIC – Office of Inspection

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## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

Management of the Charlotte FO has made recruiting a priority and constantly encourages all assigned employees to act as recruiters. Oversight of the office's formal recruiting program is the responsibility of the ATSAIC-Protection Squad. The Charlotte FO takes an active role in assisting the recruiting efforts of the three ROs throughout the district, in addition to participating in job fairs locally. The Wilmington RO's proximity to several large military bases, as well as the Raleigh RO's proximity to several large universities, have provided the district with numerous opportunities to participate in recruiting events. [The recruiting efforts undertaken by the Charlotte FO are very good.]

#### B. MANAGEMENT OF THE OFFICE

[The management of the Charlotte FO during this inspection period has been very good.] SAIC Deltufo and his management team are fully engaged in the investigative and protective responsibilities of the office.]

SAIC Deltufo delegates [an appropriate amount of the office's daily responsibilities] to the assistant special agent in charge (ASAIC) and three ATSAICs. The ASAIC manages manpower for the entire district in concert with the ATSAICs and each of the district's three resident agents in charge (RAIC). Travel rotation, temporary assignments, and in-district investigative and protective assignments requiring personnel are assigned by the ASAIC. [Investigative and protective assignments are equitably distributed based on each special agents (SA) ability and experience.] In conjunction with office supervisors, the SAIC monitors all major investigative cases, protective visits, recruiting, and PI.

[Communication within the Charlotte FO is very good.] SAIC Deltufo and the management team communicate with office personnel through regular office meetings, e-mail and read files.

Required periodic visits to the district's three ROs have been conducted by SAIC Deltufo or ASAIC [All of the visits have been documented as required.]

b6, b7c



## Employee Interviews

Number of employees:

Number interviewed: 35

**Morale in the Charlotte FO is very good,**

### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

**YES**

**Charlotte is one of the nation's leading financial centers and the office's work plan appropriately addresses resulting trends in financial crimes. Despite the volume of financial crimes, the office views counterfeiting currency and PI investigations as non-discretionary. The Charlotte FO district covers three judicial districts. The corresponding U.S. Attorney's Offices (USAO) utilize diverse prosecutorial guidelines. The Charlotte FOs workplan is structured, but flexible to accommodate emerging criminal trends and varying prosecution thresholds.**

### D. LIAISON

**The inspection team conducted liaison interviews with the U. S. Attorney (USA) and First Assistant U.S. Attorney (FAUSA); U.S. Magistrate Judge, Western District of North Carolina (WDNC); Chief of the Charlotte-Mecklenburg Police Department (CMPD); ASAC, Federal Bureau of Investigation (FBI); and the RAIC, Bureau of Immigration and Customs Enforcement (ICE).**

b5, b6, b7c



b5, b6, b7c



**In-district liaison relationships established by the Charlotte FO with federal and state law enforcement entities, as well as the judiciary, are excellent.**

RIF



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

**The inspection team reviewed all EPFs, to include those of the Greensboro and Wilmington ROs. [The files were found to be neat, orderly, and complete.]**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

**The review of approximately 225 travel vouchers revealed that all vouchers were accurate and completed in a timely manner.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

**The review of approximately 110 records for calendar years 2001-2004, revealed time cards were consistent with employee activity reports. Minor discrepancies that were noted on the EZ-Timecard and Manhours Report were corrected.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The office is currently using both LaserFiche and USSS manuals. [All manuals are current, properly organized, and accessible to personnel.] Information is disseminated in the Charlotte FO through office meetings, e-mail, and read files.**

RIF



E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

**The Safety and Health Branch reported that there have been nine delinquent annual physical examinations since the last inspection. This was brought to the attention of management for future corrective action.**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office of Health and Safety programs? **YES**

**The office has an Occupational Health and Safety Committee that meets as required. Meetings are documented and maintained in administrative file 100.020. The Annual Report of Safety Hazards is current and has been filed in administrative file 100.023.**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

RIF



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The Charlotte FO is housed in a private commercial office building at 6302 Fairview Road, Charlotte, NC. In August 2002, the existing office space was expanded by 2,208 square feet and now encompasses the entire fourth floor. The office is neat and well-maintained, with adequate space for assigned office personnel.**

##### **ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES**

**Has this office loaned any property or equipment? YES**

**The inspection team determined that several pieces of property had been loaned to Charlotte area task forces without being properly documented on SSF 1847. This was brought to the attention of management and corrected during the inspection.**

##### **C. VEHICLES**

**Number of vehicles assigned to this office: 35**

**Number of seized vehicles converted to official use: NONE**

**The inspection team determined that the Charlotte FO vehicle fleet is well-maintained and in very good condition. All vehicles contained the required equipment, emergency contact information, and accident forms. Vehicle files were neat and contained all required documentation. It was noted that one car file did not contain a memorandum for minor unaccountable damage. This was brought to the attention of management and corrected during the inspection.**

b2, b7E



D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

**The inspection team determined that all assigned shoulder weapons were accounted for and had been function-fired as required.**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**The ammunition on hand in the Charlotte FO was verified and is commensurate with the needs of the office.**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**Weapons and ammunition assigned to the Charlotte FO are being maintained and stored in accordance with USSS policy.**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**The inspection team determined that three classified documents were not listed as required in the classified document register. This was brought to the attention of management and corrected during the inspection.**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**

RIF



F. TECHNOLOGY UTILIZATION

Technology utilization by the Charlotte FO is very good. The Charlotte-Mecklenburg Electronic Crimes Task Force (CMECTF) utilizes a wide variety of technologies in the course of investigations. The ECTF and SAs trained in the Electronic Crimes Special Agent Program (ECSAP) have expanded and positively influenced technology utilization in the Charlotte FO.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

YES

The Charlotte FO LAN was brought on-line in the spring of 2002 and is maintained and administered by Information Technology Specialist. The office uses the LAN for file and data sharing, as well as for file and case management. Each squad within the office has the ability of file sharing on the LAN. The office continues to explore ways in which the LAN can be utilized to the benefit of the operations.

Is the office in compliance with established maintenance and security procedures relative to the administration of the LAN?

YES

The inspection team determined that the backup tape for the LAN, which is required to be kept off-site, is currently being stored in a fire proof safe at. This is not a violation of USSS policy and there are currently no guidelines for backup tape storage. The inspection team suggests that the Charlotte FO examine the possibility of storing the tape

b6, b7c, b2  
7E



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$1,500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team identified minor discrepancies with the date and payment authorization stamps utilized by the Charlotte FO. These discrepancies were brought to the attention of management for corrective action.**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

RIF



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

**YES**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

**The overall fiscal responsibility exercised by the Charlotte FO is very good. USSS policies and procedures are adhered to in a consistent manner. All fiscal files are well-organized and properly secured.**

RIF



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

Personnel assigned to the Charlotte FO have attended a variety of training courses throughout the inspection period. The individual training histories of Charlotte FO personnel indicated that all but one employee attended some formal training since the last inspection. This was brought to the attention of management for future corrective action.

On-the-job training (OJT) is the responsibility of each ATSAIC for new SAs assigned to their section. OJT checklists are used to monitor their development. The OJT checklists are retained under administrative file number 231.040. The OJT records were reviewed and found to be in compliance with USSS policy.

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **87%**

Rate of supervisory handgun compliance since last inspection: **100%**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **92%**

Rate of supervisory compliance since last inspection: **100%**

F14



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**At the time of this inspection, the Charlotte FO was maintaining genuine U.S. currency as evidence in four investigations. Two of these investigations were computer generated counterfeit currency (P-note) cases wherein the genuine currency was used as pattern notes. In one of the investigations, the genuine currency was used as undercover buy money.**

**The inspection team determined that one of the investigative files was not in compliance with the current USSS policy requiring written authorization from the USAO to maintain genuine currency in evidence. In the fourth investigation, it was determined that the genuine U.S. currency should have been converted to a check and forwarded to Financial Management Division. Management was made aware of these discrepancies and remedied these situations during the inspection.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

**There have been 22 asset forfeiture cases since the last inspection. The total value of seized assets since the last inspection is \$196,911. The Charlotte FO generated asset forfeiture cases through its investigation of bank fraud, access device fraud, and counterfeiting plant suppressions or seizures. A total of 4 asset forfeiture investigations have resulted in equitable sharing with local law enforcement agencies.**

RIF



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The administrative management of asset forfeiture cases is very good. Seizure and case files reflect that reports are well-written and submitted in a timely manner.**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Charlotte FO had 134 open criminal cases at the time of the inspection, with 63 percent of the cases located in the greater Charlotte metropolitan area. The remainder of the cases are distributed throughout the district.**

**The Charlotte FO currently has SAs assigned to the Charlotte Violent Crimes Task Force (VCTF) and is the lead agency for the CMECTF.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

#### Judicial Procedures

**There were no acquittals and dismissals since the last inspection.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

#### Other Criminal Investigations

**The Charlotte FO currently has 26 open wanted person investigations. [All of these cases are properly documented and contain additional investigative efforts to locate the wanted persons.]**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

*DIF*



Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized?

**YES**

**The Charlotte FO is very responsive to local law enforcement agencies regarding counterfeit currency investigations. Charlotte SAs are aggressive, thorough, and respond to all requests for assistance from local entities.**

**P-notes account for 74 percent of all counterfeit currency investigations in the Charlotte FO district. The Charlotte FO had 42 pending counterfeit currency cases at the time of this inspection, accounting for 30 percent of all current open cases.**

**The Charlotte FO management team appropriately assigns all quality counterfeit U.S. currency cases that have potential investigative leads, with emphasis placed on cases representing significant community impact.**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**Located in the second largest banking and financial center in the country, the Charlotte FO conducts highly complex financial crimes investigations, to include: financial institution fraud, telecommunications fraud, computer fraud, and telemarketing fraud. These cases are almost always referred by financial institutions, corporate contacts, and local law enforcement agencies.**

**The Charlotte FO had 67 pending financial crimes cases at the time of this inspection, accounting for 50 percent of all current open cases.**

**As one of the first offices to establish an CMECTF with ECSAP assigned SAs, the Charlotte FO continues to effectively address extensive computer examination demands, which in turn enhances the district's liaison and training activities with local law enforcement and the private sector. Many cases worked by Charlotte FO ECSAP SAs have also had significant community impact. The CMECTF has positioned itself in the Charlotte area as a model for prevention, detection, and investigation of electronic crimes.**

RIF



D. CASE REVIEW

The Charlotte FO District is comprised of two federal judicial districts: the WDNC and the Middle District of North Carolina (MDNC).

The prosecutorial guidelines established by the WDNC are as follows:

|                                      |                         |
|--------------------------------------|-------------------------|
| Financial crimes investigations:     | \$70,000 (loss)         |
| Counterfeit currency investigations: | \$10,000 (possession)   |
|                                      | \$5,000 (manufacturing) |

The prosecutorial guidelines established by the MDNC are as follows:

|                                      |                    |
|--------------------------------------|--------------------|
| Financial crimes investigations:     | \$25,000 (loss)    |
| Counterfeit currency investigations: | case-by-case basis |

The USAO-MDNC is far more aggressive in setting prosecution thresholds than the USAO-WDNC. The issue has been addressed by SAIC Deltufo in meetings with the USA-WDNC.

Arrest credit is being taken in federal and state cases in accordance with current USSS guidelines.

A review of randomly selected open and closed criminal cases indicates that Charlotte FO investigative reports are well-written. All reports, including plant suppression and arrest notifications, are submitted in a timely fashion. All leads are aggressively pursued and thoroughly investigated. Strong liaison has been established with state and local law enforcement agencies, which enables a quick response by Charlotte SAs to calls for assistance.

All evidence and contraband is properly handled and the chain of custody is well-documented. Copies of Personal History Summaries (SSF 1599) and Judicial Action Summaries (SSF 1599A) are kept current.

The office also makes extensive use of the polygraph program and undercover operations.

The administrative management of criminal case files is excellent. Files are properly date stamped, meet J-stamp requirements, and the required documents are being forwarded to the appropriate the

RIF



headquarters divisions. The Charlotte FO utilizes a case closing checklist that is maintained in each case file. The checklist reflects all documents, evidence, and each disposition associated with each suspect/defendant. Case files are [neat, orderly, and are indicative of excellent supervisory oversight.]

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision, and control of criminal investigations by the Charlotte FO is [excellent.]

RIF



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations?

**YES**

**Personnel in the Charlotte FO have had four vehicle accidents since the last inspection with a total cost to the government of \$2,159. All case files were reviewed and found to contain the required investigative and administrative documentation. There has been one tort claim action since the last inspection.**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations?

**YES**

**The Charlotte FO currently has 4 open background investigations, 31 SA applicant investigations, and 41 Uniformed Division applicant investigations. All of the cases reviewed were found to be thoroughly investigated, with all required documentation on file.**

**Recruitment and Personnel Security Division reported that all personnel security investigations conducted by the Charlotte FO are timely and administratively complete.**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The management, supervision, and control of non-criminal investigations by the Charlotte FO is very good. All files reviewed by the inspection team were found to be in full compliance with USSS policies and procedures.**

RIF



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**NO**

The Charlotte FO currently maintains primary hospital surveys.

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

The Charlotte FO had 38 protective visits since the last inspection. A review of preliminary and final survey reports determined that they were thorough and submitted in a timely manner. Some unnecessary duplication was noted by the inspection team, to include preliminary surveys and situation reports. A few files were missing site post assignment and command post logs. This was brought to the attention of management for corrective action.

The overall management, supervision, and control of the protective workload is

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements?

**YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

There are no subjects in the Charlotte FO district. The Charlotte FO has investigated 29 PI cases since the last inspection, generating 85 reports. A review of all open and closed PI cases revealed an 87 percent on time submission rate. The inspection team determined that PI cases are thoroughly investigated and reports are

b2, b5, b7E



**well-written. Intelligence Division, Region 1, stated that the Charlotte FO reports are timely and responsive to referrals. The overall management, supervision, and control of the PI workload by the Charlotte FO is very good.**

RJF



**INSPECTION REPORT****Cincinnati Field Office**May 20, 2004

This report covers the inspection of the Cincinnati Field Office (FO) during the period of April 26 - 29, 2004. It was done in conjunction with the inspections of the Columbus and Dayton Resident Offices (RO), which are the subjects of separate reports. The last inspection was conducted April 9 - 13, 2001.

The inspection was conducted by:

|  |       |
|--|-------|
| Inspector                                | Lead  |
| (Sections 1, 6, and 10)                  |       |
| Staff Assistant                          | (HRT) |
| (Section 2)                              |       |
| Assistant Inspector                      |       |
| (Sections 3 and 9)                       |       |
| Inspector                                |       |
| (Sections 4 and 7)                       |       |
| Assistant Special Agent in Charge (ASAC) | (BHM) |
| (Section 5)                              |       |
| Assistant Inspector                      |       |
| (Section 8)                              |       |

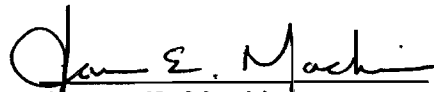
GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

  
James E. Mackin  
Special Agent in Charge

b6 b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The recruiting efforts undertaken by the Cincinnati FO have been very good. Representatives from the Cincinnati FO have attended several criminal justice career fairs at local universities. In December 2003, the Cincinnati FO, in conjunction with Recruitment and Personnel Security Division (RPS), held a job fair to recruit Uniformed Division (UD) officers. Approximately 100 potential UD officer candidates were interviewed. The SAIC is aware of current nationwide recruiting priorities and directs his resources in the appropriate manner.

#### B. MANAGEMENT OF THE OFFICE

The management of the Cincinnati FO during this inspection period has been good. SAIC James Emery served as the ASAIC from August 2001 through August 2002. ASAIC reported in January 2003. A newly created assistant to the SAIC (ATSAIC) position was filled in January 2003 by

The SAIC appropriately delegates authority to the ASAIC and the ATSAIC. The ASAIC manages protective and PI activity and the ATSAIC manages investigative activity. All supervisors confer with the AO regarding administrative issues. Investigative and protective assignments are equitably distributed based on each special agent's (SA) ability and experience.

Communication within the Cincinnati FO is excellent. Formal bimonthly office meetings are held with SAs and the administrative staff to discuss case development, office policies, and information provided to the field by headquarters. The ASAIC conducts debriefings with SAs and participating law enforcement officials after each protective visit.

The SAIC and ASAIC emphasize a quality investigative style and thorough follow-up of all significant leads. SAs are encouraged to focus on financial crimes with significant economic impact. Periodic case reviews, with appropriate feedback, are utilized to further strengthen this message.

b6, b7C



Since the last inspection, periodic visits to the ROs have been conducted by the SAIC and the ASAIC. However, the inspection team determined that the Cincinnati FO management team failed to recognize significant deficiencies in, and did not exercise sufficient oversight of, criminal investigations, training, and evidence procedures undertaken by the Dayton RO.

The inspection team reviewed several Reports of Resident Office/Resident Agency Visit (SSF 1861) for the period of January 2002 through February 2004. [In a July 2002 visit, ASAIC ] characterized that the sampling of criminal cases reviewed reflected thorough investigations and reporting. Additionally, in a September 2003 visit, ASAIC [ ] characterized all investigative procedures and reporting to be in compliance with established policy.

However, the Dayton RO inspection team reported significant administrative and procedural deficiencies in the management of criminal investigations. This resulted in the issuance of a recommendation (Section 8, Criminal Investigations) and the use of strong language (Sections 1, 6, and 7, Management, Training, and Evidence respectively).

#### Employee Interviews

Number of employees: [ ]

Number interviewed: 12

[ Morale in the Cincinnati FO is excellent ]

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? YES

The Cincinnati FO's response to the Office of Investigations Annual Workplan, dated August 31, 2003, outlined the office's focus and major accomplishments during 2002 - 2003. The Cincinnati FO focused on quality counterfeit and financial crimes investigations and fulfilling its protective and PI responsibilities.

The office reported a 60 percent increase over the last reporting period in the number of federal arrests involving counterfeiting.

b2, b5, b6, b7c



**Furthermore, a 35 percent increase in the number of fraud arrests was realized over the previous reporting period.**

**D. LIAISON**

**The inspection team interviewed senior representatives of the USAO-SDO, USAO-EDKY, the Federal Bureau of Investigation (FBI), the Treasury Inspector General for Tax Administration (TIGTA), and the Cincinnati Police Department (CPD).**

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

D. POLICY AND INFORMATION DISSEMINATION

**Employees utilize both LaserFiche and hard copy manuals. The hard copy manuals are current, organized, and available to all personnel. The USSS Strategic Plan and the Investigative Operational Plan are also accessible to all personnel.**

**Employees are made aware of new directives, policies, and other information through e-mail and read files. Informal morning meetings are held with the ASAC and all available SAs. The SAIC and ASAC also meet with the AO and administrative staff on a daily basis and encourage an open exchange of information.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

RIF



F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

**Commendation**

The inspection team commends AO : [redacted] for her exemplary management and supervision of administrative matters. In addition, she has demonstrated efficient and effective oversight of program areas related to fiscal responsibility, property, evidence, and security. AO : [redacted] has been in her position for less than two years.

b5, b6, b7c



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

In April 2001, the Cincinnati FO relocated from the sixth floor to the tenth floor of the John Weld Peck Federal Building, 550 Main Street, Cincinnati, OH. It currently occupies approximately 7,800 square feet of space. [The office appearance of the Cincinnati FO is organized, neat, and professional.] At the time of this inspection, there were no pending plans to move from this location.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

Since the previous inspection, the Cincinnati FO generated two Reports of Survey for Secret Service Property (SSF 3347). [There were seven items of accountable property lost, five of which were located prior to the inspection. There was no liability assessed to the Cincinnati FO for any of the remaining missing items.]

##### C. VEHICLES

Number of vehicles assigned to this office:

[15]

Number of seized vehicles converted to official use:

**NONE**

The Cincinnati FO's vehicle fleet is in [very good condition. All vehicles are neat, clean, and contain the proper documents and equipment. The Cincinnati FO has 14 assigned parking spaces in the garage of its office building, which is secured and monitored by Wackenhut Security Services.]

The vehicle files are [neat, orderly, and well-maintained.] The files revealed that all vehicles receive proper and timely maintenance per USSS policy. All damage to vehicles is properly documented, entered into the Property Accounting Management System, filed in the appropriate administrative file, and reported to the Administrative Operations Division.

RIF



**[However, it was noted that on approximately five occasions, SAs utilized one Home-to-Work and Extraordinary Vehicle Use Log (SSF 1778A) to report the monthly mileage for two vehicles. This was brought to management's attention for future corrective action.]**

**D. ELECTRONIC INTERCEPT EQUIPMENT**

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**E. WEAPONS AND AMMUNITION**

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**[The additional weapons assigned to the Cincinnati FO include:]**

**All ammunition was counted and verified against the Ammunition Inventory Log (SSF 3064). [The ammunition on hand is commensurate with the needs of the Cincinnati FO.]**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**F. INTERVIEW ROOMS**

Are interview rooms maintained in compliance with USSS policy? **YES**

**[There are two interview rooms within the Cincinnati FO. Both are equipped with audio and video monitoring devices, and display the appropriate warning signage in English. However, the inspection**

*b2, E, b7C, b7E*



**team suggested that the Cincinnati FO consider also displaying the signage in Spanish, whereas this is an accepted practice in areas having a significant Hispanic population.**

R.F.



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

**The inspection team determined that a safe containing evidence was not closing properly. At the direction of the inspection team, the evidence was subsequently relocated to a properly functioning safe prior to the conclusion of the inspection. This was brought to the attention of management for corrective action.**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **1**

Have all modems been registered? **YES**

*R 17*



The modem is utilized on a stand-alone computer system for undercover internet access for criminal investigations and is not associated with the USSS network system. It was determined that the modem was registered, as per USSS policy, with the Information Resources Management Division.

F. TECHNOLOGY UTILIZATION

The Cincinnati FO received ten new computers since the last inspection. Computers utilize the standard Microsoft Windows Suite (2000 or XP) software applications.

Technology utilization by the Cincinnati FO is very good. SAs use laptop computers equipped with a variety of software packages to facilitate investigative and protective activities.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

NO

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$1,000**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

**The office stays within its budgeted allocations and complies with the reporting requirements set forth by the Office of Investigations.**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

RIF



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

YES

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

YES

G. FISCAL RESPONSIBILITY

The overall fiscal responsibility exercised by the management of the Cincinnati FO is very good. All employees are made aware of fiscal limitations, and comply with policies and procedures regarding approval, prior to any expenditure. All financial documents are reviewed for accuracy and approved by the SAIC or ASAC.

The Cincinnati FO is adhering to established guidelines with regards to scheduled overtime, gasoline credit card usage, General Services Administration lodging rate, and the authorization of in town per diem rate. The Cincinnati FO expenditures reviewed were reasonable and fiscally responsible. All financial files are organized and properly maintained.

RIF



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**Personnel assigned to the Cincinnati FO attended a variety of training courses during the inspection period (49 courses were noted). The review of individual training histories indicated that all but one employee received some type of formal training since the last inspection. The employee in question was scheduled for training on several occasions; however, training was subsequently canceled due to operational needs or priorities.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **85%**

Rate of supervisory handgun compliance since last inspection: **85%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **83%**

Rate of supervisory compliance since last inspection: **87%**

RIF



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**At the time of this inspection, the Cincinnati FO was maintaining genuine U.S. currency in evidence relative to two investigations. [In one of these cases, the office failed to obtain written authorization from the USAO, as required by policy. This was brought to the attention of management and corrected during the inspection.]**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

**There have been four asset forfeiture cases initiated since the last inspection. The total value of seized assets since the last inspection is \$429,569. The Cincinnati FO has generated asset forfeiture cases through its investigation of financial institution fraud, access device fraud, and counterfeit currency plant suppressions or seizures. A total of two asset forfeiture investigations have resulted in equitable sharing with local law enforcement agencies.**

AF



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The administrative management of asset forfeiture cases is very good. The seizure and case files reflect that reports are well-written, submitted in the required time frames, and adhere to the five major stages of asset forfeiture.**

FILE



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Cincinnati FO had 71 open criminal cases at the time of the inspection. Approximately 94 percent (67 cases) of these investigations were conducted within the metropolitan Cincinnati, OH area.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were two dismissals recorded by the Cincinnati FO in the SDO since the last inspection. [Neither of the dismissals resulted from improper actions of the Cincinnati FO.]**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The Cincinnati FO had one fugitive case since the last inspection and is in full compliance relative to annual reporting updates.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

11F



Counterfeit currency activity in the Cincinnati FO district has decreased since the last inspection. Counterfeit currency investigations represent 24 percent of open criminal cases and have resulted in approximately 44 percent of the total arrests since the last inspection. Counterfeit currency investigations conducted by the Cincinnati FO are moderately complex and reflect commensurate community impact.

Computer generated printer note (P-note) investigations accounted for 86 percent of all counterfeit currency investigations conducted by the Cincinnati FO during the first quarter of fiscal year (FY) 2004. Although the economic impact of counterfeit currency investigations within the Cincinnati FO district is relatively low, quality cases with multiple defendants are routinely offered and accepted for federal and local prosecution.

The Cincinnati FO aggressively responds to local law enforcement requests for assistance. Those cases prosecuted at the local level involve significant investigative contributions by Cincinnati FO SAs.

The Cincinnati FO has taken a very active approach relative to counterfeit currency investigations. In its approach, the Cincinnati FO has increased public awareness by making presentations to bank tellers and front line sales associates at retail establishments where counterfeit currency is most frequently passed. The training of local law enforcement officers in counterfeit currency detection has greatly assisted the Cincinnati FO in their efforts to suppress the passing of P-notes.

#### C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes cases account for 47 percent of the total pending investigations, to include: financial institution fraud, wire fraud, credit card fraud, fraudulent credit card applications, counterfeit commercial checks, mortgage loan fraud, investment fraud, identity theft, and counterfeit securities. A review of these cases determined that economic impact ranged from approximately \$400 to over \$2.8 million, with significantly higher potential losses. The Cincinnati FO emphasizes quality investigations and has successfully developed significant cases by participating in the Regional Electronic Crimes Intelligence (RECI) task force and the Organized Crime Drug Enforcement Task Force (OCDETF).

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D. CASE REVIEW

The Cincinnati FO presents cases for federal prosecution to the USAOs - SDO and EDKY. The primary focus of the Cincinnati FO is the pursuit of cases that meet federal prosecutorial guidelines.

The current SDO prosecutorial threshold for financial crimes investigations is loss in excess of \$10,000. The current EDKY prosecutorial threshold for financial crimes investigations is loss in excess of \$5,000.

There is no current prosecutorial threshold in both the SDO and EDKY in counterfeit currency investigations, whereas counterfeit currency violations are prosecuted on a case-by-case basis, with the decision weighing heavily on the input and desire of the Cincinnati FO.

Arrest credit for state and local cases is taken in accordance with current guidelines. A number of In-Custody Response (ICR) reports were noted in both counterfeit currency and financial crimes investigations. A review of these cases revealed that ICR reports are appropriately utilized.

The inspection team reviewed a representative sample of open and closed criminal investigations to include judicial cases. The Cincinnati FO aggressively pursues criminal case referrals from local law enforcement and the banking community. Cincinnati FO management demonstrates appropriate oversight in all open criminal investigations. All leads are thoroughly exhausted and informants are properly managed. Undercover and surveillance operations are properly conducted, with electronic, photographic, and video devices being utilized where appropriate.

Headquarters assets, such as Forensic Services Division polygraph exams and Electronic Crimes Branch support, are utilized properly, when appropriate. Interviews of suspects, witnesses, and subjects are properly conducted, when appropriate. Reports are comprehensive and well-written. Declinations of prosecution are properly documented.

The administrative management of criminal case files is very good. The office is in compliance with requirements regarding the use of judicial stamps, secondary case types, and suspect indexing in the Master Central Index. Case files are neat, orderly, and complete.

The inspection team noted the following discrepancy:

RIF



- Eight of the 25 judicial cases reviewed contained notification of arrest official messages which were submitted beyond established due dates, reflecting a 68 percent on time compliance rate

This discrepancy was brought to the attention of management for future corrective action.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The inspection team determined that the overall case management, supervision, and control of criminal investigations by the Cincinnati FO is very good. Management equitably assigns investigative cases based on SAs' experience, case load, and the complexity of the case. The ATSAIC is well-informed and engaged in all aspects of ongoing criminal investigations and provides the necessary guidance to the office workforce.

RIF



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The review of applicant and background investigative files revealed that the Cincinnati FO adheres to proper investigative procedures, reporting requirements, and retention guidelines as set forth by USSS policy. The Cincinnati FO utilizes one contract special investigator to conduct applicant and background investigations, as well as to assist with home visits and panel interviews. RPS was complimentary of the non-criminal investigative activity by the Cincinnati FO.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**Non-criminal cases are investigated in a thorough manner. The review of non-criminal investigations reflected that reports are comprehensive, well-written, and submitted in a timely manner. The ATSAIC provides adequate oversight of investigative and administrative efforts. The case management, supervision, and control of non-criminal investigations by the Cincinnati FO is very good.**

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## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

**The Cincinnati FO had 40 protective visits since the last inspection. Protective assignments are made based upon the experience level and developmental needs of SAs. [The review of preliminary survey reports determined that reports are thorough and submitted in a timely manner.**

**The overall management, supervision, and control of the protective workload is very good.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements?

**YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Cincinnati FO investigated 19 PI cases since the last inspection, which generated 60 reports, with an on time submission rate of 98 percent. Currently, there are no open cases and no subjects in district.**

**The review of PI cases determined that the Cincinnati FO conducts thorough investigations. PI reports are comprehensive and all materials are submitted in a timely manner. Intelligence Division (ID) Region 2 personnel advised that the Cincinnati FO is extremely responsive to ID referrals.**

**The overall management, supervision, and control of the PI workload is excellent.**

b2, b7E



**INSPECTION REPORT****Milwaukee Resident Office**June 30, 2004

This report covers the inspection of the Milwaukee Resident Office (RO) during the period of June 14 – 17, 2004. It was conducted in conjunction with the inspections of the Chicago Field Office (FO), the Springfield RO, and the Madison Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted July 23 – 26, 2001.

The inspection was conducted by:

|  |                                     |
|--|-------------------------------------|
| Deputy Special Agent in Charge<br>(Sections 1, 6, and 10)<br>Inspector Craig W. Ulmer<br>(Sections 2, 4, and 7)<br>Assistant Inspector<br>(Sections 8 and 9)<br>Assistant to the Special Agent in Charge<br>(Sections 3 and 5) | , Lead<br><br><br><br><br><br>(WFO) |
|--|-------------------------------------|

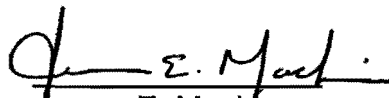
GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

  
James E. Mackin  
Special Agent in Charge

b6, b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

Since the last inspection, recruiting by the Milwaukee RO has been very productive, with the exception of FY 2004. [The FY 2004 decrease is attributed to the retirement of the previous RAIC and the fact that RAIC did not arrive until several months prior to the inspection.] RAIC encourages all employees to recruit prospective applicants and is committed to recruiting, hiring, and retaining a diverse workforce.

#### B. MANAGEMENT OF THE OFFICE

The former RAIC of the Milwaukee RO retired during October 2003, and was the RAIC for two years and four months of the three year inspection cycle. Drawing upon information gleaned from interviews of all Milwaukee RO personnel, as well as the overall inspection results, the inspection team assessed the management of the Milwaukee RO for the entire inspection cycle as good.

RAIC arrived in the Milwaukee RO district during March 2004.

In her short tenure, RAIC has implemented [positive] changes, such as protective assignments that are made in an [equitable manner] and based more upon employee development needs than merely previous experience. [She has sought to rid the office of old, outdated materials and supplies, as well as made it a priority to replace sorely outdated and broken office furnishings. These recent efforts serve to inspire confidence by employees that the Milwaukee RO is moving in a forward direction, with management that cares about their development as well as their working environment.]

RAIC advised that her primary issue of concern is a manpower shortage in the Milwaukee RO. At the time of the inspection, the Milwaukee RO was staffed by the RAIC and three special agents (SA). She noted that since the last inspection, four SAs have transferred to other posts of duty, while only two replacements are presently projected. One of the replacements will

b5, b6, b7c



be a recently hired SA who will not return from training until early 2005.

RAIC handles all management issues of the office, with Senior SA being designated as her backup in times of absence.

Since her arrival, RAIC has held one office meeting in the Milwaukee RO and one in the Madison RA with a stated intention to hold office meetings on a more frequent basis. She reinforces her management message to employees through these meetings as well as via frequent personal interaction and e-mail. RAIC encourages an open door policy and regularly solicits feedback from employees concerning any and all issues related to the office.

Casework and other assignments are equitably distributed by RAIC

The required periodic visits to the Madison RA have been made by Milwaukee RO supervisors and were properly documented.

#### Employee Interviews

Number of employees:

Number interviewed:

8

The current morale of Milwaukee RO employees is very good to excellent.

#### C. STRATEGIC PLAN

Are the Strategic Plan and the Office of Investigations Annual Workplan available to all employees? YES

The Milwaukee RO adheres to the Office of Investigations Investigative Priorities for 2004 by proper case prioritization, focusing as resources allow, on investigations that have significant economic and community impact. Most notably, the Milwaukee RO is a consistent leader in the area of seizure and asset forfeiture.

b5, b6, b7c  
b2, 7E



**RAIC** initiation of steps to organize an Electronic Crimes Task Force with the Federal Bureau of Investigation (FBI) and Milwaukee Police Department (PD) is in keeping with the Office of Investigations published Investigative Priorities for 2004.

D. LIAISON

[ ]

[ ]

**Agencies contacted:**

**USAO  
FBI  
Milwaukee PD  
Milwaukee County Sheriff's Department  
Mequon PD**

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

**The inspection team determined that the prior RAIC did not complete and/or update the Special Agent Development Guides, which were missing from the EPFs. Additionally, it was noted that in several instances, the RAIC and employee did not sign, initial, and date the mandatory mid-year comments.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

**The inspection team identified several instances wherein expenses such as document reproduction costs, and administrative fees, incurred during protective visits, were listed in the Miscellaneous Expense Section of employee vouchers. It was suggested that these expenses be recouped via a Claim for Reimbursement for Expenditures on Official Business (SSF 1164). Additionally, in several instances, hotel taxes for investigative travel were claimed as a hotel expense, not a miscellaneous expense. These issues were brought to the attention of RAIC for corrective action.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

**Eleven items listed on the Discrepancy Report (monthly vs. time and attendance) were reviewed and corrected during the inspection.**

#### D. POLICY AND INFORMATION DISSEMINATION

**[Due to the size and cohesiveness of the Milwaukee RO, information is easily exchanged on a personal basis.] Formally, information is**

*b6, b7c*



**disseminated to employees during office meetings, through the use of e-mail, and by circulating hard copies of official messages.**

**The U.S. Secret Service (USSS) Strategic Plan, Office of Investigations Investigative Priorities for 2004, and all manuals are accessible to employees.**

**E. ADMINISTRATIVE FILES**

Are administrative files maintained in compliance with current USSS policy? **YES**

**F. EMPLOYEE PHYSICAL EXAMINATIONS**

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

**G. OFFICE HEALTH AND SAFETY PROGRAMS**

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

**H. TREASURY ENFORCEMENT AGENT (TEA) EXAM**

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **N/A**

**The Milwaukee RO does not have the authority to administer the TEA.**

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### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**The Milwaukee RO is located in the U.S. Court House, Milwaukee, WI. The office has approximately 5,500 square feet of space, and leases parking spaces in a nearby commercial parking garage.**

**The office space is well-maintained, clean, neat, and professional in appearance; however, many of the furnishings are worn and outdated. RAIC has initiated the replacement process.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES**

**It was determined by the inspection team that the following items bear an incorrect physical description on the property list: 00172066, 00172076, 00172080, and 00172081. This was brought to the attention of RAIC and measures to correct the property inventory were initiated during the inspection.**

**Has this office loaned any property or equipment? YES**

**The Milwaukee RO has loaned two computer laser jet printers to the USAO. The items have been properly documented in the Property Accounting Management System.**

##### **C. VEHICLES**

**Number of vehicles assigned to this office: 5**

**Number of seized vehicles converted to official use: NONE**

**The overall condition of the Milwaukee RO fleet is excellent. All vehicles were found to be well-maintained and contained the required emergency equipment and forms.**

*66, 7C*



**D. ELECTRONIC INTERCEPT EQUIPMENT**

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**E. WEAPONS AND AMMUNITION**

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **NO**

**All weapons, including unassigned weapons, were accounted for;**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**The following weapons are assigned to the Milwaukee RO:**

**The Weapon Log (SSF 1781) is maintained inside the secure gun locker and is being properly utilized with the following exception: firearms returned to the vault after use, were not being verified and approved on the log via a supervisory signature. This was brought to the attention of RAIC during the inspection for future corrective action.**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

*b2, b5, b6, b7C, b7E*



F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **6/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **YES**

**The Milwaukee RO had one modem registered with Information Resources Management Division (IRMD) in January 2004, but has since disconnected that modem and discarded the hardware. the last inspection, two laptops in the Milwaukee RO were infected with W32.Welchia Worm. This worm was properly reported to IRMD via official message. The inspection team determined that most of**

*BTF*



**the computers in the Milwaukee RO lacked critical security updates and patches for their Microsoft Windows software. These updates and patches were added during the inspection.**

F. TECHNOLOGY UTILIZATION

**All personnel have access to computers utilizing the Microsoft Windows 2000 Operating System. Personnel are utilizing USSS approved software, specifically the Microsoft Office Suite (Word, Excel, Access, and Power Point), OmniForm, LaserFiche, and the Mainframe.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

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## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **N/A**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **N/A**

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F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY

**The overall fiscal responsibility of the Milwaukee RO is very good. All employees are made aware of fiscal limitations and, prior to making expenditures, comply with policies and procedures regarding approval. All financial documents are reviewed for accuracy and approved by RAIC**

**The Milwaukee RO did not incur any interest charges for late payments since the last inspection. The office is adhering to established guidelines with regard to scheduled overtime, gas credit card usage, compliance with General Services Administration lodging rates and the authorization of in-town per diem. The Milwaukee RO expenditures reviewed were reasonable and fiscally responsible.**

b6, b7c



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

The review of individual training histories indicated that all employees of the Milwaukee RO have received training since the last inspection. However, the inspection team determined that on-the-job (OJT) training was deficient under the former management of the Milwaukee RO. The OJT checklist was not being completed, updated, and filed, nor were files being retained by the RAIC for review during the inspection, as required. RAIC advised that all OJT requirements will be met in the future.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **90%**

Rate of supervisory handgun compliance since last inspection: **89%**

Since the last inspection, there were two qualification periods when range facilities were unavailable. RAIC advised that in the future, alternate range facilities will be sought during such periods.

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **95%**

Rate of supervisory compliance since last inspection: **88%**

b6, 7c



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Have genuine currency and other items of value stored in evidence been verified? **YES**

**The inspection team determined that the Milwaukee RO had not officially designated an evidence custodian and alternate custodian via memorandum, as required. This was brought to the attention of RAIC and corrected during the inspection.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

**The NIE counterfeit contraband was audited for July 2002, February 2003, and February 2004. The audit of the February 2004 NIE determined that four counterfeit bills that were runouts had been erroneously included in the February 2004 envelope. This was brought to the attention of management for corrective action.**

#### **C. ASSET FORFEITURE**

**Asset forfeiture in the Milwaukee RO is clearly an investigative priority. Considering its size, the Milwaukee RO continues to participate heavily in the seizure of assets.**

**The Milwaukee RO opened eight asset forfeiture cases since the last inspection, resulting in a total of 19 assets being seized, with a cumulative value in excess of \$304,000. Fifty percent of the asset forfeiture seizures were in connection with financial crimes investigations and fifty percent originated from counterfeit currency investigations.**

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**Commendation**

**The inspection team commends Senior SA [redacted] for his investigative efforts, which have bolstered this office's exceptional asset forfeiture statistics.**

**7.3: Case Review - Asset Forfeiture Cases**

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The administrative management of asset forfeiture cases is [redacted] excellent. The seizure and case files are very neat, orderly, and reflect the five major stages of forfeiture. [redacted] Files reviewed reflect that reports are submitted in the required time frames.**

b6, b7c



## **Section 8: Criminal Investigations**

### **8.2: Inspection Review and Findings**

#### **A. GENERAL**

**There were 48 open criminal investigations in the Milwaukee RO at the time of the inspection. The majority of cases originated in the greater Milwaukee metropolitan area, with the remainder being equally distributed throughout the district.**

##### **Informants**

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### **Judicial Procedures**

**The Milwaukee RO had no dismissals or acquittals since the last inspection.**

##### **Raid Plans**

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **NO**

**At the time of the inspection, the Milwaukee RO did not have a current raid plan. During the inspection, RAIC adopted an updated raid plan which is in compliance with established policy.**

##### **Utilization of Taxpayer Information in Investigations**

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### **Other Criminal Investigations**

**The Milwaukee RO had five open wanted person cases at the time of the inspection. Each case was reviewed and was determined to have been thoroughly investigated and contained all proper documentation.**

b6, b7c



**B. COUNTERFEIT INVESTIGATIONS**

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**Counterfeit currency investigations account for 35 percent of the Milwaukee RO's pending cases. During the current fiscal year, 53 percent of the counterfeit notes passed in the Milwaukee RO district were printer notes (P-notes), with inkjet notes constituting 25 percent, and offset notes being the remainder. Counterfeiting activity in the Milwaukee RO generally involves the possession and passing of small quantities of P-notes by individuals, which does not lead to complex investigations of organized groups.**

**The number of notes passed and seized in the Milwaukee RO has remained level for the last two years. This measurement of success is evidenced by the seven counterfeit currency plant suppressions achieved in FY 2004, to date.**

**The Milwaukee RO is highly responsive to local law enforcement requests for support in counterfeit currency investigations, and all investigations are thorough and conducted in an aggressive and timely manner. The majority of counterfeit investigations are initiated subsequent to local police response and the arrest of suspects.**

**Arrests, plant suppressions, and significant seizures are being reported in a timely manner.**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**Financial crimes investigations account for 29 percent of the Milwaukee RO's open cases, with check forgery cases accounting for 30 percent. Investigative emphasis is placed on cases involving identity theft, credit card and access device fraud, financial institution fraud, and forgery investigations.**

**The manhours spent on financial crimes investigations in the Milwaukee RO during FY 2004 is 21 percent, which is consistent with the USSS field wide level of 22 percent.**

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Of the cases reviewed, the dollar value of the financial crimes investigations generally ranged from \$75,000 to over \$1 million, with two cases having potential for over \$3 million in losses.

At the time of the inspection, the Milwaukee RO had no Title 49 seizures.

The review of the investigative case files indicated that cases are thoroughly investigated and reports are timely and well-written. The Milwaukee RO appropriately uses undercover operations and surveillance and electronic equipment in criminal investigations. Evidence, personal property, and contraband are handled in the proper manner. Case agents properly utilize Investigative Support Division as an investigative tool in aggressively pursuing all investigative leads.

D. CASE REVIEW

The USAO - EDW, does not rely on a blanket letter of declination. The Milwaukee RO reviews all cases based on their complexity, type of crime, and other mitigating circumstances. It was apparent through the case review that there is frequent dialog between members of the Milwaukee RO and the USAO, which is evidence of an excellent relationship. Federal prosecutions have increased dramatically in the current inspection period, rising from 50 percent in FY 2002, to 100 percent in FY 2004. The case review also indicated an excellent relationship with local prosecutors. It was apparent to the inspection team that cases not meriting federal prosecution were often accepted by local prosecutors, with reports indicating frequent and personal dialog with prosecutors on the local level.

Arrest credits in federal and state cases are being taken in accordance with established USSS guidelines.

The inspection team reviewed 48 open and 26 closed criminal cases. The vast majority of reports were well-written and submitted in a timely manner. Only one of the 48 open cases was overdue at the time of the inspection.

All evidence, contraband, and personal suspect belongings had been properly inventoried and stored, with the chain of custody properly documented.

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The administrative management of criminal cases is excellent. Investigative case files are complete, neatly organized, and properly date stamped. The office is in compliance with USSS requirements regarding In-Custody Response reporting format and usage, the use of J-stamps, secondary case types, and suspect indexing in the Master Central Index. The inspection team noted that members of the office thoroughly and properly inventory evidence in a timely manner.

The previous inspection of the Milwaukee RO indicated minor discrepancies in completeness of Certified Inventories of Evidence (SSF 1544) and Personal History Summaries (SSF 1599). It was apparent that this issue has been corrected.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision, and control of criminal investigations in the Milwaukee RO is very good. RAIC is providing her employees with the necessary direction, guidance, and supervision. The distribution of the criminal case workload appears fair and equitable.

b4, 7c



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**There has been no lost or stolen property reported in the Milwaukee RO since the last inspection. One motor vehicle accident resulted in a tort claim of \$1,985, which had been settled.**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**Recruitment and Personnel Security Division reported that all personnel security investigations conducted by the Milwaukee RO are received in a timely manner, with all pertinent information covered and reported. There are no special contract investigators in the Milwaukee RO.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The overall case management, supervision, and control of non-criminal investigations in the Milwaukee RO is very good.**

RIF



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Milwaukee RO had 70 protective visits since the last inspection. RAIC makes protective assignments in a very equitable manner and takes into consideration the developmental needs of the employee. The management, supervision, and control of the protective workload in the Milwaukee RO is very good.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**There are no cases currently assigned to the Milwaukee RO. The office conducted 28 PI investigations since the last inspection, generating a total of 58 reports. The inspection team reviewed each report and determined that the Milwaukee RO responds to PI incidents in a timely manner and generates reports that are comprehensive, well-written, and meet all guidelines. The on time compliance rate for submission of PI reports was 86 percent.**

**Intelligence Division Region 2 personnel advised that the Milwaukee RO is responsive to all requests and submits reports and required attachments in a timely manner. The case management, supervision, and control of PI investigations in the Milwaukee RO is very good.**

b2, b6, b7c, b7E



# INSPECTION REPORT

## San Antonio Field Office

April 28, 2004

This report covers the inspection of the San Antonio Field Office (FO) during the period of April 12 – 16, 2004. It was conducted in conjunction with the inspections of the El Paso, McAllen, and Mexico City Resident Offices (RO), which are the subjects of separate reports. The last inspection was conducted on April 2 - 6, 2001.

The inspection was conducted by:

|   |        |
|---|--------|
| Inspector   | , Lead |
| (Sections 1 & 10)                                 |        |
| Assistant Inspector                               |        |
| (Sections 6 & 8)                                  |        |
| Assistant Special Agent in Charge (ASAIC)         | (NEO)  |
| (Sections 7 & 9)                                  |        |
| Assistant to the Special Agent in Charge (ATSAIC) | (DFO)  |
| (Sections 3 & 4)                                  |        |
| Administrative Officer                            | (NSH)  |
| (Sections 2 & 5)                                  |        |

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, general comments by the Special Agent in Charge (SAIC) a ten-section inspection report, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

\_\_\_\_\_  
Inspector

\_\_\_\_\_  
James E. Mackin  
Special Agent in Charge

b6, b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

Since the last inspection, the recruiting efforts by the San Antonio FO have been mixed. Historically, the area has produced large numbers of quality applicants from the numerous military installations and colleges in the district. However, due to the retirement of two former SAICs in 2002 and 2003, the office was without its full compliment of supervisors for approximately ten months. This caused the recruitment and hiring in the office to be reduced drastically during that time period.

SAIC McGettigan arrived in San Antonio in July 2003, at which time the office was tasked with a large number of protective and investigative responsibilities. This left SAIC [redacted], with little or no time available for recruiting. The San Antonio district is a great environment for recruitment and SAIC McGettigan plans to make it one of the office's priorities.

#### B. MANAGEMENT OF THE OFFICE

Since December 2002, the San Antonio FO has not had its full compliment of supervisors. This was due to the retirement of former SAIC Charles Dyer and an internal investigation against [redacted], which ultimately resulted in his retirement in 2003.

SAIC McGettigan arrived in San Antonio in July 2003 and has provided leadership and direction for the district. SAIC McGettigan delegates responsibility to Assistant Special Agent in Charge (ASAIC) [redacted] who arrived in district during this inspection and Assistant to the Special Agent in Charge (ATSAIC) [redacted] who arrived in San Antonio in August 2003.

SAIC McGettigan plans to formulate policy, designate priorities, and share operational functions with ASAIC [redacted] and ATSAIC [redacted]. Specifically, ASAIC [redacted] is responsible for Protection, Protective Intelligence, and establishing the Financial Crimes Task Force. ATSAIC [redacted] is responsible for all Criminal Investigations. SAIC McGettigan advised that Senior Special Agent (SSA) [redacted] and SA [redacted] mentor the newly hired special agents (SA).

b6, b7c



The management team in the San Antonio FO believes in having an open door policy and encourages an exchange of information with employees. SAIC McGettigan keeps abreast of all open cases and routinely meets with SAs to discuss the status of their investigations. SAIC McGettigan uses e-mail, a new "Go-By Book" for the new agents, and monthly office meetings to ensure proper communication within the office.

[The San Antonio FO benefits from the experience of Administrative Officer (AO) AO has 27 years of experience with the USSS and manages a very experienced and professional administrative staff.] She is informed of all relevant issues by the SAIC.

[Work assignments throughout the office are distributed equitably. The SAIC recognizes employees for their achievements both verbally and in writing, as well as through the issuance of Superior Accomplishment Awards.]

Since his arrival, SAIC McGettigan has made the required periodic visits to the El Paso, Mexico City, and McAllen ROs. SAIC McGettigan provides both investigative and administrative guidance to these offices, [thereby ensuring that proper procedures are followed throughout the district.]

The required periodic visits to subordinate offices were not made between April and June 2003, due to the absence of the appropriate supervisors.

SAIC McGettigan has been contacted by law enforcement officials in both Corpus Christi, Texas and Midland, Texas, with requests to reopen these domiciled offices. [

] Corpus Christi is a one and a half hour drive from San Antonio. This office has been closed since 1999. [

] Midland, Texas is a five hour drive from the El Paso RO. This office was closed in 1998. The current first lady's mother lives in Midland and Mrs. Bush has visited more than 50 times since the last inspection. The first lady's mother is not expected to move and additional visits to that area are expected.

b5, b6, 7c



Employee Interviews

Number of employees:

Number interviewed:

17

Overall office morale in the San Antonio FO is very good.

C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

YES

The San Antonio FO prioritizes its work based upon a workplan that emphasizes protection and counterfeit currency investigations. The office made counterfeit currency investigations their investigative priority, due to the large amount being manufactured by the offset printing process within its district. The office continues to actively work significant financial crimes investigations and is trying to establish a financial crimes task force.

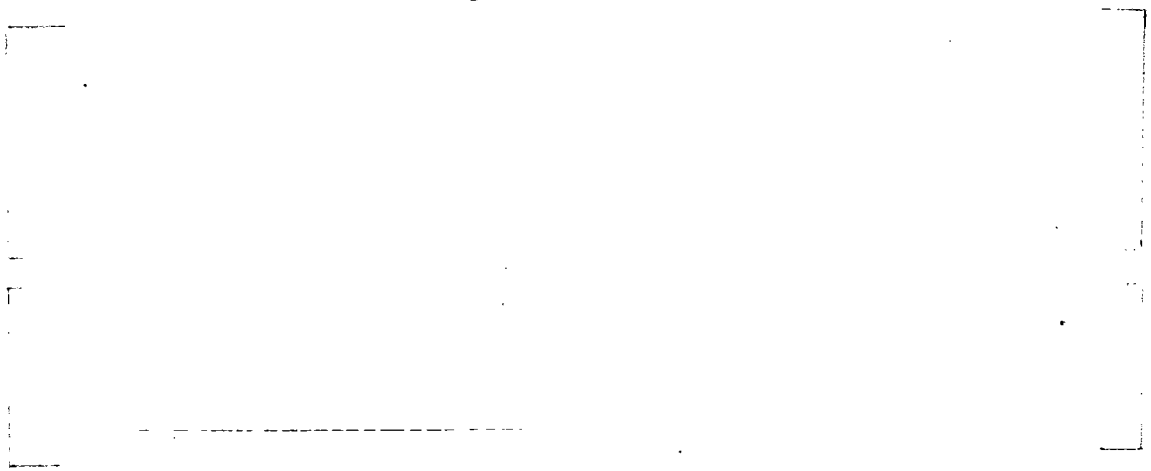
D. LIAISON

The level of interagency liaison established by former SAIC Dyer and SAIC McGettigan is very good. It is apparent that all personnel have undertaken substantial efforts to establish a superior level of liaison with local law enforcement.

Liaison interviews included senior representatives of the U.S. Attorney's Office (USAO), Federal Bureau of Investigation (FBI), Transportation Security Administration (TSA), and the San Antonio Police Department (SAPD).

b5, b6, b7c  
b2, 7E





b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

**All EPFs were reviewed and found to be in compliance with administrative requirements. The files were neat and properly organized.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

**The inspection team suggested that copies of all receipts be maintained in the voucher files for future reference and review.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

**The review of payroll records revealed a number of posting discrepancies. This was brought to the attention of management and corrected during the inspection.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The San Antonio FO uses a variety of methods to ensure official information is conveyed to employees in a timely and accurate manner. These methods include staff meetings, quarterly office meetings, e-mail, and read files.**

RIF



E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy?

**YES**

**Administrative files are neat, orderly, and in full compliance with USSS policies.**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection?

**NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs?

**YES**

**The San Antonio FO has an Occupational Safety and Health Committee that meets as needed.**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines?

**YES**

**The TEA and Police Officer Standard Test are secured in separate locked briefcases, which are secured in a safe within the office vault.**

f IF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

**In March 2002, the San Antonio FO relocated to One International Center, 100 NE Loop 410, Suite 100, San Antonio, TX. It occupies 10,120 square feet of office space and has 30 parking spaces located in the attached parking garage. Additionally, there is a locked cage area in the garage for secure parking. The overall condition of the office is excellent.**

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

**Since the last inspection, the San Antonio FO donated six obsolete computers and printers to a local school. All transfer documentation has been maintained to include the proper authorizations.**

##### C. VEHICLES

Number of vehicles assigned to this office:

**[ 18 ]**

Number of seized vehicles converted to official use:

**NONE**

**All vehicles assigned to this office are in very good condition. They are maintained according to established guidelines. [As noted above, all vehicles are parked in the attached outdoor parking structure.]**

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

##### E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

*RIF*



Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**The SSF 3064 is located in the weapons vault area. The amount of ammunition on hand is commensurate with the needs of the office.**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

**The San Antonio FO has four interview rooms which contain audio and video monitoring devices. Warning signs are posted in English and Spanish.**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**

F. TECHNOLOGY UTILIZATION

**The San Antonio FO has procured new computers for everyone in the office. Personnel actively utilize the Microsoft Office Suite of**

RIF



**applications, such as Word, Access, Excel, and Power Point to perform a variety of tasks.**

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **NO**

In fiscal years 2002 and 2003, the San Antonio FO exceeded its budgeted allocation for Object Class 2300 (rent, communications, and utilities) and 2600 (supplies) funding. These overruns were caused by the previous management team and the fact that the financial management system posts expenses six to eight weeks after being entered. AO stated that she has corrected this problem by keeping track of the office's expenses manually.

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **N/A**

b6, b7c



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**A review of individual training histories for the employees of the San Antonio FO revealed that all personnel have received some type of formal training since the last inspection.**

**The office has established and maintains on-the-job training (OJT) checklists for all new SAs. A review of the OJT files revealed that the San Antonio FO is adhering to proper procedures regarding the OJT program.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?

**YES**

Overall rate of handgun compliance since last inspection:

**95%**

Rate of supervisory handgun compliance since last inspection:

**98%**

**The required authorizations to carry off-duty weapons are contained in the respective EPFs.**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?

**YES**

Overall rate of compliance since last inspection:

**79%**

Rate of supervisory compliance since last inspection:

**84%**

*b2, b7e*



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**The evidence vault is neat and evidence is well-organized, with each shelf/bin numbered and lettered. Access to the vault is limited to the primary and alternate evidence custodians, who are required to escort all other individuals. Access to the vault is documented and items deposited or removed are recorded on the vault evidence log.**

**The inspection team discovered a discrepancy on SSFs 1544 (Certified Evidence Form) that listed uncut sheets of counterfeit currency. The SSFs 1544 did not have the proper value of the counterfeit currency listed on the sheets. This discrepancy was brought to the attention of management and corrected during the inspection.**

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

**NIE for the months of February 2002 and November 2003 were audited. [No discrepancies were noted. SSFs 1544 are timely, descriptive, and properly signed and dated.] Seized genuine currency is being converted to the suspense account in a [timely manner.**

#### C. ASSET FORFEITURE

**There have been seven asset forfeiture cases since the last inspection. The total value of seized assets since the last inspection is \$177,793. The San Antonio FO has generated asset forfeiture**

RIF



**cases through its investigation of bank fraud, and access device fraud, and counterfeiting.**

### **7.3: Case Review - Asset Forfeiture Cases**

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**A review of asset forfeiture cases in this office indicates that SAs and administrative staff are very familiar with asset forfeiture policies and procedures. Required reports are timely and accurate. Case files are neat and organized. Memorandums and other correspondence included in the files indicate that the asset forfeiture specialists in this office maintain liaison activities with appropriate officials in the USAO and Criminal Investigative Division.**

R/K



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The vast majority of the 119 open cases investigated by the San Antonio FO are located in the greater San Antonio metropolitan area, with the remainder distributed throughout Laredo, Corpus Christi, Brownsville, and Mathis, TX.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were no acquittals or dismissals since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The San Antonio FO currently has two open fugitive cases and five open wanted person cases. The inspection team review of wanted person and fugitive cases determined that they are thoroughly investigated and case files contain the proper documentation.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

2.17



The San Antonio FO currently has 49 open counterfeit cases, accounting for 41 percent of open criminal investigations.

Approximately 75 percent of the counterfeit notes passed and seized in the San Antonio FO District are manufactured via the offset printing process, with the majority of these notes originating in Colombia and Mexico. Computer generated printer notes (P-notes) and raised notes account for the remaining percentages. Large quantities of counterfeit currency are trafficked, along with illegal drugs, across the U.S.-Mexican border. San Antonio FO SAs, in cooperation with state and federal authorities, have focused on these investigations.

The increase in counterfeit plant suppressions, from one in FY 2003, to nine in the first half of FY 2004, is evidence that the management team has established counterfeit investigations as their priority.

The San Antonio FO is very responsive to local law enforcement requests for support in counterfeit currency investigations. All investigations in district are thorough and conducted in an aggressive and timely manner.

The San Antonio FO management team appropriately assigns all counterfeit currency cases bearing potential investigative leads, with special consideration given to cases involving multiple suspects and significant community impact.

Counterfeit currency investigations conducted by the San Antonio FO are very good. Management has placed special emphasis on quality cases rather than quantity.

#### C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes investigative referrals are reviewed by San Antonio FO management for prosecutorial and asset forfeiture potential. Financial crimes investigations account for 27 percent of all open criminal cases in the San Antonio FO and 42 percent of the total arrests for the office.

Investigative emphasis is placed on cases involving identity theft, credit card and access device fraud, counterfeit negotiable instruments, financial institution fraud, and computer crimes relating to the exploitation of children.

RIF



The San Antonio FO District represents one of the largest geographic regions in the USSS. However, the San Antonio FO does not currently participate in any financial crimes task forces.

SAIC McGettigan has submitted a proposal to Assistant Director – Office of Investigations to initiate the formation of the South Texas Major Crimes Task Force (STMCTF), wherein the San Antonio FO will assume a leadership role.

D. CASE REVIEW

The San Antonio FO presents cases for federal prosecution to the USAO - WDT. The office maintains an excellent working relationship with the USAO.

The USAO prosecutorial guidelines are as follows:

|                                      |                    |
|--------------------------------------|--------------------|
| Fraud Investigations:                | \$25,000 loss      |
| Counterfeit currency investigations: | case-by-case basis |

Federal prosecutions have increased dramatically in the current inspection period, from 58 percent in FY 2002, to 91 percent in FY 2004. Arrest credit in federal and state cases is being taken in accordance with established USSS guidelines.

The inspection team reviewed 80 open and closed criminal cases and determined that the majority are well-written and submitted in a timely manner. All investigative leads are aggressively pursued and San Antonio FO SAs are very responsive to local law enforcement requests for assistance.

All SAs effectively utilize available investigative resources, with a strong emphasis placed on the use of Forensic Services Division support, particularly the polygraph program.

All evidence and contraband is properly handled, inventoried, stored and documented. SSFs 1544 are correctly prepared. Copies of Personal History Summaries (SSF 1599) and Judicial Action Summaries (SSF 1599A) are kept current in open case files.

L5



The administrative management of case files is very good. SAIC McGettigan initiated an office wide case review in July 2003, bringing all files to an up-to-date status. All case files are prepared according to USSS policies and procedures and are neat, organized, and contain all appropriate documentation. Files are properly date stamped, meet J-stamp requirements, and all required documents are being forwarded to the appropriate headquarters divisions. A random check of the Master Central Index revealed that the indexing of suspects and other subjects is being conducted in a timely manner.]

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The overall case management, supervision, and control of criminal investigations by the San Antonio FO is very good. The developmental needs of SAs are taken into consideration as management assigns cases. SAIC McGettigan is fully engaged in monthly case reviews and maintains strong administrative control over the criminal investigations being conducted within the district.

RIF



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**There have been three accident investigations initiated by the San Antonio FO since the last inspection. Investigations have been thorough and reports are accurate and submitted in a timely manner.**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**RPSD reports that all personnel security investigations conducted by the San Antonio FO are being received in a timely manner with all pertinent information covered and reported.**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations in the San Antonio FO is very good.**

RIF



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

**The San Antonio FO completed 72 protective surveys since the last inspection. The majority of these visits were by members of the first family and former President details. Protective trip files are orderly, and contain well-prepared reports that are submitted in a timely manner. The management, supervision, and control of the protective workload is very good.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements?

**YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The San Antonio FO does not have any subjects residing in its district. The office investigated 44 PI cases since the last inspection. The case review revealed timely responses to all initial calls, thorough investigations, and well-written reports. The overall compliance rate for timely submission of reports for this inspection period was 90 percent. The inspection team also noted the timely submission of commitment and arrest notifications.**

b2, b7E



**INSPECTION REPORT****Buffalo Field Office**June 25, 2004

This report covers the inspection of the Buffalo Field Office (FO) during the period of May 17 - 21, 2004. It was conducted in conjunction with the inspections of the Albany and Syracuse Resident Offices (RO), and Rochester Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted on May 7 - 11, 2001.

The inspection was conducted by:

|   |       |
|---|-------|
| Inspector                                   | Lead  |
| (Sections 1 & 6)                            |       |
| Deputy Special Agent in Charge              |       |
| (Sections 2 & 3)                            |       |
| Inspector Robert C. King                    |       |
| (Sections 4, 9, & 10)                       |       |
| Assistant Inspector                         |       |
| (Section 8)                                 |       |
| Assistant Special Agent in Charge           | (SEA) |
| (Section 7)                                 |       |
| Supervisory Financial Management Specialist | (FMD) |
| (Section 5)                                 |       |

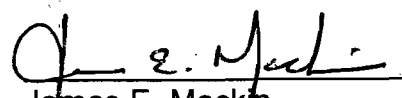
**GENERAL COMMENT**

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Special Agent in Charge (SAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

  
James E. Mackin  
Special Agent in Charge

b6, b7c



## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

**The Buffalo FO continues to be actively involved in recruiting SAs and Uniformed Division officer applicants.**

**Recruitment and Personnel Security Division (RPSD) reported that in Fiscal Years 2003 - 2004, 77 potential applicants were interviewed. Among those interviewed, five background investigations have been opened.**

**Recruiting is accomplished through presentations at job fairs, local colleges and universities, and contact with federal, state, and local law enforcement.**

#### **B. MANAGEMENT OF THE OFFICE**

**[The overall management of the Buffalo FO is good.] SAIC Bryant, ASAIC and ATSAIC operate under an open door policy. The SAIC conducts monthly office meetings, and weekly management meetings with the AO, OSTs and SIAs to discuss operational and administrative issues. [All supervisors provide positive reinforcement and appropriate feedback. The workload is equitably distributed and each SA is assigned a variety of tasks based on experience level and ability.]**

**[Communication within the Buffalo FO is] [very good.] In addition to office meetings, management communicates through e-mail, personal contact, and the dissemination of official correspondence.**

**SAIC Bryant and ASAIC made all required periodic visits to the Syracuse and Albany ROs, and Rochester RA.**

386 166, b7c, b7E



Employee Interviews

Number of employees:

Number interviewed:

15

**Morale in the Buffalo FO is very good. Personnel respect the management team, its management style, and the positive and appropriate feedback. There were no issues of concern brought to the attention of the inspection team during this inspection.**

C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

**YES**

**The Buffalo FO adheres to the objectives of the U.S. Secret Service (USSS) Strategic Plan and the Office of Investigations Investigative Priorities. SAs aggressively seek out and work quality criminal investigations with significant community impact.**

**The Buffalo FO has full-time participation in the Federal Bureau of Investigation (FBI) Joint Terrorism Task Force (JTTF) and has displayed initiative by establishing and sponsoring the Buffalo FECWG and Buffalo SAR Group.**

D. LIAISON

b2, b7c b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

D. POLICY AND INFORMATION DISSEMINATION

**Official information is disseminated via frequent office meetings, e-mail, and personal contact. LaserFiche is installed on all computers and two hard copies of the Investigative and Administrative manuals are properly updated and maintained. All three members of the management team advocate and encourage use of an open door policy. The USSS Strategic and Investigative Operational Plans are readily available to all employees.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

RIF



**Safety and Health Branch reported that four employees of the Buffalo FO were delinquent in taking their annual physical examinations. One of the employees is no longer employed by the USSS and the other three underwent their examinations prior to the arrival of the inspection team.**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

*216*



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The appearance of the Buffalo FO is neat, orderly, and professional. The equipment and furnishings are in good condition. There are no plans for a relocation of the office.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES

Has this office loaned any property or equipment? NO

##### C. VEHICLES

Number of vehicles assigned to this office: 15

Number of seized vehicles converted to official use: NONE

Although two of the vehicles in the Buffalo FO fleet have in excess of 70,000 miles, and another exceeds 64,000, the overall condition of the fleet is very good. The Buffalo FO has a secure garage facility and all vehicles are well-maintained and contain the required forms and safety equipment.

Since the last inspection, OST has improved tracking and accountability of vehicle safety, emergency equipment, and maintenance records. OST has also consolidated records through the use of a business account for the routine maintenance of all vehicles.

##### Commendation

The inspection team commends OST for his outstanding management of the vehicle fleet.

b6, b7c



D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

The inspection team determined that the Buffalo FO was not properly utilizing the Weapon Log (SSF 1781). This was brought to the attention of management and corrected during the inspection. The amount of ammunition on hand is commensurate with the needs of this office.

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2

b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Buffalo FO maintains a current Continuity of Operations Plan (COOP) which is reviewed annually by all employees. The COOP includes an Occupant Emergency Plan for the building. The office conducted a practice recall and building evacuation on April 27, 2004.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/04**

How many modems are used in the office? **1**

Have all modems been registered? **YES**

RIF



In addition to the one modem, the Buffalo FO maintains a high-speed digital subscriber line (DSL) connection which is utilized for investigative cases. The Buffalo FO obtained prior approval from Information Resources Management Division and Criminal Investigative Division for use of the DSL. The computer that is utilized for this connection is not directly associated to the USSS network, and is only used for investigative purposes.

F. TECHNOLOGY UTILIZATION

Since the last inspection, the Buffalo FO installed Microsoft Outlook on all desktop and laptop computers. The Buffalo FO embraces computer technology and is in the process of establishing a regional Computer Crimes Task Force. In October 2003, the Buffalo FO obtained a covert DSL high-speed internet connection and is utilizing the connections capabilities in an international credit card skimming investigation.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

NO

RIF



## **Section 5: Fiscal Responsibility**

### **5.2: Inspection Review and Findings**

#### **A. CONFIDENTIAL FUND**

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$600**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### **B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS**

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team identified the following discrepancies related to third party drafts:**

- **the absence of approvals on invoices**
- **late payment of invoices**
- **incomplete authorization stamps**

**These deficiencies were brought to the attention of management for future corrective action.**

#### **C. OFFICE BUDGETED ALLOCATIONS**

Is the office in compliance with its budgeted allocation? **YES**

RIF



D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **NA**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **NA**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY

**The overall management of fiscal responsibility by the Buffalo FO is good. Expenditures are appropriate and remain within budgeted allocations.**

**The confidential fund, government commercial purchase credit cards, and Gelco drafts are properly secured. Gasoline card, purchase card, and cell phone usage is determined to be reasonable.**



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The review of individual training records for personnel in the Buffalo FO reveals that all but one employee had some type of formal training since the last inspection.**

**ASAIC has overall responsibility for the on-the-job training (OJT) program. New SAs are assigned to a senior SA for OJT and developmental purposes, and are given the opportunity to participate in all types of assignments and investigations. The OJT checklists are maintained in proper order.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **85%**

Rate of supervisory handgun compliance since last inspection: **76%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **94%**

Rate of supervisory compliance since last inspection: **93%**

b6, b7c



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Have genuine currency and other items of value stored in evidence been verified? **YES**

**The inspection team noted numerous discrepancies to include:**

- **SSFs 3160 (Evidence Envelope) and 3160A (Envelope Label) were not completely filled out.**
- **Evidence was signed out on the chain of custody log but not signed in (with the evidence in the SSF 3160).**
- **The seal was broken on one SSF 3160, then resealed; however, no documentation regarding the breaking of the seal was provided.**
- **The wrong serial numbers of evidence items were recorded on an SSF 1544 in the case of a computer and a seized gun.**
- **Numerous typographical errors appear on SSFs 1544.**

**The above discrepancies were brought to the attention of management during the inspection for future corrective action.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

*RIF*



C. ASSET FORFEITURE

**Since the last inspection, the Buffalo FO had only one case with asset forfeiture. [The review of the financial institution fraud case determined it to be in proper order with all required documentation]**

7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The inspection team encouraged the Buffalo FO to continue pursuing asset forfeiture potential in its investigations.**

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## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**As of April 12, 2004, the Buffalo FO had 74 pending criminal investigations. Approximately 84 percent of pending investigations are located within the Buffalo metropolitan area. Included in the pending cases were seven referral investigations from other districts.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

**Several SSFs 3000 (Informant Card) had exceeded the 30 year retention period. This discrepancy was corrected during the inspection.**

#### Judicial Procedures

**There have been no dismissals or acquittals since the last inspection.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

#### Other Criminal Investigations

**The Buffalo FO had two fugitive cases and one wanted person case open at the time of the inspection. All three cases have been properly placed on inactive status.**

- In two cases, the USAO and Investigative Support Division had not been contacted annually as required.**

RIF



- One case, which met judicial case requirements (arrest warrant had been issued), had not been changed to reflect judicial status.

**B. COUNTERFEIT INVESTIGATIONS**

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**Counterfeit currency investigations account for 22 percent of all pending criminal investigations in the Buffalo FO. Computer generated printer notes represent 74 percent of counterfeit notes received by the Buffalo FO in FY 2004, through February 2004. Ink jet notes account for 12 percent, circular notes account for 10 percent, and office machine copies account for 3 percent. The review of open and closed counterfeit currency investigations revealed that cases are typically low to moderate in terms of community impact and dollar value.**

**The Buffalo FO aggressively pursues all counterfeit currency investigations and is quick to respond to local law enforcement requests for support. The Buffalo FO maintains a good relationship with the Seneca Niagara Casino and has provided counterfeit detection training to its employees. The Buffalo FO appropriately assigns all counterfeit currency investigations that contain investigative leads and responds to all in custody counterfeit currency arrests. The office appropriately utilizes the In Custody Response reporting format.**

**The Buffalo FO has suppressed three counterfeit currency plants since the last inspection. The amount of counterfeit notes passed on the public decreased each fiscal year since the last inspection.**

**The amount of counterfeit notes seized before circulation has increased each fiscal year since the last inspection:**

|   |                 |
|---|-----------------|
| <b>FY 2002:</b>                         | <b>\$1,400</b>  |
| <b>FY 2003:</b>                         | <b>\$8,875</b>  |
| <b>FY 2004 (through February 2004):</b> | <b>\$17,620</b> |

**The Buffalo FO had 45 counterfeit currency arrests in FY 2002, 54 in FY 2003, and 16 in FY 2004, through March 31, 2004.**

P 15



C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes investigations account for 32 percent of all pending criminal investigations in the Buffalo FO, while check forgery investigations represent 24 percent. The Buffalo FO had 23 pending financial crimes investigations as of April 12, 2004. The office had 31 financial crimes arrests in FY 2002, 22 in FY 2003, and five in FY 2004, through March 31, 2004. Although the number of financial crimes arrests has decreased each fiscal year since the last inspection, the office appears to be directing its resources toward quality cases with community and economic impact.

The Buffalo FO has pursued a wide range of financial crimes investigations since the last inspection. Financial crimes investigations conducted by the Buffalo FO have involved credit card fraud, identity theft, false identification, counterfeit commercial checks, financial institution fraud, and forgery. A majority of the financial crimes cases investigated by the Buffalo FO are of moderate complexity and economic impact, and involve asset forfeiture potential. Several financial crimes cases investigated by the Buffalo FO have involved suspects residing in Canada and have significant community and international impact. Buffalo FO SAs have demonstrated their talents in organizing, coordinating, and investigating financial crimes cases involving suspects residing in Canada.

The Buffalo FO ECSAP representative is actively engaged in both federal and local investigations. The Buffalo FO has displayed initiative by sponsoring the Buffalo FECWG and the Buffalo SAR Group. The Buffalo FO participates in the Buffalo Cybercrime Task Force and the Chautauqua County Electronic Crimes Working Group. Task force participation by the Buffalo FO has resulted in the referral of several large financial crimes cases.

D. CASE REVIEW

The Buffalo FO presents cases for federal prosecution to the USAO for the Western District of New York. Prosecution of U.S. Treasury check cases is normally considered when the loss exceeds \$10,000. Bank fraud cases are considered on a case-by-case basis for prosecution. Counterfeit currency cases must generally meet a threshold of \$2,000 prior to receiving prosecutorial consideration. Financial crimes cases are generally considered for prosecution when the loss exceeds \$5,000. The rate of federal prosecution for

RIF



the Buffalo FO has increased each fiscal year since the last inspection.

The federal prosecution rates were as follows:

|                                   |     |
|-----------------------------------|-----|
| FY 2002:                          | 38% |
| FY 2003:                          | 67% |
| FY 2004 (through March 31, 2004): | 88% |

Local prosecution is sought when the office actively participates in the investigation and the case does not meet USAO prosecutorial thresholds. Statistical credit for state arrests are claimed after a conviction is obtained.

A review of Buffalo FO open and closed cases indicates that cases are [thoroughly] investigated, reports are generally [well-written], and proper interview techniques are employed. The office appropriately utilizes electronic surveillance devices, Forensic Services Division support, and properly documents declinations of prosecution. The timeliness of all reports reviewed during this inspection was [very good.]

The Buffalo FO [appears to] take full advantage of ECSAP examinations. The inspection team reviewed several cases involving ECSAP examinations, noting that three examinations were not documented in the associated case report. This was brought to the attention of management for future corrective action.

The inspection team identified the following discrepancies during its review of open and closed Buffalo FO cases:

- A limited number of written reports failed to contain the timely reporting of investigative interviews, consent searches, and items inventoried as evidence.
- A limited number of case files contained SSFs 1590 (Receipt for Contraband).

These discrepancies were brought to the attention of Buffalo FO management for future corrective action.

The administrative management of Buffalo FO criminal cases is [very good.] Investigative case files are [neatly] organized and contain the requisite documentation. Cases files reviewed by the inspection team included the proper use of secondary case types, date stamping, and indexing. SSFs 1599 (Personal History Summary) and

RIF



**SSFs 1599A (Judicial Action Summary) were completed and properly filed.**

**E. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of criminal investigations by the Buffalo FO is very good. Periodic case reviews are conducted by the Buffalo FO management team, and the investigative workload is equitably distributed. Since the last inspection, Buffalo FO management has instituted the use of several case review checklists, improving the overall administrative control of cases. Buffalo FO management also requires cases to be submitted for review 30 days prior to the scheduled due date, dramatically improving the timeliness of reports since the last inspection.**

**The Buffalo FO management team is providing SAs with the necessary leadership and supervision, and is actively engaged in all aspects of criminal investigations.**

*EIF*



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**The Buffalo FO conducted five accident investigations since the last inspection. All of the cases reviewed by the inspection team were properly investigated, and contained well-written reports.**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The Buffalo FO utilizes two contract investigators to conduct background investigations. RPSD advised that all reporting requirements are being met.**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations by the Buffalo FO is very good. All files are neat and organized, and reports reflect thorough investigations.**

RIF



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

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Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The Buffalo FO utilizes two contract investigators to conduct background investigations. RPSD advised that all reporting requirements are being met.**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations by the Buffalo FO is very good. All files are neat and organized, and reports reflect thorough investigations.**

RIF



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

**The Buffalo FO completed 159 protective surveys since the last inspection. All of the protective trip files reviewed contained the required documentation and reports were well-written and submitted in a timely manner. The management, supervision, and control of protective responsibilities is very good.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION

Is the office in compliance with FBI coordination requirements?

**YES**

**The inspection team also noted the association of the Buffalo FO with the FBI JTTF. The office has assigned one SA on a full-time basis to the JTTF.**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**There is currently one, long-term confined, subject in district. The case is on yearly review status and all reports are submitted as required. The review of 25 PI cases revealed that the Buffalo FO considers PI investigations a high priority. PI reports are well-written and submitted in a timely manner. The overall timeliness rate is 92 percent. Intelligence Division (ID) personnel were complimentary of the work produced by the Buffalo FO, and advised that the office is responsive to ID referrals. The management, supervision, and control of PI cases is very good.**

RIF



# INSPECTION REPORT

## Columbus Resident Office

June 8, 2004

This report covers the inspection of the Columbus Resident Office (RO) during the period of April 26 - 30, 2004. It was conducted in conjunction with the inspections of the Cincinnati Field Office (FO) and the Dayton RO, which are the subjects of separate reports. The last inspection was conducted on April 9 - 13, 2001.

The inspection was conducted by:

Assistant Inspector , Lead  
(Sections 1, 2, 6, and 10)  
Inspector  
(Sections 8, 9)  
Resident Agent in Charge (RAIC) (SAC)  
(Sections 3, 4)  
Assistant to Special Agent in Charge (MIA)  
(Sections 5, 7)

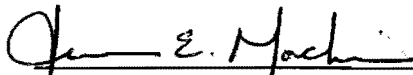
### GENERAL COMMENT

This report consists of this cover and assignment sheet, a synopsis of the findings, a ten-section inspection report, general comments by the RAIC, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Assistant Inspector

Approved:



James E. Mackin  
Special Agent in Charge

### Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Office of Investigations  
cc: SAIC - Cincinnati FO  
cc: RAIC - Columbus RO

b6, b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The Columbus RO has an aggressive recruiting strategy. The Columbus RO attends two major university job fairs and the local Career Expo each year. The Columbus RO also coordinates its recruiting strategies through the Recruitment and Personnel Security Division (RPSD).

#### B. MANAGEMENT OF THE OFFICE

The management of the Columbus RO is excellent. RAIC appropriately delegates general administrative duties to RAM. RAIC relies heavily on the two SSAs for the on-the-job training of less experienced SAs. In addition, SSAs typically conduct more complex criminal and PI investigations.

RAIC maintains an open door policy and encourages feedback from every employee. Informal office meetings occur on a weekly basis due to the office's small size. The protective and investigative workloads are equitably distributed.

##### Employee Interviews

Number of employees:

Number interviewed:

8

There were no major issues of concern raised by employees during confidential interviews. The overall morale of the office is excellent.

##### Commendation

The inspection team commends RAIC for his outstanding management efforts.

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

YES

b6, b7c  
b2, 7E



The Columbus RO follows the Cincinnati FO's Annual Workplan. The RO aggressively investigates cases involving financial crimes with community impact. The RAIC appropriately directs the office's resources towards the priorities identified in the Annual Workplan.

D. LIAISON

Liaison contacts were made with representatives of the U.S. Attorney's Office (USAO), Federal Bureau of Investigation, U.S. Postal Inspection Service, and the Franklin County Sheriff's Office. Each agency representative made positive comments about RAIC and the Columbus RO with regards to protection, PI, criminal investigative matters, and interagency cooperation. The state of interagency liaison in the Columbus RO district is excellent.

b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

D. POLICY AND INFORMATION DISSEMINATION

**The dissemination of information to office personnel is effected through office meetings, e-mail, and official messages. USSS manuals are properly organized and accessible to all employees. Additionally, personnel utilize LaserFiche to access manuals electronically.**

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

RIF



G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs?

**YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines?

**YES**

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Columbus RO is located at 500 South Front Street, Suite 800, Columbus, OH. The Columbus RO occupies 5,042 square feet of office space and has eight parking spaces in a six level parking structure within the same building. There have been no changes in the office space since the last inspection.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

##### C. VEHICLES

Number of vehicles assigned to this office:

**8**

Number of seized vehicles converted to official use:

**NONE**

The Columbus RO vehicle fleet is well maintained. All vehicles inspected were determined to be in very good condition and contained the required forms and safety equipment. The files reflect that preventive maintenance is being performed at the appropriate intervals.

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

##### E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

67E



Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

☒ The Columbus RO's shoulder weapons are in good condition. The ☒ Weapon Log (SSF 1781) is maintained in a locked cabinet within the vault and is properly utilized.

**Amounts of ammunition on hand at time of inspection:**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**F. INTERVIEW ROOMS**

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b5, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/4/04**

How many modems are used in the office? **NONE**

F. TECHNOLOGY UTILIZATION

**The Columbus RO is well equipped with relatively new computers. All systems were upgraded and/or serviced by IRMD in March 2004.**

RIF



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

RIF



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$500**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team examined 240 third party drafts and determined that payments are made in a timely manner. All receipts are attached and properly date stamped.**

**The inspection team also examined 77 SFs 1038 (Advance of Funds Application) and determined that the Columbus RO did not annotate the appropriate project and/or activity code in Section 12 (Remarks) as required by Section FMD-9(2). This was brought to the attention of management for future corrective action.**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

RIF



D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE  
DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT  
TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF  
AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious  
instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food  
Stamp Coupons? **NA**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE  
ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of  
ticket stock, purchase agreements and orders, and other financial  
obligations? **NA**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage  
reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY

**Overall, the fiscal responsibility of the Columbus RO is excellent.  
The Columbus RO is in compliance with established guidelines and  
procedures regarding budget allocation, third party drafts, and the  
utilization of the confidential fund. All financial records and  
documents are well-organized and maintained.**

*ALF*



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The review of training histories determined that every employee has taken some type of formal training since the last inspection. Training courses included Ethics in Law Enforcement, Candidate Nominee Detail Training, the administrative supervisor conference, and Practical Leadership.**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **96%**

Rate of supervisory handgun compliance since last inspection: **96%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **95%**

Rate of supervisory compliance since last inspection: **100%**

RIF



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **NA**

**The inspection team examined 122 SSFs 1544 (Certified Inventory of Evidence), and determined the Columbus RO to be in full compliance with the handling of evidence.**

**The inspection team determined that the Columbus RO did not maintain an evidence vault access log as required by Investigative Manual, Section INV-14. This was brought to the attention of management and corrected during this inspection.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

**The inspection team randomly audited and verified NIE for the month of April 2003, and determined the Columbus RO to be in full compliance.**

**Senior Investigative Assistant (SIA) is responsible for the processing of all counterfeit Federal Reserve Notes (FRN) in the Columbus RO. SIA ensures all incoming counterfeit FRNs are rapid printed and date stamped. Each counterfeit FRN is properly entered into the Counterfeit Contraband System.**

#### **C. ASSET FORFEITURE**

**Financial crimes investigations (bank fraud) is the primary investigative area in which the Columbus RO generates asset forfeiture activity.**

*b6, b7c*



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**The Columbus Resident Office is in full compliance regarding case management, supervision, and control of asset forfeiture cases.**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**At the time of the inspection, the Columbus RO had 94 open criminal cases. The majority of the pending investigations were in the metropolitan Columbus, OH area. The remaining cases were distributed throughout the remainder of the Columbus RO district.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were no dismissals or acquittals recorded by the Columbus RO since the last inspection.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The Columbus RO currently has one fugitive and one wanted person case under investigation. The review of these cases revealed the Columbus RO is in compliance with established USSS investigative policies. Both cases are in inactive reporting status, with the approval of the appropriate headquarters division.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to handling of counterfeit contraband? **YES**

RIF



Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**RAIC** verifies all counterfeit FRNs and determines if they are to be assigned for further investigation.

The review of 35 SSFs 1588A (Memorandum Report - Counterfeit) indicate that statistical credit is properly being taken.

Counterfeit currency investigations conducted by the Columbus RO are of very good quality. Since Fiscal Year (FY) 2002, the Columbus RO generated approximately 147 counterfeit currency cases, accounting for 63 percent of the criminal investigations, including 48 arrests.

The amount of counterfeit currency passed on the public in FY 2002 was \$127,680, compared to \$84,286 in FY 2003, and \$39,533 in FY 2004, to date. The amount seized before circulation was \$12,246 in FY 2002, \$231,060 in FY 2003, and \$6,585 in FY 2004, to date.

At the time of the inspection, the Columbus RO had 29 open counterfeit currency investigations. P-notes account for approximately 74 percent of counterfeit cases in the Columbus RO.

C. FINANCIAL CRIMES INVESTIGATIONS

The Columbus RO is actively pursuing financial crimes investigations. Since FY 2002, the Columbus RO investigated 53 financial crimes cases, accounting for 21 percent of the criminal investigations.

At the time of the inspection, the Columbus RO had 31 open financial crimes cases, accounting for 33 percent of all open criminal cases in the office. There has been an increase in the percentage of financial crimes related arrests in 2003, as compared with 2002, which is consistent with the Cincinnati FO Annual Workplan.

D. CASE REVIEW

The prosecutorial guidelines established by the USAO, is \$10,000 for financial crimes. Counterfeit currency investigations are prosecuted on a case-by-case basis. The guidelines state that prosecution would be authorized for cases involving significant amounts of counterfeit currency and multiple note passes.

b6, b7c



State and local prosecutors are receptive to cases presented by the Columbus RO. Arrest credit is properly taken in state and federal cases.

The review of open and closed cases by the inspection team determined that the majority of cases had significant community impact, and reflected high monetary loss. Reports are well-written and submitted in a timely manner. Investigative leads are thoroughly and properly pursued.

The administrative management of criminal files is excellent. Information regarding suspects is properly indexed, case files are well-organized and contain the necessary documentation, to include date stamp and J-stamp requirements.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The case management, supervision and control of criminal investigations by the Columbus RO is excellent. RAIC ensures the investigative workload is equitably distributed and case assignments are consistent with the developmental needs and experience of each SA.

RAIC reviews each SA's tickler on a weekly basis to ensure timeliness of all case reporting.

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## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**The inspection team reviewed all non-criminal investigations, to include accident investigations and stolen property files. Reports are well-written and files are in proper order.**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**RPSD indicated that all personnel security investigations by the Columbus RO have been received in a timely manner, with all pertinent information covered and reported.**

**The Columbus RO utilizes a contract special investigator for all background investigations.**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**Since the last inspection, the Columbus RO closed 115 non-criminal investigations. These cases included security updates, applicant backgrounds, accident and stolen property investigations. The case management, supervision, and control of non-criminal investigations is excellent.**

RIF



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Columbus RO had 21 protective visits since the last inspection. Protective survey reports are timely and comprehensive. The management, supervision, and control of the protective workload is excellent.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Columbus RO investigated 20 PI cases since the last inspection. All case reports are well-written and comprehensive. The inspection team determined that 96 percent of the 91 PI reports were submitted to ID in a timely manner. The case management and supervision of PI investigations is excellent.**

RIF



**INSPECTION REPORT****Mexico City Resident Office**April 21, 2004

This report covers the inspection of the Mexico City Resident Office (RO) during the period of April 12 - 16, 2004. It was conducted in conjunction with the inspections of the San Antonio Field Office (FO) and the McAllen and El Paso ROs, which are the subjects of separate reports. This was the first inspection of the Mexico City RO since it was established in July 2001.

The inspection was conducted by:

|                              |      |
|------------------------------|------|
| Inspector                    | Lead |
| (Section 1, 2, 5, 9, and 10) |      |
| Assistant Inspector          |      |
| (Section 3, 4, 6, 7, and 8)  |      |

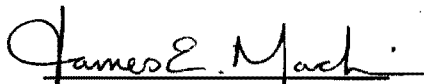
**GENERAL COMMENT**

This report consists of this cover and assignment sheet, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

  
James E. Mackin  
Special Agent in Charge

**Distribution**

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD – Office of Inspection  
cc: AD – Office of Investigations  
cc: SAIC – San Antonio FO  
cc: SAIC – Houston FO  
cc: RAIC – Mexico City RO

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## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

**The Mexico City RO recruiting efforts have targeted military personnel assigned to the U.S. Embassy, most of whom have inquired about Uniformed Division positions.**

#### **B. MANAGEMENT OF THE OFFICE**

**Mexico**

**City RO since it was established in July 2001.**

**The overall management of the Mexico City RO is very good. Communication within the Mexico City RO is effectively accomplished due to the small size of the office. RAIC has daily informal discussions with employees, which result in immediate dissemination of information. E-mail is also effectively utilized to provide information.**

**RAIC has established and maintains an open door policy. The RAIC appropriately delegates the responsibility of administrative issues to RAM and works closely with SA and FSN in an effort to provide the necessary investigative and protective training.**

**Operational duties are prioritized, with particular emphasis on liaison with host government law enforcement entities within the Mexico City RO district.**

**The Mexico City RO's liaison efforts have led to joint criminal investigations with host government law enforcement agencies, to include: cyber fraud, counterfeiting, and credit card fraud investigations.**

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The Mexico City RO has conducted 20 educational training seminars, in five different locations within the Mexico City RO district. These seminars were conducted for both private financial institutions, as well as a number of different agencies within the law enforcement community. [During one of the law enforcement seminars, computer equipment was given to the participants, totaling over \$49,000. This equipment was provided by the USSS International Programs Branch, USSS via the Terrorism Supplemental Fund.]

RAIC attempts to conduct office meetings every Monday; however, on average there is at least one office meeting every two weeks.

Supervisors from the San Antonio FO have conducted periodic visits to the Mexico City RO as required.

#### Employee Interviews

Number of employees:

Number interviewed: 4

[The morale within the Mexico RO is] very good.

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? YES

The Mexico City RO focuses on the priorities outlined in the San Antonio FO Annual Workplan. This focuses on the district's commitment to maintaining a high profile within the Mexican law enforcement community, by aggressively responding to all police inquiries for assistance. As previously noted, the Mexico City RO has been realigned and is now under the control of the Houston FO.

#### D. LIAISON

Liaison interviews were conducted with representatives of the U.S. Embassy, Mexico City, to include the Deputy Chief of Mission, Counselor for Management Affairs, Assistant RSO, Acting Attaché for Citizenship and Immigration Services, FBI Deputy Legal Attaché,

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the Chief of Station, and with representatives of the Estado Mayor  
Presidencial.

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## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **N/A**

**EPF's are maintained by the San Antonio FO and were reviewed by the San Antonio FO inspection team.**

**The inspection team determined that [redacted] maintains an off-duty weapon that he has not qualified with since being assigned to the Mexico City RO. [redacted] was advised not to utilize his off-duty weapon until he complies with requalification requirements.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **N/A**

**Employee vouchers are maintained by the San Antonio FO and were reviewed by the San Antonio FO inspection team.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **N/A**

**Payroll records are maintained by the San Antonio FO and were reviewed by the San Antonio FO inspection team.**

**RAM and FSN are paid through the Department of State. Their records are maintained within the Mexico City RO and were reviewed by the inspection team. No irregularities were noted by the inspection team.**

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D. POLICY AND INFORMATION DISSEMINATION

Communication within the Mexico City RO is easily effected due to the small size of the office. RAIC regularly attends embassy weekly briefings and conducts weekly office meetings to update his personnel. The Mexico City RO has access to the Investigative Operational Plan, the USSS Strategic Plan, and the San Antonio FO Annual Workplan.

USSS manuals are maintained in the Mexico City RO. All USSS directives are properly filed and checklists are updated. The inspection team determined that LaserFiche is not currently being utilized by the Mexico City RO. The inspection team suggested that LaserFiche be installed and utilized in addition to the USSS manuals.

E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? YES

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? NO

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? YES

b6, b7c



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Mexico City Office is located at 305 Paseo De Reforma, 1<sup>st</sup> floor, U.S. Embassy, Room 122A, Mexico City. The office is neat, clean, and professional in appearance. All accountable property and equipment is in good working condition.

There are no current or pending space requests for this office.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

The Mexico City office generated one Report of Survey for USSS Property (SSF 3347). It consisted of one lost Dell laptop computer which was valued at \$3,025.

The Mexico City RO donated two desktop computers, one laptop computer, and two printers to a local area school. Proper notification was made to Administrative Operations Division, whereas the desktops and printers appear on the Inspection Disposal Report. However, the laptop remains in the Personal Property System list for the Mexico City RO. This was brought to the attention of management for corrective action.

One Dell flat screen 17 inch monitor was located in the office with no USSS property number, and was not listed on the USSS accountable property inventory report. This was brought to the attention of management for correction.

##### C. VEHICLES

Number of vehicles assigned to this office:

**3**

Number of seized vehicles converted to official use:

**NONE**

*RF*



**The vehicle fleet is in very good condition. There was no unreported damage discovered during the inspection. All required documents and emergency equipment are present in all vehicles.**

**The vehicle files are properly maintained and routine vehicle maintenance is being completed on schedule.**

**D. ELECTRONIC INTERCEPT EQUIPMENT**

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**E. WEAPONS AND AMMUNITION**

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **N/A**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **N/A**

Is the documentation of the disposal of expended cartridges filed appropriately? **N/A**

**F. INTERVIEW ROOMS**

Are interview rooms maintained in compliance with USSS policy? **N/A**

**The Mexico City RO does not have an interview room.**

b2, 7E



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**Classified documents are received by the Top Secret Control Officer (TSCO), or his alternate. Classified documents can also be received by the Drug Enforcement Administration office at the embassy and held for pickup by the TSCO.**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**

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**The inspection team identified one laptop computer that did not have the latest Norton Anti-Virus software.**

**F. TECHNOLOGY UTILIZATION**

**The Mexico City RO has acquired five new laptop computers, three 17 inch Dell flat screen monitors, a secure fax, and a Hub, also referred to as a "switch," which will improve Mexico City RO internet access and service.**

**G. LOCAL AREA NETWORK (LAN)**

**Does this office utilize a LAN?**

**NO**

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## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. IMPREST FUND

Is the office in compliance with policy regarding utilization of the imprest fund? **YES**

Are expenditures properly documented on Subvouchers for Imprest Expenditure (SSF 1164)? **YES**

Amount of fund: **\$500**

Was the imprest fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **N/A**

**The San Antonio FO manages all Mexico City RO third party drafts, which were reviewed by the San Antonio inspection team.**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **N/A**

RIF



E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

N/A

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

YES

G. FISCAL RESPONSIBILITY

The inspection team noted the Mexico City RO is timely in paying its bills and is staying under its budgeted allocation. RAM is unable to utilize the third party drafts until she receives the training to do the same. The overall fiscal responsibility exercised by Mexico City RO management is very good.

b6, b7c



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**A review of employee specialized training revealed that, except for SA [redacted] all SAs have received formalized training courses since their assignment to the Mexico City RO.**

**The FSN has received in service training in the San Antonio FO; however, the inspection team suggested that the Mexico City RO consult with the Office of Investigations and the Office of Human Resources and Training to obtain additional training.**

#### B. FIREARMS AND WEAPONS TRAINING

**Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? NO**

**Overall rate of handgun compliance since last inspection: 64%**

**Rate of supervisory handgun compliance since last inspection: 50%**

**The inspection team determined that since the current RAIC has been in place, the office has been 100 percent in compliance with handgun requalification requirements.**

**As previously stated, the Mexico City RO has submitted an official request to the Mexican government, through the U.S. Embassy's RSO,**

#### C. PHYSICAL FITNESS

**Are all employees in compliance with the Physical Fitness Program requirements? YES**

**Overall rate of compliance since last inspection: 100%**

b6, b7c  
b2, 7E



Rate of supervisory compliance since last inspection: **100%**

RIF



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**The Mexico City RO maintains one \$20 genuine Federal Reserve Note (FRN) as a specimen for educational purposes.**

**The office also maintains one counterfeit \$20 FRN and five counterfeit \$100 FRNs for educational purposes.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **N/A**

**The Mexico City RO forwards all NIE to the San Antonio FO. The inspection team suggested that in the future, the Mexico City RO maintain NIE in the office.**

#### **C. ASSET FORFEITURE**

**The Mexico City RO does not have investigative seizure authority in Mexico.**

### **7.3: Case Review - Asset Forfeiture Cases**

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **N/A**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Mexico City RO opened on July 29, 2001. Due to the Brownsville Merida Accord, the Mexico City RO is not allowed to conduct investigations in Mexico. However, if the host country conducts an investigation of interest to the USSS, the Mexico City RO can open a case and oversee the host country's investigation.**

**Since its inception, the Mexico City RO initiated approximately 21 criminal investigations. At the time of the inspection, there were seven pending cases broken down as follows:**

- **financial crimes: 4**
- **counterfeit currency: 2**
- **check forgery: 1**

**The pending cases all originated in Mexico City with the exception of one case originating in Laredo, Texas.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

#### Judicial Procedures

**This office recorded no acquittals or dismissals.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **N/A**

**Due to legal restrictions, this office does not generate raid plans.**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **N/A**

**The Mexico City RO is not involved in taxpayer investigations.**

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Other Criminal Investigations

**The Mexico City RO is not involved in other criminal investigations.**

**B. COUNTERFEIT INVESTIGATIONS**

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**The Mexico City RO has opened four counterfeit U.S. currency investigations, accounting for approximately 19 percent of criminal investigations. Due to the Brownsville Merida Accord, the Mexico City RO can only monitor these investigations. By agreement with the host government, SAs do not interview suspects; therefore all information reported by the Mexico City RO is received from the local authorities.**

**The Mexico City RO provides guidance to host government law enforcement agencies regarding the detection of counterfeit U.S. currency.**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**The Mexico City RO generated 12 cases involving financial crimes, accounting for approximately 57 percent of criminal investigations. At the time of the inspection, 4 of the 7 open cases involved financial crimes, constituting 57 percent of the criminal case load.**

**D. CASE REVIEW**

**The inspection team reviewed all of the open criminal investigations in the Mexico City RO. As stated earlier, counterfeit investigation account for 19 percent of criminal investigations, financial crimes account for 57 percent and the remaining investigations involved check forgery.**

**[The review of the criminal investigations revealed that reports are timely, thorough, and well-written. The Mexico City RO provides technical and investigative assistance to regional counterparts when possible. [The Mexico City RO properly handles, maintains, and stores evidence and contraband.] The Mexico City RO has requested**

RIF



**the appropriate assistance from Electronic Crimes Special Agent Program in assisting the Mexican government.**

**Based on the limited amount of information provided by the host government, the administrative management of the criminal investigations is very good.**

**All suspect and subject information is forwarded to San Antonio FO for indexing.**

**E. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of criminal investigations is very good. The Mexico City RO is responsive to requests for assistance from host government police agencies within the Mexico City RO district.**

RIF



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **NO**

**There was one reportable vehicle accident in the Mexico City RO district with a total cost of approximately \$2,000. The case was reviewed and found to have been properly investigated and administratively well-maintained. The inspection team determined that the case was delinquent in its initial reporting. This issue was discussed with RAIC during the inspection.**

**The Mexico City RO had one laptop computer stolen since its establishment. The file was reviewed and found to be in compliance with the USSS guidelines.**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**The Mexico City RO conducted six applicant and security updates since it was established. RPSD reported that all personnel security investigations from the Mexico City RO are being received in a timely manner with all pertinent information covered and reported.**

**Currently, there are two applicant background files being maintained by the Mexico City RO, one is open and the other closed. Although the office is in compliance with proper destruction requirements, these files were not being retained in the Mexico City RO vault. This was brought to the attention of management and corrected during the inspection.**

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C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

Non-criminal cases are being appropriately managed and supervised. Aside from the previously noted improper storage of background investigations and the tardy accident investigation report, proper attention is being given to investigative details, format, and timeliness. The case management, supervision, and control of the non-criminal casework by the Mexico City RO are good.

RIF



## **Section 10: Protection and Intelligence**

### **10.2: Inspection Review and Findings**

#### **A. HOSPITAL SURVEYS**

Is the office in compliance with current guidelines relative to hospital surveys? **NO**

**The Mexico City RO conducts hospital surveys according to protective visits to the district. of the hospital surveys were missing required diagrams and post assignment logs; therefore the Mexico City RO is not in compliance with USSS guidelines.**

#### **B. PROTECTIVE VISITS AND SURVEYS**

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**Since its establishment, the Mexico City RO supported 59 protective visits to its district. The protective trip files, through January 2003, are maintained in the San Antonio FO and were reviewed by the San Antonio inspection team. The remaining protective trip files and reports were reviewed and determined to be submitted in a timely manner, and in compliance with USSS policies. The inspection team identified several deficiencies, to include: incomplete hospital surveys and the absence of required FBI notification letters. The inspection team recognizes this is one of the areas in which Mexico City RO personnel need additional administrative training. The management, supervision, and control of the protective workload by RAIC is good.**

#### **C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)**

Is the office in compliance with FBI coordination requirements? **YES**

**The inspection team determined that FBI notifications were being made verbally, and not in writing, as required. Effective January 2004, the Mexico City RO conformed to current USSS guidelines.**

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**RAIC maintains good liaison contact with FBI Legal Attaché**  
**Since January 2004, the Mexico City RO**  
**maintains all memorandums of notification in the administrative file,**  
**as required by USSS policy.**

**D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL**

**The Mexico City RO investigated two PI cases since its establishment.**  
**The review of case files revealed that all reports are well-written and**  
**comprehensive, but not submitted in a timely manner. There were no**  
**subjects located within the Mexico City RO's district.**

**The overall management, supervision, and control of PI cases is good.**

b2, b6, b7c, b7E



**INSPECTION REPORT****Wilmington (NC) Resident Office**May 3, 2004

This report covers the inspection of the Wilmington (NC) Resident Office (RO) during the period of March 8 - 12, 2004. It was conducted in conjunction with the inspections of the Charlotte Field Office (FO), and Greensboro and Raleigh ROs. The last inspection was conducted on March 5 - 9, 2001.

The inspection was conducted by:

|  |       |
|--|-------|
| Assistant Inspector<br>(Sections 1, 6, 10) | Lead  |
| Assistant Inspector<br>(Sections 7, 8)     |       |
| Inspector<br>(Sections 2, 4, 9)            | (UND) |
| Inspector<br>(Sections 3, 5)               | (UND) |

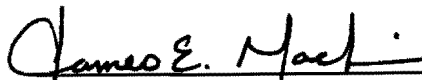
GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Assistant Inspector

  
James E. Mackin  
Special Agent in Charge

b6, b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

**The Wilmington RO is very aggressive in its recruiting efforts.** Since the last inspection, the Wilmington RO has interviewed 50 potential candidates and attended 13 job fairs. Applicants are recruited from Ft. Bragg, Camp LeJeune, Fayetteville State University, University of North Carolina - Pembroke, and The Citadel.

#### B. MANAGEMENT OF THE OFFICE

**The management of the Wilmington RO is excellent. RAIC appropriately delegates general administrative duties to RAA**  
**RAIC** relies heavily on **SSA** for the on-the-job training of less experienced SAs and to conduct more complex investigations.

**RAIC** maintains an open door policy and encourages feedback from every employee. Informal office meetings take place on a weekly basis due to the office's small size. The Wilmington RO has access to e-mail and the Charlotte FO local area network (LAN).

**The protective and investigative workload is equitably distributed.**

Employee Interviews

Number of employees:

Number interviewed:

5

**The overall morale of the office is very good.**

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

**The Wilmington RO follows the Charlotte FO's Annual Workplan. The RO aggressively investigates cases involving financial crimes with community impact. The RAIC appropriately directs its resources towards the priorities identified in the Annual Workplan.**

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D. LIAISON

**Liaison contacts were made with representatives of the U.S. District Court, U.S. Probation, Bureau of Alcohol Tobacco, Firearms, and Explosives, Bureau of Immigration and Customs Enforcement, Federal Bureau of Investigation, Wilmington Police Department, Hanover County Sheriff's Department, and Drug Enforcement Administration.**

b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **NA**

**These files are maintained in the Charlotte FO and were reviewed by the Charlotte FO inspection team.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **NA**

**These files are maintained in the Charlotte FO and were reviewed by the Charlotte FO inspection team**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NA**

**These files are maintained in the Charlotte FO and were reviewed by the Charlotte FO inspection team.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The dissemination of information to office personnel is effected through office meetings, e-mails, and official messages. USSS manuals are properly organized and accessible to all employees. Additionally, office personnel utilize LaserFiche to access manuals electronically.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

RIF



There were several FY 2003 files that contained material that was not date stamped according to USSS policy. Additionally, administrative file 601.000, Physical Protection Surveys, were not being destroyed as required by USSS policy. These discrepancies were brought to the attention of management and corrected.

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

Administrative file 100.020 is maintained in the Charlotte FO and was reviewed by the Charlotte FO inspection team. The Wilmington RO Annual Report of Safety Hazards (SSF 2089) has not been completed as required by USSS policy. This discrepancy was brought to the attention of management and corrected during the inspection.

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Wilmington RO is located in the Summit Center, 1717 Shipyard Boulevard, Suite 340, Wilmington, NC and consists of 3,897 square feet of space.

The office space is neat and professional in appearance. There are no current or pending space requests by this office.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES

Has this office loaned any property or equipment? NO

##### C. VEHICLES

Number of vehicles assigned to this office:

4

Number of seized vehicles converted to official use:

NONE

All vehicles assigned to the Wilmington RO were inspected, determined to be in good condition and were properly equipped with forms and safety equipment. The vehicles have been properly maintained, and maintenance is documented in the Property Accounting and Management System (PAMS).

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? YES

##### E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? YES

RIF



Do the Ammunition Inventory Log (SSF 3064) totals agree with the  
ammunition on hand? **NO**

The SSF 3064 (Ammunition Inventory Log) reflected **of**  
There were actually **in**  
inventory.

The SSF 1781 (Weapon Log) was properly utilized and current.

Is the documentation of the disposal of expended cartridges filed  
appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Emergency Preparedness and Continuity of Operations Plans were updated on January 27, 2004, and are available to all employees.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

**The SFs 153 (Destruction Report) were being retained longer than required by USSS policy. This discrepancy was brought to the attention of management and corrected during the inspection.**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **NA**

AIF



F. TECHNOLOGY UTILIZATION

The Wilmington RO believes that the online capabilities of the counterfeit system have greatly enhanced the ability of the agency. Additionally, SA [redacted] has been trained in the Electronic Crimes Special Agent Program (ECSAP). SA [redacted] uses his ECSAP training to supplement criminal investigations.

G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

YES

The Wilmington RO has access to the Charlotte FO LAN.

b6, b7c



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund?

NA

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card?

YES

**The inspection team reviewed 300 third party drafts issued during FYs 2002 and 2003. The drafts contained the proper date stamps and approval signatures. All invoices were paid within the 30-day time period, with most invoices paid within 7 days.**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation?

YES

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons?

NA

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations?

NA

RIF



F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

**The Wilmington RO consistently demonstrates that it is in compliance with FMD guidelines. All expenditures are properly tracked, logged, certified, paid, and filed.**

**The overall fiscal responsibility by the Wilmington RO is excellent.**

RIF



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The inspection team reviewed the training histories of all employees in the Wilmington RO. Every employee has taken some type of formal training since the last inspection. Training courses included supervisory diversity issues, Introduction to Supervision, and organizational inclusion.**

#### B. FIREARMS AND WEAPONS TRAINING

Are employees in compliance with current qualification and requalification requirements for all weapons they are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **100%**

Rate of supervisory handgun compliance since last inspection: **100%**

#### C. PHYSICAL FITNESS

Are all employees in compliance with the Physical Fitness Program requirements? **YES**

Overall rate of compliance since last inspection: **100%**

Rate of supervisory compliance since last inspection: **100%**

RIF



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Have genuine currency and other items of value stored in evidence been verified? **YES**

**The inspection team reviewed all evidence maintained by the Wilmington RO. The Wilmington RO currently has three open investigations wherein genuine U.S. currency has not been forwarded to the U.S. Treasury suspense fund. A review of these investigations indicates that the Wilmington RO has properly documented the circumstances requiring retention of genuine currency in the evidence vault.**

**The overall handling, storage, and documentation of evidence in the Wilmington RO is excellent.**

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### C. ASSET FORFEITURE

**Since the last inspection, the Wilmington RO generated seven asset forfeiture cases stemming from six criminal investigations. Five of the asset forfeiture cases were generated from P-note investigations and two asset forfeiture cases were the result of an altered access device investigation. Total assets seized have a value of \$8,934.**

**Items seized by the Wilmington RO include various types of computer hardware and \$5,600 in genuine U.S. currency.**

RIF



### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**All asset forfeiture case files were reviewed and determined to be through and complete. The case management, supervision, and control of asset forfeiture investigations is excellent.**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Wilmington RO currently has 48 open criminal investigations. Eighteen percent of the criminal investigations originated in the city of Wilmington; 11 percent in Fayetteville; 11 percent in Jacksonville; 8 percent in Lumberton; and the remaining 52 percent originated throughout the 14 counties in this district.**

**Fifty-eight percent of the pending criminal investigations involve counterfeit currency cases, 38 percent are financial crimes cases, and four percent are check forgery cases.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

#### Judicial Procedures

**There have been no acquittals or dismissals during this inspection period.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

#### Other Criminal Investigations

**Currently, there are no fugitive/wanted investigations in the Wilmington RO district.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

RIF



Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**Counterfeit investigations accounted for 58 percent of the pending criminal cases and 38 percent of total arrests in FY 2004 (through January). Counterfeit U.S. currency activity in the Wilmington RO district consists primarily of P-notes, which make up 69 percent of the counterfeit activity. Circular notes account for 25 percent and office machine copies account for 5 percent.**

**Counterfeit investigations range from one note passes to substantial, multi-defendant plant suppression cases. Notwithstanding the fact that the majority of counterfeit currency cases are P-note investigations, these cases are aggressively and thoroughly investigated by the Wilmington RO. Wilmington RO SAs respond quickly to local law enforcement agency requests for support in all counterfeit currency investigations. During FY 2004, through January 2004, the Wilmington RO recorded 6 counterfeit currency arrests.**

**The Wilmington RO appropriately utilizes the In-Custody Response reporting format.**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**The Wilmington RO is pursuing a broad spectrum of financial crimes investigations. Financial crimes cases account for 38 percent of the current pending criminal investigations in the Wilmington RO and represent 50 percent of the total arrests.**

**The Wilmington RO dedicates 27 percent of its manhours towards financial crimes cases as compared to the USSS average of 21 percent.**

**All financial crimes investigations that were reviewed were determined to be quality cases with substantial actual fraud loss that impacted the local community.**

**These investigations include: fraudulent use of credit cards, counterfeit credit cards, identity theft, collusive merchants, and counterfeit commercial checks.**

**In addition, there were several significant investigations involving theft and/or misappropriations by employees of local banks and financial institutions, wherein the actual loss exceeded \$100,000.**

*RIF*



These cases were thoroughly investigated, well documented, and resulted in successful federal prosecution of the offenders.

During FY 2004, through January 2004, the Wilmington RO reported 8 financial crime arrests. The inspection team noted the recent increase in federally prosecuted cases in the Wilmington RO district. In FY 2002, the office had a 58 percent federal prosecution rate for all its investigations. In FY 2003, the rate decreased to 43 percent; however, in FY 2004, 94 percent of the Wilmington RO arrests have been federally prosecuted.

The increases in financial crimes investigations and federal prosecutions indicate that the Wilmington RO is actively following the Charlotte FO workplan.

#### D. CASE REVIEW

During this inspection, approximately 50 open and closed criminal cases were reviewed. The reviewed cases target a wide variety of criminal violations, ranging from counterfeit U.S. currency, access device fraud, internet fraud, bank fraud, and identity theft.

The Wilmington RO maintains an excellent relationship with the USAO, as well as with local prosecutor's offices that are receptive to cases presented by the USSS. The review of case files indicates that the Wilmington RO is in full compliance with USSS policy regarding arrest credit for federal and state investigations.

In all cases, investigations are very thorough. SAs effectively utilize various investigative techniques and resources, to include: search warrants, consensual intercepts, electronic devices, polygraphs, and ECSAP exams, and informants. The office also makes good use of various investigative support units of the USSS. Case files are meticulously maintained and contain the appropriate information and documentation. Case reports are thorough and timely.

There were several discrepancies noted on cases involving juveniles. Several of the case files did not have the required "Juvenile" notation on the outside of the case file. This was brought to the attention of management and was corrected during the inspection.

Overall, the content, accuracy, thoroughness, and maintenance of the case files is excellent.

RIF



E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The investigative workload is equitably distributed based on SAs experience and developmental needs. Criminal investigations are aggressively pursued and thoroughly investigated, and reports are well-written.**

**The overall case management and supervision of the criminal investigations conducted by the Wilmington RO is excellent.**

RIF



## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**There were two reported vehicle accidents involving Wilmington RO vehicles since last inspection. One case was reviewed and found to be in compliance with administrative and investigative guidelines. The second vehicle accident, which occurred on March 5, 2004, is pending investigation.**

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**Recruitment and Personnel Security Division reported that all personnel security investigations conducted by the Wilmington RO are received in a timely manner. Special Investigator (SI) Greenwood completes applicant backgrounds and personnel updates in a timely manner.**

C. CASE MANAGEMENT, SUPERVISION, AND CONTROL

**The case management, supervision, and control of non-criminal investigations by the Wilmington RO is very good. Reports are complete, well-written, and submitted with the appropriate attachments.**

f 11



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Wilmington RO had four protective visits since the last inspection. Protective survey reports are timely and comprehensive. The management, supervision, and control of the protective workload is excellent.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Wilmington RO investigated 11 PI cases since the last inspection. PI cases are thoroughly investigated. Case reports are well-written and comprehensive. The inspection team determined that 100 percent of the PI reports were submitted to ID in a timely manner. The case management and supervision of PI investigations is excellent.**

*RIF*



**INSPECTION REPORT****McAllen Resident Office**April 23, 2004

This report covers the inspection of the McAllen Resident Office (RO) during the period of April 12 - 16, 2004. It was conducted in conjunction with the inspections of the San Antonio Field Office (FO), and the El Paso and Mexico City ROs, which are the subjects of separate reports. The last inspection was conducted on April 2 - 5, 2001.

The inspection was conducted by:

Inspector  
(Sections 1, 6, 9, and 10)

Inspector  
(Sections 2, 5, and 7)

Assistant Inspector  
(Sections 3, 4, and 8)

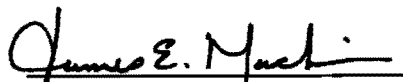
**GENERAL COMMENT**

This report consists of this cover and assignment sheet, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

inspector ✓

  
James E. Mackin  
Special Agent in Charge

**Distribution**

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD – Office of Inspection  
cc: AD – Office of Investigations  
cc: SAIC – San Antonio Field Office  
cc: RAIC – McAllen Resident Office

b6, b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The recruitment and hiring of SA and Uniformed Division officers is coordinated by the San Antonio FO.

#### B. MANAGEMENT OF THE OFFICE

The overall management of the McAllen RO is very good.

The McAllen RO is

The resident agency administrator (RAA) position has been vacant since September 2003, and will not be filled until May 27, 2004. This office was upgraded from a Resident Agency to a RO on March 23, 2003.

All SAs are in their phase one assignment, two of which graduated from the Special Agent Training Course (SATC) in 2003.

RAIC believes in management through personal contact. RAIC conducts hands-on leadership by delivering a consistent and timely management message through daily interaction and communication.

RAIC monitors the workload to ensure tasks and cases are distributed in a fair and equitable manner, based on the availability, experience, and ability of each SA. RAIC encourages and challenges his employees with a positive leadership outlook accompanied by an increased expectation of success. "Attention to detail" is particularly stressed to SAs.

Arrest statistics are reviewed and used as a baseline measurement of SA productivity. SA production is also evaluated based on the employee's ability to work as an effective team member in all aspects of protective, investigative, and administrative assignments.

Formal office meetings are not held at the McAllen RO due to the constant interaction between the RAIC, SAs, and SIS. Impromptu and informal meetings occur frequently in the office.

The special agent in charge (SAIC), or his designee, visit the McAllen RO at the appropriate intervals.

1, b6, b7C  
b2, 7E



Employee Interviews

Number of employees:

Number interviewed:

5

The inspection team determined that the current morale level of the McAllen RO is very good.

C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

YES

The McAllen RO falls under the Annual Workplan of the San Antonio FO.

D. LIAISON

The inspection team interviewed both assistant U.S. attorneys in charge (AUSAIC) for the Southern Judicial District of Texas (SDT), the acting and deputy chiefs for the U.S. Border Patrol, the assistant special agent in charge (ASAC) of the Federal Bureau of Investigation (FBI), the Chiefs of Police of the McAllen and Harlingen Police Departments (PD), and the task force lieutenant of the Texas Department of Public Safety (DPS).

b5, b6, b7c



The inspection team concluded that the overall state of interagency liaison conducted by the McAllen RO is excellent.



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **NA**

**McAllen RO EPFs are maintained at the San Antonio FO.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **NA**

**McAllen RO vouchers are maintained at the San Antonio FO.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **NA**

**McAllen RO payroll records are maintained at the San Antonio FO.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The McAllen RO disseminates office policy and other information through informal meetings, official messages, e-mail and daily contact with the RAIC. All employees at the McAllen RO have access to all manuals via LaserFiche. The office maintains one complete and up-to-date set of manuals. The San Antonio FO workplan is current and available to all personnel. The USSS Strategic Plan is also available to all personnel to view through the USSS Intranet.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

**The inspection team reviewed all administrative files and the following discrepancies were noted:**

RIF



- Original invoices were incorrectly filed in the corresponding administrative file (145.045 – Telecommunications and 145.070 – Cellular Telephone Services). These original invoices are required to be maintained in the third party draft file.
- Two administrative files were mislabeled.

**These discrepancies were brought to the attention of management for immediate corrective action.**

**F. EMPLOYEE PHYSICAL EXAMINATIONS**

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

**G. OFFICE HEALTH AND SAFETY PROGRAMS**

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

**H. TREASURY ENFORCEMENT AGENT (TEA) EXAM**

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **NA**

**The San Antonio FO administers the TEA exam.**

**Commendation**

**The inspection team commends SIS ' for performing her administrative duties in an exemplary manner. In order to meet the needs of the McAllen RO, SIS agreed to increase her work schedule from 20 to 30 hours per week, while maintaining an 18 unit academic schedule. In addition to her regularly assigned duties, SIS has assumed many of the responsibilities of the vacant RAA position. SIS has accomplished these tasks with minimal training and limited administrative assistance.**

b6, b7c



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The McAllen RO is located at 200 South 10<sup>th</sup> Street, Suite 1107, McAllen, TX, and occupies approximately 2,578 square feet of office space. [Although the McAllen RO is functioning within its allocated space requirements, it would benefit from additional space, namely a conference room, whereas it does not have a suitable area to conduct briefings.] There are no current or pending space requests for the McAllen RO.

Since the last inspection, the McAllen RO acquired new office furniture. The current office space is professional in appearance.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? YES

Has this office loaned any property or equipment? NO

##### C. VEHICLES

Number of vehicles assigned to this office: [ 4 ]

Number of seized vehicles converted to official use: NONE

All vehicles [are clean] and contain the required documentation and emergency equipment. [The McAllen RO utilizes four assigned parking spaces, which are located in an uncovered, unsecured parking lot north of the office building.]

All vehicle maintenance files are maintained at the San Antonio FO. The San Antonio inspection team determined that all vehicle files are in proper order and contain the appropriate maintenance documentation. In addition, all McAllen RO vehicles are maintained in accordance with the Preventive Maintenance Program, and repairs are properly recorded in the Property Accounting Management System. All SSFs 1788A, Home-to-Work and Extraordinary Vehicle Use Log, are current. There is no unreported damage to any of the vehicles.

RIF



D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

All shoulder weapons and unassigned weapons were verified [ ]  
The SSF 1781 (Weapon Log) is properly utilized and maintained in the office vault [ ]

All ammunition was verified against the SSF 3064 (Ammunition Inventory Log) [ ] and the amount on hand is commensurate with the needs of the office. [ ]

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

b2, b5, b7E



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**The McAllen RO does not currently maintain any classified documents.**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **4/04**

How many modems are used in the office? **NONE**

#### F. TECHNOLOGY UTILIZATION

**Since the last inspection, the McAllen RO upgraded all three desktop computers. Additionally, Microsoft Outlook has been installed on all desktop and laptop computers to replace the previously used Netscape application.**

*RIF*



G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

*RIF*



## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund?

NA

**The McAllen RO does not maintain a confidential fund.**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card?

YES

**The inspection team reviewed 493 third party drafts which were written prior to the separation of the RAA in August 2003. Currently, all invoices are processed for approval by the McAllen RO and forwarded to the San Antonio FO where the third party draft is issued as payment. [The inspection team identified the following deficiencies:**

- **Copies of 196 invoices were filed in the third party drafts folder (303.027). The original invoices were incorrectly filed in the corresponding administrative file, contrary to USSS policy.**
- **Two invoices were filed without the pink or yellow copies of the drafts attached.**

**These deficiencies were brought to the attention of management for immediate corrective action. ]**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation?

YES

RIF



D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE  
DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT  
TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF  
AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious  
instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food  
Stamp Coupons? **NA**

**The McAllen RO does not maintain any spurious instruments.**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE  
ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of  
ticket stock, purchase agreements and orders, and other financial  
obligations? **YES**

**The McAllen RO does not maintain any airline ticket stock.**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage  
reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY

**The overall financial responsibility of the McAllen RO is very good.  
Invoices were (paid in the appropriate time frames and) in full  
compliance with USSS policy. Despite the fact that original invoices  
were misfiled, all documents were readily available.**

RIF



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

The individual training histories of McAllen RO personnel indicate that the RAIC and one SA have received formal in-service training since the last inspection. The inspection team noted that the remaining two SAs graduated from SATC in 2003.

The on-the-job training (OJT) files were reviewed and found to be in order. The inspection team determined that the newly hired SAs and the RAIC reviewed the OJT checklist during the evaluation periods.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **95%**

Rate of supervisory handgun compliance since last inspection: **100%**

**The McAllen RO is also in full compliance with the following firearms requalification requirements:**

- **Shoulder weapon requalifications:** **95%**
- **Handgun night fire requalifications:** **100%**
- **Off duty handgun requalifications:** **80%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **85%**

Rate of supervisory compliance since last inspection: **100%**

RIF



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

The individual training histories of McAllen RO personnel indicate that the RAIC and one SA have received formal in-service training since the last inspection. The inspection team noted that the remaining two SAs graduated from SATC in 2003.

The on-the-job training (OJT) files were reviewed and found to be in order. The inspection team determined that the newly hired SAs and the RAIC reviewed the OJT checklist during the evaluation periods.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry? **YES**

Overall rate of handgun compliance since last inspection: **95%**

Rate of supervisory handgun compliance since last inspection: **100%**

**The McAllen RO is also in full compliance with the following firearms requalification requirements:**

- **Shoulder weapon requalifications:** **95%**
- **Handgun night fire requalifications:** **100%**
- **Off duty handgun requalifications:** **80%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **85%**

Rate of supervisory compliance since last inspection: **100%**

RIF



## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**The overall seizures and evidence handling procedures undertaken by the McAllen RO is ☒ very good. All inventory records are ☒ well-organized and all evidence is processed according to USSS policy and legal requirements.**

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### C. ASSET FORFEITURE

**Counterfeit printer note (P-note) and credit card investigations are the most common types of cases that lead to the forfeiture of assets.**

☒ **Most items are handled through the abandonment process or by sentencing agreement. There has been one criminal seizure case originated in the district since the last inspection. The assets in this case (valued at \$300) were forfeited to the government through a plea agreement.**

### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

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65



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The McAllen RO district is comprised of the following six counties in southern Texas: Hidalgo, Cameron, Starr, Brooks, Willacy, and Jim Hogg. The district encompasses approximately 8,445 square miles, with a population of approximately 1.1 million.**

**Since FY 2002, the McAllen RO conducted approximately 155 criminal investigations. Seventy percent involved counterfeit U.S. currency, and 26 percent involved financial crimes. The vast majority of the criminal investigations originate in Hidalgo County.**

**At the time of this inspection, the McAllen RO had 40 open criminal cases, of which 22 involved financial crimes and 18 involved counterfeit U.S. currency.**

#### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

#### Judicial Procedures

**Since the previous inspection, there have been no dismissals or acquittals in the McAllen RO.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **NA**

#### Other Criminal Investigations

**The McAllen RO is investigating two outstanding fugitives in a financial crimes case involving identity theft and cellular phone fraud. A review of the case file revealed that the arrest warrants for the fugitives were entered into the National Crime Information Center (NCIC) by the U.S. Marshals Service in the McAllen RO district, contrary to USSS policies and procedures. The inspection team**

RIF



**suggested that the McAllen RO consult with, and defer to, Investigative Support Division to ensure appropriate compliance with NCIC fugitive data entries.**

**B. COUNTERFEIT INVESTIGATIONS**

**Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? YES**

**Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? YES**

**Counterfeit U.S. currency investigations in the McAllen RO are of good quality. Since FY 2002, the McAllen RO generated approximately 115 counterfeit currency cases, accounting for 74 percent of criminal investigations. Approximately 43 percent of the counterfeit U.S. currency cases involved circular notes, and approximately 39 percent involved P-notes.**

**The amount of counterfeit currency passed on the public in FY 2002 was \$191,683, compared to \$163,633 in FY 2003, and \$57,679 in FY 2004, to date. The amount seized before circulation was \$147,747 in FY 2002, \$316,022 in FY 2003, and \$40,135 in FY 2004, to date.**

**The McAllen RO conducts counterfeit currency investigations [that are of moderate complexity, and generally involve multiple defendants and suspects. All cases have been effective in combating counterfeit currency activity in the district.]**

**At the time of this inspection, the McAllen RO had 18 open counterfeit currency cases.**

**C. FINANCIAL CRIMES INVESTIGATIONS**

**Since FY 2002, the McAllen RO investigated approximately 40 financial crimes investigations, which constituted 26 percent of the overall criminal investigations. The majority of financial crimes cases involve access device fraud, identity theft, and check forgery. At the time of this inspection, the McAllen RO had 22 open financial crimes cases.**

**The financial crimes investigations conducted by the McAllen RO are of moderate complexity, yet have profound community impact. Most of the cases are directly connected to organized activities in Mexico, therefore causing the McAllen RO to utilize extensive investigative measures. The financial crimes investigations by the McAllen RO**

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are of good quality, and many are associated with the large concentration of narcotics in the district.

D. CASE REVIEW

The prosecutorial guidelines outlined by the USAO - SDT establish a threshold of \$100,000 for financial crimes. Prosecution of counterfeit currency violations are considered on a case-by-case basis. The USAO works closely with the McAllen RO, despite its concentration on narcotics and alien smuggling. Federal prosecutions dramatically increased to 79 percent in FY 2003, compared to 48 percent in FY 2002.

A review of the criminal cases revealed that the McAllen RO aggressively pursues a wide array of investigations. The McAllen RO's liaison efforts within the law enforcement community have been instrumental in prosecuting cases both locally and federally. It is evident that the McAllen RO is persistent and comprehensive in conducting its criminal investigations. RAIC advised that, in a few cases, the USAO has deferred the actual prosecution to its Houston office,

The McAllen RO is properly taking statistical arrest credit in local, state, and federal cases. In addition, it is in compliance with the In-Custody Response reporting format.

A review of the criminal cases also revealed that reports are thorough, well-written, and submitted in a timely manner. RAIC has instituted a 110-day reporting requirement to ensure timeliness. All leads are effectively explored and undercover and surveillance techniques are properly utilized. The McAllen RO consults with the appropriate headquarters divisions for investigative support and guidance.

Despite limited administrative support, the management and oversight of the criminal investigations is very good. RAIC utilizes a criminal case closing checklist to ensure administrative compliance. Many of the investigative files contain multiple folders due to voluminous documentation necessary to accurately meet reporting requirements. However, the following administrative discrepancies were noted in the criminal files and discussed with management:

- Declination letters are filed in the appropriate administrative files, but not consistently maintained in the investigative case files.

b5, b6, b7c



- Investigative notes are not properly included in a majority of closed files.

All criminal case files are well-organized and contain the required documentation. In addition, case files are properly date stamped, and SSFs 1599 (Personal History Summary) and 1599A (Judicial Action Summary) are complete and properly executed. The McAllen RO is forwarding required documentation to the appropriate headquarters divisions, indexing suspects and other subjects in the USSS Master Central Index, and properly using secondary case types.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

The overall case management, supervision, and control of the criminal investigations by the McAllen RO is very good. RAIC is fully engaged in criminal investigations, and provides effective case review and oversight.

b6, b7c



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**This office utilizes a contract investigator from the San Antonio FO to conduct approximately 75 percent of the applicant investigations. Recruitment and Personnel Security Division advised that all reporting requirements are met.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of non-criminal investigations in the McAllen RO is very good. All files are well-organized and reports reflect thorough investigations.**

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## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

**The review of all general hospital surveys and hospital protective surveys indicated that surveys are completed in compliance with USSS policy.**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

**The McAllen RO had 29 protective visits since the previous inspection. Four of those visits were by Vice President Cheney and one by President Bush.**

**A review of final and preliminary survey reports determined that the McAllen RO maintains thorough and well-organized files. Preliminary survey reports are well-written and submitted in a timely manner. The inspection team identified the following discrepancies during the review of final survey reports:**

- 
- 
- **The section entitled "Attachments" was omitted from 3 final surveys.**
- **Specific reference to the designated and surveyed hospital was omitted from 11 final surveys.**

**This was brought to the attention of management for future corrective action.**

**The overall management, supervision, and control of the protective workload is good.**

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C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

**FBI written notifications are being conducted as required and are properly filed.**

**The McAllen RO does not maintain a current FBI Hijack Contingency Plan. The inspection team contacted the FBI ASAC in McAllen.**

D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**There are currently no open PI cases and subjects in the McAllen RO district.**

**The McAllen RO investigated seven PI cases since the last inspection, generating a total of 22 reports. A review of the closed PI cases revealed timely responses to all initial calls, comprehensive and thorough investigations, and well-written reports. The inspection team noted the following deficiencies, which were brought to management's attention:**

- **Two cases were missing declination letters.**
- **One case was closed with an investigative referral still pending from another office.**

**The inspection team noted that only 2 of the 22 PI reports were submitted late, averaging eight days overdue. This represents a 91 percent on time compliance rate. All required supporting documentation was received by ID in a timely manner.**

**The overall management, supervision, and control of the PI workload is very good.**

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# INSPECTION REPORT

**Dayton Resident Office**

May 1, 2004

This report covers the inspection of the Dayton Resident Office (RO) during the period of April 26 – 30, 2004. It was conducted in conjunction with the inspections of the Cincinnati Field Office (FO) and the Columbus RO, which are the subjects of separate reports. The last inspection was conducted on April 9 – 13, 2001.

The inspection was conducted by:

Inspector (Sections 1, 6, 9, and 10) Lead *wfu*

Assistant Inspector  
(Sections 7 and 8)

Assistant to the Special Agent in Charge (ATSAIC)  
(Sections 2 and 4)

(PPD) Det

Assistant Special Agent in Charge (ASAC)  
(Sections 3 and 5)

(RIC)

### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

James Machi

James E. Mackin  
Special Agent in Charge

Inspector

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## DAYTON RESIDENT OFFICE

### SYNOPSIS

The Dayton RO was inspected during the period of April 26 – 30, 2004. It was conducted in conjunction with the inspections of the Cincinnati FO and the Columbus RO, which are the subjects of separate reports. The last inspection was conducted on April 9 – 13, 2001. At the time of the last inspection, there were no recommendations issued. One recommendation was issued as a result of this inspection, in Section 8 (Criminal Investigations). Additionally, strong language was used in Section 1 (Management), Section 6 (Training), and Section 7 (Seizures and Evidence/Asset Forfeiture).

The inspection team evaluated the overall performance of the Dayton RO during this inspection period as fair.

### MANAGEMENT

The overall management of the Dayton RO is fair. During calendar years 2002 – 2004, the former RAIC failed to adequately monitor compliance with U.S. Secret Service (USSS) guidelines concerning case management and the proper handling of evidence in criminal investigations, and did not comply with USSS firearms requalification standards. Furthermore, the inspection team review of SSFs 1861 (Report of Resident Office/Resident Agency Visit) made no mention of discrepancies identified by the Cincinnati FO supervisors during this inspection period.

Communication within the Dayton RO is very good. The Dayton RO conducts monthly, and if needed, daily informal office meetings.

The former RAIC established a positive work environment within the office, maximized the productivity of all personnel, and promoted clear lines of communication. The Dayton RO maintains an excellent reputation among the law enforcement community.

### TRAINING

Since the last inspection, the inspection team concluded that the former RAIC failed to adequately promote and monitor compliance with USSS firearms requalification standards.

b5



## SEIZURES, EVIDENCE, AND ASSET FORFEITURE

The inspection team noted that the Dayton RO failed to adequately monitor compliance with USSS guidelines concerning the collection and documentation of evidence. [On numerous occasions, evidence recovered in both federal and state criminal cases was not inventoried for weeks, in direct violation of USSS policy.]

## CRIMINAL INVESTIGATIONS

The review of open and closed criminal cases identified discrepancies which resulted in the inspection team issuing a recommendation with respect to case management. In numerous instances, the Dayton RO failed to expeditiously open criminal cases and submit notification of arrest official messages in cases associated with both federal and state arrests.

The inspection team determined that in 37 percent of the criminal cases reviewed, the Dayton RO officially opened the investigation well after an initial arrest was effected. Cases often involved weeks of USSS follow-up investigation and, in some instances, the collection of evidence, prior to the official establishment of the case. In 70 percent of the criminal cases reviewed, notification of arrest official messages were submitted at least three to four weeks after the official establishment of the case, which was further compounded by the interim period between the time of arrest and receipt of a case number.

The inspection team noted that several case memorandum reports (MR) failed to note the submission of fingerprints to Forensic Services Division (FSD) and photographs to Investigative Support Division (ISD). Furthermore, the inspection team determined that on occasion, MRs made reference to sworn statement and consent to search forms which were not contained in the corresponding case files.

## PROTECTION AND INTELLIGENCE

### Protection

The Dayton RO supported 12 protective visits since the last inspection. All protective files were reviewed [and found to be complete and well-organized.] [The inspection team noted that a limited number of final survey reports were not submitted on time, one final survey report was missing, one protective trip file was missing, and one protective trip file was inadvertently destroyed. These discrepancies were brought to the attention of management for corrective action. The management, supervision, and control of the Dayton RO's protective workload is [very good.]

P1P



## Intelligence

The management, supervision, and control of the Dayton RO's protective intelligence (PI) investigations is very good. The Dayton RO investigated 24 PI cases since the last inspection, generating 65 investigative reports. PI reports, in all cases, were found to be well-written and comprehensive. The inspection team determined that approximately 93 percent of the PI investigative reports were submitted in a timely manner.

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## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

The former RAIC was aware of USSS recruiting mandates and aggressively pursued qualified special agent (SA) and Uniformed Division (UD) applicants. Dayton RO personnel attend college job fairs, professional career fairs, and informally recruit from local law enforcement agencies within the district. The Dayton RO also sponsored a two-day job fair to recruit UD officers. Since the last inspection, the Dayton RO processed approximately 271 SA and 78 UD applicants.

#### **B. MANAGEMENT OF THE OFFICE**

The overall management of the Dayton RO is [fair.] During calendar years 2002 – 2004, the former RAIC [failed to adequately monitor] compliance with USSS guidelines concerning case management and the proper handling of evidence in criminal investigations. In addition, the Dayton RO did not comply with USSS firearms requalification standards during this inspection period. The inspection team review of SSFs 1861 (Report of Resident Office/Resident Agency Visit) [made no mention of discrepancies that should have been identified by Cincinnati FO supervisors during this inspection period.]

The inspection team issued a recommendation in Section 8, Criminal Investigations. Details concerning this recommendation are contained in the Section 8 portion of this report.

Despite the recommendation, the former RAIC was engaged in office operations and demonstrated appropriate involvement in the local law enforcement community. The former RAIC maintained overall control of administrative and fiscal matters, but delegated daily oversight of these responsibilities to Resident Administrative Manager (RAM)

[Communication within the Dayton RO is [very good.]] The former RAIC conducted informal office meetings on a monthly basis. Additionally, daily informal office meetings were conducted when necessary. The former RAIC utilized e-mail, read files, and personal interaction as means of communication.

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The former RAIC ensured that office personnel actively pursued quality investigations with community impact. All PI and criminal investigations were assigned by the former RAIC based on SA caseload, availability, and experience.

#### Employee Interviews

Number of employees:

Number interviewed:

4

Personal interviews of Dayton RO personnel indicate that morale is excellent. There were no issues of concern discussed during these interviews.

#### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees? **YES**

The Dayton RO is meeting the objectives set forth in the Cincinnati FO Annual Workplan. The office investigates a wide variety of criminal cases, while focusing on USSS core violations. The Dayton RO participates with law enforcement organizations in a number of crime prevention meetings and maintains liaison with local banks and merchant groups. Its affiliation with these organizations, along with a close working relationship with local law enforcement, has allowed the Dayton RO to receive quality case referrals.

#### D. LIAISON

The inspection team conducted liaison interviews with officials from the Federal Bureau of Investigation (FBI), U.S. Attorney's Office (USAO), Southern District of Ohio (SDO), Dayton Police Department (DPD), and the Ohio State Highway Patrol (OSHP).

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b5



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **N/A**

**EPFs are maintained by the Cincinnati FO and were reviewed by the Cincinnati FO inspection team.**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **N/A**

**Employee vouchers are maintained by the Cincinnati FO and were reviewed by the Cincinnati FO inspection team.**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **N/A**

**Payroll records are maintained by the Cincinnati FO and were reviewed by the Cincinnati FO inspection team.**

#### D. POLICY AND INFORMATION DISSEMINATION

**The Dayton RO maintains one complete set of USSS manuals which are properly organized and accessible to all employees. In addition, office personnel utilize LaserFiche to access manuals electronically.**

**Official information is disseminated in the Dayton RO through the use of monthly unofficial office meetings, e-mail, read files, and personal interaction.**

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E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy?

**YES**

F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection?

**NO**

G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs?

**YES**

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

The Dayton RO is located on the eighth floor of the U.S. Court House and Federal Building, 200 West Second Street, Dayton, OH. The office space is neat and well-maintained. There are no pending requests for renovation or additional space. The inspection team noted that office furniture is dated and in need of replacement.

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Administrative Operations Division (AOD) advised that the certification of the Dayton RO API would be delayed until AOD converted to the new Sunflower software computer program. The inspection team identified all accountable property listed to the Dayton RO during this inspection period.

Has this office loaned any property or equipment? **NO**

Since the last inspection, there have been no reports of lost, stolen, or damaged equipment by the Dayton RO.

##### C. VEHICLES

Number of vehicles assigned to this office:

**4**

Number of seized vehicles converted to official use:

**NONE**

All vehicles checked were found to be well-maintained. The overall condition of the fleet is **very good.**

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

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E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**Dayton RO shoulder weapons are maintained as required and fired during quarterly requalifications. The SSF 1781 (Weapon Log) is properly utilized and maintained.**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

RIF



## Section 4: Security

### 4.2: Inspection Review and Findings

A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **3/04**

How many modems are used in the office? **NONE**

F. TECHNOLOGY UTILIZATION

**The Dayton RO utilizes the most current Windows and Microsoft software available on all computers. The Dayton RO effectively utilizes the Electronic Crimes Special Agent Program (ECSAP) representative located in the Cincinnati FO to supplement the criminal investigations in its district.**

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G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

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## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **N/A**

B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

**The Dayton RO is budgeted for 2600 funds only. The office is in full compliance with its allocation.**

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **N/A**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

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Cellular telephone usage by the Dayton RO is slightly higher than other offices of similar size. Management advised that the Dayton RO radio system was inoperable for an extended period of time and that the Nextel "direct connect" feature was used to communicate in lieu of the radio.

G. FISCAL RESPONSIBILITY

The overall fiscal management of the Dayton RO is excellent. Sound business practices are employed in the administration of third party draft authorizations and payments. Invoices are paid in a timely manner and in accordance with USSS policy. Financial files are neatly maintained and in proper order.



## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

[The review of individual training histories of the Dayton RO revealed that the RAM has not received any formalized training since February 2001. This was brought to management's attention for corrective action.] All other Dayton RO personnel have attended at least one training course since the last inspection. Training courses ranged from Practical Leadership to Protective Research Briefing courses.

On-the-job training (OJT) checklists are utilized and completed as required. The review of OJT files revealed that the Dayton RO is adhering to USSS OJT program guidelines.

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?

**YES**

Overall rate of handgun compliance since last inspection:

**70%**

Rate of supervisory handgun compliance since last inspection:

**64%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?

**YES**

Overall rate of compliance since last inspection:

**86%**

Rate of supervisory compliance since last inspection:

**100%**

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## Section 7: Seizures, Evidence, and Asset Forfeiture

### 7.2: Inspection Review and Findings

#### A. SEIZURES AND EVIDENCE

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **NO**

The inspection team noted that management has failed to adequately monitor compliance with USSS guidelines concerning the collection and documentation of evidence since the last inspection. The inspection team reviewed 148 SSFs 1544 (Certified Inventory of Evidence) that encompassed both federal and state investigations. Based on the sample of evidence reviewed, the inspection team determined that approximately 20 percent of the items retained in evidence were not inventoried for weeks after seizure, in direct violation of USSS policy.

The inspection team identified one SSF 1544 that was improperly documented. The date reflected on the SSF 1544 indicated that the evidence was recovered nine days after it was inventoried. This discrepancy was brought to the attention of management and was corrected prior to the conclusion of the inspection.

#### B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

The inspection team noted that two counterfeit federal reserve notes had not been initialed and dated as required. This was brought to the attention of management and corrected during the inspection.

#### C. ASSET FORFEITURE

RAM is the Dayton RO asset forfeiture specialist. There have been no asset forfeiture seizures by the Dayton RO since the last inspection. The Dayton RO does not typically work cases with asset forfeiture potential.

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### 7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **N/A**

RIF



## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**At the time of the inspection, the Dayton RO had a total of 31 pending criminal investigations. The majority of these investigations were within the Dayton metropolitan area, with others located throughout the remainder of the Dayton RO district.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were seven cases dismissed since the last inspection. The inspection team reviewed all seven cases and determined the adverse judicial actions in these cases were not the result of a lack of investigative effort or negligence on the part of Dayton RO.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The inspection team reviewed one investigation involving two wanted persons and found it to be in compliance with USSS guidelines.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

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Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

The inspection team reviewed 20 SSFs 1588A (MR - Counterfeit) and determined that statistical credit was not being documented properly. This was brought to the attention of management for future corrective action.

Since the last inspection, approximately \$54,000 (on average) in counterfeit currency was passed annually on the public within the Dayton RO district.

During the first quarter of Fiscal Year (FY) 2004, computer generated printer notes (P-note) cases accounted for 90 percent of all counterfeit currency investigations. P-note cases are normally referred to the Dayton RO by local law enforcement.

The Dayton RO aggressively responds to local law enforcement requests for assistance. Although the economic impact of counterfeit currency investigations within the Dayton RO district is relatively low, quality cases are routinely submitted and accepted for federal and local prosecution. Those cases prosecuted at the local level involve significant investigative contributions by Dayton RO SAs.

Thirteen of the 31 open cases at the time of the inspection were counterfeit currency investigations. Counterfeit investigations accounted for 69 percent of the Dayton RO arrests in FY 2002, 62 percent in FY 2003, and 29 percent in the first quarter of FY 2004.

#### C. FINANCIAL CRIMES INVESTIGATIONS

Since the last inspection, the Dayton RO spent 22 percent of its manhours working financial crimes investigations. This is approximately two percent higher than the USSS average for the same time period.

Dayton RO financial crimes investigations account for 45 percent of the pending open cases and 31 percent of Dayton RO arrests.

The office conducts a wide variety of financial crimes investigations to include: counterfeit commercial checks, counterfeit access device, and fraudulent retail applications. Actual economic impact ranged from \$30,000 to \$1.5 million.

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The Dayton RO investigates financial crimes violations that meet USAO prosecutorial guidelines and fall within the Memorandum of Understanding with the FBI. Based on the size of the Dayton RO, it does not participate in state or federal task forces; however, it does respond when assistance is requested.

The Dayton RO targets quality financial crimes investigations with community impact. The office has successfully developed significant cases by maintaining a close working relationship with local banks and merchant associations.

#### D. CASE REVIEW

The review of open and closed criminal cases identified numerous discrepancies which resulted in the inspection team issuing a recommendation with respect to case management. In numerous instances, the Dayton RO failed to expeditiously open criminal cases and submit notification of arrest official messages in cases associated with both federal and state arrests.

The inspection team determined that in 37 percent of the criminal cases reviewed, the Dayton RO officially opened the investigation well after an initial arrest was effected. Cases often involved weeks of USSS follow-up investigation and in some instances, the collection of evidence, prior to the official establishment of the case. In 70 percent of the criminal cases reviewed, notification of arrest official messages were submitted at least three to four weeks after the official establishment of the case, which was further compounded by the interim period between the time of arrest and receipt of a case number.

The inspection team noted that several case MRs failed to note the submission of fingerprints to FSD and photographs to ISD. Furthermore, the inspection team determined that, on occasion, MRs made reference to sworn statements and consent to search forms which were not contained in the corresponding case files.

The Dayton RO presents cases for federal prosecution to the USAO SDO. The primary investigative focus of the Dayton RO is the pursuit of cases that meet federal prosecutorial guidelines. The current prosecutorial thresholds are:

- Financial crimes investigations involving credit card fraud and fraud schemes with a minimum loss of \$10,000

RIT



- **Bank fraud loss in excess of \$100,000**
- **Manufacturing and distribution of a significant amount of counterfeit currency is reviewed on a case-by-case basis**
- **When there are multiple counterfeit currency passes, which are indicative of a scheme or organized ring, prosecution is considered on a case-by-case basis**

**Local counterfeit arrests in the Dayton RO district are generally charged as misdemeanor violations.**

**Since the last inspection, the office completed 21 In-Custody Response reports.**

**The review of Dayton RO criminal cases indicated that the Dayton RO is effectively utilizing investigative tools in its investigations, to include ECSAP resources, surveillance, and consensual intercepts.**

**E. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The overall management, supervision, and control of criminal investigations is fair.**

**Recommendation**

**The inspection team recommends that the Dayton RO, in consultation with the Cincinnati FO, immediately institute corrective measures to ensure the exercise of the appropriate degree of criminal case management necessary to establish compliance with USSS policy.**

*RIF*



## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**Recruitment and Personnel Security Division reported that all personnel security investigations conducted by the Dayton RO are received in a timely manner.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of non-criminal investigations conducted by the Dayton RO is [very good.]**

RIF



## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

**The Dayton RO supported 12 protective visits since the last inspection. The review of protective files revealed that they are well-organized and contain the required supporting documents. The inspection team noted that a limited number of final surveys were submitted beyond established due dates, one protective trip file from FY 2001 was inadvertently destroyed, and an additional trip folder for a FY 2002 protective visit could not be located. These discrepancies were brought to the attention of management for future corrective action.**

**Preliminary and final survey reports are complete and submitted in a timely manner.**

**The management, supervision, and control of the Dayton RO protective workload is very good.**

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

**Although FBI notifications are being made, the inspection team noted that notification letters are not being maintained in FBI administrative file 131.023.**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

**The Dayton RO investigated 24 PI cases since the last inspection, generating 64 investigative reports. All PI cases are thoroughly**

R115



investigated, and reports are well-written and comprehensive. The inspection team determined that approximately 93 percent of the PI reports were submitted in a timely manner.

The Dayton RO currently does not have any subjects in district.

The overall management, supervision, and control of PI cases investigated by the Dayton RO is very good.

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## INSPECTION REPORT

### Syracuse Resident Office

June 17, 2004

This report covers the inspection of the Syracuse Resident Office (RO) during the period of May 17 – 21, 2004. It was conducted in conjunction with the inspections of the Buffalo Field Office (FO), Albany RO, and Rochester Resident Agency (RA), which are the subjects of separate reports. The last inspection was conducted on May 7 – 11, 2001.

The inspection was conducted by:

|  |        |
|--|--------|
| Inspector                                | , Lead |
| (Sections 1, 6, and 10)                  |        |
| Assistant Inspector                      |        |
| (Sections 7 and 8)                       |        |
| Assistant Special Agent in Charge        | (HOU)  |
| (Section 3, 5, and 9)                    |        |
| Assistant to the Special Agent in Charge | RIC)   |
| (Sections 2 and 4)                       |        |

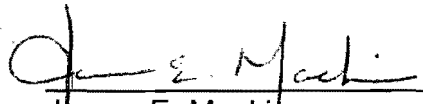
### GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the Resident Agent in Charge (RAIC), a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector:

Approved:

Inspector

  
James E. Mackin  
Special Agent in Charge

b6, b7c



## Section 1: Management

### 1.2: Inspection Review and Findings

#### A. RECRUITING AND HIRING

The recruiting efforts by the Syracuse RO have been very good. RAIC is aware of current mandates and aggressively pursues qualified SA and Uniformed Division (UD) applicants.

In an effort to further enhance recruitment efforts, RAIC participates in local recruiting fairs held at regional colleges, universities, and military installations. Since the last inspection, the Syracuse RO interviewed 13 SA applicants and 18 UD applicants.

#### B. MANAGEMENT OF THE OFFICE

The former RAIC of the Syracuse RO failed to properly manage and monitor compliance with respect to the timeliness of PI investigative reporting and USSS physical fitness requirements. Therefore, the inspection team evaluated the overall management of the Syracuse RO during this inspection period as good.

RAIC was promoted and assigned to this office in September 2003. RAIC has demonstrated effective leadership of the office by providing the necessary guidance and direction to Syracuse RO personnel. In addition, he has been very instrumental in mentoring a relatively inexperienced SA workforce.

RAIC is fully engaged in all facets of the administrative and operational functions of the office, while Resident Administrative Manager is diligent in the oversight of administrative and fiscal responsibilities.

Communication within the Syracuse RO is excellent. RAIC maintains an open door policy, encourages employee feedback, and conducts biweekly office meetings.

As a result of the issuance of a recommendation and the use of strong language in this report, RAIC has established a review process to closely monitor compliance with PI reporting guidelines, and physical fitness testing requirements.

b6, b7c



## Employee Interviews

Number of employees:

Number interviewed:

7

The overall morale in the Syracuse RO is very good. All personnel interviewed expressed confidence in the supervision and management provided by RAIC. There were no significant issues of concern expressed during personal interviews.

### C. STRATEGIC PLAN

Are the Strategic Plan and the office Annual Workplan available to all employees?

YES

The Syracuse RO is meeting the goals and objectives set forth in the Buffalo FO Annual Workplan. Due to the high volume of protective visits to the Syracuse RO district, the workplan stresses the importance of, and commitment to, the USSS protective mission and PI investigations. In addition, the office aggressively investigates a wide range of criminal cases to include: counterfeit currency, financial crimes, counterfeit commercial checks, and false identification.

### D. LIAISON

The interagency liaison established by the Syracuse RO with the local law enforcement community is excellent. The office maintains a reputation of professionalism among the law enforcement community.

Liaison interviews were conducted with representatives of the following agencies during the course of the inspection: USAO-Northern District of New York (NDNY), Onondaga County Sheriff's Department (OCSD), Internal Revenue Service (IRS), and Senator Hillary Rodham Clinton's office.

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b5, b6, b7c



## Section 2: Administration

### 2.2: Inspection Review and Findings

#### A. EMPLOYEE PERFORMANCE FILES

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### B. EMPLOYEE VOUCHERS

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### C. REVIEW OF PAYROLL RECORDS

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

#### D. POLICY AND INFORMATION DISSEMINATION

**Policy and information is disseminated to Syracuse RO personnel through general office meetings, office memorandums, read and initial files, and official messages. The Strategic and Investigative Workplans are available to all personnel.**

**All USSS manuals examined during this inspection were found to be current, properly organized, and accessible to all employees.**

#### E. ADMINISTRATIVE FILES

Are administrative files maintained in compliance with current USSS policy? **YES**

#### F. EMPLOYEE PHYSICAL EXAMINATIONS

Have there been delinquent annual physical examinations reported since the last inspection? **NO**

RIF



G. OFFICE HEALTH AND SAFETY PROGRAMS

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

H. TREASURY ENFORCEMENT AGENT (TEA) EXAM

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

RIF



### Section 3: Space, Accountable Property, and Equipment

#### 3.2: Inspection Review and Findings

##### A. OFFICE APPEARANCE

**The Syracuse RO occupies 3,743 square feet of office space on the 13<sup>th</sup> floor of the James Hanley Federal Building, 100 South Clinton Street, Syracuse, NY. The Syracuse RO has six secured parking spaces at this location. The office is neat, orderly, and professional in appearance.**

**Currently, the Syracuse RO has a pending space request for renovation of the evidence room, secured storage room, and reception area.**

##### B. ACCOUNTABLE PROPERTY

Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements? **YES**

Has this office loaned any property or equipment? **NO**

##### C. VEHICLES

Number of vehicles assigned to this office: **6**

Number of seized vehicles converted to official use: **NONE**

**The condition of the Syracuse RO vehicle fleet is very good. All vehicles are well-maintained and contained the required equipment and forms.**

##### D. ELECTRONIC INTERCEPT EQUIPMENT

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

b2, 7E, b6, 7C



E. WEAPONS AND AMMUNITION

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**The shoulder weapons assigned to the Syracuse RO were inspected and determined to be in good condition and properly stored. The Weapon Log (SSF 1781) is located in the secure vault. The amount of ammunition on hand is commensurate with the needs of the office.**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

F. INTERVIEW ROOMS

Are interview rooms maintained in compliance with USSS policy? **YES**

f 17



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

#### D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

#### E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/4/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **N/A**

#### F. TECHNOLOGY UTILIZATION

**The Syracuse RO uses the Microsoft Suite of applications. Each SA is assigned a laptop computer allowing them remote access to USSS information technology systems.**

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G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN?

**NO**

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## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$1,100**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

#### C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

#### D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

#### E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

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F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices)

**YES**

G. FISCAL RESPONSIBILITY

**The overall management of the fiscal responsibilities of the Syracuse RO is very good. The inspection team reviewed approximately 300 third party drafts and found them to be well-organized and paid in a timely manner.**

**The Syracuse RO is adhering to established guidelines with regard to gasoline credit card usage, General Services Administration lodging rates, authorization of in-town per diem, and scheduled overtime.**

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## Section 6: Training

### 6.2: Inspection Review and Findings

#### A. EMPLOYEE TRAINING AND DEVELOPMENT

**The individual training histories of Syracuse RO personnel indicate all employees received some type of formal training since the last inspection. A review of SA on-the-job training revealed proper administration by RAIC**

#### B. FIREARMS AND WEAPONS TRAINING

Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?  
**YES**

Overall rate of handgun compliance since last inspection: **82%**

Rate of supervisory handgun compliance since last inspection: **90%**

#### C. PHYSICAL FITNESS

Is the office in compliance with current Physical Fitness Program testing requirements?  
**NO**

Overall rate of compliance since last inspection: **70%**

Rate of supervisory compliance since last inspection: **80%**

**During this inspection period, the former RAIC failed to adequately promote and monitor compliance with USSS physical fitness training requirements. The need for improvement in this area was discussed with Special Agent in Charge Michael Bryant, Buffalo FO, and RAIC**

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## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Are genuine currency and other items of value stored in evidence verified? **YES**

**The inspection team noted the following regarding the storage of evidence:**

- **"Not of Value Evidence" from two separate cases was being stored in the Syracuse RO's secondary interview room.**

**This was brought to the attention of management for future corrective action.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

#### **C. ASSET FORFEITURE**

**Since the last inspection, the Syracuse RO initiated five asset forfeiture cases, with an estimated total asset value of \$39,873. These investigations involved counterfeit currency, computer fraud, and the counterfeiting of DVDs and CDs. The items seized in these asset forfeiture cases included vehicles, computer equipment, and genuine currency.**

### **7.3: Case Review - Asset Forfeiture Cases**

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

**All asset forfeiture case files are neat, organized, and complete.**

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**All notifications and reports are well-written and submitted in full compliance with asset forfeiture policy.**

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## Section 8: Criminal Investigations

### 8.2: Inspection Review and Findings

#### A. GENERAL

**The Syracuse RO has 42 pending criminal investigations in the Syracuse and Binghamton areas of New York.**

##### Informants

Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)? **YES**

##### Judicial Procedures

**There were four dismissals in the Syracuse RO since the last inspection. All four of these dismissals resulted from one case. The dismissals were not due to any action or inaction by the Syracuse RO.**

##### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

##### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

##### Other Criminal Investigations

**The Syracuse RO investigated one fugitive case since the last inspection and is in full compliance relative to annual reporting updates.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

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Counterfeit currency activity in the Syracuse RO district has decreased since the last inspection. Counterfeit currency investigations represent 13 percent of open criminal cases, and have resulted in approximately 55 percent of the total arrests since the last inspection. Counterfeit currency investigations conducted by the Syracuse RO are moderately complex and reflect commensurate community impact.

P-note investigations accounted for 77 percent of all counterfeit currency investigations conducted by the Syracuse RO. Although the economic impact of counterfeit currency investigations within the Syracuse RO district is relatively low, quality cases with multiple defendants are routinely submitted and accepted for federal and local prosecution.

The Syracuse RO aggressively responds to local law enforcement requests for assistance. Those cases prosecuted at the local level involve significant investigative contributions by Syracuse RO SAs.

The Syracuse RO takes a very active approach relative to counterfeit currency investigations. In this approach, the Syracuse RO has increased public awareness by not only giving speeches to bank tellers, but also to front line sales associates at stores where counterfeit currency is most frequently passed. The training of local law enforcement in counterfeit currency has greatly assisted the Syracuse RO's efforts to suppress the passing of P-notes.

#### C. FINANCIAL CRIMES INVESTIGATIONS

Financial crimes cases account for 32 percent of the total pending investigations, to include: financial institution fraud, wire fraud, credit card fraud, fraudulent credit card applications, counterfeit checks, mortgage loan fraud, investment fraud, identity theft and counterfeit securities.

The review of these cases revealed that economic impact ranged from \$480 to over \$65,000 with significantly higher potential losses. As the lead agency, the Syracuse RO targets quality investigations and has successfully developed significant cases in two local financial crimes task forces.

The Syracuse RO also founded and is the lead agency in the Central New York Electronic Financial Crimes Working Group.

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D. CASE REVIEW

The Syracuse RO presents cases for federal prosecution to the USAO - NDNY. The primary focus of the Syracuse RO is the pursuit of cases that meet federal prosecutorial guidelines.

The current NDNY prosecutorial threshold in financial crimes investigations is loss in excess of \$10,000. Counterfeit currency investigations are prosecuted on a case-by-case basis.

Arrest credit for state and local cases is taken in accordance with current USSS guidelines. A number of In-Custody Response (ICR) reports were noted in both counterfeit currency and financial crimes investigations. The review of these cases revealed that ICR reports are appropriately utilized.

The inspection team reviewed a representative sample of open and closed criminal investigations, to include judicial cases (J-case). The Syracuse RO is aggressively pursuing criminal case referrals from the local law enforcement and banking communities.

Syracuse RO management demonstrates appropriate oversight in all open criminal investigations. All criminal case leads are thoroughly exhausted, and all informants are properly handled. Undercover and surveillance operations are properly executed with electronic, photographic, and video devices being utilized where appropriate.

Headquarters assets, such as Forensic Services Division polygraph exams and Electronic Crimes Branch support, are utilized appropriately. Interviews of witnesses and arrested individuals are appropriate and well-conducted. Reports are complete and well-written. Declinations of prosecution are properly documented.

The administrative management of criminal case files is very good. The office is in compliance with USSS requirements regarding the use of judicial stamps, secondary case types, and suspect indexing in the Master Central Index. Case files are neat, orderly, and complete.

The inspection team noted the following discrepancy:

- Out of 33 J-cases reviewed, 8 notification of arrest official messages were submitted late, reflecting a 76 percent on time compliance rate.

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**This discrepancy was brought to the attention of management for future corrective action.**

**E. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The inspection team determined that the overall case management, supervision, and control of criminal investigations by the Syracuse RO is very good. Management equitably assigns investigations based on experience, caseload, and complexity of the case. The RAIC is fully engaged and participates in investigative efforts and provides the necessary guidance to all SAs and the administrative staff.**

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## **Section 9: Non-Criminal Activity and Investigations**

### **9.1: Inspection Review and Findings**

**A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

**B. APPLICANT AND BACKGROUND INVESTIGATIONS**

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

**Recruitment and Personnel Security Division reported that all personnel security investigations conducted by the Syracuse RO are received in a timely manner, with all pertinent information covered and reported.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The case management, supervision, and control of non-criminal investigations conducted by the Syracuse RO is very good.**

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## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys?

**YES**

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys?

**YES**

The management, supervision, and control of the Syracuse RO protective files is very good. The Syracuse RO has supported 70 protective visits since the last inspection. The protective trip files reviewed are well-organized, complete, and submitted in a timely manner.

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements?

**YES**

#### D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

The Syracuse RO investigated 21 PI cases since the last inspection. The PI case review revealed that 62 reports were generated from these investigations, and that 33 percent of these reports were submitted beyond scheduled due dates. The following is a breakdown of the overdue reports:

|                    |            |
|--------------------|------------|
| 1 - 10 days late:  | 18 reports |
| 11 - 20 days late: | 6 reports  |
| 21 - 30 days late: | 1 report   |

The majority of deficiencies noted in the timeliness of the PI workload was prior to RAIC arrival.

Overall, PI cases are thoroughly investigated and reports are written. The overall management, supervision, and control of the PI workload is fair.

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**Recommendation**

The inspection team recommends that RAIC closely monitor the due dates of PI reports and establish a review process of PI cases to ensure the timely submission of all reports.

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## INSPECTION REPORT

### Chicago Field Office

July 12, 2004

This report covers the inspection of the Chicago Field Office (FO) during the period of June 8 - 17, 2004. This inspection was conducted in conjunction with the inspections of the Springfield and Milwaukee Resident Offices (RO), and the Madison Resident Agency (RA), on June 14 - 17, 2004, which are the subjects of separate reports. The last inspection of the Chicago FO was conducted on June 5 - 13, 2001.

The inspection was conducted by:

Inspector , Lead  
(Section 1)

Assistant to the Special Agent in Charge (ATSAIC) (RPS)  
Supervisory Administrative Specialist (SFO)  
(Section 2)

Assistant Inspector  
Special Agent in Charge (SAIC) Kathy J. Lyerly (LIA)  
(Section 3)

Assistant Division Chief (TSD)  
Assistant Special Agent in Charge (ASAIC) (IRM)  
(Section 4)

Administrative Staff Specialist (IRM)  
(Section 5)

Assistant Inspector  
(Section 6)

Resident Agent in Charge (RAIC) (RIV)  
(Section 7)

Inspector  
Inspector  
(Section 8)

Assistant Inspector  
(Sections 9 and 10)

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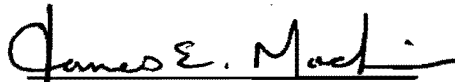
## GENERAL COMMENT

This report consists of these cover and assignment sheets, a synopsis of the findings, a ten-section inspection report, general comments by the SAIC, a package of statistical information, and a copy of the Executive Summary of Inspection.

Lead Inspector: \_\_\_\_\_

Approved:

Inspector \_\_\_\_\_

  
James E. Mackin  
Special Agent in Charge

### Distribution

Original: Inspection Division  
cc: Director/Deputy Director  
cc: AD - Office of Inspection  
cc: AD - Office of Investigations  
cc: SAIC - Chicago Field Office

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## **Section 1: Management**

### **1.2: Inspection Review and Findings**

#### **A. RECRUITING AND HIRING**

**The Chicago FO manages a very aggressive special agent (SA) and Uniformed Division (UD) officer recruiting program, [and the recruiting efforts undertaken by this office are exceptional.] Three SAs within the Special Investigations Squad are fully involved in recruitment duties.**

**The recruiters maintain a vigorous schedule, which includes regular career and job fairs at district-wide institutions of higher education, local civic groups, and culturally diverse foundations and organizations. Chicago FO SAs attended 32 career fair recruitment events since March 2002.**

**The Chicago FO's recruitment activity is representative of the priorities established by the Assistant Director (AD), Office of Investigations. Statistics provided by Recruitment and Personnel Security Division (RPSD) for Fiscal Year (FY) 2003, indicated that the Chicago FO interviewed 41 SA and 374 UD potential applicants. RPSD reports that a high percentage of minority candidates have been the subject of testing for UD officer positions.**

**Chicago FO recruiters have also been proactive in directing those applicants better suited for UD officer positions.**

**At the request of the Chicago FO, the position of recruitment support specialist was approved and recently filled to enhance and strengthen recruitment and hiring efforts in the district.**

#### **B. MANAGEMENT OF THE OFFICE**

**The management of the Chicago FO during this inspection period has been excellent. The office is fulfilling its protective and investigative requirements in an exemplary manner. Management has provided personnel with clearly identifiable goals and objectives. Chicago FO supervisors are fully engaged in daily operations and communication within the office is exceptional.**

**The Chicago FO holds supervisors meetings; to include the administrative manager and branch chief, on a weekly basis, after**

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which supervisors communicate relevant information to their respective squads. The SAIC promotes dialogue and discussion among all supervisors during these regular meetings.

The office relies heavily on e-mail to communicate policy and operational issues to its personnel. Protection operations (which serves as the logistics element of the office) controls manpower and assignments, with the oversight of the appropriate ATSAIC and ASAIC.

Assignments are made with the input of the appropriate supervisors, who take into account the experience, abilities, and developmental needs of their personnel.

There are only three post protection GS-13 SAs currently assigned to the Chicago FO.

Nearly 81 percent of the non-supervisory SAs assigned to the Chicago FO have less than five years of U.S. Secret Service (USSS) experience. This necessitates the introduction of greater supervisory oversight of both investigative and protective operations, which the inspection team believes is being consistently and appropriately exercised.

The Chicago FO middle level management team consists of 9 GS-14s, averaging only 1.2 years in grade. SAIC Kasza encourages the ATSAICs to be fully engaged in the oversight and guidance of their respective squads to ensure the safety of their employees, compliance within the legal framework, and to build upon the team concept. SAIC Kasza also conducts management development with his ATSAICs through temporary assignments as acting RAICs and jump team leaders.

The Chicago FO contends with an increasing volume of protective and investigative demands, which are adversely affected by out-of-district protective assignments. The management team is attentive to the professional development of newly hired SAs, coupled with the demands of the protective rotations and personal issues confronting the junior workforce.

The experienced administrative management staff has greatly benefited the Chicago FO.

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### Visits to Subordinate Offices

**Chicago FO supervisors conduct the required periodic visits to the district's ROs at the appropriate intervals, and document these visits on Reports of Resident Office Visit (SSF 1861).**

**The inspection team noted that a significant number of SSFs 1861 lacked sufficient written detail to fully document what conditions were addressed and which officials were contacted during the visits. Additionally, one SSF 1861 incorrectly listed a visit to the Chicago district by the Springfield RAIC as an official RO visit. This was brought to the attention of senior management for future corrective action.**

### Employee Interviews

Number of employees:

Number interviewed: **134**

**Note: The number of employees listed above includes 12 employees assigned to the Chicago FO from other USSS divisions.**

### Employee Morale

**Chicago FO personnel reported their morale as very good. Employees have a high level of satisfaction with the management and operation of the Chicago FO.**

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**The issues addressed by employees were discussed with management.**

**C. STRATEGIC PLAN**

Are the Strategic Plan and the Office of Investigations Investigative Priorities available to all employees? **YES**

**The Chicago FO is in full compliance with the protective, investigative, administrative, fiscal, human capital, and community responsibilities as outlined by the Office of Investigations, effective January 1, 2004.**

**D. LIAISON**

**The inspection team interviewed the U.S. Attorneys (USA) for both the Northern Districts of Illinois and Indiana, the SAICs of the Federal Bureau of Investigation (FBI), the Bureau of Alcohol, Tobacco, Firearms, and Explosives, and the Drug Enforcement Administration, the U.S. Marshal for the Northern District of Illinois, and the Superintendent and Chief of Patrol of the Chicago Police Department (PD).**



**The inspection team determined that the overall state of interagency liaison conducted by the management team of the Chicago FO is excellent.**

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## **Section 2: Administration**

### **2.2: Inspection Review and Findings**

#### **A. EMPLOYEE PERFORMANCE FILES**

Is the office in compliance with administrative requirements relative to employee performance files (EPF)? **YES**

#### **B. EMPLOYEE VOUCHERS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of travel vouchers? **YES**

#### **C. REVIEW OF PAYROLL RECORDS**

Is the office in compliance with administrative requirements relative to the processing and maintenance of payroll records and Employee Activity Report Worksheets (SSF 1587)? **YES**

**The inspection team noted only nine discrepancies in the posting of EZ-Timecard payroll data. These discrepancies were brought to the attention of supervisory personnel and corrected during the inspection.**

**The inspection team encourages the continued use of internal quarterly audits by administrative personnel to verify hours recorded on EZ-Timecards, SSFs 1587, and Special Time and Attendance Worksheets (SSF 1852).**

#### **D. POLICY AND INFORMATION DISSEMINATION**

**Information is disseminated to office personnel through official messages, e-mail, and periodic office and squad meetings. Supervisors meetings, to include senior and mid-level managers, are held on a weekly basis, after which the respective ATSAICs pass relevant information to their subordinate squad members.**

**All employees have access to manuals through the use of LaserFiche. Hard copies of manuals are located in all squads and are readily available to personnel. All manuals are updated in accordance with policy.**

*File*



**The USSS Strategic Plan and the Office of Investigations  
Investigative Priorities are on file and available to employees.**

**E. ADMINISTRATIVE FILES**

Are administrative files maintained in compliance with current USSS policy? **YES**

**F. EMPLOYEE PHYSICAL EXAMINATIONS**

Have there been delinquent annual physical examinations reported since the last inspection? **YES**

**The existence of delinquent mandatory physical examinations was reported by Safety and Health Branch; however, all mandatory physicals examinations were completed prior to the conclusion of the inspection.**

**G. OFFICE HEALTH AND SAFETY PROGRAMS**

Is the office in compliance with all USSS Office Health and Safety programs? **YES**

**H. TREASURY ENFORCEMENT AGENT (TEA) EXAM**

Is the TEA exam being secured and maintained in compliance with Office of Personnel Management (OPM) policy and guidelines? **YES**

**The Administration Squad is comprised of one ATSAIC, one group leader, one administrative officer, one senior administrative supervisor, one supervisor support coordinator, one property and evidence control specialist, three OSTs, one dispatcher, and two SA trainees. The inspection team determined that the Chicago FO Administrative Squad has been successful in fulfilling its overall responsibilities.**

RIF



### **Section 3: Space, Accountable Property, and Equipment**

#### **3.2: Inspection Review and Findings**

##### **A. OFFICE APPEARANCE**

**In April 2002, the Chicago FO relocated to its current location at 525 West Van Buren Street, Chicago, which consists of 76,200 square feet of office space. The office is well designed, with four foot office partitions in the squad bays, promoting the concept of teamwork. The office equipment and furniture is well-maintained, clean, and displays a professional work environment. The Chicago FO has the capacity to expand with any increase of personnel.**

**The Chicago FO also maintains office space for the O'Hare Airport Squad at                      which consists of                      square feet of office space.**

##### **B. ACCOUNTABLE PROPERTY**

**Is the office in compliance with the Annual Accountable Property Inventory (API) certification requirements?                      YES**

**Has this office loaned any property or equipment?                      NO**

**Lost, stolen, or damaged property is properly documented on Reports of Survey for Secret Service Property (SSF 3347), with no liability being assessed to this office during this inspection period.**

##### **C. VEHICLES**

**Number of vehicles assigned to this office:                      141**

**Number of seized vehicles converted to official use:                      NONE**

**The overall condition of the vehicle fleet is very good. The Chicago FO vehicle fleet is well-maintained and all vehicles inspected contained the requisite forms and safety equipment. The vehicle files are well-organized and complete, and contain documentation that is indicative of full adherence to the preventive maintenance program.**

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**Commendation**

**The inspection team commends Lead OST for his efforts in the development and demonstrated successful implementation of the Chicago FO fleet management program, which tracks all maintenance and operational requirements for the fleet of 141 vehicles.**

**D. ELECTRONIC INTERCEPT EQUIPMENT**

Is the office in compliance with the maintenance and usage of electronic intercept equipment and the equipment log? **YES**

**E. WEAPONS AND AMMUNITION**

Are all shoulder weapons and extra unassigned weapons accounted for and are they being function-fired as required? **YES**

Do the Ammunition Inventory Log (SSF 3064) totals agree with the ammunition on hand? **YES**

**All shoulder weapons and extra unassigned weapons are in very good condition and are being function-fired as required. The Ammunition Inventory Log totals agree with the ammunition on hand. The Weapon Log (SSF 1781) is being properly maintained and utilized in accordance with policy.**

Is the documentation of the disposal of expended cartridges filed appropriately? **YES**

**F. INTERVIEW ROOMS**

Are interview rooms maintained in compliance with USSS policy? **YES**

**The interview rooms have a video monitoring and recording system, as well as audio recording capabilities that allows for remote viewing while maintaining SA safety. In addition, the duty desk can monitor the video but not the audio from the interview rooms. The system can be used for taping statements, but was installed for SA safety in accordance with the investigative manual. SAIC Kasza stated that full video and audio recordings of suspect interviews are authorized for Chicago PD homicide investigations.**

RIF



## Section 4: Security

### 4.2: Inspection Review and Findings

#### A. OCCUPANT EMERGENCY PLAN AND BOMB THREAT PROCEDURES

Is the office in compliance with the Occupant Emergency and Emergency Preparedness Plans? **YES**

**The Chicago FO Continuity of Operations Plan and emergency procedures plans are current, and employees are aware of the specific plans and their relocation sites. The inspection team determined that current bomb threat procedures were not being maintained at the duty desk. This was brought to the attention of management and corrected during the inspection.**

#### B. CONTROL OF CLASSIFIED DOCUMENTS

Is the office in compliance with the procedures regarding receipt, maintenance, handling, transmission, and destruction of classified documents? **YES**

**The classified document register is accurate and maintained in accordance with USSS policy and procedures. Twelve documents were received and logged during the past year and eight documents are on hand. Four of these twelve classified documents were destroyed at the direction of the inspection team. USSS policy states that these four documents should have been retained for only 30 days then destroyed, rather than the six month retention period instituted by the Chicago FO.**

#### C. STORAGE OF CLASSIFIED MATERIAL (VAULTS AND SAFES)

Are safes and vaults in compliance with Secret Service policy to ensure proper storage of evidence and classified materials? **YES**

**All safe and vault combinations were changed at the appropriate intervals. The Security Container Information forms (SF 700) were updated and properly secured.**

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D. COMMUNICATIONS SECURITY

Is the office in compliance with the Communications Security (COMSEC) Program? **YES**

E. COMPUTER SECURITY

Is the office ensuring the integrity and security of the USSS computer network, to include assigned and unassigned laptop computers? **YES**

When was the Norton Anti-Virus scan last run? **5/04**

How many modems are used in the office? **NONE**

Have all modems been registered? **NA**

**Chicago FO computers have been updated with the proper version of anti-virus software. All virus signature dates were found to be up-to-date, and all computers had "Real-Time Protection" enabled.**

**The Chicago FO has three desktop computers connected to the Chicago Law Enforcement Analysis and Reporting (CLEAR) system.**

**Two laptops did not have hard drive passwords enabled (one assigned to a SA and the second in use in the counterfeit squad examination cubicle). This condition was corrected during the inspection.**

**All Chicago FO personnel completed the mandatory annual information security training program for 2004. The Chicago FO is in full compliance with computer security policies.**

F. TECHNOLOGY UTILIZATION

**Technical Operations Squad (TOS)**

**TOS is supervised by one branch chief, who is a career supervisory physical security specialist (PSS), and is currently staffed with three PSSs, two information technology specialists, and one SA. The PSS staffing is similar to the other four TOSs in the New York, Los**

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Angeles, Miami, and Houston FOs.

TOS provides office-wide training for the use of technical equipment that is common to each squad. This is accomplished through large group type settings as new investigative or protective related equipment is introduced to a squad or issued to an individual. SAs are provided individual briefings on any specialized equipment before they can check it out from TOS.

The office has up-to-date investigative support equipment including a fully operational Title III Communications Assistance for Law Enforcement Act wire room. TOS space is designed to support the office and includes preset audio and video download stations for use by SAs. In addition, the squad has a commercially available video editing system which has been used to support numerous state and local criminal cases.

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G. LOCAL AREA NETWORK (LAN)

Does this office utilize a LAN? **YES**

Is the office in compliance with established maintenance and security procedures relative to the administration of the LAN? **YES**

The Chicago FO uses the LAN primarily to share files within squads. All users have an individual folder and access to a squad folder based on their squad assignment.

The LAN is backed up to tape (full backup) every Sunday, with incremental backups (data only) every day. Backup tapes are retained for five to six weeks and are located in a locked room at the O'Hare Airport office.

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## Section 5: Fiscal Responsibility

### 5.2: Inspection Review and Findings

#### A. CONFIDENTIAL FUND

Is the office in compliance with policy regarding utilization of the confidential fund? **YES**

Are expenditures properly documented on Subvouchers for Confidential Expenditure (SSF 3049)? **YES**

Amount of fund: **\$6,000**

Was the confidential fund verified and the verification entered into the Financial Management and Accounting System (FMAS)? **YES**

**The inspection team reviewed 154 expenditures paid through the confidential fund and noted one deficiency. One expenditure, in the amount of \$25.54, was paid without the approving official's signature. This was brought to the attention of management and corrected during the inspection.**

#### B. THIRD PARTY DRAFTS AND GOVERNMENT-WIDE COMMERCIAL PURCHASE CREDIT CARDS

Is the office in compliance with the use of third party drafts and the government-wide commercial purchase credit card? **YES**

**The inspection team reviewed 455 third party drafts issued since the last inspection. The following discrepancies were identified and brought to management's attention for corrective action:**

- **One split payment was made totaling \$4,380, circumventing established USSS fiscal policy.**
- **Three Claims for Reimbursement for Expenditures on Official Business (SSF 1164), one Advance of Funds Application and Account (SF 1038), and one Award Nomination (SSF 3373) were paid absent the approving supervisory signature.**
- **A space heater was purchased without authorization from Administrative Operations Division (AOD).**



- **Un-issued third party drafts were not being secured by the primary and alternate cashiers, contrary to USSS policy.**

C. OFFICE BUDGETED ALLOCATIONS

Is the office in compliance with its budgeted allocation? **YES**

D. SPURIOUS CREDIT CARDS, SPURIOUS AND GENUINE DEPARTMENT OF THE TREASURY CHECKS, ELECTRONIC BENEFIT TRANSFER (EBT) CARDS, AND U.S. DEPARTMENT OF AGRICULTURE (USDA) FOOD STAMP COUPONS

Is the office in compliance with the handling and accounting of spurious instruments, genuine U.S. Treasury checks, EBT cards, and USDA Food Stamp Coupons? **YES**

E. AIRLINE TICKET STOCK, PURCHASE AGREEMENTS, PURCHASE ORDERS, AND ANY OTHER OBLIGATIONS

Is the office in compliance with the proper handling and accounting of ticket stock, purchase agreements and orders, and other financial obligations? **YES**

F. TELEPHONE USAGE

Is the office telephone credit card and cellular telephone usage reasonable? (Compared to similar sized offices) **YES**

G. FISCAL RESPONSIBILITY

**The Chicago FO maintains [well-organized] fiscal files. Invoices are paid on average within four days of receipt. Overall, the management and administration of fiscal responsibilities within the Chicago FO is [very good.]**

RIF



## **Section 6: Training**

### **6.2: Inspection Review and Findings**

#### **A. EMPLOYEE TRAINING AND DEVELOPMENT**

**Personnel assigned to the Chicago FO attended a variety of training courses during the inspection period (657 courses were noted) for an average of 4.8 classes per employee. All but two individuals received some type of formalized training since the last inspection.**

**In addition to formalized training, the Chicago FO has offered substantial in-house training to its employees. During the inspection period, the Chicago FO offered a total of 31 training sessions covering topics such as asset forfeiture, financial planning, victim awareness, cardiopulmonary resuscitation certification, electronic evidence recovery, and numerous computer training classes.**

**Since the last inspection, the Chicago FO hired 64 SAs. All new SAs are initially assigned to the Administration Squad, which controls and monitors on-the-job training (OJT). Upon hiring, each SA trainee is provided with a copy of the Chicago FO employee orientation binder. The notebook contains all relevant manual sections, as well as numerous examples of teletypes, memorandums, and reports.**

**The OJT files (231.040) were reviewed and determined to be in full compliance with policy. The newly hired SAs and their supervisors review the OJT checklist during mid-year and final performance evaluation periods.**

#### **B. FIREARMS AND WEAPONS TRAINING**

**Is the office in compliance with current firearms requalification requirements for all weapons that personnel are authorized to carry?**

**YES**

**Overall rate of handgun compliance since last inspection:**

**99%**

**Rate of supervisory handgun compliance since last inspection:**

**100%**

**The Chicago FO currently has eight firearms instructors and it places a strong emphasis on firearms requalification. In addition to the excellent duty handgun compliance rate, the office compliance rates for shoulder fired weapons are as follows:**

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- **Shotgun requalifications:** **98%**
- **Submachine gun requalifications:** **97%**

C. **PHYSICAL FITNESS**

Is the office in compliance with current Physical Fitness Program testing requirements? **YES**

Overall rate of compliance since last inspection: **95%**

Rate of supervisory compliance since last inspection: **97%**

RIF



## **Section 7: Seizures, Evidence, and Asset Forfeiture**

### **7.2: Inspection Review and Findings**

#### **A. SEIZURES AND EVIDENCE**

Is the office in compliance with the proper procedural handling of all contraband and seized property inventoried? **YES**

Have genuine currency and other items of value stored in evidence been verified? **YES**

**The total number of Certified Inventory of Evidence forms (SSF 1544) for the office is 4,474. The inspection team personally examined and verified a random sample of 470 SSFs 1544 against the evidence secured in the vault. The inspection team determined that evidence is properly documented and inventoried in a timely manner. All evidence located within the evidence vault was accounted for.**

**All genuine currency and narcotics is being secured and disposed of according to USSS guidelines. Memorandums recording the USAO request for retention of genuine currency were appropriately attached to the applicable SSF 1544.**

**The procedures and policies for the inventory, maintenance, and disposition of evidence are being executed in full compliance with USSS requirements. The property and evidence control specialist's proprietary database allows for efficient and organized data retrieval.**

**The after-hours holding room, which allows for the temporary storage of evidence, enhances the evidentiary process and reduces the amount of errors on SSFs 1544.**

#### **B. NOT IN EVIDENCE (NIE) COUNTERFEIT CONTRABAND**

Is the office in compliance with the proper handling and maintenance of NIE counterfeit contraband? **YES**

Was NIE randomly audited and verified? **YES**

**The months of October 2003 and March 2004 were audited, with no discrepancies noted. All NIE is properly packaged and marked for identification.**

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C. ASSET FORFEITURE

Since the last inspection, the Chicago FO seized over \$1.5 million in assets, to include: vehicles, genuine currency, and real property.

The number of cases related to counterfeit currency seizures is less than ten percent, due to the high threshold for seizure of genuine currency. The majority of significant seizures are the result of counterfeit commercial checks and access device investigations.

7.3: Case Review - Asset Forfeiture Cases

Is the office in compliance with administrative requirements relative to the five major stages of asset forfeiture? **YES**

The office has 33 open asset forfeiture cases. The review of 15 randomly selected case files indicated that files are being maintained in full accordance with policy.

All required and appropriate seizure messages, disposition memorandums, probable cause statements/indictments, and other required documentation are in full compliance with policy and procedures.

Any seized genuine currency is converted to a cashiers check and correctly forwarded to Criminal Investigative Division/Asset Forfeiture Branch via Federal Express.

Asset Forfeiture/Counter Surveillance Unit (AF/CSU) Squad

The AF/CSU squad consists of

and the CRS provide training, guidance, and case assistance on all asset forfeiture cases.

Asset Forfeiture SAs maintain monthly contact with the local representative in Elmhurst, IL, and provide regular asset forfeiture briefings to newer SAs in the field office.

The CSU SAs perform significant roles, both investigative and protective, within the Chicago FO. The unit assists in the execution of both search and arrest warrants as a perimeter team. They also

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**provide preliminary investigative assistance in the identification of targets, surveillance, and buy-bust cover teams.**

**CSU SAs conduct protective site surveys, staff CSU teams, and assist in other protective assignments. CSU SAs attend the two-week counter surveillance training course at the James J. Rowley Training Center.**

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## **Section 8: Criminal Investigations**

### **8.2: Inspection Review and Findings**

#### **A. GENERAL**

**There were 490 open criminal investigations in the Chicago FO as of the date of this inspection. The geographic breakdown is as follows:**

- **Chicago, IL: 78%**
- **Hammond, IN: 1%**
- **Other locations: 21%**

**The Chicago FO criminal investigative squads are organized as follows:**

- **Counterfeit Squad**
- **Financial Crimes Squad**
- **Electronic Crimes Task Force**
- **Organized Crimes Task Force**

**The inspection team determined that the number of arrests recorded by the Chicago FO during FY 2003, has increased in every investigative category, except for counterfeiting, when compared to the number recorded during FY 2002. The number of counterfeit currency arrests declined from 112 to 103. In addition, the percentage of federally prosecuted cases in the Chicago FO is very high, but had declined slightly from 73 percent in FY 2002 to 69 percent in FY 2003. The percentage of federally prosecuted cases through April 2004 has increased to 80 percent.**

#### **Informants**

**Is the office in compliance with the proper maintenance of informant files, to include the retention of Informant Cards (SSF 3000)?**

**YES**

**The inspection team identified the following discrepancies, which were brought to management's attention for immediate corrective action:**

- **One informant file did not contain the requisite subject information.**
- **An informant file contained a signed blank Subvoucher for Confidential Expenditure (SSF 3049). The confidential source,**

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**and both the SA making the payment and the SA witness, had signed the blank SSF 3049, contrary to USSS policy.**

#### Judicial Procedures

**There were two judicial dismissals since the last inspection. One of the dismissals occurred due to lack of probable cause being found by the federal magistrate conducting the probable cause hearing. The second dismissal was a result of the AUSA making a recommendation to the judge to dismiss the charges due to the low dollar amount of the loss. None of the dismissals or acquittals were the result of a lack of investigation on the part of the Chicago FO.**

#### Raid Plans

Does the office raid plan include the necessary briefing requirements in compliance with established policy? **YES**

#### Utilization of Taxpayer Information in Investigations

Is the office in compliance with the requirements for handling case files when taxpayer information is requested? **YES**

#### Other Criminal Investigations

**There are currently 11 fugitive cases and 12 wanted person cases open in the Chicago FO. The inspection team reviewed 10 of these cases and determined that all leads are thoroughly investigated and status reports are submitted as required.**

#### B. COUNTERFEIT INVESTIGATIONS

Is the office in compliance with administrative procedures relative to the handling of counterfeit contraband? **YES**

Is statistical credit properly taken when the Memorandum Report – Counterfeit (SSF 1588A) is utilized? **YES**

**The Chicago FO Counterfeit Squad is supervised by an ATSAIC and**

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### Counterfeit Squad Case Review

|   |    |
|---|----|
| Number of open cases reviewed:                | 23 |
| Number of closed cases reviewed:              | 18 |
| Number of In-Custody Response cases reviewed: | 15 |
| Number of J cases reviewed:                   | 34 |

### Arrest Statistics by Fiscal Year

|                            |     |
|----------------------------|-----|
| FY 2002:                   | 112 |
| FY 2003:                   | 103 |
| FY 2004 (thru April 2004): | 75  |

The review of counterfeit currency cases revealed that they are being thoroughly and aggressively investigated. SAs are utilizing proper investigative techniques to strengthen their cases. Most of the cases appear to be generated through referrals from other law enforcement agencies. The Counterfeit Squad's response is excellent and it assists local police departments with exploring any additional leads. The responding SAs are assertive and thoroughly investigate all leads beyond the point of initial notification.

Prosecution of manufacturing cases is determined on a case-by-case basis. The Counterfeit Squad maintains an excellent relationship with the USAO, as well as with the local district attorney's offices in the case of state prosecutions.

### C. FINANCIAL CRIMES INVESTIGATIONS

The Chicago FO is actively and aggressively pursuing financial crimes and fraud investigations. These investigations included fraudulent use of credit cards, counterfeit credit cards, identity theft, counterfeit commercial checks, financial institution fraud, and forgery.

The Financial Crimes Squad is made up of an ATSAIC.

At the time of the inspection, the Chicago FO had 201 open financial crimes cases, accounting for 42 percent of all open cases.

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Arrest Statistics by Fiscal Year

|                            |     |
|----------------------------|-----|
| FY 2002:                   | 117 |
| FY 2003:                   | 184 |
| FY 2004 (thru April 2004): | 107 |

The prosecutorial threshold established by the USAO for the Northern District of Illinois for financial crimes is \$35,000. The vast majority of cases pursued by the Financial Crimes Squad meet the established criteria and are successfully prosecuted at the federal level.

Financial Crimes Case Review

|                                  |    |
|----------------------------------|----|
| Number of open cases reviewed:   | 40 |
| Number of closed cases reviewed: | 30 |
| Number of J cases reviewed:      | 33 |

Chicago Electronic Crimes Task Force (CECTF)

CECTF is supervised by an ATSAIC and consists of

There is currently one full-time participant from Chicago PD and one full-time participant from the Cook County State's Attorney's Office. In addition to these members, sixty partners (totaling 119 participants) attended CECTF's last meeting, to include: universities, federal, state, and local law enforcement agencies, and private companies and associations. These partners provide assistance to and share information and ideas with investigators. All quarterly meetings are held as required. Some of the more notable partners include: the Illinois Internet Child Exploitation Task Force, Chicago First, which is made up of financial infrastructure and banking institutions, and the Great Lakes Partnership, which is comprised of companies from both the manufacturing and financial communities.

In addition to working cases assigned to the task force, ECSAP SAs conduct forensic examinations for the entire Chicago FO district and have supported the Indianapolis FO and the South Bend Domicile. They have also assisted New Hampshire State Police, Virginia State Police, and South Carolina Highway Patrol with exams. ECSAP

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personnel spend approximately 25 percent of their time conducting examinations outside the Chicago FO.

CECTF conducted approximately 190 computer forensic examinations in FY 2003, and 153 in FY 2004.

CECTF Case Review:

|                                  |    |
|----------------------------------|----|
| Number of open cases reviewed:   | 12 |
| Number of closed cases reviewed: | 8  |
| Number of J cases reviewed:      | 12 |

The review of CECTF cases indicated that this is a proactive squad whose members develop and work self-initiated investigations. CECTF investigates high impact cases such as telecommunications fraud, computer systems compromises, subscription fraud, copyright and trademark infringement, and internet related child pornography and exploitation.

CECTF has developed an operational procedure for controlling the computer and electronic media evidence that is received from outside agencies. The procedure involves logging items into a ledger and itemizing them on a Computer Forensic Examination Form. The items received are then secured in the

The outside agency's inventory form is used as the primary inventory form and stays with the item. The agency's form is properly signed by all individuals handling the evidence. SSFs 1544 are not used to inventory the outside forensic requests due to the confusion that would occur when two official agency forms would then be required on the item.

The Computer Forensic Examination Form was developed by CECTF and lists the type of exam being requested, who performed the exam, and other exam related information. The Computer Forensic Examination Form is not only used for outside agency exams, but is used by all the Chicago FO squads to request a forensic computer exam.

The inspection team consulted with Criminal Investigative Division, Electronic Crimes Branch (ECB), relative to the procedures used by CECTF to process outside agency exams. ECB stated CECTF is operating in full accordance with current policy, and Chicago FO ECSAP electronic examination reports are being thoroughly completed and submitted to ECB in a timely manner.

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**Chicago Organized Crime Task Force (COCTF)**

**COCTF maintains liaison with all federal, state, and local law enforcement agencies.**

**COCTF was established in 1995 to identify and investigate local organized crime groups, as well as Nigerian organized crime groups, involved in financial crimes activity. Generally, COCTF investigates more complex and long-term cases involving organized criminal groups.**

**COCTF Case Review**

|   |           |
|---|-----------|
| <b>Number of open cases reviewed:</b>   | <b>16</b> |
| <b>Number of closed cases reviewed:</b> | <b>20</b> |
| <b>Number of J cases reviewed:</b>      | <b>11</b> |

**D. CASE REVIEW**

**Chicago FO Overall Case Review**

|   |           |
|---|-----------|
| <b>Number of open cases reviewed:</b>   | <b>92</b> |
| <b>Number of closed cases reviewed:</b> | <b>99</b> |

**The findings of the inspection team's review of open and closed case reports was consistent among all the criminal squads in the Chicago FO. The majority of cases reviewed involved core violations, reflected high monetary loss, contained asset forfeiture potential, and had significant community impact.**

**Memorandum reports (MR) and notification of arrest official messages are well-written and submitted in a timely manner. Investigative leads are thoroughly pursued and proper investigative procedures are utilized. Criminal investigative squads respond to outside agency requests in an immediate and comprehensive manner.**

**The administrative management of criminal files is very good. Case files are well-organized, appropriately indexed, and contain the**

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necessary documentation, to include date stamping and appropriate J-stamp requirements.

Arrest credit is properly taken in state cases, in accordance with the current investigative guidelines. Seized evidence is being properly documented in MRs.

The review of criminal case folders identified the following discrepancies:

- COCTF cases contained some MRs and notification of arrest official messages that were submitted late.
- In two counterfeit currency investigations, MRs failed to document the complete judicial action for the subjects.

These discrepancies were brought to the attention of management for future corrective action.

E. CASE MANAGEMENT, SUPERVISION, AND CONTROL

Overall, the case management, supervision, and control of criminal investigations by the Chicago FO is excellent. The squads are very well supervised and SAs are highly motivated. The inspection team's review of 191 cases determined that the overall percentage of reports submitted on time was 88 percent. The Chicago FO is in full compliance with all USSS requirements and procedures for criminal investigations.

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## Section 9: Non-Criminal Activity and Investigations

### 9.1: Inspection Review and Findings

A. ACCIDENT INVESTIGATIONS AND TORT CLAIM FILES, LOST OR STOLEN PROPERTY FILES, AND ANY OTHER NON-CRIMINAL

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to non-criminal investigations? **YES**

The Chicago FO closed 70 accident investigations, four tort claims, and three lost or stolen property files since the last inspection. The inspection team reviewed 58 cases, and found them to be thoroughly investigated and reported in a timely manner.

The inspection team determined that of the 70 accident investigations conducted by the Chicago FO, seven Motor Vehicle Accident Reports (SSF 3164) were missing supervisor signatures which would indicate whether the employee was in the scope of duty. This was brought to the attention of management for immediate corrective action.

There was one assault on a federal agent case opened since the last inspection. A review of this case found it to be thoroughly investigated and reported in a timely manner.

B. APPLICANT AND BACKGROUND INVESTIGATIONS

Is the office in compliance with the proper investigative procedures, reporting requirements, and retention guidelines relative to applicant and background investigations? **YES**

Prior to the inspection, RPSD was contacted and reported that the Chicago FO has submitted its applicant and background update investigations in a timely manner, with all pertinent information covered and reported.

The Chicago FO closed 363 applicant and background investigations since the last inspection.

The seven open background investigations were reviewed and found to be thoroughly investigated, with all required documentation on file.

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**The Chicago FO employs two contract special investigators. The special investigators are used for personnel security investigations, to include accompanying supervisors on home visits of SA and UD applicants.**

**C. CASE MANAGEMENT, SUPERVISION, AND CONTROL**

**The Chicago FO Special Investigations Squad is supervised by an**

**The case management, supervision, and control of the non-criminal investigations by the Chicago FO is excellent. The office has been able to prioritize and control the large volume of applicants being processed by the squad. The non-criminal investigations reviewed were determined to be thoroughly investigated and files are neat and orderly.**

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## Section 10: Protection and Intelligence

### 10.2: Inspection Review and Findings

#### A. HOSPITAL SURVEYS

Is the office in compliance with current guidelines relative to hospital surveys? **YES**

The review of the general hospital surveys and Hospital Protective Surveys (SSF 1909), indicated that surveys are properly completed and are in full compliance with USSS policy.

The Chicago FO retained hospital surveys which were determined to be obsolete. The inspection team suggested that these surveys either be updated or destroyed in accordance with policy. This was brought to the attention of management and corrected during the inspection.

#### B. PROTECTIVE VISITS AND SURVEYS

Is the office in compliance with current guidelines relative to protective visits and surveys? **YES**

The management, supervision, and control of the protective workload by the Chicago FO is excellent. The Chicago FO completed 151 protective surveys since the last inspection. Protective trip files contained well-prepared reports which were submitted in a timely manner. Protective trip files were determined to be neat and orderly.

#### Protection/PI Squad

The Protection/PI Squad is supervised by an ATSAIC, and is

#### C. COORDINATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI)

Is the office in compliance with FBI coordination requirements? **YES**

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D. INTELLIGENCE CASE MANAGEMENT, SUPERVISION AND CONTROL

The overall management, supervision, and control of the PI workload is excellent. The Chicago FO investigated 46 PI cases since the last inspection, generating 143 investigative reports. All PI cases are thoroughly investigated, and reports are comprehensive and well-written. The inspection team determined that 88 percent of the PI reports were submitted on time.

The Chicago FO has one subject in district. The case review indicated that each required report was well-written and submitted in a timely manner.

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