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UNITED STATES GOVERNMENT

# Memorandum

Assoc. Dir. \_\_\_\_\_  
 Dep. AD Adm. \_\_\_\_\_  
 Dep. AD Inv. \_\_\_\_\_  
 Asst. Dir.:  
 Adm. \_\_\_\_\_  
 Comp. Syst. \_\_\_\_\_  
 Ext. Affairs \_\_\_\_\_  
 Files & Com. \_\_\_\_\_  
 Gen. Inv. \_\_\_\_\_  
 Ident. \_\_\_\_\_  
 Inspection \_\_\_\_\_  
 Intell. \_\_\_\_\_  
 Laboratory \_\_\_\_\_  
 Plan. & Eval. \_\_\_\_\_  
 Spec. Inv. \_\_\_\_\_  
 Training \_\_\_\_\_  
 Legal Coun. \_\_\_\_\_  
 Telephone Rm. \_\_\_\_\_  
 Director Sec'y \_\_\_\_\_

TO : Mr. McDermott *Handwritten initials*

DATE: 6-27-74

FROM : Mr. Heim *LJM*

SUBJECT: ~~ALL DAY CONFERENCE~~  
FOR KEY FBI PERSONNEL  
JULY 8, 1974

## *Executive Conference*

In accordance with your directions, arrangements have been made with the Radio Engineering Section of the Laboratory for screening of the recently produced series of 5-minute documentaries on the FBI prepared by KCRA-TV, Sacramento, California, at the All Day Conference of Key Bureau Personnel on 7-8-74, at the Washington Hilton.

Screening of this video tape will occur after lunch. As you will recall, the KCRA-TV specials consisted of nine 5-minute documentaries. Episode One concerned the FBI in general, and had information pertaining to tours at FBI Headquarters; Episode Two concerned the Laboratory; Episode Three concerned the Identification Division; Episode Four concerned an interview with Director Kelley; Episode Five concerned FBI training at Quantico; Episode Six concerned profiles of two National Academy officers from Northern California; Episode Seven concerned the former television series on the FBI; Episode Eight concerned a profile of a Resident Agent assigned to the Sacramento Office; and Episode Nine concerned espionage and also contained an interview with Assistant Director Wannall.

Two 27-inch television monitors, along with the video tape machine, will be set up during the lunch period of the key personnel, and the video tape will be ready for viewing immediately upon the resumption of the conference. Total viewing time is approximately 45 minutes.

RECOMMENDATION: For information.

- 1 - Mr. McDermott
- 1 - Mr. White
- 1 - Mr. Adams (Attn: Mr. Sheets)

KPW:ger

57 JUL 18 1974 *Handwritten initials*

JUL 11 1974

REC-67 66-2554-13019

*SA Allen  
Radio Engineering  
advised 6/27/74.*

*Presented first 4  
episodes to conference  
7/5/74*

UNRECORDED COPY FILED IN 94-50626-

*file*  
*EB*

July 5, 1974

MEMORANDUM TO MR. CALLAHAN  
 MR. JENKINS  
 MR. ADAMS  
 MR. BASSETT  
 MR. CLEVELAND  
 MR. DECKER  
 MR. GEBHARDT  
 MR. JACOBSON  
 MR. JAMIESON  
 MR. MC DERMOTT  
 MR. MARSHALL  
 MR. MINTZ  
 MR. THOMPSON  
 MR. WALSH  
 MR. WANNALL  
 MR. WHITE

RE: EXECUTIVE CONFERENCE AND CASE BRIEFINGS

By memorandum dated March 25, 1974, I advised you of a schedule of Executive Conferences and Case Briefings. There will be no change in the present Executive Conference schedule, which is as follows:

A. 8:30 a. m. - 9:30 a. m. -- 1st and 3rd Thursdays of the month

Informal (no agenda) breakfast Executive Conferences to discuss general policy.

B. 11:00 a. m. - 12:30 p. m. -- 2nd and 4th Thursdays of the month

Formal agenda, prepared by Associate Director Callahan, with presentations of problems and alternatives permitting consideration in minimum time.

- Assoc. Dir. \_\_\_\_\_
- Dep. AD Adm. \_\_\_\_\_
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Admin. \_\_\_\_\_
- Comp. Syst. \_\_\_\_\_
- Ext. Affairs \_\_\_\_\_
- Files & Com. \_\_\_\_\_
- Gen. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Inspection \_\_\_\_\_
- Intell. \_\_\_\_\_
- Laboratory \_\_\_\_\_
- Plan. & Eval. \_\_\_\_\_
- Spec. Inv. \_\_\_\_\_
- Training \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director Sec'y \_\_\_\_\_

1 - Mrs. Metcalf  
 1 - Tele Room  
 OTJ/imt (21)

MAILED 3  
 JUL 5 - 1974  
 4-FBI

ST-114  
 REC-16  
 66-2554-13020

JUL 8 1974

JUL 18 1974

MAIL ROOM

TELETYPE UNIT

Memorandum to Messrs. Callahan, Jenkins,  
Adams, Bassett, Cleveland, Decker, Gebhardt,  
Jacobson, Jamieson, McDermott, Marshall,  
Mintz, Thompson, Walsh, Wannall, White

The Monday, Wednesday and Friday briefings will be discontinued. Instead there will be briefings each Tuesday, at 9:30 a. m. These briefings are primarily concerned with matters handled by the Intelligence, General Investigative and Special Investigative Divisions. Each of these Divisions are to briefly present to the conference those items of current interest to the members of the Conference. Assistant to the Director Adams will coordinate these briefings.

All members of the Executive Conference or their ranking designees are invited to attend to allow maximum communication of case activity to all Divisions.

This schedule is effective July 9, 1974.

Very truly yours,

C. M. Kelley

Clarence M. Kelley  
Director

UNITED STATES GOVERNMENT

# Memorandum

Assoc. Dir.	<input checked="" type="checkbox"/>
Dep. AD Adm.	<input checked="" type="checkbox"/>
Dep. AD Inv.	<input checked="" type="checkbox"/>
Asst. Dir.:	
Adm.	<input checked="" type="checkbox"/>
Comp. Syst.	<input checked="" type="checkbox"/>
Ext. Affairs	<input checked="" type="checkbox"/>
Files & Com.	<input checked="" type="checkbox"/>
Gen. Inv.	<input checked="" type="checkbox"/>
Ident.	<input checked="" type="checkbox"/>
Inspection	<input checked="" type="checkbox"/>
Intell.	<input checked="" type="checkbox"/>
Laboratory	<input checked="" type="checkbox"/>
Plan. & Eval.	<input checked="" type="checkbox"/>
Spec. Inv.	<input checked="" type="checkbox"/>
Training	<input checked="" type="checkbox"/>
Legal Coun.	<input checked="" type="checkbox"/>
Telephone Rm.	<input checked="" type="checkbox"/>
Director Sec'y	<input checked="" type="checkbox"/>

*W. J. Gregory*

TO : MR. CALLAHAN

DATE: 6-21-74

FROM : T. J. JENKINS

SUBJECT: EXECUTIVE CONFERENCE MEETING AT IDENTIFICATION DIVISION, JULY 18, 1974

Assistant Director Thompson has invited the Director and the Executives Conference to a briefing in the Identification Division and a luncheon in celebration of the 50th Anniversary of the Identification Division.

The date of July 18, 1974, has been selected for this affair. It is planned that the Director and the Executives Conference will depart the Justice Building at 11:05 a. m., arriving Identification Building at 11:30 a. m., briefing at 11:30 a. m. to 12 noon, lunch 12 to 1:00 p. m., 1:15 en route to Justice Building. Mr. Walsh will make the necessary arrangements for transportation.

RECOMMENDATION:

That the Director approve the Executives Conference Meeting at the Identification Division on July 18, 1974, as set forth above.

*[Handwritten signature]*

*[Handwritten signature]*

REC-73

66-2554-13021

OK  
16 JUL 18 1974

EX-101

TJJ:pmd  
(6)

- 1 - Mr. Thompson
- 1 - Mrs. Metcalf
- 1 - Telephone Room
- 1 - Mr. Walsh

58 JUL 23 1974

XEROX  
JUL 23 1974

Unrecorded Copy Filed in 66-1631-

UNITED STATES GOVERNMENT

# Memorandum

TO : MR. CALLAHAN

DATE: 6/13/74

FROM : J. B. ADAMS *JBA*

SUBJECT: ALL DAY CONFERENCE  
FOR KEY FBI PERSONNEL  
JULY 8, 1974

- Assoc. Dir.
- Dep. AD
- Dep. AD-Adm.
- Asst. Dir.:
- Admin.
- Comp. Syst.
- Ext. Affairs
- Files & Com.
- Gen. Inv.
- Ident.
- Inspection
- Intell.
- Laboratory
- Plan. & Eval.
- Spec. Inv.
- Training
- Legal Coun.
- Telephone Rm.
- Director Sec'y

Pursuant to the Director's oral instructions on 5/30/74 and his memorandum to members of the Executive Conference, 6/4/74, arrangements have been made, subject to approval, to hold captioned conference at the Washington Hilton at 8:00 am, July 8, 1974. These arrangements are similar to those of the last conference and will permit a comfortable and secure conference with a meaningful agenda.

In addition to the Headquarters representatives who attended the last conference, the following were also invited: ✓ John F. Malone, ✓ William A. Sullivan, ✓ Clark D. Anderson, ✓ Charles W. Bates, ✓ Richard G. Held, ✓ John J. McDermott, ✓ Roy K. Moore, and ✓ J. Gordon Shanklin.

It is proposed that those to be invited to attend the July 8, 1974, conference, in addition to Headquarters representatives and Assistant Directors Malone and Sullivan, consist of the following: ✓ SAC Robert G. Kunkel, Alexandria; ✓ SAC Vern F. Loetterle, Las Vegas; ✓ SAC Rex I. Shroder, San Diego; ✓ SAC James E. Milnes, Seattle; ✓ SAC Richard H. Ash, Buffalo; ✓ SAC Donald W. Moore, Washington Field (on transfer). This represents a change in those invited to the last conference; however, it is felt that on balance the proposed invitees will bring to the conference new views based on varying area and experience factors. Inquiry today of Movement and Leave Desks did not disclose any information which would conflict with their being able to attend the conference.

The following is suggested as a formal agenda and assignments:

- 1 - Mr. Callahan
- 1 - Mr. Adams
- 1 - Mr. Sheets
- EES/imt
- (4)

*Letters prepared 6/25/74 to be filed in members' files*

EX-101 REC-166-2554-13022  
JAB-14 XEROX  
AUG 7 1974  
JUL 30 1974

CONTINUED - OVER

14 per copy  
1 - Callahan  
1 - Sullivan  
1 - Miller  
1 - Each AD  
6/21/74  
EES:imt

58 AUG 9 1974

*Handwritten signatures and initials*

Memorandum to Mr. Callahan  
RE: ALL DAY CONFERENCE  
FOR KEY FBI PERSONNEL  
JULY 8, 1974

*Discussed  
7/8/74*

- (1) Relations with Senate Oversight Committee and other Congressional Committees Intelligence Division
- (2) Relations with Department Including Management Controls Having Effect on Independent Posture of Bureau OPE
- (3) Case Load, Statistical Accomplishments, Programs, Measuring Devices and Priorities OPE
- (4) Reporting and Recording of Matters Within and Outside of FBI Jurisdiction as Influenced by Discovery Procedures, Freedom of Information Act and Other Constraints Legal Counsel
- (5) Relations with News Media External Affairs
- (6) Paper Work and Its Impact on Investigative Responsibilities, Clerical Load and Operating Costs Administrative Division

*Not  
discussed  
7/8/74*

RECOMMENDATIONS:

1. That it be approved that the conference be held at the Washington Hilton, at 8:00 am, 7/8/74, it being noted the Director requested to be advised on 6/14/74 of the status of the arrangements.



Memorandum to Mr. Callahan  
RE: ALL DAY CONFERENCE  
FOR KEY FBI PERSONNEL  
JULY 8, 1974

2. That the proposed invitees be alerted that they will be invited to attend the conference as scheduled, with formal notification to follow.

3. That the suggested agenda be approved with OPE to notify those Divisions of their topic assignments.

EA

ms

*[Handwritten signature]*

OK

UNITED STATES GOVERNMENT

# Memorandum

TO : MR. JENKINS

DATE: 8-22-74

FROM : J. W. MARSHALL

SUBJECT: PROPOSED EXECUTIVES' CONFERENCE BRIEFING  
CONCERNING AUTOMATION PROGRAMS -  
FILES AND COMMUNICATIONS DIVISION

- Assoc. Dir.
- Dep. AD Adm.
- Dep. AD Inv.
- Asst. Dir.:
- Admin.
- Comp. Syst.
- Ext. Affairs
- Files & Com.
- Gen. Inv.
- Ident.
- Inspection
- Intell.
- Laboratory
- Plan. & Eval.
- Spec. Inv.
- Training
- Legal Coun.
- Telephone Rm.
- Director Sec'y

Per my prior conversations with you, as you know we have been working for some period of time on several automation programs involving the work of this Division which will radically change some of our long-established work procedures and will result in enabling us to operate more efficiently and provide the rest of the Bureau better service. Several of these programs will be operational shortly after we move into the new building.

In line with the above, I would like to provide the Director and the Executives' Conference a briefing on these programs sometime in the near future. This briefing could be done either at the Tuesday morning briefing session or at one of the scheduled Executives' Conference meetings. The briefing would take approximately 45 minutes. SA James W. Awe, Unit Chief of the Name Searching and General Index Unit who has been working closely with these programs, will assist me in this briefing and through the use of charts we have prepared, I think the briefing will be most informative and beneficial to the other members of the Conference.

RECOMMENDATION:

That this briefing be placed on the agenda of one of the Conferences sometime in the near future.

*copy by Div  
8/23*  
JWM:jmr  
(4)

EX-103

REC 44

Ext. Conf Breakfast  
9-5  
66-2554-13023

9 SEP 11 1974

SEP 17 1974

57 OCT 2 1974

4 gum

RECORDED COPY FILED IN 66-19078-

March 4, 1975

MEMORANDUM FOR MR. CALLAHAN  
MR. JENKINS  
MR. ADAMS  
MR. GALLAGHER

During a conference with some Special Agents in Charge in Kansas City on February 28, 1975, I was informed that there is no longer any written summation of notes on Executives Conference matters and deliberations. The Office of Planning and Evaluation has previously been charged with the responsibility of forwarding these notes to the field, and this should be done even though relatively unimportant matters are discussed. In the event there appears to be any question as to the inclusion of an item, I should be consulted.

According to the Special Agents in Charge, these observations came about because of the intense interest of the field in the deliberations, and the fact they are no longer submitted regularly has been interpreted as relinquishing our previously avowed purpose to submit them.

In line with this, you are again instructed to follow this procedure, I am aware that for a number of weeks we have bypassed briefings because of preparations for the hearings, but it might be better in such an event to explain why there are none and at the same time include some items which perhaps would be helpful about the current status of the Bureau or other remarks which will be illuminating.

Very truly yours,

*ST-111*  
*Clarence M. Kelley* REC-31  
66-2552-13024  
Clarence M. Kelley  
Director

SENT FROM P. O.  
TIME 2:38 PM  
DATE 3-4-75  
BY SW

- Assoc. Dir. \_\_\_\_\_
- Dep. AD Adm. \_\_\_\_\_
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Admin. \_\_\_\_\_
- Comp. Syst. \_\_\_\_\_
- Ext. Affairs \_\_\_\_\_
- Files & Com. \_\_\_\_\_
- Gen. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
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- Plan. & Eval. \_\_\_\_\_
- Spec. Inv. \_\_\_\_\_
- Training \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director Sec'y \_\_\_\_\_

CMK:EDM (6)

*adm*

*rw*  
MAR 13 1975

MAIL ROOM  TELETYPE UNIT

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Airtel

To: SAC, Albany

3/7/75

From: Director, FBI

PERSONAL ATTENTION

TOPICS OF INTEREST DISCUSSED AT  
THE EXECUTIVES CONFERENCE

Executive Conference

For your information, the last several weeks the Executives Conference has devoted its attention to the Congressional investigating committees and my testimony on February 27, 1975, before the Subcommittee on Civil Rights and Constitutional Rights of the Committee on the Judiciary, House of Representatives. In the near future a copy of Attorney General Levi's statement and my statement will be forwarded to you.

In addition, considerable discussion involved the General Accounting Office review of FBI operations. You have been forwarded material concerning this matter under the caption, "General Accounting Office, Review of FBI Operations."

At the Executives Conference meeting of March 6, 1975, a task force proposed by the Attorney General concerning information gathering and retention policies of the FBI was discussed. This is a result of the hearing on February 27, 1975, where Congressman Don Edwards pressed the Attorney General to adopt guidelines acceptable to the Committee in lieu of legislation.

The Attorney General has proposed a task force consisting of representatives from the Office of the Deputy Attorney General; Legal Counsel and Planning of the Department of Justice; two assistants from his own office and Assistant Director John Mintz. The Attorney General has proposed that several outside consultants, consisting of former Attorney Generals, former Special Prosecutors and members of the academic world meet concerning this

2 - All Field Offices

- Assoc. Dir. \_\_\_\_\_
- Dep. AD Adm. \_\_\_\_\_
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Admin. \_\_\_\_\_
- Comp. Syst. \_\_\_\_\_
- Ext. Affairs \_\_\_\_\_
- Files & Com. \_\_\_\_\_
- Gen. Inv. \_\_\_\_\_
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- Inspection \_\_\_\_\_
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- Plan. & Eval. \_\_\_\_\_
- Spec. Inv. \_\_\_\_\_
- Training \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director Sec'y \_\_\_\_\_

- RJG:DW (140)
- 1 - Mr. Callahan
- 1 - Mr. Jenkins
- 1 - Mr. Adams
- 1 - Each Assistant Director
- 1 - Mr. Reilly

MAILED-12  
MAR 10 1975  
FBI

REC-3

66-2554-13025

15 MAR 13 1975

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*Jm*

54 MAR 24 1975  
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116435-1  
67681-1

**Airtel to SAC, Albany**  
**Re: TOPICS OF INTEREST DISCUSSED AT**  
**THE EXECUTIVES CONFERENCE**

**subject in a one-day session and that subsequently the task force members interview these consultants in considerable detail.**

**As a result, an in-house task force has been established at FBI Headquarters under the Chairmanship of Assistant Director Mintz. It will be comprised of a representative from the Files and Communications, Intelligence, General Investigative, Special Investigative and Computer Systems Divisions. Assistant Director Mintz in addition will call upon any other division he deems necessary for assistance in order to address this subject.**

**You will be kept advised of matters of interest discussed at the Executives Conference.**

Airtel

3/31/75

To: SAC, Albany

From: Director, FBI

TOPICS OF INTEREST DISCUSSED AT  
THE EXECUTIVES CONFERENCE

PERSONAL ATTENTION

On March 24, 1975, I met with Elmer B. Staats, Comptroller General of the United States, and members of his staff concerning the General Accounting Office survey of FBI operations.

For your information, at the specific direction of Congressman Peter Rodino, Chairman, House Judiciary Committee, the GAO is reviewing the efficiency, economy, and effectiveness of the FBI's programs and operations. GAO has begun its review with an examination of our domestic internal security operations, concentrating on current policies and programs, but having limited interest in past activities, ostensibly where necessary to establish a "trend." GAO is an independent agency, situated in the Legislative Branch of the Government. It is authorized to conduct investigations at the instruction of either House of Congress, or any Congressional Committee.

EX 104 REC-73 66-2557-1302 b

Beginning in December, 1974, five regional GAO teams of two to three auditors each commenced visits to FBI field offices in New York, Chicago, Atlanta, Los Angeles, San Francisco, Buffalo, Springfield, Columbia, San Diego, and Sacramento. At FBIHQ, GAO has interviewed Intelligence Division personnel down to the level of Section Chief regarding domestic internal security investigations. GAO has been provided with Manual of Instruction Sections 4, 23, 86, 87, 88, 95, 102, 107, 122, 130, 136, and 146 from which foreign intelligence espionage material and other sensitive information were deleted, together with Manual of Rules and Regulations Sections 3, 4, 5, and 9, similarly edited.

2 - All Field Offices

MAILED 8  
APR 2 1975  
FBI

APR 8 1975

- Assoc. Dir. \_\_\_\_\_
- Dep. AD Adm. \_\_\_\_\_
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. \_\_\_\_\_
- Comp. Syst. \_\_\_\_\_
- Ext. Affairs \_\_\_\_\_
- Files & Com. \_\_\_\_\_
- Gen. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Inspection \_\_\_\_\_
- Intell. \_\_\_\_\_
- Laboratory \_\_\_\_\_
- Plan. & Eval. \_\_\_\_\_
- Rec. Mgmt. \_\_\_\_\_
- Tech. Serv. \_\_\_\_\_
- Training \_\_\_\_\_
- Off. Liaison \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

- RJG:DW (140)
- 1 - Mr. Callahan
- 1 - Mr. Jenkins
- 1 - Mr. Adams
- 1 - Each Assistant Director (sent separately)
- 1 - Mr. Reilly

*[Handwritten signatures and initials]*

237  
54 APR 14 1975

MAIL ROOM  TELETYPE UNIT

Airtel to SAC, Albany  
RE: TOPICS OF INTEREST DISCUSSED AT  
THE EXECUTIVES CONFERENCE

Where necessary, GAO auditors visiting FBI field offices are conducting interviews with the SAC and those Supervisors or Agents authorized by the SAC to assist in answering the GAO's questions.

GAO expects to conclude its review of FBI's domestic internal security operations by June, 1975. Thereafter, GAO will issue a report of its findings which the FBI will have previously reviewed for sensitive material and accuracy. The report will be provided to Congressman Rodino with a request by GAO that it be kept in confidence. GAO expects to review other areas of FBI operations in the future, excluding espionage and foreign counterintelligence.

The Executives Conference was also briefed on my appearance concerning the Rockefeller Commission's investigation of the Central Intelligence Agency. The Commission was advised that our current relations with CIA are excellent and that we are in contact with CIA at the present time on a regular liaison basis. Section Chief William O. Cregar of the Counterintelligence Branch of the Intelligence Division, who served as liaison representative between the FBI and CIA, also testified. For your information, retired Special Agent Sam J. Papich, who also served as liaison representative between the FBI and CIA, also testified.

Consideration has been given to resuming new Agents' training classes during April, May and June. More detailed information concerning this matter will be forwarded to you separately.

You will continue to be kept advised of matters of interest discussed at the Executives Conference.

UNITED STATES GOVERNMENT

# Memorandum

Assoc. Dir.   
 Dep. AD Adm.   
 Dep. AD Inv.   
 Asst. Dir.:  
 Adm.   
 Comp. Syst.   
 Ext. Affairs   
 Files & Com.   
 Gen. Inv.   
 Ident.   
 Inspection   
 Intell.   
 Laboratory   
 Plan. & Eval.   
 Spec. Inv.   
 Training   
 Legal Coun.   
 Telephone Rm.   
 Director Sec'y

TO : MR. CALLAHAN

DATE: 8/20/75

FROM : J. J. O'CONNELL

SUBJECT: EXECUTIVES CONFERENCE - BREAKFAST  
AUGUST 21, 1975  
AGENDA

Pursuant to your instructions, each member of the Executives Conference has been contacted concerning any pertinent input for the agenda for the Executives Conference scheduled 8/21/75. Based on information received and matters of current interest, the following agenda is being suggested:

8:30 a. m. - Breakfast.

9:00 a. m. - Discussion of proposed agenda for SAC Conference at Headquarters 8/25/75.

9:10 a. m. - Presentation by Mr. [ ] and staff of use of automation facilities in major cases.

9:30 a. m. - Mr. Boynton and staff - Presentation of training film entitled "Shooting For Survival" (15 minutes duration).

9:45 a. m. - Forum.

b6  
b7c

JJO:lae(2)

REC-24

66-2554-3027

EX-106

15 AUG 26 1975

THREE

70 SEP 19 1975

1-409



UNITED STATES GOVERNMENT

# Memorandum

TO : MR. MC DERMOTT

DATE: 11-2-76

FROM : R. H. Ash *RHA*

SUBJECT: EXECUTIVES CONFERENCES

Assoc. Dir.	_____
Dep.-A.D.-Adm.	_____
Dep.-A.D.-Inv.	_____
Asst. Dir.:	
Adm. Serv.	_____
Ext. Affairs	_____
Fin. & Pers.	_____
Gen. Inv.	_____
Ident.	<i>[initials]</i>
Intell.	_____
Laboratory	_____
Legal Coun.	_____
Plan. & Insp.	_____
Rec. Mgmt.	_____
Spec. Inv.	_____
Training	_____
Telephone Rm.	_____
Director Sec'y	_____

PURPOSE: To advise that it will no longer be necessary for Inspector - Deputy Assistant Director Frank B. Still, Jr., of the Identification Division to attend Executives Conferences together with Assistant Director Richard H. Ash. *[Handwritten initials]*

RECOMMENDATION:

For information.

APPROVED: <i>[Signature]</i>	Ext. Affairs	Laboratory
Assoc. Dir. <i>[Signature]</i>	Fin. & Pers.	Legal Coun.
Dep. AD Adm. <i>[Signature]</i>	Gen. Inv. <i>[Signature]</i>	Plan. & Insp.
Dep. AD Inv. <i>[Signature]</i>	Ident. <i>[Signature]</i>	Rec. Mgmt.
Asst. Dir.:	Intell.	Spec. Inv.
Adm. Serv.		Training

COPY RETAINED IN PERSONNEL RECORDS UNIT

DETAILS: In February, 1976, when Assistant Director Richard H. Ash assumed the responsibility for the U. S. Recording Company and related matters investigation, it was recommended and approved that Inspector - Deputy Assistant Director Frank B. Still, Jr., attend all Executives Conferences with Assistant Director Ash. *[Handwritten initials]*

As of 11-1-76 the administrative responsibility for the U. S. Recording Company investigation was shifted from Assistant Director Ash to the Planning and Inspection Division. Mr. Ash has now resumed his full-time responsibilities in the Identification Division and it will no longer be necessary for Inspector - Deputy Assistant Director Still to attend Executives Conferences together with Assistant Director Ash. Mr. Still will, of course, attend in the future in the absence of Mr. Ash.

RHA:ed  
(2)

*[Handwritten signature]*

EX-113

REC-29

66-2554-13028

NOV 15 1976

NOV 5 1976

*[Handwritten signatures and initials]*



December 7, 1978

MEMORANDUM TO EXECUTIVES CONFERENCE

RE: SENATOR EASTLAND

Chairman Eastland has accepted our invitation to breakfast Tuesday morning, December 12, 1978. This is his next to last day on the Hill I understand and assuming he can make the date I think it would be very nice for the Executives Conference meeting that morning to be in his honor. I hope you can all attend.

William H. Webster

W H. W.

PC  
SC

Mr. Mintz:

You may want to include our key Congressional Liaison personnel.

94-H-5130-  
UNRECORDED COPY FILED IN

- Assoc. Dir. \_\_\_\_\_
- Dep. AD Adm. \_\_\_\_\_
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Laboratory \_\_\_\_\_
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- Public Affs. Off. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

WHW:mfd

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EX-109  
REC-9

20 DEC 8 1978

DEC 11 1978  
MAIL ROOM

over

165

May 9, 1978

MEMORANDUM TO MESSRS. ADAMS  
 MC DERMOTT  
 BASSETT  
 COCHRAN  
 COLWELL  
 CREGAR  
 JOSEPH  
 KELLEHER  
 KENT  
 LONG  
 MINTZ  
 MOORE  
 BOYNTON  
 [Redacted]  
 FEENEY  
 MACK

b6  
b7c

EXECUTIVE CONFERENCE

The use of the word "feel" should be discontinued in draft reports and comments on proposed legislation, and in correspondence.

The Bureau is not paid to "feel." Our conclusions should be arrived at by a cerebral rather than a visceral process. People who "feel" are usually "groping."

Our reports will satisfy me better if they state what we think, conclude or state what is in our view or in our opinion.

Very truly yours,

*William H. Webster*  
 William H. Webster  
 Director

PBS

- Assoc. Dir. \_\_\_\_\_
- Dep. AD Adm. \_\_\_\_\_
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Public Affs. Off. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

WHW:gms  
(18)

66-2554-13028X1

JUN 8 1978

MAIL ROOM

December 4, 1978

MEMORANDUM TO MR. ADAMS

If we can find a good time I think <sup>CONFERENCE</sup> it would be nice to have a luncheon of our ~~Executives~~ in honor of Senator Eastland before Christmas. What do you think?

William H. Webster

1 - Mr. Mintz

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- Assoc. Dir.
- Dep. AD Adm.
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- Public Affs. Off.
- Telephone Rm.
- Director's Sec'y

WHW:mfd

*mfd*

66-2554-13028X2

JUN 3 1985

MAIL ROOM

March 15, 1979

MEMORANDUM TO ALL MEMBERS OF EXECUTIVES CONFERENCE

I have noticed an increasing number of short ~~deadlines on matters submitted to me for final approval.~~ I can understand that this will occasionally occur, but I do not wish to be pre-empted from giving full consideration to problems meriting my attention nor do I wish to be denied the time to take corrective action if I am not satisfied with the proposed resolution.

Hereafter, all requests for my action within 24-hours of the time presented to me must be accompanied by a one sentence, non-generalized, explanation of why such time constraints were necessary.

William H. Webster

*(Handwritten initials in a circle)*

1 - Each Member of Executives Conference

REC-113  
DE-48

66-2554-13029

WHW:mfd

SENT FROM D. O.	
TIME	6:30
DATE	3/15/79
BY	<i>(Signature)</i>

9 MAR 17 1979

- Assoc. Dir. *(Signature)*
- Dep. AD Adm. *(Signature)*
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Public Affs. Off. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

#126

July 6, 1979

MEMORANDUM TO MEMBERS OF EXECUTIVES CONFERENCE

From time to time it has been helpful for me to meet informally with both elected and appointed officials who have significant relationships with the FBI, at breakfasts and at luncheons. If there are any individuals that you would like to suggest that I see on this basis, I would appreciate your sending their names to me.

William H. Webster  
Director

9

WHW:mfd

ST-103 REC-2

SENT FROM D. O.
TIME 6:30
DATE 7/6/79
BY [Signature]

66-2554-13030

2 JUL 10 1979

- Assoc. Dir. \_\_\_\_\_
- Dep. AD Adm. \_\_\_\_\_
- Dep. AD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Plan. & Insp. \_\_\_\_\_
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- Tech. Servs. \_\_\_\_\_
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- Public Affs. Off. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

17 1979

[Handwritten signature and scribbles]

MAIL ROOM

# Memorandum

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 Exec AD LES             
 Asst. Dir.:  
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 Telephone Rm.             
 Director's Sec'y           

TO : The Director

DATE: 10/21/80

FROM : *RC* Lee Colwell

SUBJECT: ~~AGENDA FOR EXECUTIVE CONFERENCE RETREAT~~

*QUANTICO VA*      *EXECUTIVE CONFERENCE*  
*11/12-14-1980*

I propose using the time, first, to discuss the broadest and most serious of the problems suggested by the Assistant Directors; second, to consider the process of long-range planning in the Bureau; and third, to engage in an actual long-range planning exercise.

Three groups, each headed by an Executive Assistant Director, may be better than the two used last year. Each will have a member designated as reporter to summarize the group's conclusions in writing for the whole body's consideration.

If you agree, you would open the meeting Thursday morning at 8:30. Then the three groups will separate for consideration of the issues listed below. The person who suggested the topic or the person best informed on it will have circulated in advance his analysis of the problem including specific recommendations which will be the focus of discussion. Each group will by day's end have agreed on recommendations in each area. These will be summarized by the three reporters and distributed to the conference during the second morning.

The topics proposed by the Assistant Directors are:

1. Career Development Program
  - A. Should it remain voluntary?
  - B. Can transfer frequency be reduced?
  - C. Should choice of specialization be insured?
2. Executive Turnover *DE-85* *66-2554-1303*
  - A. How much is desirable?
  - B. How can that level be reached and maintained?
  - C. Can top executive positions (Deputy Assistant-Director and higher) be made more attractive?
3. Employee Relations **NOV 17 1980**
  - A. How should Bureau management respond to the possibility of employee representational groups?
  - B. Are we responding as well as possible to the concerns that cause employees to form representational groups?

*CB*  
**ENCLOSURE**

*6*  
**DEC 15 1980**

*JFM*  
**NOV 21 1980**  
FBI/DOJ

Lee Colwell to the Director Memorandum  
Re: Agenda For Executive Conference Retreat

4. Affirmative Action

- A. Is the Bureau's active recruitment of racial minorities and women working well?
- B. How could the process be improved?

5. The Bureau's Image

- A. How could our relationships with the media, the public, and Congress be improved? (done last year)

Most of the second day (8:30-12:00 and 1:00-2:30) would be spent on planning. First, John Otto or I would explain the proposal on Long-Range Planning (now on your desk), which participants will receive before the retreat opens. Then, in small groups again, the morning's discussion will focus on these questions: is this particular framework for long-range planning a good one? Should the Director approve it and if not, what alternatives are better? Where should the planning function be located within each division? How can planning be made easier in each division.

In the afternoon, with the entire group reassembled, each Assistant Director should describe, first, what his division will be like in 1986 if present trends continue and, second, what steps should be taken to change the course of events so as to produce a better result in 1986. These presentations (which should be based on written summaries distributed before the retreat) would be followed by brief general discussion. A reporter should be asked to summarize the discussion for later distribution.

The final session (2:30-5:00) should be spent discussing and reaching agreement on the recommendations from the three groups on the preceding day's topics. Before the retreat is adjourned, there should be consensus on a single set of recommendations, which will be summarized by one of the reporters and distributed to all participants soon after the retreat.

RECOMMENDATION:

It is recommended that the above Agenda for Executive Conference Retreat be approved.



EXECUTIVES' CONFERENCE RETREAT  
QUANTICO, VIRGINIA  
November 12 -- 14, 1980

PROPOSED TOPICS

1. Career Development

- a. Modification to reduce current economic hardships and stabilize management structure (JEO)
  - b. Possible legislative initiatives (JEO)
  - c. Reexamine and consider alternatives to streamline program to meet current and future supervisory and executive needs of the Bureau (KEJ)
  - d. Impact of career development on overall Bureau operations, too frequent turnover of management supervisory personnel, and lack of continuity (NFS)
  - e. Senior executive service for Bureau personnel (NFS)
  - f. Financial incentives for employees under transfer (JAM)
  - g. Reduction of transfers and increased input from transferees such as selection of office to which they are being transferred (JAM)
  - h. Map training for Headquarters supervisors in a timely manner to allow them to remove any contingencies they may have prior to their completing 'two years' service at HQ in order to qualify them for a field supervisory position (JAM)
  - i. Elimination of voluntary feature in CDP (JAM)
  - j. Effect OP transfers of continuing assignment of first office Agents to major field offices through which they entered the FBI (JAM)
  - k. Morale consequences from Agents blocked from those offices (JAM)
2. State and local assistance provided by FBI Laboratory (JWG)
3. Use of polygraph (JWG)
4. Overall effect of Bureau operations due to manpower/budget cuts (NFS)

66-2554-1303/

ENCLOSURE

5. Relocation of Ident Division (NFS)
6. Support applicant program negative effect of Ident Division hiring employees residing in Baltimore (NFS)
7. Possibility of Inspector General position for DOJ and its impact upon the FBI especially Planning and Inspection Division (NFS)
8. Interdivisional coordination of activities at FBIHQ (OBR)
9. Formation of an FBI association on the part of FBI Agents (CRM)
10. Reexamination of territorial designations (CRM)
11. Long-range planning
  - a. What do we want to know? (JEO)
  - b. What do we have to know? (JEO)
  - c.
  - d.
12. The need for common core elements in our new Performance Appraisal and Merit Pay Systems as well as a full discussion of the impact implementing them will have (JEO)
13. Procedure for implementation of formalized direct communication system between field investigative representatives and top FBI echelon management (JEO)

# Memorandum

ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED  
DATE 07-22-2011 BY 60324 uc baw sab/ml



- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
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- Off. of Cong. & Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : MR. COLWELL

Date 11/17/81

From : WILLIAM A. BAYSE

*Executive Conference*

Subject : EXECUTIVE CONFERENCE RETREAT  
12/1-2/81

In response to Mr. Revell's memorandum of 10/9/81, there is attached background material for Agenda Item 5 "Automation as a Mechanism for Achieving Organizational Goals." This consists of:

- A chart entitled "Long Range Automation Strategy: Evolution of FBI Information Systems."
- A chart describing acronyms used with the above chart which shows the key, the system name and functional areas supported.
- A diagram showing "Long Range Automation Planning Methodology; Principal Functions."
- A chart showing automation planning interaction with respect to the forecasted future environment of the FBI.

ACTION: For information.

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. <u>WAB/QU3</u>
		Training _____

**ENCLOSURE ATTACHED**

Enclosures (4) **ENCLOSURE**

- 1 - Mr. Colwell
- 1 - Mr. Mullen
- 1 - Mr. Otto
- 1 - Each Assistant Director
- 1 - ADIC Lee F. Laster, New York
- 1 - SAC T. M. Gardner, Washington Field Office
- 1 - Mr. [Redacted]
- 1 - Mr. Andrews
- 1 - Ms. Douglas
- 1 - Mr. Koletar
- 1 - Mr. Mills

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Mr. [Redacted] use attached  
FBI UNIT Routing slip

ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED  
DATE 07-22-2011 BY 60324 uc baw sab/ml

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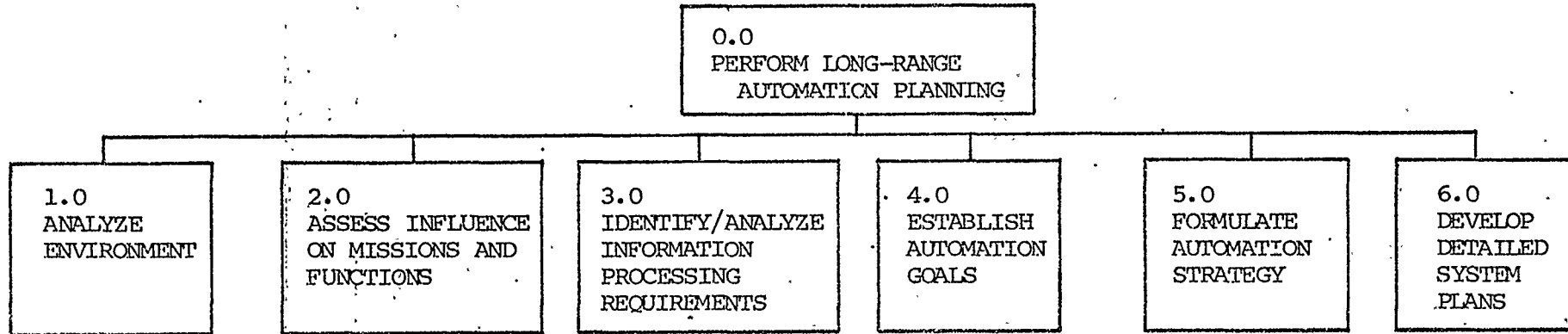
ENCLOSURE



66-2554-13032

LONG-RANGE AUTOMATION PLANNING METHODOLOGY

PRINCIPAL FUNCTIONS



Principal Methods and Techniques

- |   |  |   |   |  |  |
|---|--|---|---|--|--|
| <ul style="list-style-type: none"> <li>• Environmental Scanning</li> <li>• Scenario Analysis</li> <li>• Impact Analysis</li> <li>• Multivariate Statistical Analysis</li> <li>• Dimensionless Scaling</li> <li>• Literature Review</li> <li>• Trend Analysis</li> <li>• Policy/Legislation Analysis</li> <li>• Technology Assessment</li> <li>• Current Systems Capabilities</li> </ul> | <ul style="list-style-type: none"> <li>• Structured Interviews</li> <li>• Delphi Technique</li> <li>• Scenario Analysis</li> <li>• Sensitivity Testing</li> <li>• Risk Analysis</li> <li>• Impact Analysis</li> <li>• Analytic Hierarchies</li> <li>• Resource Analysis</li> </ul> | <ul style="list-style-type: none"> <li>• Critical Success Factors</li> <li>• Top-Down Functional Analysis</li> <li>• Information Flow Analysis</li> <li>• Decision Analysis</li> <li>• Structured Interviews</li> <li>• Executive Workshops</li> <li>• Resource Analysis</li> <li>• Performance Analysis</li> <li>• Data Access Analysis</li> </ul> | <ul style="list-style-type: none"> <li>• Top-Down Mission Analysis</li> <li>• Capabilities Assessment</li> <li>• Analytic Hierarchies</li> <li>• Boundary Theory</li> <li>• Technology Assessments</li> <li>• Structured Interviews</li> <li>• Impact Analysis</li> </ul> | <ul style="list-style-type: none"> <li>• Current Capabilities Evaluation</li> <li>• Technology Assessment</li> <li>• Policy Analysis</li> <li>• Skills Assessment</li> <li>• Organizational Assessment</li> <li>• Information Flow Analysis               <ul style="list-style-type: none"> <li>• Vertical</li> <li>• Lateral</li> </ul> </li> <li>• Resource Analysis</li> <li>• Telecommunications Requirements Analysis</li> </ul> | <ul style="list-style-type: none"> <li>• Top-Down Functional Analysis</li> <li>• Input-Process-Output Analysis</li> <li>• System Life-Cycle Management</li> <li>• Resource Analysis</li> <li>• Cross-Impact Analysis</li> <li>• Feasibility Analysis</li> <li>• Cost-Benefit Analysis</li> <li>• Security/Privacy Assessment</li> <li>• Other</li> </ul> |
|---|--|---|---|--|--|

KEY TO ACRONYMS

<u>KEY</u>	<u>SYSTEM NAME</u>	<u>FUNCTIONAL AREAS SUPPORTED</u> <sup>1</sup>
AAS	Agent Answer Sheets	A
ACE	Academy Services	A
Admin. Utilities	Admin. Utilities	A
AIDS II	Automated Identification Division System II	L
AIDS III	Automated Identification Division System III	L
AIMS	Automated Incoming Mail Serialization System	A
ARMS	Automated Records Management System	A
ATS II	Automated Technical Search II	L
ATSPS	Automated Technical Search Pilot System	L
AUTO	Auto Inventory System	A
BAS	Budget Accounting System	A
BFR	Bank Fraud Statistics	L
BML	Bureau Mailing List	A
BRU	Bank Robbery Statistics	L
CAS	Cost Accounting System	A
CCH	Computerized Criminal History	L
CDP	Career Development Program	A
CI3S	Cybernetic Integrated Investigative Information System	I
CJSIS	Criminal Justice Support Information System	L
CLIS	Criminal Laboratory Information System	L
DSS	Decision Support System	M
ERTS	Electronic Reservation and Ticketing System	A
FACS	File Automated Control System	A
FED	Federal Statistics	I
Findermatcher	Findermatcher	L
FOIMS	Field Office Information, Management System	A
FOIPA	Freedom of Information Privacy Act System	A
FPC	Fingerprint Conversion	L
FPDS	Federal Procurement Data System	A

- <sup>1</sup>
- A - Administrative
  - I - Investigative
  - L - Law Enforcement
  - M - Management Decision

KEY TO ACRONYMS

<u>KEY</u>	<u>SYSTEM NAME</u>	<u>FUNCTIONAL AREAS SUPPORTED</u> <sup>1</sup>
FRMIS FN	Financial Management Information System Finance	A
FRMIS PTY	Financial Management Information System Property	A
Funds Control FN	Funds Control Finance	A
Funds Control PTY	Funds Control Property	A
HQGI	Headquarters General Index	A
HRMIS	Human Resources Management Information System	A
IDENT	Identification Division Productivity Statistics System	L
IIS	Intelligence Information System	I
IND	Program Index	A
INF	FBI Informant System	I
ISIS	Investigative Support Information System	I
MAR	Monthly Administrative Report	I
NAR	Narcotic Matters	L
NCIC	National Crime Information Center	L
NYGI	New York General Index	A
OCIS	Organized Crime Information System	I
ORC	Organized Crime Statistics	I
PAMPS	Performance Appraisal Merit Pay System	A
PANS	Personnel Automated Network System	A
PARS	Personnel Automated Records System	A
PAS	Property Accounting System	A
PAY	Payroll System	A
PILOT	Aviation Skills System	A
PINS	Personnel Information Network System	A
PRO	Procheck System	L
PTS	Police Training Schools System	A
QTF	Quantico Training Facilities	A
RMS	Resource Management System	A
Selective Operations	Selective Operations	A
SMIRS	Scientific Management Infor- mation Retrieval System	L
STAT	Personnel Statistics System	A
TIS	Terrorist Information System	I
TURK	Time Utilization Record Keeping System	A
UCR	Uniform Crime Reports	L
VOU	Accounting (Voucher) System	A

- 1 A - Administrative  
 I - Investigative  
 L - Law Enforcement  
 M - Management Decision

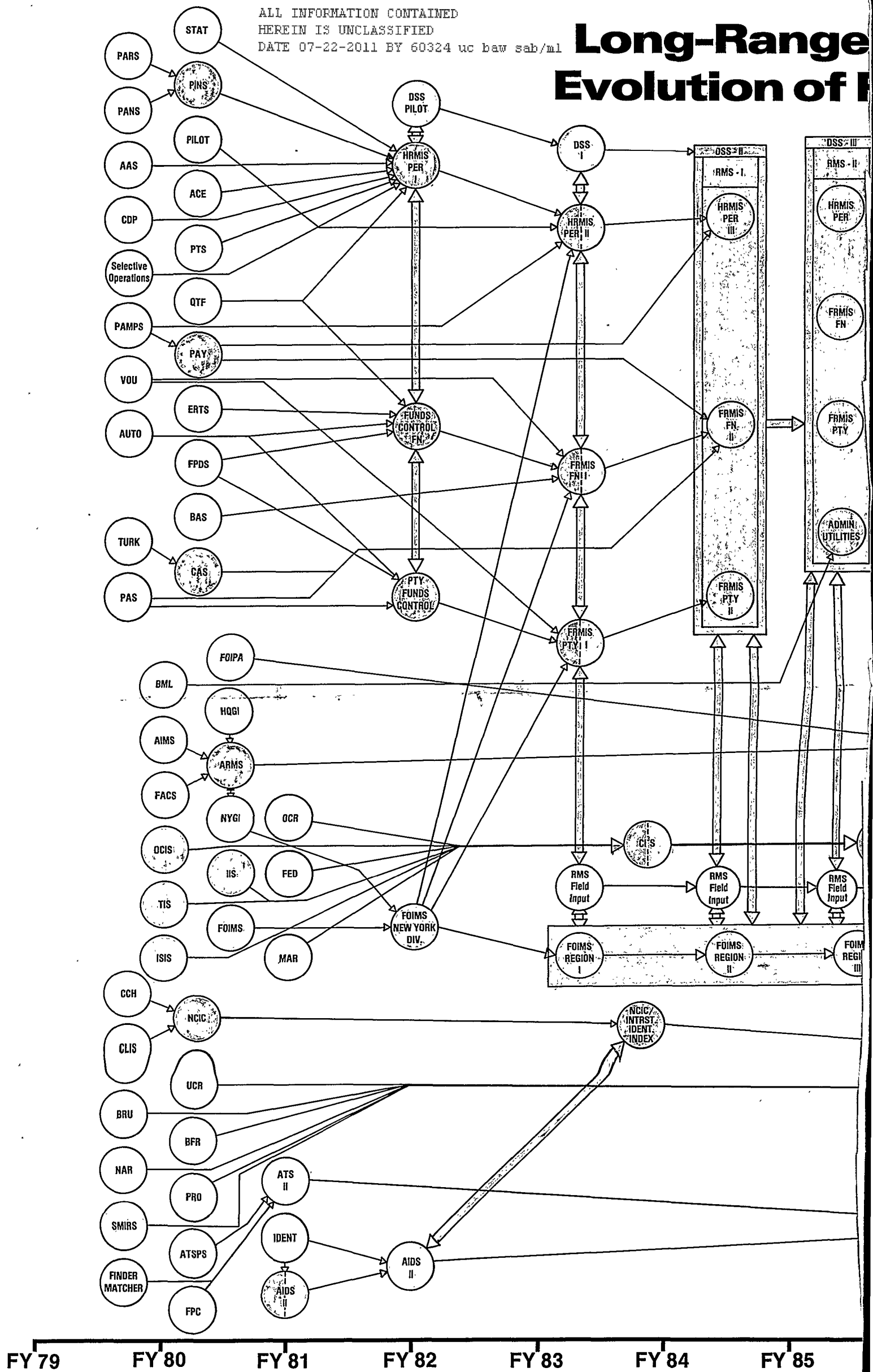
### PLANNING INTERACTIONS - Applications and Results of the Strategic Automation Planning Process

ENVIRONMENTAL FACTOR/TREND	GENERAL INFLUENCE ON FBI FUNCTIONS	INFLUENCE ON INFORMATION PROCESSING REQUIREMENTS	RESOURCES																	INFORMATION SYSTEMS* TOOLS, TECHNIQUES, AND METHODOLOGIES							SPECIAL FUNCTIONS					INFORMATION SYSTEM PERFORMANCE MEASUREMENT AND EVALUATION		SYSTEM PLAN REFERENCE
			STRATEGIES				HARDWARE				DATA BASE				TELECOMMUNICATIONS					HUMAN RESOURCES			SOFTWARE ENGINEERING	OPERATIONAL RESEARCH	AUTOMATIC INTELLECTUAL	SECURITY PROTECT	QUALITY ASSURANCE	EXP. ASSESS	OMN. EFFECTIVENESS ANALYSIS	WORK FACTORS	CAPACITY PLANNING	COMPUTER PERFORMANCE EVALUATION	SYSTEM PLAN REFERENCE	
			MANAGE INFORMATION AS A RESOURCE	INTEGRATE	MANAGE	INTELLIGENCE SYSTEMS	PERIPHERALS		IMAGE	QUERY LANGUAGE	DATA RETRIEVAL	REPORT GENERATION	GENERAL (OFFLINE) MODES OF TRAFFIC	LOCAL (ONLINE) MODES OF TRAFFIC	TELEPHONE TRAFFIC	EXTENDED CAPABILITIES	CONSULTANT SERVICES	SECURITY MEAS.	TRAINING/CAREER DEVELOPMENT															
			MANAGEMENT INCOMPETENCES, S/W, COMPUTER, LEAD SCALTS	DATA BASE MACHINES	INTELLIGENCE TERMINALS	SOFTWARE	IMAGE STORAGE							FILE COMPLECTIONS	FILES	TRACES																		
DYNAMICS OF INTERNATIONAL TERRORIST ACTIVITIES.	<ul style="list-style-type: none"> <li>ELEVATE COUNTERTERRORISM INVESTIGATIVE PROGRAM PRIORITY.</li> <li>INCREASE IN INTELLIGENCE AND CRIME MANAGEMENT ACTIVITIES RELATED TO COUNTERTERRORISM.</li> </ul>	<ul style="list-style-type: none"> <li>COLLECT, COMPLETE AND ANALYZE ADDITIONAL DATA (INCLUDING LINK ANALYSIS).</li> <li>PROVIDE EXTENDED AUTOMATION CAPABILITIES TO COMMAND CENTERS.</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	IS/TIS			
SHIFTS, INCREASES IN HOSTILE INTELLIGENCE ACTIVITY.	<ul style="list-style-type: none"> <li>DESIGNATE NEW ESTABLISHMENT FIELD OFFICES.</li> <li>INCREASE LIAISON WITH OTHER INTELLIGENCE AGENCIES.</li> <li>INCREASE IN INTELLIGENCE ACTIVITIES RELATED TO HOSTILE ACTIVITY.</li> </ul>	<ul style="list-style-type: none"> <li>COMPLETE AND ANALYZE NEW DATA; PROVIDE ACCESS TO ENRICHED DATA BASE.</li> <li>PROVIDE ADDITIONAL FIELD OFFICES ON LINE INFORMATION PROCESSING CAPABILITIES.</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	IS/TIS			
INCREASING SOPHISTICATION IN ORGANIZED CRIME AND WHITE-COLLAR CRIME.	<ul style="list-style-type: none"> <li>ELEVATE PROGRAM PRIORITY, INVESTIGATIVE RESOURCE EMPHASIS AND CASE LOAD.</li> <li>ESTABLISH NEW INVESTIGATIVE TECHNIQUES FOR ORGANIZED CRIME AND WHITE-COLLAR CRIME.</li> </ul>	<ul style="list-style-type: none"> <li>COLLECT AND COMPLETE ADDITIONAL DATA FOR ORGANIZED CRIME AND WHITE-COLLAR CRIME.</li> <li>DETERMINE SPHERE, SCOPE AND NATIONAL IMPACT OF ORGANIZED CRIME AND WHITE-COLLAR CRIME.</li> </ul>	X	X	X	X	X	X	X				X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	OCIS, JCS			
CONGRESS, ATTORNEY GENERAL, FBI DIRECTOR PRIORITIES PLACED ON ORGANIZED CRIME AND WHITE-COLLAR CRIME.	<ul style="list-style-type: none"> <li>ELEVATE PROGRAM PRIORITIES, INVESTIGATIVE RESOURCE EMPHASIS AND CASELOAD.</li> <li>INCREASE THE INVESTIGATIVE ACTIVITIES AND ASSOCIATED CAPABILITIES RELATED TO ORGANIZED CRIME AND WHITE-COLLAR CRIME.</li> </ul>	<ul style="list-style-type: none"> <li>COLLECT, COMPLETE AND ANALYZE ADDITIONAL DATA.</li> <li>PROVIDE EXTENDED AUTOMATION CAPABILITIES TO FIELD OFFICES.</li> </ul>	X	X	X	X	X	X	X			X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	OCIS, JCS		
INCREASING FOCUS ON VIOLENT CRIME.	<ul style="list-style-type: none"> <li>CHANGE INVESTIGATIVE PRIORITIES.</li> <li>SHIFT INVESTIGATIVE RESOURCES.</li> </ul>	<ul style="list-style-type: none"> <li>INCREASE ANALYSIS AND INFORMATION HANDLING RELATED TO BANK ROBBERY, UNLAWFUL FLIGHT TO AVOID PROSECUTION/UNLAWFUL FLIGHT TO AVOID CONFINEMENT, UNIFORM CRIME REPORTING MATTERS.</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X					X	X	X	X	X	X	X	X	X	X	X	X	AIDS, FORMS, JCS, NCC, OCS			
EVOLVING REQUIREMENTS AND INCREASING DEMAND FOR SERVICE IN THE NATIONAL CRIMINAL JUSTICE COMMUNITY.	<ul style="list-style-type: none"> <li>INCREASE LIAISON WITH CRIMINAL JUSTICE COMMUNITY.</li> <li>ANALYZE FEDERAL, STATE, AND LOCAL STATUTES, REGULATIONS, EXECUTIVE DECREES.</li> <li>COLLECT AND ANALYZE ADDITIONAL DATA.</li> </ul>	<ul style="list-style-type: none"> <li>FAFacilitate EXCHANGE OF DATA AMONG CRIMINAL JUSTICE COMMUNITY USERS AND DETERMINE TRENDS AND SCOPE FOR DESIGNATED TYPES OF CRIME.</li> <li>COLLECT AND ANALYZE ADDITIONAL DATA.</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	AIDS, NCC			
NEW MISSIONS MANDATED BY EXTERNAL DIRECTIVES.	<ul style="list-style-type: none"> <li>MODIFY CHARTER AND ASSOCIATED OPERATING MANUALS.</li> <li>RESTRUCTURE ORGANIZATION TO ACCOMMODATE NEW MISSION.</li> <li>MODIFY LONG-RANGE PLANS.</li> <li>INCREASE INVESTIGATIVE ACTIVITIES.</li> </ul>	<ul style="list-style-type: none"> <li>COLLECT, COMPLETE AND ANALYZE NEW DATA RELATED TO NEW MISSION.</li> <li>EXTENDED SCOPE OF DATA BASE, INFORMATION HANDLING TECHNIQUES AND AUTOMATED DECISION SUPPORT.</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	TO BE DETERMINED TO BE DETERMINED			
FEDERAL LEGISLATION (e.g., PL 96-511)	<ul style="list-style-type: none"> <li>EVALUATE ALTERNATIVES TO IMPLEMENT FEDERAL LEGISLATION</li> <li>UPDATE INVESTIGATIVE AND ADMINISTRATIVE MANUALS.</li> </ul>	<ul style="list-style-type: none"> <li>COLLECT AND MAINTAIN DATA TO COMPLY WITH FEDERAL LEGISLATION AND RESPOND TO INQUIRIES IN A TIMELY MANNER.</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ALL			
EXECUTIVE AND CONGRESSIONAL INTEREST IN IMPROVING AUTOMATION MANAGEMENT AND APPLICATIONS.	<ul style="list-style-type: none"> <li>DEVELOP POLICIES TO STREAMLINE AND CONTROL INFORMATION PROCESSING WITH STATE AND FEDERAL LAW ENFORCEMENT AGENCIES.</li> <li>DEMONSTRATE EFFECTIVE UTILIZATION OF RESOURCES.</li> </ul>	<ul style="list-style-type: none"> <li>ANALYZE AND ASSESS MANDATED DIRECTIVES AND REGULATIONS; DEMONSTRATE EFFECTIVE CONTROLS TO IMPROVE COST/BENEFIT RELATIONSHIPS.</li> </ul>	X	X	X	X										X	X	X	X	X	X	X	X	X	X	X	X	X	X	ALL				
INFLATION IN OPERATING COSTS --- INCLUDING COMPUTER MAINTENANCE.	<ul style="list-style-type: none"> <li>REPRIORITIZE WORKLOAD TO ACHIEVE IMPROVED MISSION IMPACT/EXPENDITURE.</li> <li>INCREASE PRODUCTIVITY OF PERSONNEL AND EQUIPMENT.</li> <li>USE CAPITAL INTENSIVE APPROACH TO OPERATIONS.</li> </ul>															X	X	X	X	X	X	X	X	X	X	X	X	X	ALL					

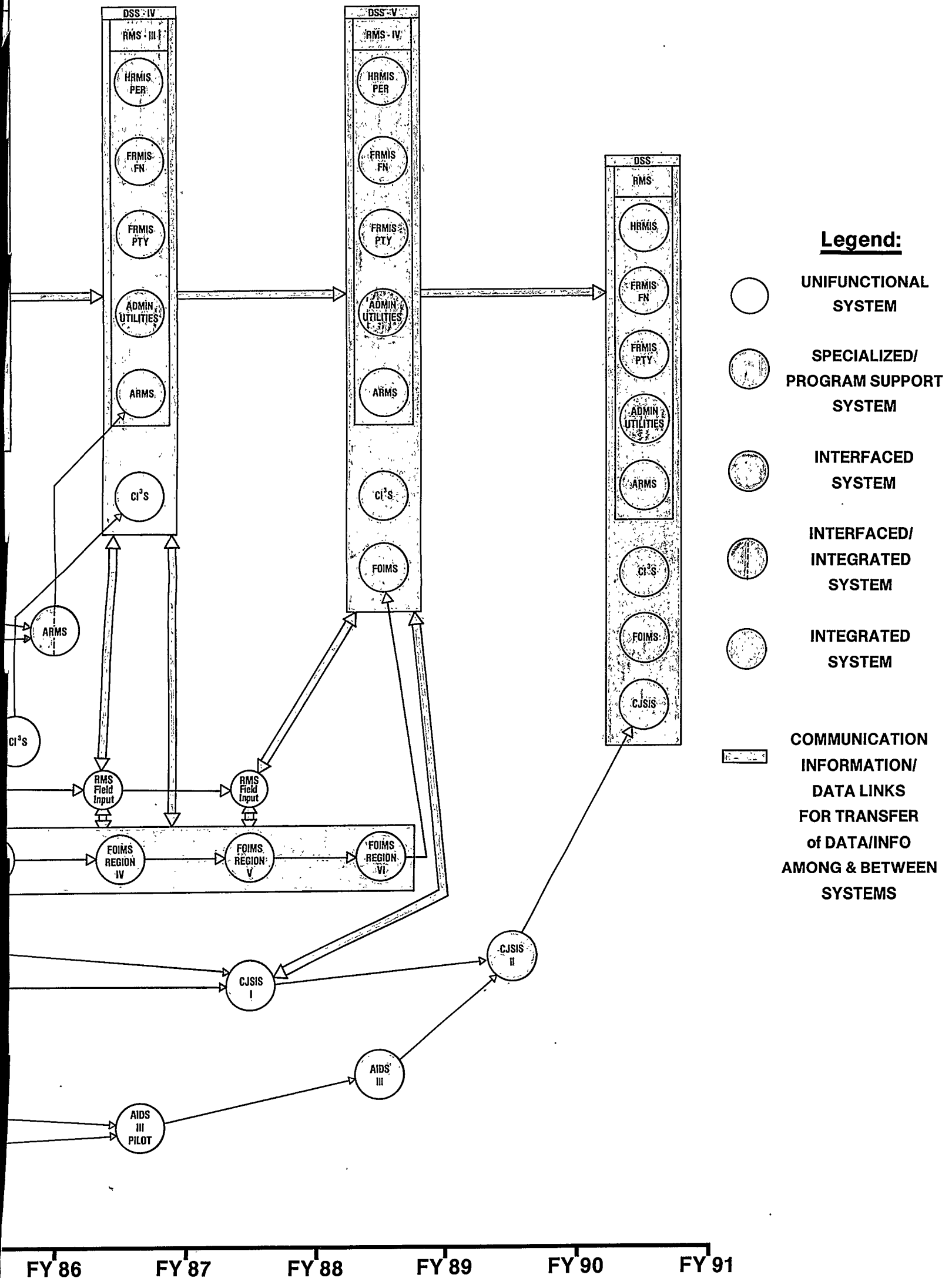


ENVIRONMENTAL FACTOR/TREND	GENERAL INFLUENCE ON FM FUNCTIONS	INFLUENCE ON INFORMATION PROCESSING REQUIREMENTS	STRATEGIES														RESOURCES										INFORMATION SYSTEMS* TOOLS, TECHNIQUES, METHODOLOGIES				SPECIAL FUNCTIONS					INFORMATION SYSTEM PERFORMANCE MEASUREMENT AND EVALUATION		SYSTEM PLAN REFERENCE			
			INTERFACE	INTEGRATE	MANAGE INFORMATION AS A RESOURCE	DEVELOP ENHANCED SYSTEMS	HARDWARE				DATA BASE				TELECOMMUNICATIONS						HUMAN RESOURCES			SOFTWARE ENGINEERING	OPERATIONS RESEARCH	ARTIFICIAL INTELLIGENCE	SECURITY PROTECT	QUALITY ASSURANCE	EMP AWARE	EMP EXPERIENCES EVALUATION	RISK FACTORS	CAPACITY PLANNING	COMPUTER PERFORMANCE EVALUATION								
							MANAGE INFORMATION AS A RESOURCE	DEVELOP ENHANCED SYSTEMS	PERIPHERALS	DATA BASE	INTELLIGENT PERIPHERALS	SOFTWARE	DATA STORAGE	DATA RETRIEVAL	DATA REPORTING	DATA ARCHIVAL	DATA SECURITY	DATA INTEGRITY	DATA AVAILABILITY	DATA ACCESSIBILITY	DATA SECURITY	DATA INTEGRITY	DATA AVAILABILITY												DATA ACCESSIBILITY	TELE-COMMUNICATIONS	VIDEO	VOICE	CONSULTANT SERVICES	RECRUITMENT	TRAINING/CAREER DEVELOPMENT
<ul style="list-style-type: none"> <li>INCREASE IN AMOUNT OF INFORMATION REQUIRED TO MANAGE ORGANIZATIONS.</li> </ul>	<ul style="list-style-type: none"> <li>MANAGE INFORMATION AS A RESOURCE.</li> <li>REALIGN ORGANIZATIONAL FUNCTIONS AND PROCEDURES.</li> </ul>	<ul style="list-style-type: none"> <li>REFINE AND RE-EVALUATE TOP-DOWN FUNCTIONAL ANALYSIS OF BUREAU ORGANIZATIONS.</li> <li>INTEGRATE FUNCTIONS AND PROCEDURES ACROSS ORGANIZATIONAL ELEMENTS.</li> <li>DEVELOP FUNCTIONAL DATA DICTIONARY/DIRECTORY AND STANDARDIZE DATA ELEMENTS, DATA CODES AND DEFINITIONS ACROSS ORGANIZATIONAL ELEMENTS.</li> </ul>	X	X	X	X					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	RMS	RMS	RMS
<ul style="list-style-type: none"> <li>REDUCTION IN FM HUMAN RESOURCES.</li> </ul>	<ul style="list-style-type: none"> <li>INCREASE PRODUCTIVITY OF SPECIAL AGENT AND SUPPORT PERSONNEL.</li> <li>STREAMLINE ORGANIZATION TO IMPROVE PERFORMANCE.</li> <li>CURTAIL SERVICES IN LOW-PRIORITY AREAS.</li> </ul>	<ul style="list-style-type: none"> <li>AUTOMATE LABOR INTENSIVE FUNCTIONS.</li> <li>REALIGN/REORGANIZE SHARING OF DATA AMONG FIELD OFFICES AND FPMO.</li> </ul>	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ALL	ALL	ALL
<ul style="list-style-type: none"> <li>FORMATION OF EXECUTIVE ASSISTANT DIRECTORS WITH EXECUTIVE ASSISTANT DIRECTOR-ADMINISTRATION AS INFORMATION RESOURCE MANAGEMENT AND RESOURCE ALLOCATION BOARD.</li> </ul>	<ul style="list-style-type: none"> <li>CHANGE IN POLICIES FOR ALLOCATION OF RESOURCES.</li> <li>INCREASE PRODUCTIVITY OF PERSONNEL.</li> </ul>	<ul style="list-style-type: none"> <li>IMPROVE METHODOLOGY FOR ALLOCATING RESOURCES.</li> <li>DEVELOP COMPUTER-BASED DECISION SUPPORT CAPABILITIES INCLUDING RESOURCE ALLOCATION MODELS.</li> <li>REDIRECT HUMAN/PHYSICAL/TECHNICAL RESOURCES TO MEET AUTOMATION REQUIREMENTS PRIORITIES SET FORTH BY TNC.</li> </ul>	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ALL	ALL	ALL
<ul style="list-style-type: none"> <li>FORMATION AND ACTIVITIES OF FM EXECUTIVE STEERING GROUP/TECHNICAL RESOURCES COMMITTEE (TRC), AND ITS WORKING GROUP-TECHNICAL RESOURCES WORKING COMMITTEE (TRWC).</li> </ul>	<ul style="list-style-type: none"> <li>SHAPE LONG-RANGE STRATEGY/PLAN TO SUPPORT BUREAU MISSIONS.</li> <li>CHANGE IN SYSTEM DEVELOPMENT TACTICAL PRIORITIES.</li> <li>ALLOCATE RESOURCES TO MEET EMERGENCY AND/OR TIME CRITICAL AUTOMATION REQUIREMENTS.</li> <li>APPROVE NEW COST ALLOCATION METHODOLOGY FOR INFORMATION PROCESSING SYSTEMS.</li> </ul>	<ul style="list-style-type: none"> <li>DEVELOP AND IMPLEMENT A METHODOLOGY TO CHANGE BACK SYSTEMS DEVELOPMENT AND OPERATIONS COSTS TO USER.</li> <li>MOOIFY/REFINE LONG-RANGE AUTOMATION PLAN.</li> </ul>				X		X											X	X	X				X	X	X							X	X	X	X	ALL	ALL	ALL	
<ul style="list-style-type: none"> <li>EXPRESSED NEED ON PART OF FM EXECUTIVES FOR MORE AUTOMATION CAPABILITIES.</li> </ul>	<ul style="list-style-type: none"> <li>NECESSITATE MORE USER INVOLVEMENT.</li> <li>INCREASE PRODUCTIVITY OF PERSONNEL.</li> </ul>	<ul style="list-style-type: none"> <li>EXTEND AUTOMATION APPLICATIONS BUREAU-WIDE WITH INCREASED EMPHASIS ON IMPROVED HUMAN/MACHINE INTERFACE AND EXECUTIVE WORKSTATIONS.</li> </ul>	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ALL	ALL	ALL
<ul style="list-style-type: none"> <li>POLICY OF REACTIVE INFORMATION PROCESSING CAPABILITY FOR EMERGENCY SITUATIONS.</li> </ul>	<ul style="list-style-type: none"> <li>IMPROVE COLLECTION AND CORRELATION OF CASE DATA INTRA AND INTER A-FID OFFICES.</li> </ul>	<ul style="list-style-type: none"> <li>MAINTAIN A SECURE DEPLOYABLE INFORMATION PROCESSING CAPABILITY PACKAGE.</li> </ul>				X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ISIS	ISIS	ISIS	
<ul style="list-style-type: none"> <li>COMPETITION FOR HIGHLY SKILLED PERSONNEL IN AUTOMATION AREAS.</li> </ul>	<ul style="list-style-type: none"> <li>CHANGE PERSONNEL POLICIES.</li> <li>MOOIFY METHODOLOGY FOR RECRUITING.</li> <li>ESTABLISH LIAISON WITH UNWEASITIES.</li> <li>IMPROVE RETENTION AND DEVELOPMENT OF AUTOMATION PERSONNEL.</li> <li>APPLY OUTSIDE EXPERTISE ON SELECTIVE BASIS.</li> </ul>	<ul style="list-style-type: none"> <li>ESTABLISH AND MAINTAIN HUMAN RESOURCES MANAGEMENT/CAREER BOARDS TO DEFINE CAREER LADDER FOR MANAGERIAL AND TECHNICAL PERSONNEL AND TO ESTABLISH PERSONNEL POLICIES, PROCEDURES, STANDARDS.</li> <li>REFINE SELECTION AND PLACEMENT METHODOLOGY WHICH ADDRESSES INTERNAL/EXTERNAL POLICY, TECHNICAL SKILL MIX REQUIREMENTS FOR LONG-RANGE PLAN, CO-OP PROGRAM AND SELECTION ALGORITHM.</li> <li>DEVELOP AND ADMINISTER CAREER DEVELOPMENT PROGRAMS.</li> </ul>																	X	X	X	X				X	X												N/A	N/A	N/A
<ul style="list-style-type: none"> <li>ORGANIZATIONAL DEVELOPMENT IN AUTOMATION IN USER DIVISIONS.</li> </ul>	<ul style="list-style-type: none"> <li>DECENTRALIZE DEVELOPMENT OF SOFTWARE.</li> <li>INCREASE LIAISON WITH USER DIVISIONS.</li> <li>MOOIFY AND EXTEND QUALITY ASSURANCE PROCEDURES.</li> </ul>	<ul style="list-style-type: none"> <li>INSURE COMPLIANCE WITH SYSTEMS DEVELOPMENT METHODOLOGY, STANDARDS, AND TOOLS AND TECHNIQUES.</li> <li>ENSURE ACCOUNTABILITY FOR LIFE CYCLE MANAGEMENT.</li> </ul>																								X	X								X	X			ADS,RMS	ADS,RMS	ADS,RMS
<ul style="list-style-type: none"> <li>NEED FOR RAPID INFORMATION ACCESS IN FIELD OFFICES.</li> </ul>	<ul style="list-style-type: none"> <li>ESTABLISH NEW STAFF POSITIONS FOR FIELD OFFICES.</li> <li>INCREASE FIELD OFFICE MANAGEMENT AWARENESS AND UTILIZATION OF ADP CAPABILITIES AND PLANS.</li> <li>INCREASE PRODUCTIVITY OF PERSONNEL.</li> </ul>	<ul style="list-style-type: none"> <li>DEVELOP RESPONSE-ORIENTED ON-LINE ACCESS TO ORGANIZATIONAL DATA BASES.</li> <li>DISTRIBUTE EXISTING/PLANNED INFORMATION SYSTEM CAPABILITIES.</li> </ul>	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ALL	ALL	ALL

# Long-Range Evolution of I



# Automation Strategy FBI Information Systems



# Memorandum

DECLASSIFICATION AUTHORITY DERIVED FROM:  
FBI AUTOMATIC DECLASSIFICATION GUIDE  
DATE 07-22-2011



Exec AD Adm.

Exec AD Inv.

Exec AD LES

Asst. Dir.:

Adm. Servs.

Crim.

Ident.

Insp.

Intell.

Lab.

Legal Coun.

Off. Cong. & Public Affs.

Rec. Mgnt.

Tech. Servs.

Training

Telephone Rm.

Director's Sec'y

~~SECRET~~

To : THE DIRECTOR

Date 12/28/81

From : *Lee Colwell* LEE COLWELL

Subject : ~~EXECUTIVES' CONFERENCE RETREAT~~  
12/1-2/81

PURPOSE: To provide the results of deliberations by the two discussion groups at the Executives' Conference Retreat, and to submit recommendations arising from these discussions. (U)

DETAILS: The theme of this year's Executives' Conference Retreat was national security and new investigative initiatives. To focus attention on this theme, a number of related topics were discussed, some of which resulted in specific recommendations. (U)

I. Topical Areas Considered by the Conference

A. Positive Intelligence Collection

It was collectively acknowledged that the FBI has traditionally and with complete justification emphasized counterintelligence in its FCI effort. However, the importance of positive intelligence is recognized and every effort is made to develop such information without sacrificing the FBI's major concern, counterintelligence. Positive intelligence is obtained in three ways:

- (1) As a byproduct of traditional FCI Referral/Consult investigations;
- (2) Through tasking by DCI (primarily elsurs);
- (3) [Redacted]

Previously, the FBI was unable to fully develop its potential for positive intelligence because of counterintelligence responsibilities and resource constraints. We were not fully aware of the intelligence community's needs, nor did we receive an adequate assessment of the information we were providing. Our expanded analytical capabilities and increased liaison has improved our position but has also underscored the need for additional effort in developing and disseminating positive intelligence. Obstacles that must

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Classified and Extended by 2  
Reason for Extension FCIM II, 1-2.4.2 (2&3)  
Date of Review for Declassification 12/18/1002

- LC:mfs (4)
- 1 - Mr. Colwell
- 1 - Mr. Mullen
- 1 - Mr. Otto
- 1 - Each Attendee

(CONTINUED - OVER)

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Memorandum Colwell to The Director  
Re: Executives' Conference Retreat  
12/1-2/81

(U) be overcome are the lack of qualified translators and the need to upgrade technical capabilities. These problems can be alleviated by increased training, recruitment of qualified linguists, and continued close liaison with the consumers of our intelligence product. Once we have carefully analyzed our resource needs, we should then make a decision toward enhancements. ~~(S)~~

Currently, we are able to respond to DCI requests which normally occur in short-term crisis situations.

(U) Referral/Consult

RECOMMENDATIONS:

(U) (1) That the FBI continue to stress counterintelligence as our primary responsibility in FCI investigations. ~~(S)~~

APPROVED: *W*  
Director \_\_\_\_\_  
Exec. AD-Adm. *FC* \_\_\_\_\_  
Exec. AD-Inv. *DM* \_\_\_\_\_  
Exec. AD-LES *DP* \_\_\_\_\_  
Adm. Servs. \_\_\_\_\_  
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Off. of Cong. & Public Affs. \_\_\_\_\_  
Rec. Mgnt. \_\_\_\_\_  
Tech. Servs. \_\_\_\_\_  
Training \_\_\_\_\_

(U) (2) That positive intelligence collection as a byproduct of traditional FCI investigations be expanded by enhancing our translation capabilities through the recruitment of qualified linguists and the training of current personnel. ~~(S)~~

APPROVED: *W*  
Director \_\_\_\_\_  
Exec. AD-Adm. *FC* \_\_\_\_\_  
Exec. AD-Inv. *DM* \_\_\_\_\_  
Exec. AD-LES *DP* \_\_\_\_\_  
Adm. Servs. \_\_\_\_\_  
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Off. of Cong. & Public Affs. \_\_\_\_\_  
Rec. Mgnt. \_\_\_\_\_  
Tech. Servs. \_\_\_\_\_  
Training \_\_\_\_\_

(U) (3) That FCI policies and operations as a topic for presentation at the Executive Development Institute and SAC Conference be enhanced to provide managers with a better understanding of our FCI effort. ~~(S)~~

APPROVED: *W*  
Director \_\_\_\_\_  
Exec. AD-Adm. *FC* \_\_\_\_\_  
Exec. AD-Inv. *DM* \_\_\_\_\_  
Exec. AD-LES *DP* \_\_\_\_\_  
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Laboratory \_\_\_\_\_  
Legal Coun. \_\_\_\_\_  
Off. of Cong. & Public Affs. \_\_\_\_\_  
Rec. Mgnt. \_\_\_\_\_  
Tech. Servs. \_\_\_\_\_  
Training \_\_\_\_\_

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B. Technology Transfer

The transfer of technology from the United States to Warsaw Pact countries presents a serious threat to national security. The methods used by Soviet Bloc countries to illicitly acquire our technology involve scientific exchanges, illegal diversions abroad, violation of embargo agreements by allies, and other techniques which transcends the responsibilities of the intelligence community including the FBI. Although the Soviet intelligence system plays a role in technology transfer, the responsibility for tasking and coordination comes from a politburo level agency, the VPK. Other USSR nonintelligence agencies, including those connected with the Scientific Exchange Program, also play a role. Current U.S. counter measures are fragmented and involve 27 different agencies. There is a need, not only to coordinate these efforts, but also to establish a centralized policy-making group with sufficient authority to make decisions involving foreign trade and foreign policy as it relates to technology transfer. (U) ~~(S)~~

Indications are that the American business community is not sufficiently cooperative but becomes so only when their profits are threatened through the transfer of technology relating to research and development. The benefits of legislation calling for tougher sanctions should be explored. (U) ~~(S)~~

The difficulties in keeping advanced technology out of the hands of Warsaw Pact nations once it has been incorporated into commercial products are enormous. Pure scientific research and development information can be more readily protected as it is not available as "shelf items." To have a significant impact in stemming the flow of technology transfer requires a commitment from the Administration's top policy makers. The FBI's major impact, and where we should place our emphasis, is in the area of criminal prosecutions of individuals committing violations falling within our jurisdiction. (U) ~~(S)~~

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Memorandum Colwell to The Director  
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RECOMMENDATION:

(U) That the Director and/or Attorney General be briefed by the Intelligence Division regarding the issues involved in technology transfer, and that he in turn brief the DCI and then the National Security Council in an attempt to surface the issues and focus interest on improving our position. ~~(S)~~

APPROVED: *WJW*

Director \_\_\_\_\_

Exec. AD-Adm. \_\_\_\_\_

Exec. AD-Inv. \_\_\_\_\_

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Rec. Mgmt. \_\_\_\_\_

Tech. Servs. \_\_\_\_\_

Training \_\_\_\_\_

C. International Law Enforcement Organizations

The growing interdependence of Nations has also created internationalism in law enforcement matters. The FBI must accept this trend, however, there are alternatives as to which vehicle would best serve our interest in carrying out our international responsibilities. (U)

Our present system of Legal Attaches has been proven to be effective. This liaison is augmented by various bilateral programs developed to address specific needs. The most obvious alternative to this system is membership in an international police organization such as Interpol. The United States is already a member with a number of agencies, including the Department of Justice, U.S. Marshals Service and Drug Enforcement Administration as participants. It is possible that by not joining with these other agencies our prestige could suffer some erosion. (U)

Criticisms of Interpol generally concern the organization's lack of effectiveness. Responses are considered to be very slow and often incomplete. Further, the membership includes countries within the Soviet Bloc and others which are considered to be proponents of terrorism. Finally, current cost estimates indicate that there would be a need for substantial commitment of our resources if we enter into full membership. (U)

Questions relating to membership include:

- (1) Is there a need for increased international involvement on the part of the FBI?

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- (2) If it is decided that we should expand our participation, is Interpol the proper vehicle?
- (3) Should we maintain our current level of involvement with Interpol or should it be reduced or increased?
- (4) What benefits may be derived?
- (5) What would be the impact on our resources?
- (6) What would be the conditions of our involvement? (U)

RECOMMENDATION:

That CID and INTD jointly determine the Department of Justice policy and operational relationship with Interpol and, if appropriate, conduct a review of issues connected with the FBI's participation in Interpol. (U)

APPROVED: *WMM*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

D. Terrorism

One of the central issues raised in discussing terrorism was whether the FBI has taken an overly conservative position in interpreting what authority we have to collect intelligence under the Attorney General's Guidelines for domestic security investigations. The practice of opening criminal cases in instances of where jurisdiction exists for initiating an intelligence investigation may unnecessarily restrict our scope of authority. The need to maintain criminal standards is recognized, however, the FBI's increased analytical capabilities permit us to identify groups that can be targeted for intelligence investigations. (U)

Past interpretations of the domestic security guidelines may have created confusion and in some instances created a reluctance on the part of the Field to conduct investigations. A more definitive interpretation of the guidelines is needed and any problems or issues of clarity should be brought to the attention of the Department of Justice. A more realistic interpretation and additional education and training to insure that the guidelines are fully understood may allow us to more completely accomplish our mission in intelligence collection in domestic terrorism. (U)

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The FBI should be very cautious in giving way to pressures that are building as the results of recent criminal acts by radicals. There is a need for a balanced position that will serve our intelligence requirements without over-reacting to public and political pressure. (U)

RECOMMENDATIONS:

(1) That the Attorney General Guidelines for domestic security investigations be examined by Mr. Hotis and representatives of INTD and CID to determine if they require modification or if they should be more clearly stated. (U)

APPROVED: \_\_\_\_\_  
Director \_\_\_\_\_  
Exec. AD-Adm. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_

Adm. Servs. _____	Laboratory _____
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	Off. of Cong. & Public Affs. _____
Ident. _____	Rec. Mgnt. _____
Inspection _____	Tech. Servs. _____
Intell. _____	Training _____

(2) Any issues identified through implementation of Recommendation #1 should be brought to the attention of the Department of Justice. (U)

APPROVED: \_\_\_\_\_  
Director \_\_\_\_\_  
Exec. AD-Adm. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_

Adm. Servs. _____	Laboratory _____
Crim. Inv. _____	Legal Coun. _____
	Off. of Cong. & Public Affs. _____
Ident. _____	Rec. Mgnt. _____
Inspection _____	Tech. Servs. _____
Intell. _____	Training _____

E. Tactical Responsibilities of the FBI in Terrorism

The FBI's role in terrorist situations requiring tactical operations was discussed and it was the consensus that we do have a responsibility, however, there are certain limitations that must be recognized. For the FBI to develop even a marginal capability in addressing large-scale terrorist situations would require fiscal resources beyond our means. The U. S. Army's Delta group, which has a substantially different philosophy from ours, may have to assist us in large-scale operations. The factors which dictate that association must be clearly defined. (U)

In order for the FBI to adequately respond to tactical situations, an expanded SWAT capability is required. It was not considered feasible to upgrade SWAT throughout the FBI due to costs and the realization that some SWAT members are not capable of attaining the level

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Memorandum Colwell to The Director  
Re: Executives' Conference Retreat  
12/1-2/81

of competence required. Further, other administrative and investigative commitments would make it virtually impossible to sustain the necessary level of readiness. The best alternative is considered to be a fully developed centralized designated SWAT group as outlined in the 11/17/81 draft report from Mr. Hotis to the Director which was approved subsequent to the Executives' Conference Retreat. Budgeting, training commitments, resource allocation, as well as the effect of the kind of SWAT force envisioned in the study on daily FBI operations in the Washington Field Office were considered. It was recognized that if such a group is established, that SACs requesting its assistance be given on the scene supervisory authority. Further, SACs and their SWAT teams should be given the opportunity to participate with this upgraded team through regular regional SWAT exercises. It should be noted that in most instances existing SWAT teams would be utilized to augment the new group when necessary. (U)

The cost for equipping such a team has not been finalized because a portion of the required items may be available through excess property programs in the Government supply system. There is also a need to resolve issues of communication requirements, and the effect the formulation of such a team will have on the assignment and configuration of WFO personnel as well as transfer and career development policies. (U)

Extensive care must be taken to insure that the group is designed with its primary goal to be the safe release of hostages. Participation must be viewed as simply an additional duty and not as membership in an elitest group. (U)

RECOMMENDATIONS:

(1) Consideration be given to establishment of a team on the West Coast, similar to that approved for WFO, once experience has been gained and as finances permit. (U)

APPROVED: \_\_\_\_\_  
Director *WAW* \_\_\_\_\_  
Exec. AD-Adm. *PA* \_\_\_\_\_  
Exec. AD-Inv. *PA* \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_

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Memorandum Colwell to The Director  
Re: Executives' Conference Retreat  
12/1-2/81

(2) That CID continue to explore what parameters have been established concerning the level of terrorist activity that will trigger the use of military forces; insure these guidelines have been clearly defined; and are understood by all interested agencies and departments. (U)

APPROVED:	Adm. Servs. _____	Laboratory _____
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Director _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-Adm. _____	Inspection _____	Rec. Mgnt. _____
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Exec. AD-LES _____		Training _____

F. Long Range Planning

The effectiveness of the FBI's Long Range Planning process will be determined by whether or not we will be able to achieve our goal of having the planning issues drive the budget process, when appropriate. The importance of this concept can be encouraged by furnishing approved planning materials to program managers for use in formulating their budgets. (U)

A problem frequently encountered in the Government's budgeting process is the difficulty in sustaining funding for some vital programs such as technological research and development which are often cut to fund other programs. The FBI can protect funds designated for these vital areas by identifying those programs vital to future operations and to use our internal budget process in a manner designed to insure the money is not diverted. (U)

RECOMMENDATIONS:

(1) In order to enhance our goal of having the planning function drive the budget process, a formalized close association must be established between the planners and those responsible for the budget. (U)

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Director _____	Ident. _____	Off. of Cong. & Public Affs. _____
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Memorandum Colwell to The Director  
Re: Executives' Conference Retreat  
12/1-2/81

(2) That methods be explored to overcome problems in funding certain programs such as technological research and development. Consideration should be given to the Director establishing priorities within our internal budgeting process to protect vital programs. (U)

APPROVED: *WAW*

Director _____	Adm. Servs. _____	Laboratory _____
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Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
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(3) To avoid confusion in planning issues that involve more than one division, the Strategic Planning Group\* should designate one division with the coordinating responsibility. (U)

*with approval of Director  
WAW*

APPROVED: *WAW*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

(4) That the original position of the Strategic Planning Group stressing that the Assistant Directors participate directly in the development of long range planning be reaffirmed. (U)

APPROVED: *WAW*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

G. Task Force on Violent Crime

An analysis of the 64 recommendations made by the Attorney General's task force on violent crime determined that 14 would have a direct impact on the FBI if implemented. In addition, 8 others would have an affect if a closer relationship with DEA occurs or if proposed legislation is adopted. The task force's general findings were recognized as being valid concerns. It was also recognized the FBI is by far the most capable organization to address many of the problems. However, there is a limit as to how far we can expand our responsibilities with our present resources which are strained to the limit. The Administration and Congress

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Memorandum Colwell to The Director  
Re: Executives' Conference Retreat  
12/1-2/81

must be made to realize that the FBI is simply not a panacea for all the Nation's ills and we cannot police America's streets. There are areas where the presence of the FBI could expect to provide positive results; however, additional resources are necessary before this expanded role can be assumed.(U)

RECOMMENDATIONS:

(1) That the Office of Congressional and Public Affairs devise a strategy for developing an awareness among Congress and the general public that the historical tendency to task the FBI with responsibility for violations more appropriately left to state and local authorities is counterproductive to our primary mission and overall effectiveness.(U)

*consistent with AB Policy*

APPROVED:	Adm. Servs. _____	Laboratory _____
<i>WAW</i>	Crim. Inv. _____	Legal Coun. _____
Director _____	Off. of Cong. & Public Affs. _____	
Exec. AD-Adm. <i>SE</i>	Ident. _____	Rec. Mgnt. _____
Exec. AD-Inv. <i>AM</i>	Inspection _____	Tech. Servs. _____
Exec. AD-LES <i>AM</i>	Intell. _____	Training _____

(2) That the FBI accept an expanded role in combatting violent crime but continue to press for substantial increases in resources consistent with recommendation # 37 of the Attorney General's report on violent crimes calling for substantial increases in personnel for Federal law enforcement and prosecutorial agencies.(U)

*within the budgetary process*

APPROVED:	Adm. Servs. _____	Laboratory _____
<i>WAW</i>	Crim. Inv. _____	Legal Coun. _____
Director _____	Off. of Cong. & Public Affs. _____	
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Exec. AD-Inv. <i>AM</i>	Inspection _____	Tech. Servs. _____
Exec. AD-LES <i>AM</i>	Intell. _____	Training _____

(3) The Criminal Investigative Division should establish guidelines for narcotics investigations to insure the most efficient and effective utilization of manpower and to avoid an erosion of our commitment from current high priority programs.(U)

APPROVED:	Adm. Servs. _____	Laboratory _____
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Memorandum Colwell to The Director  
Re: Executives' Conference Retreat  
12/1-2/81

(4) The Criminal Investigative Division should assess current programs to determine if there are areas where resources can be diverted to narcotics investigations without adversely affecting priority matters. This assessment should include an analysis of narcotics investigations currently being conducted in various Field Divisions to determine how those offices were able to divert manpower to narcotics enforcement activity. (U)

APPROVED: *WAW*

Director _____	Adm. Servs. _____	Laboratory _____
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CKP

April 1, 1982

MEMORANDUM TO MESSRS. COLWELL  
MULLEN  
OTTO  
BAYSE  
BRESSON  
GREENLEAF  
HAYNES  
KELLEHER  
MC. KENZIE  
MINTZ  
MONROE  
O'MALLEY  
REVELL  
STAMES  
YOUNG  
HOTIS

MISS

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RE: EXECUTIVES CONFERENCE / RETREAT  
DECEMBER 1 - 2, 1981

I have approved a number of recommendations (attached) growing out of the Executives Conference Retreat and have asked Lee Colwell, Executive Assistant Director-Administration (EAD-ADMIN), to follow their implementation. Several are fairly broad and will require coordination between divisions. To avoid confusion, I am designating a lead division to coordinate specific recommendations:

1. Positive Intelligence Collection; Intelligence Division (INTD)
2. Technology Transfer; INTD
3. International Law Enforcement Organizations; INTD
4. Terrorism; Criminal Investigative Division (CID)
5. Tactical Responsibilities (Hostage Rescue); CID
6. Long Range Planning; EAD-ADMIN
7. Attorney General's Task Force on Violent Crime; CID, except recommendation #1, Office of Congressional and Public Affairs

66-2554-13034

Please advise Mr. Colwell of your progress in these matters by June 1, 1982.

- Exec AD Inv.
- Exec AD Adm.
- Exec AD LES.
- Asst. Dir.:
- Adm. Servs.
- Crim. Inv.
- Ident.
- Intell.
- Laboratory
- Legal Coun.
- Plan. & Insp.
- Rec. Mgnt.
- Tech. Servs.
- Training
- Public Affs. Off.
- Telephone Rm.
- Director's Sec'y

Enclosure  
LC:wss (19) 1982

William H. Webster  
Director

MAY 19 1982

MAIL ROOM

# Memorandum

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DATE 07-27-2011 BY 60324 uc baw sab/ml



Exec AD Adm. \_\_\_\_\_  
 Exec AD Inv. \_\_\_\_\_  
 Exec AD LES \_\_\_\_\_  
 Asst. Dir.:

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- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : Mr. C. P. Monroe *CM/SK*

Date 5-6-82

From :  *SK*

Subject: ~~EXECUTIVES CONFERENCE RETREAT~~  
12/1-2/81

*Executives Conference*

PURPOSE: To transmit Terrorism Section's comments.

RECOMMENDATION: None; for your information only.

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. <i>CM/SK</i>	Legal Coun. _____
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Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

*rd/s SK*

DETAILS: By memorandum from Mr. Colwell to the Director dated 12-28-81, specific recommendations were made relating to certain aspects of the FBI's operation.

By routing slip dated 4-8-82, the Terrorism Section was requested to comment on the recommendations relevant to terrorism and tactical responsibilities.

The attached are the Terrorism Section's comments on these two areas.

### Enclosure

- 1 - Mr. Monroe
- 1 - Mr. Castonguay
- 1 - Mr.
- 1 - Mr. Hope

*do*

*WJ* (5)

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DE-59 66-2554-13035

ENCLOSURE

MAY 11 1982

*56 JUN 30 1982*



D. Terrorism (Recommendations one and two)

Meetings have been held with John Hotis, representatives from the Intelligence Division, and the Terrorism Section, Criminal Investigative Division concerning the current Domestic Security Guidelines, and the necessity for rewriting them. Mr. Hotis has developed a revised set of Guidelines that are now in the proposed stage. They have been informally discussed with the respective Divisions and their development was coordinated with representatives from the Department of Justice. It is anticipated that in the near future these revisions will be formalized and be presented for deliberation and approval.

E. Tactical Responsibilities of the FBI in Terrorism

1. The concept of the Hostage Rescue Team at Washington Field Office is too new to evaluate its effectiveness, but the concept is sound. With this force located in Washington, D.C., it is strategically located near the potential targets on the Eastern Seaboard.

If this team functions as expected and is the asset to the FBI that is anticipated, then consideration will be given to developing a similar team on the West Coast. It is too early to evaluate whether this is a feasible idea.

2. Memoranda of Understanding are now being developed between the FBI and the United States Military to establish the parameters for use of military units in domestic terrorist situations. These Memoranda of Understanding will cover details such as level of usage, mechanics of obtaining authority, sphere of control, and will attempt to alleviate specific problems relevant to the successful solution of a terrorist problem.

~~ENCLOSURE~~

66-2554-13035  
ENCLOSURE

Memorandum

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DATE 07-27-2011 BY 60324 uc baw sab/ml



- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Svcs. \_\_\_\_\_
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- Tech. Svcs. \_\_\_\_\_
- Training \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : MESSRS. COLWELL AND OTTO

Date 12-14-82

From : J. D. BENZIE

Subject : SPEAKERS FOR EXECUTIVES CONFERENCE

I apologize for the delay in furnishing you a list of topics that might be of interest and value to the Executives Conference.

The logistical problems of presenting educational programs to the Executives Conference are difficult to surmount. While there is little difficulty in identifying topical areas, resources from within and without are reluctant to try to present their topics in 15 to 30 minutes. My instructors are, unfortunately, geared to longer, more detailed presentations.

Our guest lecturers - [redacted] - generally take four hours to 1 1/2 days to present their topical areas. [redacted] author of Future Shock and The Third Wave, appeared before the National Academy. He was a dynamic speaker and was loaded with fascinating ideas about the future, but after 2 1/2 hours in a packed auditorium, we had to wrestle him from the stage.

On 1-13-82, I have invited Dr. [redacted] a communications expert, to provide a faculty enrichment session here at the FBI Academy. When addressing the 131st Session of the National Academy, she administered a test and from the test told each person in the room what type of person they were, how they perceived themselves, and how they would be perceived by others. She then offered suggestions on ways to better communicate. I was in Washington and missed her, but the feedback from the National Academy was tremendous. I have talked with her on the phone, and she has a program for corporate executives which lasts three hours. Please mark 1-13-82 on your calendar in the event you wish to preview her program. Perhaps I should extend an invitation to any interested member of the Executives Conference? I am going to keep working on a comprehensive list of topics and will also include resources from other divisions that teach at the FBI Academy and the field.

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66-2554-13035X

Incidentally, [redacted] a National Academy student from Tennessee, voluntarily gave an enrichment session to the faculty on, "Three Ways to Keep Your Children Off Drugs," which was tremendous. He personally has worked with about 5000 high school seniors in the State of Tennessee and has drawn some conclusions on, "Why Kids Get High," which is a 20-minute presentation. He is an excellent speaker, and I had both presentations video taped, inasmuch as he graduates on the 17th of December. His conclusions, incidentally, and his program

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PERS. REC. UNIT

Memo McKenzie to Colwell and Otto  
Re: Speakers for Executives Conference

are not based on the traditional statistical analyses, but on his perceptions from dealing directly with the kids themselves. I think he would be an excellent speaker before the Executives Conference, and he fits the necessary time frame.

Ed Tully has a suggestion based on the NEI retraining session held in 7/82, which was attended by 12 major city chiefs and 12 SACs. The feedback by both SACs and Chiefs has been outstanding. Tully suggests that a mix of major city chiefs and FBI executives for an NEI seminar in 1983 might be a desirable option. Such a program would justify the expenditure of money for a top-level program and have the added benefit of increasing social relations and understanding between FBI executives and their local law enforcement counterparts. I will continue to give this matter my personal attention.

APPROVED:

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgmt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

*[Handwritten initials/signature over the table]*

*Shanklin*  
*12/15*

# Memorandum

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 Asst. Dir.:

- Adm. Servs. \_\_\_\_\_
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- Training \_\_\_\_\_
- Off. of Cong. & Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

per letter dated 9/6/2011

To : Mr. L. Colwell

Date 6/14/82

EXEMPTED FROM AUTOMATIC  
 DECLASSIFICATION  
 AUTHORITY DERIVED FROM:  
 FBI AUTOMATIC DECLASSIFICATION GUIDE  
 EXEMPTION CODE 25X(1)  
 DATE 10-12-2011

From : E. J. O'Malley

Subject : EXECUTIVES CONFERENCE RETREAT  
DECEMBER 1-2, 1981

Reference Director's memorandum 4/1/82.

PURPOSE:

*Executive Conference*

To advise re action taken by Intelligence Division on recommendations which arose from Executives Conference Retreat, supra.

RECOMMENDATION:

None. For information.

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
 Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
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 Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

DETAILS:

There were three issues/recommendations which arose as a result of the Executives Conference Retreat on 12/1-2/81 which concerned the Intelligence Division--(1) Positive Intelligence Collection; (2) FCI Policies and Operations be Presented at EDI and SAC Conferences; and (3) Technology Transfer.

Another issue, International Law Enforcement Organizations, has been handed by CID.

V-51 DE-45 66-2554-13035X1

(1) Positive Intelligence Collection -

The FBI will continue, as recommended, to treat the collection of positive intelligence (PI) as a bi-product of traditional FCI investigations. We anticipate enhancing our collection of PI through a concomitant enhancement of our translation capabilities. In this regard, INTD has expanded the Bureau's linguistic training and testing and remedial programs. Written tests have been and will be taken in languages needed by the Bureau. Oral testing has commenced.

TO MAR 9 1983

- EJO:lm1 (17)
- 1 - Mr. Colwell
- 1 - Mr. Mullen
- 1 - Mr. Otto
- 1 - All Assistant Directors
- 1 - Mr. Hotis

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 DATE OF REVIEW 6/14/2002

*Copy given to Mullen 8/14*

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Memorandum to Mr. Colwell  
Re: EXECUTIVES CONFERENCE RETREAT

(S) We have also developed [redacted] a Reporting Guidelines Booklet which highlights those items of PI which are most important to the Executive Branch. These Guidelines have been sent to all field divisions and Interpreter-Translators will also be given copies to enable them to be alert to PI needs when monitoring ELSURS. To date, however, most of the PI collected has been HUMINT. INTD is going to convene a Seminar in September, 1982, to discuss improved ways of utilizing Interpreter-Translators for PI collection. b1

(S) Finally the INTD Agent who received training [redacted] [redacted] has now returned to the Bureau and will conduct seminars in [redacted] in the four establishment offices during the coming months.

(2) FCI Policies and Operations as a Topic for EDI and SAC Conferences -

FCI was allotted several hours during the recent SAC Conference to present an overview of FCI Policies and Operations. In addition, John McMahon, recently appointed as Deputy DCI, gave a well received talk on the Intelligence Community, CIA, and Terrorism.

INTD has been allotted a four-hour block of time at each EDI session and either Assistant Director O'Malley or DAD (Operations) Nolan have appeared before each EDI class. It is our understanding that these presentations have been well received.

We have prepared a Briefing Book for all outgoing field executives as part of our program to increase their knowledge of FCI policies and operations. Along with the book, we give each outgoing field executive a two-hour briefing on FCI matters. This program was recently initiated and to date we have briefed Messrs. Pomerantz, Caro, Kennedy, Dalseg, and Baker. It is also our understanding here that these presentations were well received.

The Intelligence Division has also held a Seminar in FCI Concepts for nonestablishment office management, particularly supervisors. In attendance at this Seminar were SAC Ervin of Honolulu and ASACs Tokunaga, McMahon, and Evans.

In addition, INTD has reinstated Regional Conferences and two have been held at Denver and Chicago. The third one is scheduled for June 22-24, 1982, at Jacksonville, Florida, for the Southeastern Region. We anticipate senior management from 14 field divisions will be in attendance, at this conference. These have been very useful in updating senior field managers in FCI matters and to enable Headquarters and field managers to have an excellent exchange of ideas.

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Memorandum to Mr. Colwell  
Re: EXECUTIVES CONFERENCE RETREAT

(3) Technology Transfer -

This issue continues to be an important one in the U.S. Intelligence Community. INTD has designated Supervisor [redacted] as our Technology Transfer (TT) Coordinator. Assisting him are representatives from the two operational sections and the administrative/support section. SA [redacted] recently attended TT Conferences in Los Angeles and Chicago and will attend a third TT Conference to cover the New York-Boston area. SA [redacted] will prepare by July a report on the results of these conferences, and we will host a TT Conference at FBIHQ and will invite key offices involved in TT to chart our future path in this regard.

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We have also given a number of briefings, including at CIA, the President's Foreign Intelligence Advisory Board, Commerce Department, National Bureau of Standards, National Academy of Sciences, and Defense Intelligence School, regarding the use by the Soviet Union of the East-West Exchange Program as a means of obtaining significant U.S. science and technology.

We also are members of the DCI's Technology Transfer Intelligence Committee and have direct liaison with the DCI's Technology Transfer Assessment Committee.

b7E

We are in the process of putting a TT program into the [redacted] [redacted]. Assistant Director O'Malley, at the request of Senators Jackson and Chafee, provided them with a briefing on TT matters. In addition, he appeared before Senator Nunn's Subcommittee on Investigations to testify regarding TT.

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# Memorandum



- Exec AD Adm. 2/2/82
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
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- Crim. Inv. \_\_\_\_\_
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- Training \_\_\_\_\_
- Off. of Cong. & Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : The Director

Date 11/1/82

From : L. Colwell

*Executives Conference*

Subject : EXECUTIVES' CONFERENCE RETREAT  
NOVEMBER 30 - DECEMBER 2, 1982

PURPOSE: To set forth the agenda for captioned retreat and to provide additional information necessary for attendees.

DETAILS: By memorandum dated 10/21/82 you approved the overall theme, as well as topical areas for discussion at this year's retreat. Each Assistant Director who has the responsibility for a presentation concerning one or more of the topical areas is preparing appropriate background material. This material will be distributed to each conference attendee no later than November 22, 1982.

The agenda for this year's retreat is as follows:

December 1, 1982

- |                    |   |
|--------------------|---|
| 8:30 am - 8:45 am  | Director's opening remarks  |
| 8:45 am - 9:00 am  | Progress report on actions taken on recommendations made during last year's retreat - Mr. Colwell   |
| 9:00 am - 10:00 am | Presentations regarding the President's new program to combat drug trafficking and organized crime, and FBI/DEA investigative responsibilities as they relate to drug enforcement - Acting Administrator Mullen, Mr. Revell, and Mr. McKenzie |

CONTINUED - OVER

- 1 - Mr. Colwell
- 1 - Mr. Mullen
- 1 - Mr. Otto
- 1 - Each Assistant Director
- 1 - ADIC Lee Laster, New York
- 1 - SAC Theodore M. Gardner, WFO
- 1 - Mr. Hotis
- 1 - Mr. Haynes
- 1 - Mr. Andrews
- 1 - Mr. [Redacted]
- 1 - Mr. [Redacted]
- 1 - Mr. [Redacted]

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Memorandum L. Colwell to The Director  
RE: EXECUTIVES' CONFERENCE RETREAT  
NOVEMBER 30, - DECEMBER 2, 1982

- |                     |   |
|---------------------|---|
| 10:00 am - 10:30 am | Presentation on the role of the polygraph in investigations - Mr. Otto  |
| 10:30 am - 11:15 am | Presentations on recruiting Special Agents - Mr. Groover, Mr. O'Malley, Mr. Revell, and Mr. McKenzie                          |
| 11:15 am - 11:45 am | Presentations on FBI personnel security concerns - Mr. Groover, Mr. Monroe and Mr. O'Malley                                   |
| 11:45 am - 12:30 pm | Presentation by each Assistant Director/SAC concerning his Division's current and planned automation efforts                  |
| 12:30 pm - 1:30 pm  | Lunch   |
| 1:30 pm - 5:00 pm   | Discussion of agenda items. For the purpose of these discussions, the conference will be divided into two groups, as follows: |

Group A

Group Leader - Mr. Revell  
Mr. Colwell  
Mr. Geer  
Mr. Groover  
Mr. Laster  
Mr. Monroe  
Mr. Stames  
Mr. [ ]  
Mr. Hotis

Reporter - Mr. [ ]

Group B

Group Leader - Mr. McKenzie  
Mr. Otto  
Mr. Bayse  
Mr. Glover  
Mr. Mintz  
Mr. O'Malley  
Mr. Young  
Mr. Gardner  
Mr. Haynes  
Mr. Andrews

Reporter - Mr. [ ]

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6:30 pm

Dinner



Memorandum L. Colwell to The Director  
RE: EXECUTIVES' CONFERENCE RETREAT  
NOVEMBER 30 - DECEMBER 2, 1982

December 2, 1982

7:30 am - 8:30 am	Breakfast
8:30 am - 12:30 pm	Presentation and discussion of group reports and recommendations.
12:30 pm - 1:30 pm	Lunch - Adjourn

All conference attendees should plan to arrive at the conference center between the hours of 2:30 pm and 5:00 pm on November 30, 1982. Attendees have previously been furnished directions for travel to the Wye Plantation, as well as telephone numbers at the conference center. Dress during the retreat may be casual. There will be a surcharge of approximately \$5.00 per attendee to cover the cost of refreshments. This will be collected upon arrival at the conference center.

Additional administrative information, such as room assignments and room telephone numbers, will be provided each attendee in the near future.

RECOMMENDATIONS: For information.

APPROVED: *WAC*  
Director \_\_\_\_\_  
Exec. AD-Adm. *RE* \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_  
Exec. AD-LES *AD* \_\_\_\_\_

Adm. Servs. _____	Laboratory _____
Crim. Inv. _____	Legal Coun. _____
Ident. _____	Off. of Cong. & Public Affs. _____
Inspection _____	Rec. Mgnt. _____
Intell. _____	Tech. Servs. _____
	Training _____

# Memorandum



Exec AD Adm.

Exec AD Inv.

Exec AD LES

Asst. Dir.:

Adm. Servs.

Crim. Inv.

Ident.

Intell.

Laboratory

Legal Coun.

Plan. & Insp.

Rec. Mgnt.

Tech. Servs.

Training

Off. of Cong. & Public Affs.

Telephone Rm.

Director's Sec'y

To : MR. COLWELL

Date 10/21/82

From : J. H. GEER

Subject : EXECUTIVES' CONFERENCE RETREAT  
11/30 - 12/2/82

PURPOSE: To set forth a proposed theme and topical areas for discussion at captioned retreat.

DETAILS: I have reviewed all the suggestions submitted by members of the Executives' Conference and based on this and our discussions concerning this matter, I propose that the overall theme of our conference be "FBI Management Considerations in Combating Drugs and Organized Crime." I would further recommend the following topical areas in order to develop this theme, as well as focus on other critical issues:

1. President Reagan's New Program to Combat Drug Traffic and Organized Crime

This would include formal presentations by Acting Administrator Mullen and Assistant Director Revell and discussions to examine the major points of the President's program, as well as such areas as legislative initiatives the FBI and DEA might wish to advance.

2. FBI/DEA Investigative Responsibilities

This would include presentations by Acting Administrator Mullen and Assistant Directors Revell and McKenzie and would include such matters as the impact of the drug task forces on other FBI programs; a review of violations under Title 21; seizure and forfeiture; and the Federal Law Enforcement Training Center at Glynco, Georgia.

Enc.

- 1 - Mr. Colwell
- 1 - Mr. Mullen
- 1 - Mr. Otto
- 1 - Mr. Geer

JHG:dlf

-5-

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59 MAY 5 1983

Memorandum to Mr. Colwell  
RE: EXECUTIVES' CONFERENCE RETREAT  
11/30-12/2/82

3. The Role of the Polygraph in Investigations

This would include a presentation by Executive Assistant Director Otto and subsequent discussion would review the FBI's use of the polygraph in all of its investigative programs.

4. Recruiting Special Agents

Presentations would be made by Assistant Directors Groover, O'Malley, Revell and McKenzie and discussions would examine the national recruiter concept; recruiting Agents to work FCI; and recruiting Agents to support the President's program in drugs and organized crime.

5. FBI Personnel Security Concerns

Presentations would be made by Assistant Directors Groover, Monroe and O'Malley and the intent of the discussions would be to review such areas as our present applicant investigation process; lifestyle concerns regarding employees; and insights gained through the polygraphing of interpreter/translator applicants.

6. FBI Automation Efforts - The User's Viewpoint

This would include a short presentation by each Assistant Director on each Division's current automation efforts and those planned for the future.

In addition to the aforementioned topical areas, Executive Assistant Director Colwell would make a progress report on the action taken on recommendations resulting from last year's Executives' Conference Retreat.

Immediately following the approval of a theme and topical areas for this conference, I will prepare an agenda for this year's retreat to be circulated to all participants. The list of recommended participants for this year's retreat is attached.

Memorandum to Mr. Colwell  
RE: EXECUTIVES' CONFERENCE RETREAT  
11/30-12/2/82

RECOMMENDATIONS:

1. That the program as outlined above be approved.

APPROVED: WMM Adm. Servs. \_\_\_\_\_ Laboratory 79  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
Exec. AD-Adm. SC Ident. \_\_\_\_\_ Rec. Mgnt. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
Exec. AD-LES A Intell. \_\_\_\_\_ Training \_\_\_\_\_

2. That if recommendation #1 is approved, specific assignments be made to prepare necessary background material in sufficient time to allow for a thorough review by conference attendees.

APPROVED: WMM Adm. Servs. \_\_\_\_\_ Laboratory 79  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
Exec. AD-Adm. SC Ident. \_\_\_\_\_ Rec. Mgnt. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
Exec. AD-LES A Intell. \_\_\_\_\_ Training \_\_\_\_\_

Director's Office

William H. Webster  
Steven R. Andrews

[REDACTED]  
John B. Hotis

Executive Assistant Directors

Lee Colwell  
Francis M. Mullen, Jr.  
John E. Otto

Assistant Directors

William A. Bayse  
James H. Geer  
John D. Glover  
Clyde L. Groover, Jr.  
James D. McKenzie  
John A. Mintz  
Charles P. Monroe  
Edward J. O'Malley  
Oliver B. Revell  
Nick F. Stames  
Roger S. Young  
Lee F. Laster

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b7C

SAC

\* Theodore M. Gardner

OCPA

\* William P. Haynes

Reporters

[REDACTED]

\* Additions to previous list.

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ENCLOSURE

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# Memorandum

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FBI AUTOMATIC DECLASSIFICATION GUIDE  
EXEMPTION CODE 25X(1)  
DATE 10-12-2011



Exec AD Adm.

Exec AD Inv.

Exec AD LES

Asst. Dir.:

Adm. Servs.

Crim. Inv.

Ident.

Insp.

Intell.

Lab.

Legal Coun.

Off. Cong. & Public Affs.

Rec. Mgnt.

Tech. Servs.

Training

Telephone Rm.

Director's Sec'y

To : THE DIRECTOR

Date 7/7/82

From : LEE COLWELL

per letter dated 9/6/2011

Subject : EXECUTIVE CONFERENCE RETREAT  
12/1-2/81

*O'D. Encl. 1*

**PURPOSE:** To provide you with the progress being made on recommendations growing out of the Executive Conference Retreat.

**DETAILS:** By memorandum dated 4/1/82 (attached), you requested that I coordinate the action being taken on recommendations that developed from the Executive Conference Retreat. The interested divisions have submitted status reports indicating substantial progress.

The Intelligence Division (INTD) reported on recommendations involving positive intelligence (PI) collection and technology transfer. It is their position that the FBI will continue to treat the collection of PI as a by-product of traditional FCI investigations. However, they anticipate enhancing this effort through an expansion of our translation capabilities. Steps have already been taken to increase the recruiting and training of qualified linguists.

(S)

INTD has developed [redacted] a Reporting Guidelines Booklet, which highlights PI of greatest interest to the Executive Branch. Seminars on PI are also being presented to the four establishment offices.

b1

FCI policies and operations have been emphasized through discussions at the SAC Conference, EDI, management in-services, regional conferences, and individual briefings.

Technology transfer is being stressed by INTD and a Coordinator has been designated to insure that this key issue receives the appropriate attention.

The Criminal Investigative Division (CID) was given responsibility for acting on recommendations involving terrorism, the hostage rescue team, and the Attorney General's Task Force on Violent Crime. With respect to terrorism, a series of meetings have resulted in a revised set of guidelines that are now in the proposal stage. It is anticipated that in the near future these revisions will be formalized and be presented for deliberation and approval.

1- [redacted]  
Enc.  
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CONTINUED-OVER

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PERS. RES. UNIT  
FBI/DOJ

*a NSC study on counter-intelligence is underway.*

*V-3 DE 86 66-2554-1300-1000*

*3/1/82*

*4-20 MAR 13 82*

LEE COLWELL TO THE DIRECTOR MEMORANDUM  
RE: EXECUTIVE CONFERENCE RETREAT  
12/1-2/81

The concept of the hostage rescue team in WFO is still in the development stage and therefore there has been no opportunity for assessment. If all expectations are reached, then consideration will be given to developing a similar team on the west coast. CID is also developing memoranda of understanding with the United States military to establish the parameters for use of military units in domestic terrorist situations.

In support of the recommendation to expand our role in combating violent crime, CID has requested substantial increases in our FY 1983 budget. The Department of Justice (DOJ) approved increased personnel resources totaling 309 Agents and 89 support workyears for the Personal Crimes, Fugitive, and General Government Crimes Programs. However, the Office of Management and Budget disallowed all personnel and non-personnel enhancements recommended by DOJ and reduced the General Property Crimes Program by another 20 Agent workyears for FY 1983. Increases are again being requested for FY 1984.

CID, in conjunction with DEA, has issued guidelines for narcotics investigations. To avoid erosion of our current commitments, a coordinated effort between Headquarters and the field is being pursued to identify potential sources of manpower that could be diverted to narcotics investigations without hindering other programs.

CID has also initiated a trial period with Interpol.

The Office of Congressional and Public Affairs (OCPA) is stressing the Bureau's limited resources and the potential for local and state agencies to handle criminal activities more appropriately within their purview.

RECOMMENDATIONS: None. For information.

APPROVED:	Adm. Servs. _____	Laboratory _____
	Crim. Inv. _____	Legal Coun. _____
Director _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-Adm. _____	Inspection _____	Rec. Mgnt. _____
Exec. AD-Inv. _____	Intell. _____	Tech. Servs. _____
Exec. AD-LES _____		Training _____

*Good progress - more needs to be done re long range planning - F (1) + (2)*

*WAM*

*You I would like to see a draft memo to A & Corning area submit for ad retreat & effort made to implement*

*Should R. Aris, with written & interesting. Perhaps this or Ralph could help.*

*WAM*

U.S. Department of Justice

Federal Bureau of Investigation

Office of the Director

Washington, D.C. 20535

April 1, 1982

MEMORANDUM TO MESSRS. COLWELL  
MULLEN  
OTTO  
BAYSE  
BRESSON  
GREENLEAF  
HAYNES  
KELLEHER  
MC KENZIE  
MINTZ  
MONROE  
O'MALLEY  
REVELL  
STAMES  
YOUNG  
HOTIS

MISS

RE: EXECUTIVES CONFERENCE / RETREAT  
DECEMBER 1 - 2, 1981

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b7c

I have approved a number of recommendations (attached) growing out of the Executives Conference Retreat and have asked Lee Colwell, Executive Assistant Director-Administration (EAD-ADMIN), to follow their implementation. Several are fairly broad and will require coordination between divisions. To avoid confusion, I am designating a lead division to coordinate specific recommendations:

1. Positive Intelligence Collection; Intelligence Division (INTD)
2. Technology Transfer; INTD
3. International Law Enforcement Organizations; INTD
4. Terrorism; Criminal Investigative Division (CID)
5. Tactical Responsibilities (Hostage Rescue); CID
6. Long Range Planning; EAD-ADMIN
7. Attorney General's Task Force on Violent Crime; CID, except recommendation #1, Office of Congressional and Public Affairs

Please advise Mr. Colwell of your progress in these matters by June 1, 1982.

*William H. Webster*  
William H. Webster  
Director

Enclosure

66-2554-130334  
ENCLOSURE



# Memorandum



Exec AD Adm. \_\_\_  
 Exec AD Inv. \_\_\_  
 Exec AD LES \_\_\_  
 Asst. Dir.:  
 Adm. Servs. \_\_\_  
 Crim. Inv. \_\_\_  
 Ident. \_\_\_  
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 Laboratory \_\_\_  
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 Plan. & Insp. \_\_\_  
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 Tech. Servs. \_\_\_  
 Training \_\_\_  
 Off. of Cong. & Public Affs. \_\_\_  
 Telephone Rm. \_\_\_  
 Director's Sec'y \_\_\_

To : Mr. Colwell *217*

Date 6/16/82

From : *[Signature]* O. B. Revell

Subject : ~~EXECUTIVES CONFERENCE RETREAT~~  
12/1-2/81

*EXECUTIVE Conference*

PURPOSE: To transmit the Criminal Investigative Division's (CID) comments in the form of a progress report relative to seven recommendations raised during captioned conference. This progress report was requested by the Director in his memorandum dated 4/1/82.

RECOMMENDATION: None. For information.

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
 Crim. Inv. *[Signature]* Legal Coun. \_\_\_\_\_  
 Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
 Exec. AD-Adm. \_\_\_\_\_ Ident. \_\_\_\_\_ Rec. Mgnt. \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

DETAILS: By memorandum from Mr. Colwell to the Director, dated 12/28/81, seven specific recommendations were made relating to certain aspects of the FBI's operations. The Director, by memorandum dated 4/1/82, requested that a progress report on these issues be submitted to Mr. Colwell by 6/1/82. Recommendations 4, 5 and 7 were assigned to CID for coordination. CID's comments are attached.

DE-146

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*[Stamp]*  
ENCLOSURE

23 MAY 12 1983

### Enclosures

- 1 - Mr. Colwell
- 1 - Mr. Otto
- 1 - Mr. Revell

- 1 - Mr. Castonguay
- 1 - Mr. Gilbert

WRG:jam *[Signature]*  
(6)

- D. (1) That the Attorney General Guidelines for domestic security investigations be examined by Mr. Hotis and representatives of INTD and CID to determine if they require modification or if they should be more clearly stated.
- D. (2) Any issues identified through implementation of Recommendation #1 should be brought to the attention of the Department of Justice.

Meetings have been held with John Hotis, representatives from the INTD and the Terrorism Section, CID concerning the current Domestic Security Guidelines, and the necessity for rewriting them. Mr. Hotis has developed a revised set of Guidelines that are now in the proposed stage. They have been informally discussed with the respective Divisions and their development was coordinated with representatives from the Department of Justice. It is anticipated that in the near future these revisions will be formalized and be represented for deliberation and approval.

- E. (1) Consideration be given to establishment of a team on the West Coast, similar to that approved for WFO, once experience has been gained and as finances permit.
- E. (2) That CID continue to explore what parameters have been established concerning the level of terrorist activity that will trigger the use of military forces; insure these Guidelines have been clearly defined; and are understood by all interested agencies and departments.

The concept of the Hostage Rescue Team in WFO is too new to evaluate its effectiveness, but the concept is sound. With this force located in Washington, D.C., it is strategically located near the potential targets on the Eastern Seaboard.

If this team functions as expected and is the asset to the FBI that is anticipated, then consideration will be given to developing a similar team on the West Coast. It is too early to evaluate whether this is a feasible idea.

Memoranda of Understanding are now being developed between the FBI and the United States Military to establish the parameters for use of military units in domestic terrorist situations. These Memoranda of Understanding will cover details of control, and will attempt to alleviate specific problems relevant to the successful solution of a terrorist problem.

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ENCLOSURE

Memo to Mr. Revell

Re: EXECUTIVE CONFERENCE RETREAT

- G.(2) That the FBI accept an expanded role in combatting violent crime but continue to press for substantial increases in resources consistent with recommendation number 37 of the Attorney General's report on violent crimes calling for substantial increases in personnel for Federal law enforcement and prosecutorial agencies.

To supplement FBI resources for combatting violent crimes, the four general crimes investigative programs (Personal Crimes, General Property Crimes, Fugitive, and General Government Crimes) requested during Fiscal Year (FY) 1983 budget cycle combined personnel increases totaling 385 agent and 222 support workyears and nonpersonnel increases amounting to \$3.866 million. The Department of Justice (DOJ) approved increased personnel resources totaling 309 agent and 89 support workyears for the Personal Crimes, Fugitive, and General Government Crimes Programs, while disallowing increased workyears for General Property Crimes Program. Additionally, DOJ approved 4.841 million in nonpersonnel items. The Office of Management and Budget (MB) disallowed all personnel and nonpersonnel enhancements recommended by DOJ and reduced the General Property Crimes Program by another 20 agent workyears for FY 1983.

For FY 1984, the general crimes programs are submitting to DOJ combined requests for an additional 206 agent and 149 support workyears, plus \$5.899 million in nonpersonnel items, to augment field investigative efforts and initiatives against violent crimes.

- G.(3) The CID should establish guidelines for narcotics investigations to insure the most efficient and effective utilization of manpower and to avoid an erosion of our commitment from current high priority programs.

An "Implementation Directive For Concurrent Drug Investigative Jurisdiction Between the Drug Enforcement Administration (DEA) and the Federal Bureau of Investigation" was issued on 3/12/82. A copy of the directive is attached for reference.

Memo to Mr. Revell  
Re: EXECUTIVE CONFERENCE RETREAT

- G.(4) The CID should assess current programs to determine if there are areas where resources can be diverted to narcotics investigations without adversely affecting priority matters. This assessment should include an analysis of narcotics investigations currently being conducted in various Field Divisions to determine how those offices were able to divert manpower to narcotics enforcement activity.

Attached is a copy of a memorandum from Mr. Monroe to Mr. Colwell, dated 3/12/82, captioned "Utilization of Field Investigative Resources", which is responsive to recommendation G.(4). It is noted with regard to recommendation number one in attached memorandum, that a conference has been scheduled for 6/7 - 8/82 at FBIHQ. Fourteen (14) SACs have been invited to participate in the conference to discuss and develop recommendations for policy concerning short and long range planning in connection with utilization of limited FBI resources for narcotics related investigations.

# Memorandum



- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. *[initials]*
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Off. Cong. & Public Affs. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : MR. O'MALLEY *[initials]*

Date 12/16/82

From *[initials]* LEE COLWELL

Subject: FCI MATTERS

*No Loc*

At the Executives' Conference Retreat on 12/2/82, the need to emphasize the importance of our FCI work was discussed. I suggested that each Assistant Director in his visits to field offices discuss with all employees the importance of FCI work. I think the Assistant Director's ability to handle such comments would be enhanced if you could provide each member of the Executive Conference a summary of interesting, informative and quality cases that can be discussed by members of the Executive Conference when they talk to field office employees, New Agent's classes, In-service classes, etc.

As time permits and hopefully within the next 30 or 40 days, I would appreciate if you would prepare such a summary, and furnish to the Director and each member of the Executive Conference.

For information, at the next Executive Conference I plan to request each Assistant Director to emphasize the importance of FCI work in any of their remarks before our employees, whether it is at Quantico, Headquarters, a field office, or resident agency.

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LC:wss (2)

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7 MAY 4 1983

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*[Handwritten signature]*

*[Handwritten initials]*

# Memorandum

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DECLASSIFICATION  
AUTHORITY DERIVED FROM:  
FBI AUTOMATIC DECLASSIFICATION GUIDE  
EXEMPTION CODE 25X(1)  
DATE 07-22-2011

Exec AD Adm. \_\_\_\_\_  
Exec AD Inv. \_\_\_\_\_  
Exec AD LES \_\_\_\_\_  
Asst. Dir.:

- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Intell. EJG
- Laboratory \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Plan. & Insp. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_

Off. of Cong. & Public Affs. \_\_\_\_\_  
Telephone Rm. \_\_\_\_\_  
Director's Sec'y \_\_\_\_\_

To : Mr. Lee Colwell *RC*

Date 2/4/83

From : E. J. O'Malley

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HEREIN IS UNCLASSIFIED EXCEPT  
WHERE SHOWN OTHERWISE

Subject : ~~FCI MATTERS~~

Re Colwell to O'Malley memorandum dated 12/16/82,  
captioned "FCI Matters".

A summary of seven FCI cases has been compiled  
per your request in referenced letter. [Redacted]

[Large Redacted Block]

"A Summary for the Executive  
Conference: Major FCI Cases." This document is classified  
"Secret" in its entirety.

### Enclosure

- 1 - Mr. L. Colwell
- 1 - Mr. F. M. Mullen, Jr.
- 1 - Mr. J. E. Otto
- 1 - Each Assistant Director
  
- 1 - Mr. W. P. Haynes

~~SECRET MATERIAL ATTACHED~~

- 1 - Mr. [Redacted] (Att)
  - 1 - Mr. [Redacted]
  - 1 - CI-3A Library 6-2554-13036
  - 1 - Mr. S. R. Andrews
  - 1 - Mr. [Redacted]
  - 1 - Mr. J. B. Hotis 121
- 12 FEB 18 1983

RJC:cmb/jyl *1/8* (22)

*[Handwritten signature]*

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Classified by: 859  
Declassify on: OADR

APPROVED: *[Signature]*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD Adm. <i>[Signature]</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. <i>[Signature]</i>	Tech. Servs. _____
		Training _____

ENCLOSURE

ENCLOSURE ATTACHED

57 MAR 16 1983

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DATE 07-22-2011 BY 60324 uc baw sab/ml

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ENCLOSURE



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U.S. Department of Justice  
Federal Bureau of Investigation

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FBI AUTOMATIC DECLASSIFICATION GUIDE  
EXEMPTION CODE 25X(1)  
DATE 07-22-2011

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WHERE SHOWN OTHERWISE

# FBI Intelligence Division

## Report On: "A SUMMARY FOR THE EXECUTIVE CONFERENCE: MAJOR FCI CASES."

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Date: FEBRUARY, 1983

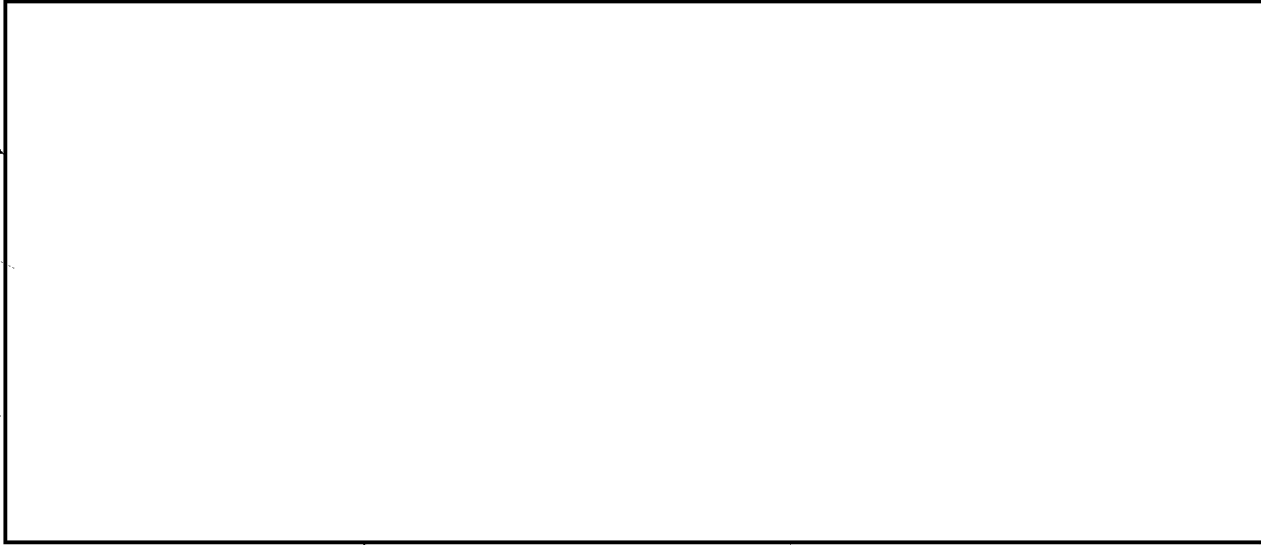


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TABLE OF CONTENTS



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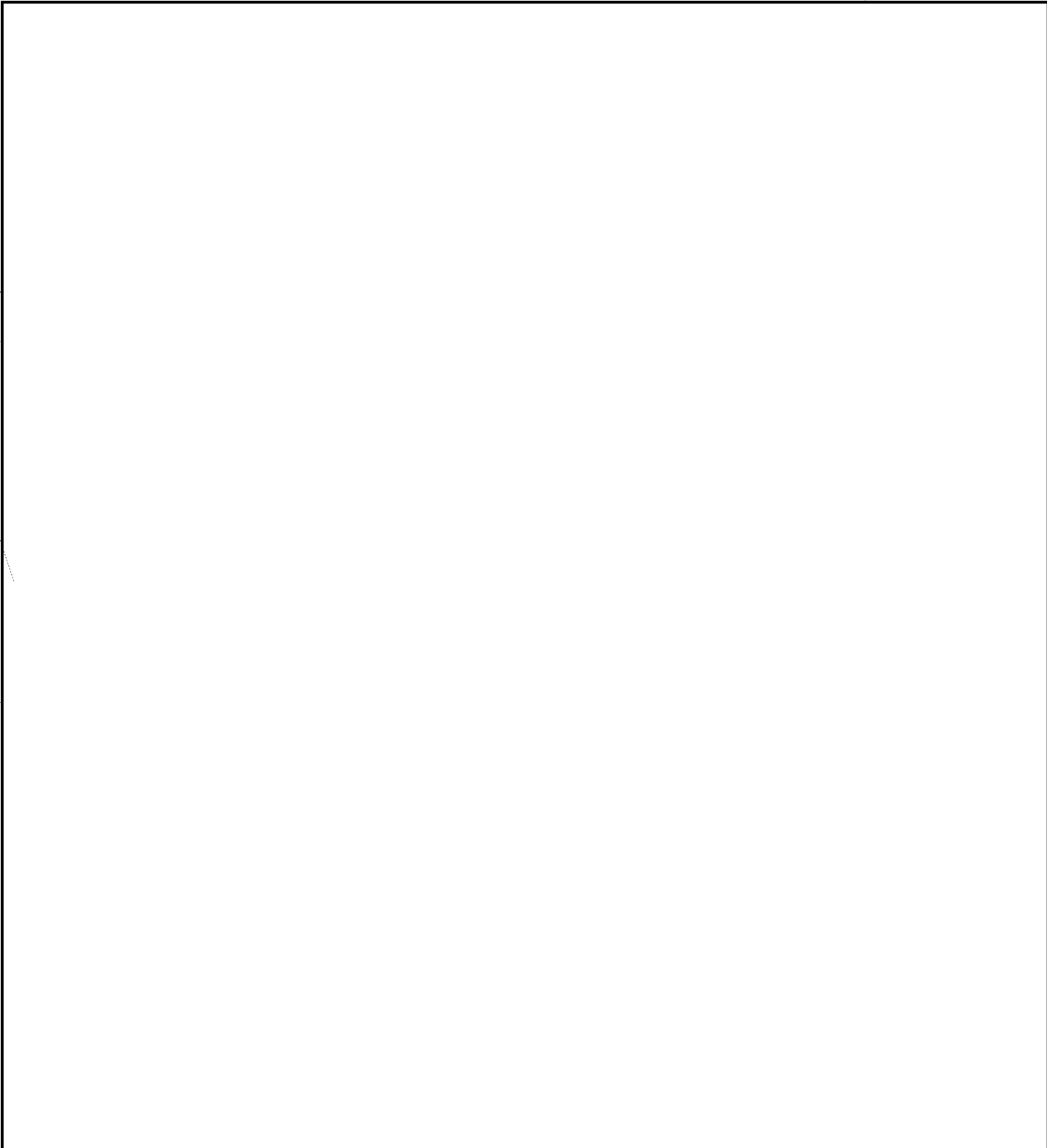
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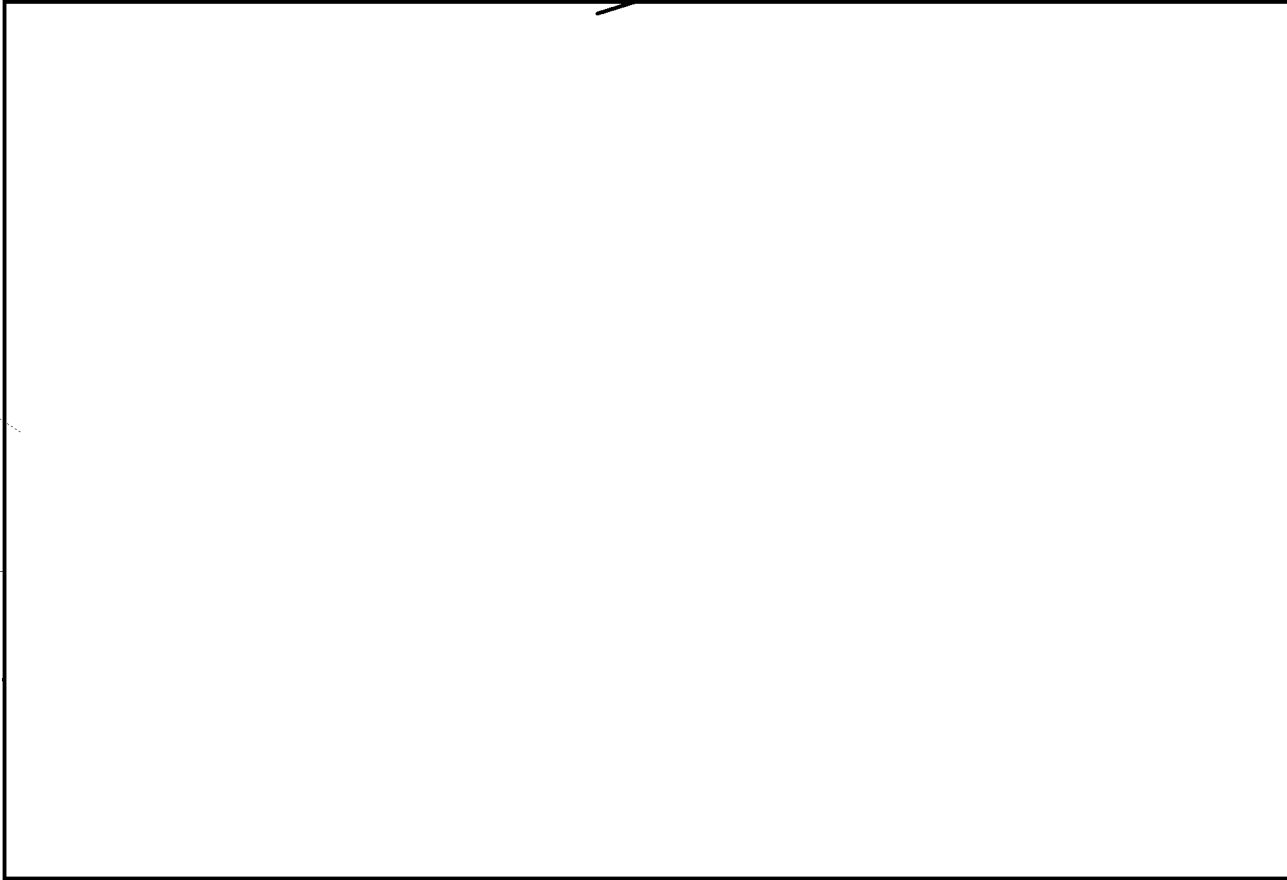
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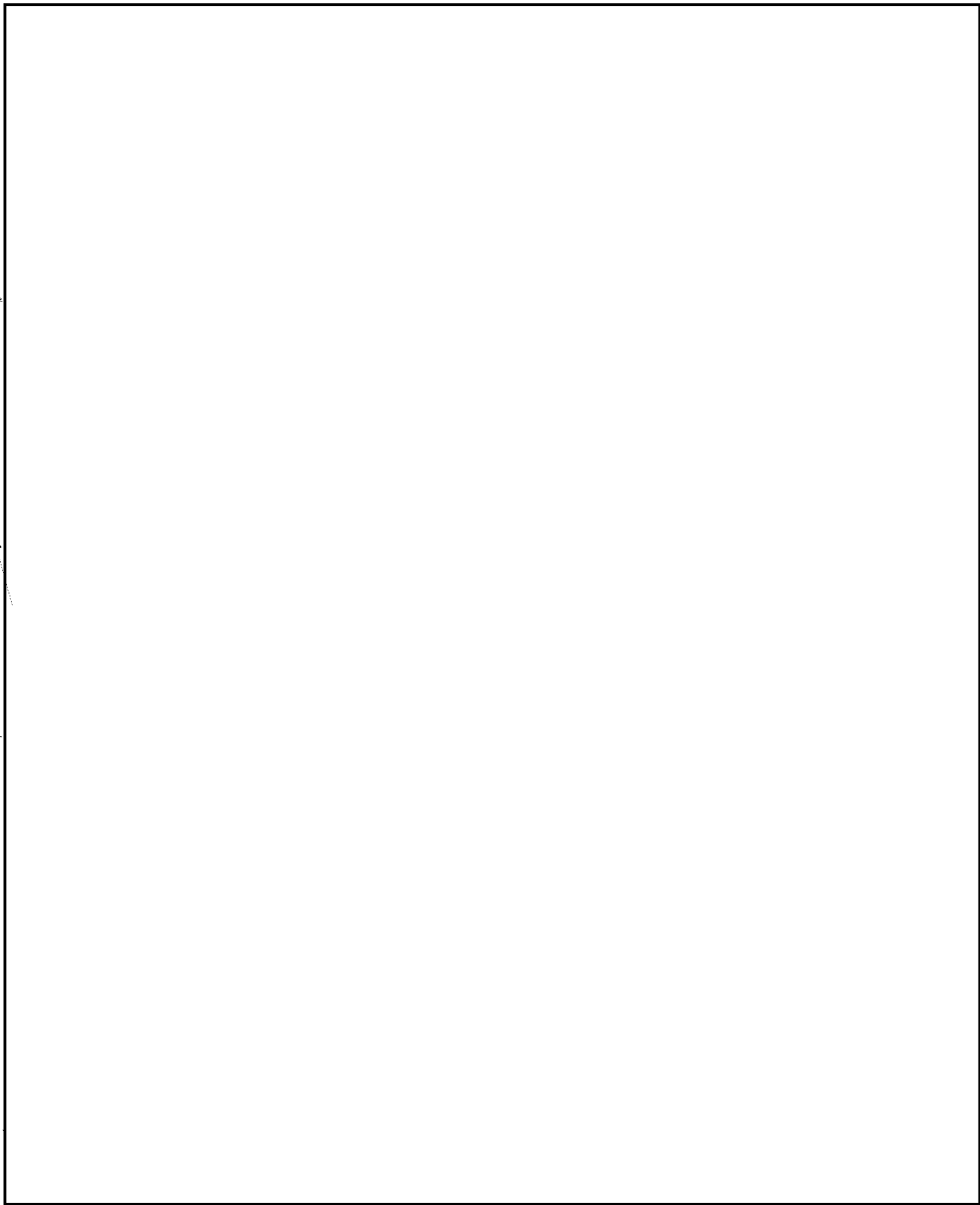


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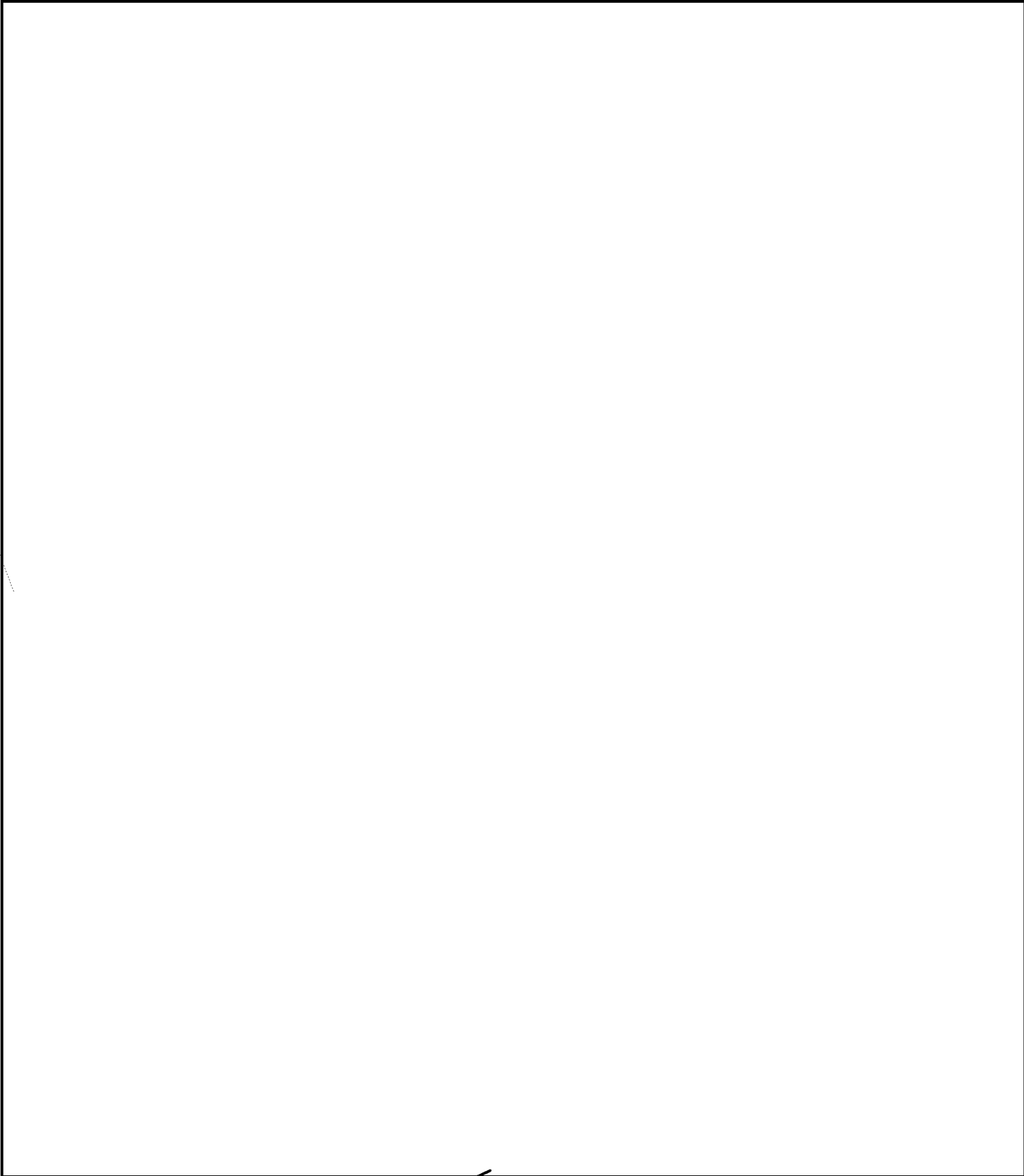
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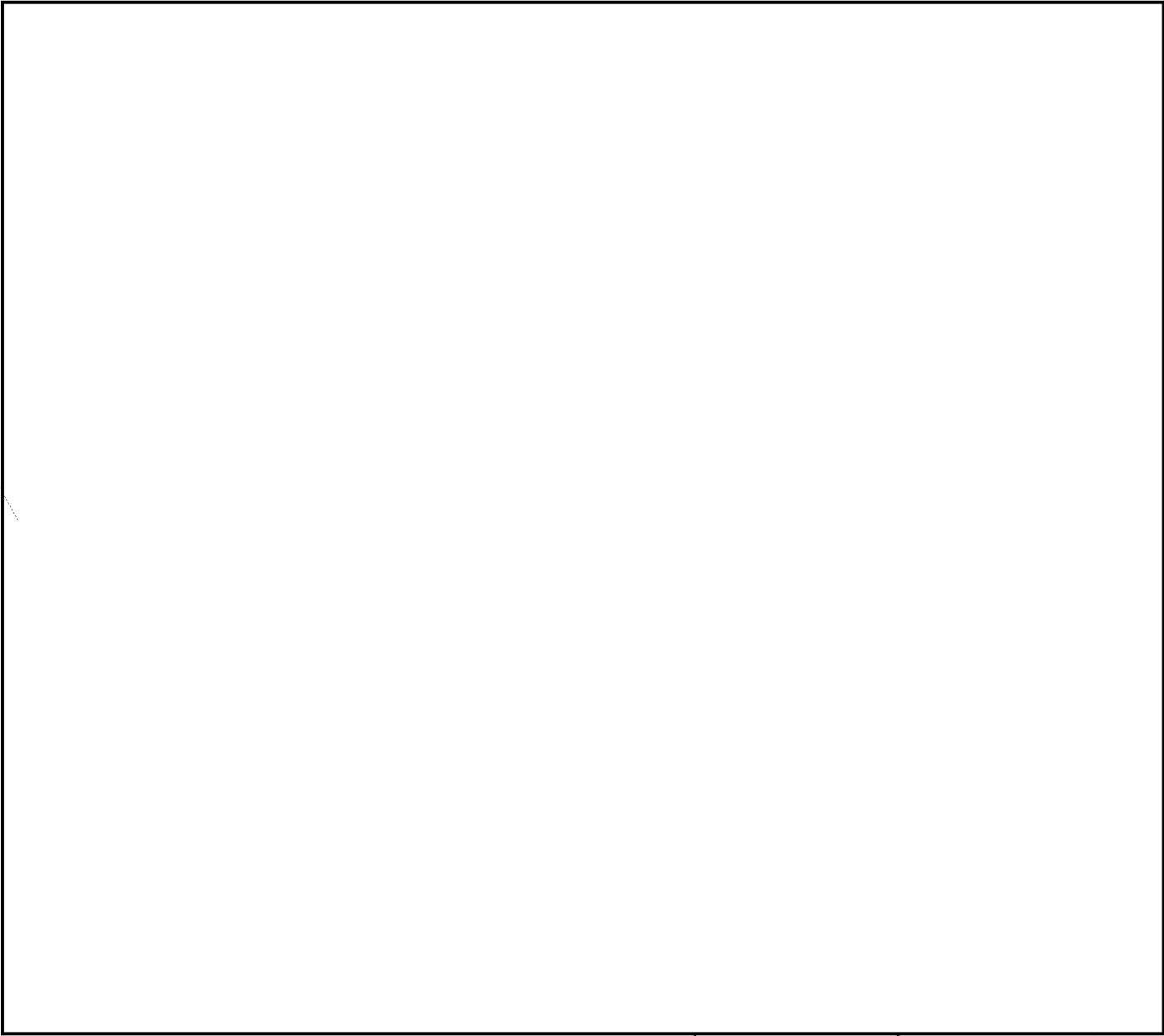


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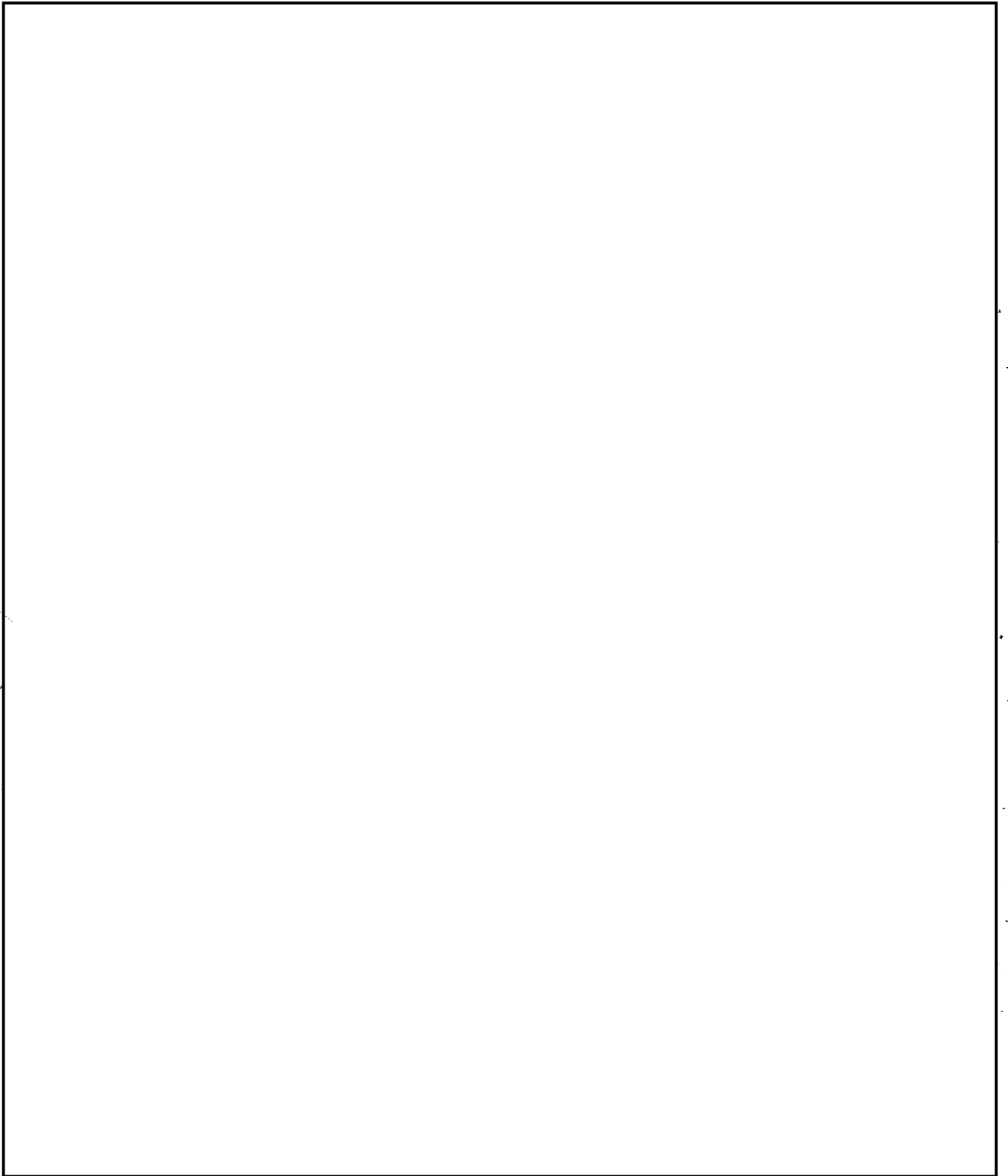


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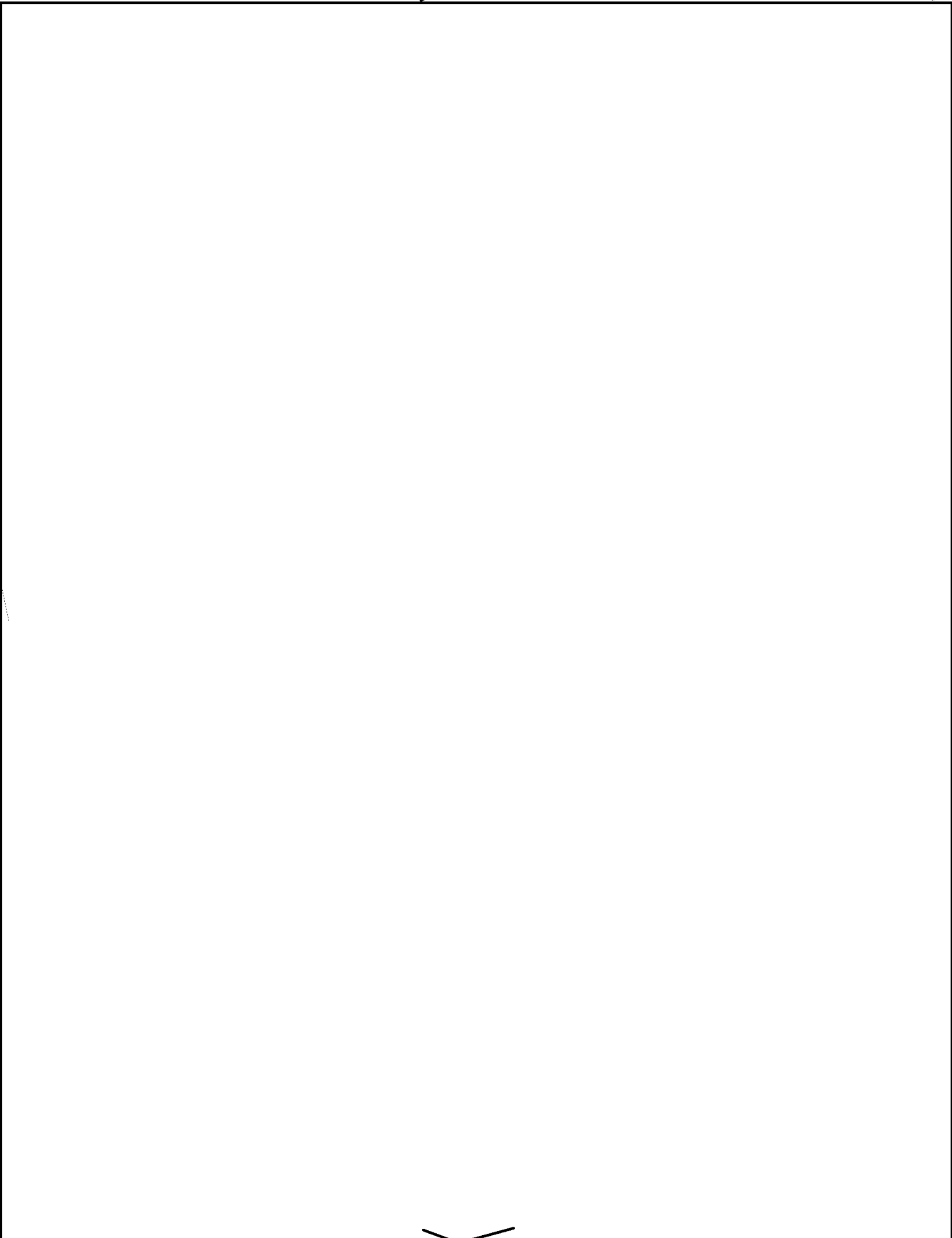
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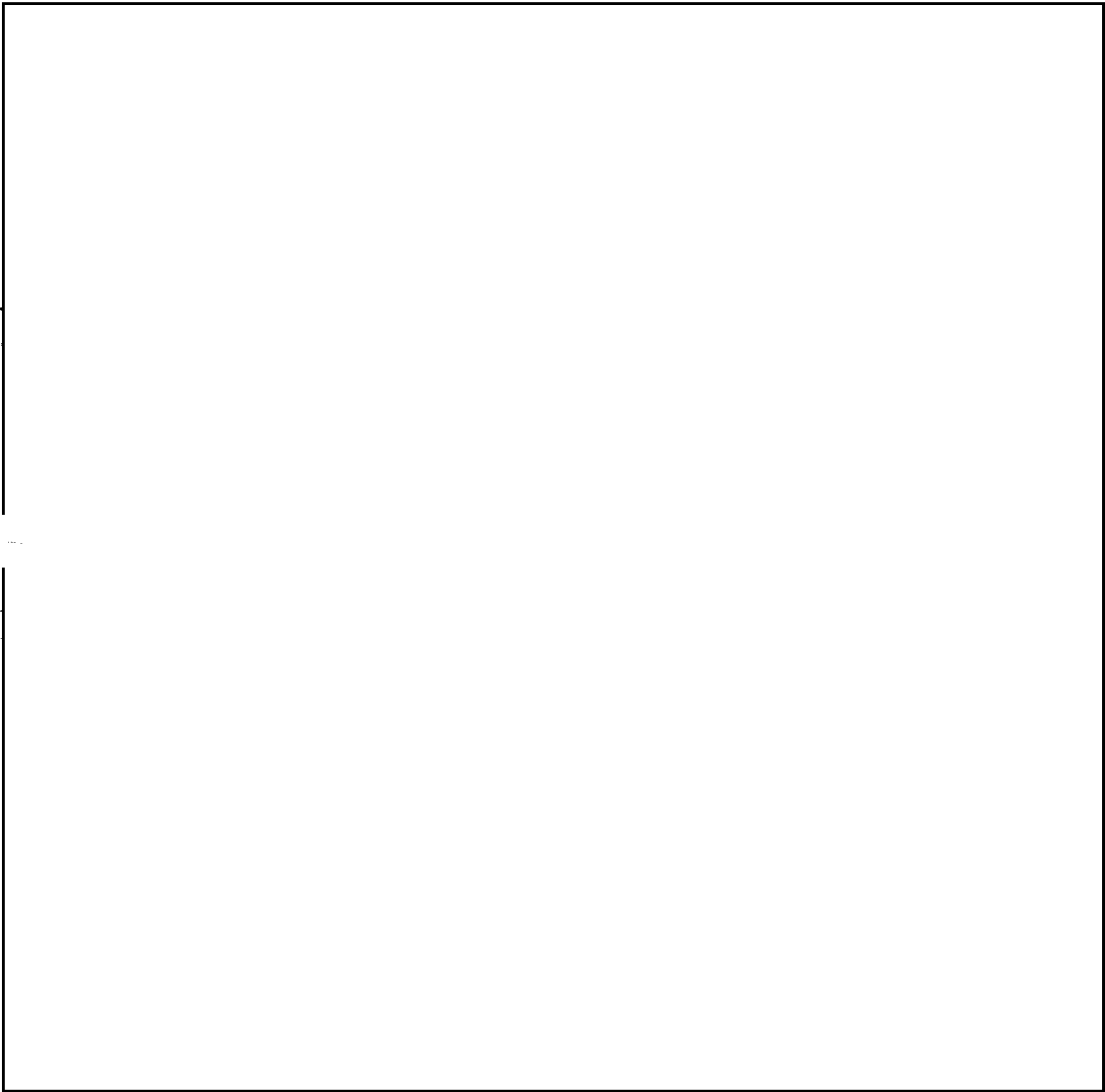
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February 24, 1983

Honorable William French Smith  
The Attorney General  
Washington, D.C.

FEDERAL GOVERNMENT

Dear Bill:

*Executive Conference*

Shortly after I came to the FBI, I instituted a program which brings our top executives together once a year to discuss some of the more critical issues facing the Bureau. I have been very pleased with these conferences throughout the years and the recommendations that have resulted from them have provided guidance to us in resolving many of our most pressing problems. I would like to summarize for you the results of the 1981 Executives' Conference Retreat and the progress made on those proposals, and report to you the topics discussed at our most recent retreat, in December of 1982.

The 1981 conference focused on the general topic of national security and we specifically discussed the following:

- Positive Intelligence Collection;
- Technology Transfer;
- Participation in International Law Enforcement Organizations;
- Terrorism;
- Tactical Responsibilities (Hostage Rescue Team);
- Long Range Planning; and
- The Attorney General's Task Force on Violent Crime.

The Intelligence Division has taken a number of steps to stress the importance of collecting positive intelligence in conjunction with our foreign counterintelligence (FCI) investigations. Regional conferences have been arranged for field offices most involved in the gathering of positive intelligence and this topic has been added to the curriculum of our Management Development Programs. These and other initiatives have expanded the general appreciation of the FBI's management for the overall importance of the FCI effort. Unfortunately, we have not had the same success in recruiting quality linguists for translation duties so that we can be assured of recruiting positive intelligence that

*M*

- AD Inv.
- AD Adm.
- AD LES
- Dir.
- Asst. Dir.:
- Adm. Servs.
- Ident.
- Insp.
- Intell.
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- Legal Coun.
- Plan. & Insp.
- Rec. Mgnt.
- Tech. Servs.
- Training
- Off. of Cong. & Public Affs.
- Liaison & Int. Affs.
- Sec'y

1 Mr. Colwell  
1 Mr. Otto  
1 CWB

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*[Signature]*

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MAIL ROOM

*M*  
*Andrews*

Honorable William French Smith

is of interest to the rest of the intelligence community. We know that additional effort is needed if we are to fully develop our language capability.

Technology transfer remains a high priority with the FBI and several of our recent investigations have addressed this problem. In addition, the concerns that were raised with the interpretation of the Domestic Security Guidelines were previously brought to your attention and progress is continuing. I am also pleased to report that the Hostage Rescue Team has been selected and is undergoing extensive training at Quantico.

A number of recommendations related to our role in combating violent crime in support of the Attorney General's Task Force on Violent Crime. Our Criminal Investigative Division requested substantial increases in our Fiscal Year 1983 budget but, as you know, much of it was disallowed by the Office of Management and Budget. Thanks to your efforts, increases in the Fiscal Year 1984 budget will provide technological improvements such as voice privacy, field office automation and fingerprint automation, which will contribute to the efficiency and effectiveness of all our investigative programs. In addition, almost 500 agent workyears have been diverted from other investigations to narcotics investigations and new administrative procedures are being instituted to track the utilization of manpower in this high priority area.

We concluded our most recent Executives' Conference Retreat in December of 1982, and although it is too early to report any progress on the recommendations from that meeting, I believe the topics of discussion will be of interest to you.

The 1982 conference focused on several management considerations in our narcotics, organized crime and foreign counterintelligence investigations. An ancillary topic relating to the use of polygraph, both in investigative operations and in personnel matters, however, dominated much of the discussion. Recommendations included a proposal to increase the use of the polygraph on subjects of investigation and Bureau informants under certain circumstances, and a consensus was reached that, in the interest of national security, carefully selected categories of Bureau personnel be given polygraphs on a periodic basis. Questions would be limited to foreign counterintelligence matters and would not include "lifestyle" questions. This discussion spawned a number of suggestions and related issues that are currently under consideration.

Honorable William French Smith

There was full agreement with the FBI/DEA position on the drug task force and the conference urged that the FBI should remain active and persistent in the development of the task force concept. Along these same lines, we approved closer coordination with DEA in our automation effort in order to avoid duplication.

Finally, the conference discussed the selected recruitment of Special Agents with backgrounds, education, and interests which would make them uniquely qualified for assuming responsibilities within our priority program areas, particularly in our FCI Program. Further study is now being conducted on this issue.

These certainly are not all of the topics discussed at our two most recent Executives' Conference Retreats but they give you an idea of the breadth of our deliberations and the depth of our commitment to identifying workable proposals for handling some of the pressing issues that face the FBI. In my view, the Executives' Conference Retreat has enabled us to capitalize on our most valuable assets to ensure that problems are anticipated and that solutions are available when needed.

Sincerely,

William H. Webster  
Director

DC  
2/23



November 9, 1983

Honorable William French Smith  
The Attorney General  
Washington, D. C.

FEDERAL GOVERNMENT

Dear Bill:

Shortly after the 1982 Executives' Conference Retreat I gave you a report on the topics we had discussed and the recommendations that grew out of our deliberations. I am very pleased with the progress we have made on those proposals during the past year and would like to give you a brief summary of these advances and also outline the topics we will discuss at this year's Conference scheduled for November 15-17, 1983.

The 1982 Conference focused on several management considerations in our Narcotics, Organized Crime and Foreign Counter-intelligence Programs. Foremost among these issues was the use of polygraph examinations, both in investigative operations and in personnel matters. The committee, chaired by Executive Assistant Director John E. Otto, explored all aspects of this issue and is preparing their final report. Based on their findings, I expect to provide you with a request to expand our use of the polygraph for employees involved in national security investigations.

Another issue that was discussed at last year's conference concerned the feasibility of recruiting Special Agents whose academic and/or professional credentials indicated an affinity for Foreign Counterintelligence investigations. This recommendation was thoroughly explored and we learned that our current framework was more than adequate to meet our requirements. The only aspect of our program in need of improvement was our emphasis on identifying candidates interested in Foreign Counterintelligence work. Corrective measures have already been initiated through the recently created National Applicant Recruiter.

Finally, the FBI has taken steps to effect closer liaison with DEA on automation initiatives to develop computer system compatibility. Meetings are held on a monthly basis and technical briefings on individual systems of each agency have been discussed. There has been a mutual exchange of information relating to investigative and administrative systems.

1 - Mr. Colwell

1 - Mr. Otto

LC:WSS (4)

- Exec AD Adm. \_\_\_\_\_
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- Asst. Dir.:
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- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

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FBI/DOJ

Honorable William French Smith

The investigative exchange has addressed the support of the Drug Task Force concept while the administrative discussions concerned DEA's need for an improved payroll system and a system for personnel data retrieval to use in management decisions.

The theme for this year's Conference is, "Executive Management Within the FBI." We intend to review the role of field and Headquarters executives to identify initiatives that would make them and my office more effective. I am sure, as in the past, that our selected topics will create a lively discussion and result in a number of excellent proposals to improve the FBI.

Sincerely yours,

William H. Webster  
Director

APPROVED:	Adm. Servs. _____	Laboratory _____
Director _____	Crim. Inv. _____	Legal Coun. _____
Exec AD-Adm. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec AD-Inv. _____	Inspection _____	Rec. Mgmt. _____
Exec AD-LES _____	Intell. _____	Tech. Servs. _____
		Training _____

# Memorandum



Exec AD Adm.

Exec AD Inv.

Exec AD LES

Asst. Dir.:

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Tech. Servs.

Training

Off. of Cong. & Public Affs.

Telephone Rm.

Director's Sec'y

To : MR. COLWELL

Date 10/12/83

From : J. H. GEER

Subject : EXECUTIVES' CONFERENCE RETREAT  
NOVEMBER 15 - 17, 1983

PURPOSE: To set forth a proposed theme and topical areas for discussion at captioned retreat.

DETAILS: I have received all of the suggestions submitted by members of the Executives' Conference and based on this and our discussion concerning this matter, I propose that the overall theme of our conference be "Executive Management Within the FBI." I would further recommend the following topical areas in order to develop this theme, as well as focus on other important issues:

(1) The Office of the Director

How can the Director be more effective? (a) Externally - within the law enforcement community; in dealing with Congress, the media, etc. (b) Internally - in his role with regard to DEA, the Intelligence Community, etc.

(2) The Executives' Conference

A review of its role and whether it can better serve the Director and the organization.

(3) The Special Agents in Charge (SACs)

A review and discussion of their managerial responsibilities, including accountability in the management of their resources.  
A discussion of performance appraisal for SACs.

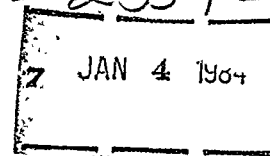
Enc.

- 1 - Mr. Colwell
- 1 - Mr. Mullen
- 1 - Mr. Otto
- 1 - Mr. Geer

JHG:dlf

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57 FEB 7 1984

Memorandum to Mr. Colwell  
RE: EXECUTIVES' CONFERENCE RETREAT  
NOVEMBER 15 - 17, 1983

(4) The Decision-Making Process

Is there a tendency to pass the decision-making process too far up the organizational chain? What decisions should be made at what levels, e.g., monetary, body recorders, foreign travel, etc.? (It is recognized that considerable discussion of this topic will occur during coverage of topics 1 - 3.)

(5) FBI/DEA Organizational Relationship

A discussion regarding possible exchanges of supervisory personnel and the career impact on personnel involved. A discussion as to whether the level of cooperation and interaction is satisfactory in operational and support areas. (This would be preceded by comments from Administrator Mullen and Assistant Directors Revell, Geer and McKenzie, and Acting Assistant Director Boyd.)

In addition to the aforementioned topical areas, EAD Otto will make a status report on the FBI's polygraph program and Assistant Director Glover will make a supplementary report on the Office of Planning and Evaluation's Resident Agency study.

Immediately following the approval of a theme and topical areas for this conference, I will prepare an agenda to be circulated to all participants.

RECOMMENDATIONS:

- (1) That the program as outlined be approved.

APPROVED: *[Signature]*  
Director \_\_\_\_\_  
Exec. AD-Adm. *[Signature]* \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_  
Exec. AD-LES *[Signature]* \_\_\_\_\_  
Adm. Servs. \_\_\_\_\_  
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CONTINUED - OVER

Memorandum to Mr. Colwell  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

(2) That Assistant Directors Mintz and Young be approved as discussion group leaders.

APPROVED: *WJM*  
 Director \_\_\_\_\_  
 Exec. AD-Adm. *OK* \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_  
 Exec. AD-LES *W* \_\_\_\_\_

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	Training _____

(3) That the list (attached) of recommended participants be approved.

APPROVED: *WJM*  
 Director \_\_\_\_\_  
 Exec. AD-Adm. *OK* \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_  
 Exec. AD-LES *W* \_\_\_\_\_

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	Training _____

*OK except  
 suggested SAC -  
 at ~~private~~ level  
 to bring in same one else*

Director's Office

William H. Webster  
John B. Hotis



b6  
b7c

Executive Assistant Directors

Lee Colwell  
John E. Otto

Assistant Directors

Kier T. Boyd (Acting)  
James H. Geer  
John D. Glover  
Clyde L. Groover, Jr.  
James D. McKenzie  
John A. Mintz  
Charles P. Monroe  
Edward J. O'Malley  
Oliver B. Revell  
Nick F. Stames  
Roger S. Young  
Lee F. Laster

Drug Enforcement Administration

Francis M. Mullen, Jr. - Administrator  
John C. Lawn - Acting Deputy Administrator

SAC

Theodore M. Gardner

OCPA

William P. Haynes

66-2554-13039

# Memorandum



- Exec AD-Adm. \_\_\_\_\_
- Exec AD-Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : THE DIRECTOR

Date 12/1/83

From : *[Signature]* L. COLWELL

Subject : EXECUTIVES' CONFERENCE RETREAT  
NOVEMBER 15 - 17, 1983

PURPOSE: To provide the results of captioned conference and to submit recommendations arising from this conference.

DETAILS: The over-all theme of this year's conference was Executive Management Within the FBI.

During the general session, you expressed concern over the length of time that FBI personnel had been detailed to the Drug Enforcement Administration (DEA). You also stated that consideration should be given to returning them to the mainstream of the FBI or possibly that consideration be given to retaining them within the DEA structure. You stated that a review of the status of the Agents assigned to DEA needed to be completed. Assistant Director Groover stated that existing regulations prohibit this exchange for longer than a two-year period.

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Additionally, during the general session, a discussion ensued concerning the vehicle presently utilized to monitor progress of the FBI/DEA interactions and it was generally believed that there was no central entity responsible for this monitoring. You suggested that possibly a small group be selected to monitor this progress in order to keep yourself and the Administrator advised of the progress being made in this interaction and to identify potential problem areas. This group would monitor such issues as communication problems, cross training, and possibly exchange of personnel.

FEB 15 1984

Enclosures (2)

- 1 - Mr. Colwell
- 1 - Mr. Mullen
- 1 - Mr. Otto
- 1 - Each Attendee

LC:dlf  
-25-

*refer*  
 Lee - Thanks for putting this together -  
 Now I'd like to have a clear & concise  
 summary of where we are going  
 & which incorporates  
 the decisions approved  
 and eliminates the redundancies.

CONTINUED - OVER

~~SECRET MATERIAL ATTACHED~~

57 MAR 8 1984

Memorandum L. Colwell to The Director  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

*plus SALES  
 as chairman  
 Curran*

RECOMMENDATIONS:

1. That the Criminal Investigative Division, Legal Counsel Division and DEA review the status of FBI personnel detailed to DEA and make appropriate recommendations concerning their status.

*Rec. EAD-Adm.  
 coord. J. W. W.*

APPROVED:	Adm. Servs. _____	Laboratory _____
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Director _____	Ident. _____	Off. of Cong. & Public Affs. _____
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Exec. AD-Inv. <i>A</i>	Intell. _____	Tech. Servs. _____
Exec. AD-LES <i>A</i>		Training _____

2. That consideration be given to establishing a small group to monitor FBI/DEA interaction progress in order to monitor problem areas and advise you and the Administrator, DEA, of the progress being made and potential problem areas.

*\* Recommend EAD-Adm.  
 coord. J. W. W.*

APPROVED:	Adm. Servs. _____	Laboratory _____
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Director _____	Ident. _____	Off. of Cong. & Public Affs. _____
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Exec. AD-LES <i>A</i>		Training _____

Attached are the summary reports of the two discussion groups. The issues discussed pertaining to the established agenda at the conference and recommendations are as follows:

I. OFFICE OF THE DIRECTOR

Both groups were in full agreement that the role of the Director in external matters, i. e., Congress, law enforcement and intelligence communities, and media had diminished to some extent due mainly to the preoccupation of the confirmation of the Administrator of DEA which consumed an inordinate amount of time, and due to the many administrative and operational tasks which are now performed by the Director. It was the consensus of the groups that the Director's role should shift from the day-to-day running of the FBI to broader policy and leadership concerns thus enhancing his external role, particularly as it relates to the intelligence community and DEA.

*1-7 DK  
 I don't consider  
 my job as a day to day  
 in adv. - but want to  
 avoid procedures which  
 consume unnecessary time  
 & delay in being informed  
 and making informed decisions  
 W. W.*

continued - over



Memorandum L. Colwell to The Director  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

RECOMMENDATIONS:

1. That the Director enhance his national leadership role in the law enforcement and intelligence communities through attendance at selected meetings, public appearances, press conferences and other available means.

\* Roger Young  
 Adm. Serv.  
 WASH

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
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2. That, if recommendation #1 is approved, a means be established within the Director's office to monitor and identify conferences within these communities where the Director's attendance would enhance the FBI's relationship within those communities.

\* Roger Young  
 WASH

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
 Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
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 Exec. AD-LES # Intell. \_\_\_\_\_ Training \_\_\_\_\_

3. That the Intelligence and Criminal Investigative Divisions and DEA identify and recommend issues within the intelligence and law enforcement communities that should be addressed by the Director in order to more effectively define and enhance the role of the Director in these communities.

\* Rec. Mr. Ott  
 WASH

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
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 Exec. AD-LES # Intell. \_\_\_\_\_ Training \_\_\_\_\_

4. That efforts be initiated to enable the Director to increase congressional contacts to fully explain and define the roles and interaction of the FBI and DEA.

Rec. Mr. Young  
 WASH

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
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 Exec. AD-Inv. Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
 Exec. AD-LES # Intell. \_\_\_\_\_ Training \_\_\_\_\_

5. That a continued effort be made to insure that major media interviews give proper focus to the leadership of the FBI and that the Director continue to be committed to significant and high profile interviews.

\* Roger Young  
 which will have to improve the public about FBI's role in law enforcement more personally, etc.

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
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 Exec. AD-LES # Intell. \_\_\_\_\_ Training \_\_\_\_\_

Memorandum L. Colwell to The Director  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

6. That efforts be made to identify those areas where the Director's day-to-day responsibilities can be reduced thereby increasing the opportunity for him to focus on broad policy issues of concern to the FBI and DEA.

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 Exec. AD-Inv. Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
 Exec. AD-LES Intell. \_\_\_\_\_ Training \_\_\_\_\_

\* Rec. EAD's coord. WSN

7. That attempts be made to identify and bring about legislative changes, where necessary, to give the Director more discretion as to those responsibilities he may delegate and those he reserves for himself.

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 Exec. AD-LES Intell. \_\_\_\_\_ Training \_\_\_\_\_

Rec. EAD-Adm. coord. WSN

II. THE EXECUTIVES' CONFERENCE

Both groups were in full agreement that the Executives' Conference in its present role does not serve a significant purpose at this time, and that its role should be enhanced to make more effective use of its collective experience. It was concluded that the Executives' Conference/Breakfast was not the proper forum for resolution of issues; however, it should be continued in order to foster interpersonal relations.

RECOMMENDATIONS:

1. That the Executives' Conference/Breakfast be continued in its present format.

with greater emphasis on bringing by a particular division to any AD's informed overall WSN

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 Exec. AD-LES Intell. \_\_\_\_\_ Training \_\_\_\_\_

2. That the Executives' Conference be utilized to discuss controversial areas and to formulate recommendations of courses of action for the Director's consideration. That in order to insure that the conference is more meaningful, periodic conferences should be held with a structured agenda addressing identified issues.

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 Exec. AD-Inv. Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
 Exec. AD-LES Intell. \_\_\_\_\_ Training \_\_\_\_\_

\* Rec. EAD-Adm. coord. WSN

controversial subjects should only be addressed on advance written agenda.

Memorandum L. Colwell to The Director  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

3. That, if recommendation #2 is approved, an individual be designated to act as secretary in order to develop and collect issues for the conference and to monitor and follow-up on recommended actions.

*Special Assistants can help here -  
 Let's have a system  
 \*EAD - a.k.  
 JK*

APPROVED: *WJW*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>*</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>*</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

III. SPECIAL AGENTS IN CHARGE

With regard to the Special Agents in Charge (SACs), there was a difference of opinion concerning the SACs' managerial authority and accountability. Group B concluded that the present policy concerning SACs' accountability for field office resources was adequate. Group A concluded that there should be an increase in the SACs' managerial authority which can only be accomplished in a "trickle-down" effect. It was discussed by Group A that in consideration with the need to further identify areas where delegation of authority downward would be appropriate, those areas so identified would, in effect, increase SACs' management responsibility. Several topics were suggested and discussed for the 1984 SACs' Conference with the general concurrence being that there be less joint meetings with FBI and DEA personnel so that each agency could focus on issues relevant only to their respective agency. The numerous topic areas discussed for the SACs' Conference in 1984 are set forth in the attached group summary reports.

RECOMMENDATIONS:

1. That a small group of SACs be selected on a regional basis to collect issues from their region and serve on a standing committee to make recommendations to the Director for the 1984 and future SACs' Conference agenda.

*\* Mr. Atch & Mr. Grover handling.  
 JK*

APPROVED: *WJW*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>*</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>*</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

2. That, if this recommendation is approved, the Inspection Division will submit a plan for the make-up and functions of this standing committee.

*\* Mr. Seaver  
 JK  
 I have advised the appropriate persons from FBI.*

APPROVED: *WJW*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>*</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>*</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

Memorandum L. Colwell to The Director  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

IV. THE DECISION-MAKING PROCESS

It was the general consensus of the groups that decision-making issues in several areas should be delegated to lower authority levels within the FBI. You expressed concern over the enormous amount of material forwarded to you which you questioned whether or not it was necessary or if there were some means available to streamline and thus reduce the volume and flow. It was unanimously agreed upon that there is too much paper flow and a lack of knowledge of whether or not the documents forwarded are truly necessary. It was opined that the Executive Assistant Directors, Assistant Directors and the Director should concern themselves with issues rather than dealing with paper minutia.

RECOMMENDATIONS:

1. That the Director identify and advise the Executive Assistant Directors and Assistant Directors of areas that he has noted from his perspective that can be streamlined or where authority could be placed at a lower level.

*This area can be addressed*

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

2. That each Executive Assistant Director and Assistant Director review and analyze information and data being sent to the Director to identify those areas that could be streamlined. The Assistant Directors should analyze whether the paper work is decision making, concerns policy, and what are appropriate approval levels.

*Rec. EAD's monitor*

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>*</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

*Do you want to see this kind of material? would help me.*

3. That Assistant Directors review areas within their divisions to identify matters where authority and/or responsibility can be further delegated; and upon completion of this review forward appropriate recommendations, where applicable, to reduce the current levels of authority.

*Rec. EAD's monitor*

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>*</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

Memorandum L. Colwell to The Director  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

V. FBI/DEA ORGANIZATIONAL RELATIONSHIP

Both groups were in general agreement that there existed a need for cross training of selected individuals within the FBI and DEA. It was the consensus that an exchange of personnel at the supervisory and below level would be beneficial to both agencies. It was agreed upon that this exchange should be voluntary and a result of career board action.

RECOMMENDATIONS:

1. That consideration be given to establishing an exchange program encompassing identified areas of mutual interest.

APPROVED: *WAM*

Director	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>sc</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>A</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

2. That, if an exchange program is approved, a means be established to formulate this program considering potential legal issues and other possible prohibiting factors.

APPROVED: *WAM*

Director	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>sc</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>A</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

3. That, if this plan is approved, the selection be voluntary and a result of career board action.

*Individuals should be identified by career board. Rec. be handled by Mr. [unclear]. and their wishes ascertained. WAM*

APPROVED: *WAM*

Director	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>*</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. <i>A</i>	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>A</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

4. That executive level FBI personnel receive introductory training in narcotics matters.

*\* Rec. Mr. Rumbold to coord. J.C. WAM*

APPROVED: *WAM*

Director	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. <i>*</i>	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. <i>A</i>	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>A</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

Memorandum L. Colwell to The Director  
 RE: EXECUTIVES' CONFERENCE RETREAT  
 NOVEMBER 15 - 17, 1983

5. That coordination be established and maintained between the FBI and DEA throughout the preparation of their respective annual budget submissions.

*Mr. Simpson & EAD-Adm.  
 coord. J.C. WAW*

APPROVED:	Adm. Servs. _____	Laboratory _____
Director _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Adm. * _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-Inv. _____	Inspection _____	Rec. Mgnt. _____
Exec. AD-LES _____	Intell. _____	Tech. Servs. _____
		Training _____

6. That continued efforts be made to resolve conflicting policies in operational procedures of each agency in order to more effectively address jurisdiction matters.

*\* Rel. Mr. Otto &  
 Mr. Reppert  
 coord. J.C. WAW  
 & stopped up*

APPROVED:	Adm. Servs. _____	Laboratory _____
Director _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Adm. * _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-Inv. _____	Inspection _____	Rec. Mgnt. _____
Exec. AD-LES _____	Intell. _____	Tech. Servs. _____
		Training _____

VI. CRIME RESISTANCE

It was the consensus of both groups that the FBI is addressing on a daily basis crime resistance. It was recognized that a separate program does not exist even though there are numerous FBI activities ongoing in this area. It was agreed that crime resistance was being addressed but not monitored and tracked.

RECOMMENDATION:

1. That no formalized crime resistance program be established beyond the present efforts; however, the Office of Congressional and Public Affairs should formulate procedures to better monitor and capture those efforts that are presently being accomplished.

*\* Rel. Mr. Young  
 J.C.*

*This sounds like a cop-out -  
 we want a significant effort*

APPROVED:	Adm. Servs. _____	Laboratory _____
Director _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Adm. * _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-Inv. _____	Inspection _____	Rec. Mgnt. _____
Exec. AD-LES _____	Intell. _____	Tech. Servs. _____
		Training _____

In addition to the above agenda items, Group B discussed other areas initially identified in the general session. There was no general consensus concerning these topic matters nor was there general discussion and consensus as to agreement on the recommendations set forth in the Group B summary report.

*not a paper smoke screen - it can be limited  
 in scope but it must be real and measurable. WAW*

~~SECRET MATERIAL ATTACHED~~

~~SECRET~~

EXECUTIVES CONFERENCE RETREAT  
ASPEN INSTITUTE AT WYE PLANTATION

11/15-17/83

GROUP A  
DISCUSSIONS AND RECOMMENDATIONS

GROUP MEMBERS:

Mr. Young, Group Leader  
Mr. Colwell  
Mr. Geer  
Mr. Glover  
Mr. Laster  
Mr.   
Mr. Monroe  
Mr. Revell  
Mr. Haynes  
Mr.

b6  
b7c

I. The Office of the Director

The role of the Director was discussed concerning two aspects; his external role concerning his contacts with the law enforcement community, congress and the media; and internally with regard to his role and responsibilities to DEA and the Intelligence community.

With regard to the Director's role within the law enforcement community, it was discussed and agreed upon that prior to the Director's involvement in a specific issue of concern within the law enforcement community, that an assessment should be made as to whether or not the position taken will enhance the law enforcement community and the FBI. It was further discussed that definite issues should be identified in areas of concern within the law enforcement community that the Director can support. These issues should represent a consensus within the law enforcement community.

It was discussed that a vehicle should be established to monitor conferences and/or meetings within the law enforcement community wherein the Director's attendance could enhance the relationship between the FBI and the law enforcement community. The consensus of the group supported a more active role by the Director within the law enforcement community, but recognized

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that time constraints would necessitate a thorough selection process to identify those most conducive to enhancement of the relationships. It was further believed that this active role would enhance the role of the national law enforcement community.

Concerning how the Director can be more effective externally, it was generally agreed that in dealing with Congress there has been a diminished effect due mainly to the preoccupation with the confirmation of the Administrator of DEA, which has consumed an inordinate amount of time addressing this single issue. It was generally agreed that there is a misconception or misunderstanding of the roles of the FBI and DEA within Congress. It was relayed that there is a belief within Congress that the two agencies are working at cross purposes rather than in concert. It was pointed out and discussed that there is a definite need to establish a higher profile within Congress of the role of DEA and attempt to heighten DEA status within Congress and an appreciation of the FBI's specific role.

Concerning the media contact, it was discussed that there should be a reemphasis of the fact that the Director is the leading spokesman and leader of the FBI and that the media contacts not be diluted so that a misconception is developed that the FBI and DEA are fragmented with individuals speaking for themselves or isolated divisions.

Concerning the Director's role with regard to DEA, it was agreed that the Director must be recognized as responsible for both agencies. However, his role should be in policy matters so as not to dilute the Administrator's role.

Concerning the internal role, it was recognized and generally agreed that there must be an attempt to address the conflicting policies concerning operations between the two agencies. It was discussed that each has concurrent jurisdiction, however, their operational policies are conflicting and incompatible. It was recognized and agreed upon that we need to move forward in the areas of policy formulation in order to have consistency in joint operations.

With respect to the role the Director should play within the intelligence community, it was recognized by the Director that his role has, in fact, been limited. It was further discussed that due to the numerous committees and agencies within the intelligence community, it was difficult to identify those that should receive the Director's attention.

RECOMMENDATIONS:



Law Enforcement Community

1. That a means be established within the Director's office to monitor and identify conferences within the law enforcement community where the Director's attendance would enhance the FBI's relationship within that community.

2. That the feasibility of identifying the top ten or twelve law enforcement officials within the United States for the purpose of soliciting their views and input on sensitive issues of mutual concern, be made to enhance the relationship.

Congress

1. That efforts be initiated to increase Congressional contacts to fully explain and define the roles and interaction of FBI and DEA.

Media

1. That we insure that major media interviews give proper focus to the leadership of the FBI, that we continue to commit the Director to significant and high profile interviews (such as recent joint interview requests by AP, UPI and Reuters).

Internally - DEA

1. That continued efforts be made to resolve conflicting policies in operational procedures of each agency in order to more effectively address concurrent jurisdiction matters.

Intelligence

1. That Divisions 5 and 6, and DEA identify and recommend areas within the intelligence community that should be addressed to more effectively define and enhance the role of the Director in this area.

II. Executives Conference

The group was in full agreement that the Executive Conference in its present role does not serve a efficient purpose at this time. It was recognized that the Executive breakfast was not the proper forum for meaningful discussions, however, should be continued in order to foster interpersonal relations.

RECOMMENDATIONS:

1. That consideration be given to utilize the Executive Conference to discuss controversial areas and formulate recommendations of courses of action for the Director's consideration. That in order to make the conference more meaningful, periodic conferences would be held with a structured agenda addressing identified issues.

2. That an individual be appointed to act as secretary in order to develop and collect issues for the conference and to monitor and follow-up on recommended actions.

III. Special Agents in Charge (SACs)

It was generally concluded that there should be an increase in SACs' managerial authority which can only be accomplished in a "trickle down" effect. It was discussed that in consideration with the need to further identify areas where delegation of authority downward would be appropriate, these areas so identified would, in effect, increase management responsibilities. It was recognized and agreed upon that this increased responsibility would necessitate increased accountability for their resources, necessitating thorough detailed performance appraisal.

Discussion regarding the SAC's conference resulted in several recommended topics. It was suggested that a short briefing be given on the accelerated automation process, a briefing on resident agency study results, and an update on the polygraph utilization issue. It was further discussed that consideration should be given to having a session on FCI and how we can better utilize resources assigned. Additionally, in view of the 1984 Olympics and national political conventions, it was recommended that international terrorism be allocated time.

RECOMMENDATIONS:

1. That an advisory group of selected SACs be selected to assist the Director and Headquarters Executives in consideration of policy issues of concern to the field.

2. That consideration be given for a topic at the SACs conference encompassing a briefing on accelerated automation process; RA study results and an update on polygraph utilization issue.

3. That consideration be given that a topic of the SAC conference be a discussion by an SAC successful in FCI operations on how better to utilize resources assigned and any other ideas on investigative direction and techniques.

#### IV. The Decision Making Process

It was expressed by the Director that he believes that he has seen enormous amounts of material which are not really necessary. He expressed concern about this burden and questioned whether or not there is some means available to streamline and reduce the flow. It was discussed and generally agreed upon that at the present time there is a dire need to better summarize material sent to executives. It was further agreed upon that there is too much paper flow and a lack of knowledge of whether or not the documents forwarded are meaningful. It was expressed that the Assistant Directors, EADs, and Director should concern themselves with issues rather than dealing with paper minutia.

It was discussed and agreed upon that there are presently numerous areas wherein decisions are being made at too high a level. It was recognized that at the present time there is a lack of appreciation for what needs to be forwarded to the Director's Office. The Director stated that in matters sent to him, they should be self-explanatory as to what in the documents is significant and why he should see it. He stated these questions should be asked by the ADs prior to submission of paperwork upward. He stated he believed that each Assistant Director should review items that are going up for approval and question whether or not they should be forwarded rather than just routinely sent up.

#### RECOMMENDATIONS:

1. That each AD review and analyze information and data being sent to the Director to identify those areas that could be streamlined. The ADs should analyze whether the paperwork is decision making, concerns policy, and what are appropriate approval levels.
2. That the Director identify and advise EADs and ADs of areas that he has noted can be streamlined from his perspective.
3. That ADs review areas within their divisions to identify matters where authority and/or responsibilities can be further delegated, and upon completion of this review, forward appropriate recommendations to institute necessary changes.
4. That each division prepare information memorandum with succinct summaries of division activities to be forwarded to the Director at an interval perscribed by the Director.

#### V. FBI/DEA Organizational Relationship

The group was in general agreement that there existed a need for cross training of selected individuals within DEA and FBI. It was agreed that a program of this nature would be beneficial to both agencies in order to develop expertise and enhance relationships. Numerous areas of exchange were suggested within the areas of legal division, laboratory division, inspection division and operational areas. It was agreed that this action should first be reviewed by Legal Counsel to identify any legal restraints that may exist. It was further agreed upon that this action should be a career board action in recognition of excellent service. Concerning this exchange, it was noted and agreed upon that proper security clearances be obtained prior to any exchange and that a specific number and time period be established prior to the implementation of this exchange.

The group expressed interest of an exchange program in each area of responsibility at the supervisory and below level. It was further discussed that there existed a need for executive level personnel within the FBI to receive training in the narcotics operations.

RECOMMENDATIONS:

1. That consideration be given to establishing an exchange program encompassing identified areas of mutual interest, and that a committee be established to formulate this exchange program.
2. That prior to implementation, Legal Counsel review the proposal for legal considerations.
3. That if this plan is approved that the selection of the individuals be a Career Board action.
4. That executive level FBI personnel receive introductory training in narcotics operations.

VI. Crime Resistance

The group was in agreement that although crime resistance as a program is not formally designated, it is in fact being addressed on a daily basis. There was total agreement that information was being given to communities concerning crime resistance in speeches, bank robbery seminars, explorer scouts contacts, terrorism seminars, and technology transfer seminars. A further example of crime resistance was cited wherein the Director made a speech to the group Parents Against Drugs, wherein he relayed information on how to prevent and recognize this problem.

It was agreed upon that crime resistance was being addressed but not monitored and tracked and it was a general agreement that it need not be.

RECOMMENDATIONS:

1. That no formalized crime resistance program be established beyond the present efforts because of lack of resources available to monitor and formulate such a program.

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EXECUTIVE CONFERENCE RETREAT  
WYE PLANTATION  
NOVEMBER 15 - NOVEMBER 17, 1983

GROUP B  
DISCUSSIONS AND RECOMMENDATIONS

GROUP MEMBERS:

Mr. Mintz, Chairman  
Mr. Mullen  
Mr. Otto  
Mr. Boyd  
Mr. Groover  
Mr. McKenzie  
Mr. Parker  
Mr. Stames  
Mr.   
Mr. Hotis  
Mr.   
Mr.

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b7c

I. HOW THE DIRECTOR CAN BE MORE EFFECTIVE EXTERNALLY AND INTERNALLY

It was concluded that: (1) the Director should be freed of many administrative and operational tasks which he now performs; (2) he should now shift his focus from the day to day running of the FBI to broader policy and leadership concerns thus enhancing his position as Director of the FBI as well as his role as the number one Law Enforcement official in the United States. This new emphasis would include additional contacts with the Congress, press, and local law enforcement officials. Although the group was of the opinion that the Director is currently very effective in his relationship with Congress and the media, it was the opinion of the group that the Director could expand his effectiveness by increasing his contacts with local law enforcement and by allowing more time for congressional and other public liaison.

The group discussed whether the Director should take public positions on various issues impacting on law enforcement

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and concluded the Director should take positions on carefully selected issues to demonstrate his leadership of the law enforcement community.

The general consensus of the group was that the Director should become more involved in the policy making process of the intelligence community through participation and development of a leadership role in intelligence community matters and through selective contacts with foreign intelligence officials. The group concluded that the Director should develop a more public leadership image in the Intelligence Community.

The group concluded that in order for the Director to have the opportunity to project higher visibility in the intelligence community and the law enforcement community, the position of Associate Director of the FBI should be filled. With the appointment of an Associate Director, the day to day operation of the FBI could be handled by this individual, with the concurrence of the Director, thus freeing the Director to become more involved in broader national concerns.

## II. THE EXECUTIVES CONFERENCE

The group discussed the history of the Executives Conference as well as the current status of the Executives Conference. It was the consensus of the group that in the beginnings of the Executives Conference, specific agenda was set for each meeting. FBI problems were discussed and long range policies for the FBI were devised and recommended to the Director. It was the conclusion of the group that currently the Executives Conference does not have specific agenda and is now principally used to brief the Director on operations and various problems being confronted by members of the Executives Conference. It was the consensus of the group that the Executives Conference should be continued and that the Director or his designee should set specific agenda topics to be addressed by the Conference followed by recommendations to the Director.

## III. THE SPECIAL AGENTS IN CHARGE - MANAGERIAL RESPONSIBILITIES ACCOUNTABILITY AND PERFORMANCE APPRAISAL

The group concluded that the current policy whereby SACs are held accountable for utilization of Field Office resources is adequate. Additionally, it was the conclusion of the group that current methods for performance evaluation of SACs are sufficient for determining the performance of an SAC. The group concluded that, before Performance Appraisal of an SAC or other

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methods for holding him accountable for utilization of resources were changed, a study should be conducted to establish objective standards of performance expected of an SAC.

The group further discussed possible agenda for the March, 1984 SACs Conference and the consensus was that consideration should be given to explaining FBI policy and goals as they relate to FBI Field Offices, large and small, in view of the fact that SACs in some smaller offices believe that their problems are not being given sufficient consideration. Additionally the group concluded that more participation by SACs in planning the conference agenda was needed in order to overcome the perception that this conference was an FBIHQ presentation. The group concluded that it was very important to discuss at this conference the security of FBI space throughout the country in view of the recent increase in terrorist activities. The group concluded that there was a need to discuss FBI policies regarding utilization of Undercover Operations in order to make a determination whether current policies were too stringent or stifle the utilization of this technique or whether additional cautions in using the technique are needed. It was also pointed out by the group as a whole that FBI employees are quite concerned regarding the demise of benefits under the SAMBA health insurance program and therefore this situation should be discussed at the conference. Finally, in view of the fact that this conference will include DEA SACs, as it has in the past, it was the consensus of the group that fewer joint meetings be held in order to allow FBI SACs to voice specific FBI problems in meetings only attended by FBI personnel.

#### IV. THE DECISION MAKING PROCESS

The overall consensus of the group was that decision-making should be delegated to lower authority levels within the FBI, to include authority to expend funds, and to use consensual monitorings. The consensus of the group was that authority for international travel should remain with the EAD. With regard to decision making as it relates to overall FBI policy, the group was of the opinion that steps should be taken to reduce the volume of communications which the Director currently has to see. It was the consensus of the group that a synopsis of proposed policy changes be presented to the Director and that if he wished further information on these contemplated policy changes, he could obtain it from the appropriate Assistant Director prior to the policy being implemented or could deny authority to change the policy.

#### V. FBI/DEA ORGANIZATIONAL RELATIONSHIP

The group discussed the exchange of personnel between the FBI and DEA. It was the consensus of the group that this

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exchange would be beneficial to both Agencies and that at least in the initial stages, personnel exchanged should be strictly on a voluntary basis. The group further discussed the submission of the FBI and DEA's annual budget. It was the consensus of the group that there is a need for coordination between the two agencies during the preparation of these budgets. Additionally, the group discussed current plans that are ongoing for the development of the FBI/DEA relationship and it was the consensus of the group that there is a need to ensure that the Director and other appropriate officials are kept aware of the development of these plans. The group discussed the need for the development of a compatible communications system for the FBI and DEA and it was the conclusion of the group that an expert third party should be hired to review and make recommendations to resolve this situation.

#### VI. FBI COMMUNICATIONS

The group concluded there is a need to improve the means by which FBI instructions, policies, and procedures are communicated. However, it was the determination of the group that [redacted] is reviewing this situation and it was recommended that prior to any decision, Mr. [redacted] findings be considered. It was the consensus of the group that there is no major problem with regard to coordination of communications between various Headquarters Divisions as it relates to various FBI policies and procedures.

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b7c

#### VII. SURFACING OF CREATIVITY AMONG FBI EMPLOYEES

The group discussed the fact that there is a need to get all employees of the FBI involved in further developing a better FBI and it was the consensus of the group that this could be done by encouraging employees to become involved in surfacing and solving FBI problems. It was the opinion of the group that the FBI has a cadre of very professional employees with a wide range of experience and expertise that should be identified and utilized in resolving FBI problems at every level.

#### VIII. PRIDE IN THE FBI

It was the consensus of the group that there is a high degree of Espirit de Corps in the FBI which is directly attributable to the standards required and the caliber of FBI employees. It was the consensus of the group that this pride in the FBI could be reinforced by personal recognition of individuals who have done exceptional work; by advising employees of the importance of what they have done in a particular situation;

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and, as was discussed in Issue VII, by utilizing FBI employee expertise in solving the problems of the FBI.

IX. FORWARD PROGRESS OF THE FBI

During discussions, the group concluded that today's FBI is not in a state of inertia, but in fact is moving ahead and continuing to grow on a daily basis through dynamic ideas and future planning.

X. RELATIONSHIP WITH THE DEPARTMENT OF JUSTICE

It was the consensus of the group that in view of the Director's personal and official relationship with the Attorney General, there are no organizational problems between the FBI and the Department of Justice. However, it was the conclusion of the group that some United States Attorneys are attempting to take control of FBI investigative resources, particularly in the area of drug enforcement and that, though the FBI should cooperate in law enforcement coordinating committees and drug task forces, the FBI should continue to control use of its resources.

XI. CRIME RESISTANCE

It was the consensus of the group that the FBI does have a very viable Crime Resistance Program. However these efforts are scattered throughout the FBI in various program areas and need to be identified, the results consolidated and studied. Through this consolidation and study, the FBI would be able to demonstrate what it has done, what it is doing and can plan for what it could do in the future in the area of Crime Resistance.

RECOMMENDATIONS (RE: ISSUE I):

The group recommends that:

1. The Director appoint an Associate Director to assist him in the day to day operation of the FBI. This recommendation did not intend or contemplate any other change in the Executive organization of the FBI.

2. That the Director enlarge his national leadership role in the law enforcement community and intelligence community through public appearances, meetings with Congress, the press and others.

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3. That the Director's role within the FBI be changed by reducing his day-to-day operational responsibilities and increasing the opportunity for him to focus on broad policy issues and future planning for the FBI.

4. That attempts be made to bring about legislative changes where necessary to give the Director more discretion as to those responsibilities he may delegate and those he reserves to himself.

5. That at some point in time the Director should provide for the benefit of the organization, his personal views on what he considers the role of the Director to be, based on his tenure as the Director.

RECOMMENDATIONS (RE: ISSUE II):

The group recommended that the Executives Conference be continued but that the Director or his designee provide an agenda for each meeting of the conference.

RECOMMENDATIONS (RE: ISSUE III):

The group recommended that there be a study to determine what an SAC should be doing in order to fulfill his role. This study should include a determination as to what makes an effective SAC and, what is the role of a SAC. Recommendations were made as to the agenda for the March, 1984 SAC conference and included: (1) fewer joint FBI/DEA meetings in order that discussions regarding FBI problems can be held during FBI-only sessions; (2) Discussion of FBI national policies as they relate to all Field Offices, thus the impression that smaller FBI Field Offices are not considered sufficiently in devising policies; (3) the need to discuss the demise of SAMBA health program benefits; (4) the need for more input from SACs in order to overcome the impression that this conference is an FBIHQ presentation; (5) in order to obtain additional input from SACs as to the agenda for this conference, it was recommended that input be obtained on a regional basis from the SACs in the manner that input is obtained from street Agents who meet with the Director; (6) it was recommended that the security of FBI space throughout the United States be discussed in view of recent terrorist activities; and, (7) it was recommended that there be discussions regarding the Undercover technique in order to determine if current policies relating to UCOs are too stringent or are stifling the utilization of this technique or should be changed in some other way.

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-7-

RECOMMENDATIONS (RE: ISSUE IV):

It was recommended by the group that new procedures be devised whereby the Director could be advised of policy changes being contemplated by FBIHQ Divisions without his having to review each and every communication in detail. It was further recommended that the original document which would be used to bring about the policy change be attached and tabbed to a daily summary of proposed policy changes, leaving the Director the option to allow the policy to be implemented or not to allow the policy change to be made in the absence of his personal approval.

RECOMMENDATIONS (RE: ISSUE V):

1. The group recommended that there be an exchange of FBI/DEA personnel on a strictly voluntary basis.
2. The group recommended that there be coordination between the FBI and DEA throughout the preparation of their annual budget submissions.
3. It was recommended that an expert third party be hired to review the communications problem currently existing between the FBI and DEA in order that this situation can be resolved.

RECOMMENDATIONS (RE: ISSUE VI):

It was recommended that prior to any action being taken with regard to the preparation of FBI communications, that the results of a study being conducted by  be reviewed.

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RECOMMENDATIONS (RE: ISSUE VII):

It was recommended that the FBI, as a whole, utilize all of its employees and their varying expertise in solving problems, devising policy, changes in policy and development of new procedures. The group recommends that both Agent and Support personnel be called upon as resources for creative approaches to problems being faced by today's FBI.

RECOMMENDATIONS (RE: ISSUE VIII):

The committee recognized the fact that pride in the FBI among its employees is extremely high and that improvement in this area could be obtained by the implementation of recommendations set forth in issue number VII and by making FBI employees aware of the fact that their job is important, particularly when their efforts result in a success for the FBI.

~~SECRET~~

~~SECRET~~

-8-

RECOMMENDATIONS (RE: ISSUE IX):

No recommendations were made.

RECOMMENDATIONS (RE: ISSUE 10):

The group recommended that the FBI be watchful with regard to United States Attorneys attempting to take control of FBI investigative resources, particularly as it relates to narcotics investigations and to resist such efforts.

RECOMMENDATIONS (RE: ISSUE XI):

That the Office of Congressional and Public Affairs prepare a memo describing the history of the Crime Resistance Program in the FBI and identify those other activities in which the FBI provides support to such programs ( for example, narcotics control, child abuse, and parental kidnapping) and make recommendations as to how those activities may be identified with the Crime Resistance effort. Recommendations also should be made regarding whether the "Crime Resistance" Program should be continued as a separate function in the FBI.

~~SECRET~~

25

January 31, 1984

TO: MESSRS. COLWELL  
OTTO  
BAYSE  
GEER  
GLOVER  
GROOVER  
MC KENZIE  
MINTZ  
MONROE  
O'MALLEY  
REVELL  
STAMES  
YOUNG  
HOTIS

[Redacted]

MURRAY

MISS [Redacted]

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b7c

RE: ~~EXECUTIVE CONFERENCE RETREAT~~  
NOVEMBER 15 - 17, 1983

I have approved a number of recommendations growing out of the 1983 ~~Executives~~ Conference Retreat and have asked Lee Colwell to follow their implementation. Some are closely related or have parallel interests and to avoid confusion I have restated the recommendations in a more succinct manner. In those instances where there is overlapping responsibilities, I have designated one person to coordinate the implementation.

Please provide Mr. Colwell with the status report on your progress in implementing the following recommendations by 5/1/84

V-95 DE-188 66-2554-1304

1. That the Executive Assistant Director-Law Enforcement Services as Chairman of the Career Board in conjunction with the Criminal Investigative Division, Legal Counsel Division, and DEA, review the status of FBI personnel detailed to DEA and make appropriate recommendations concerning their status.

FEB 15 1984

2. That an FBI/DEA exchange program be established and participants be identified by the Career Board.

3. That the Executive Assistant Director-Administration establish a small group to monitor FBI/DEA interaction progress to identify and resolve problems.

Exec AD Adm. \_\_\_\_\_  
Exec AD Inv. \_\_\_\_\_  
Exec AD LES \_\_\_\_\_  
Asst. Dir.:  
Adm. Servs. \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_  
Ident. \_\_\_\_\_  
Insp. \_\_\_\_\_  
Intell. \_\_\_\_\_  
Lab. \_\_\_\_\_  
Legal Coun. \_\_\_\_\_  
Off. Cong. & Public Affs. \_\_\_\_\_  
Rec. Mgnt. \_\_\_\_\_  
Tech. Servs. \_\_\_\_\_  
Training \_\_\_\_\_  
Telephone Rm. \_\_\_\_\_  
Director's Sec'y \_\_\_\_\_ MAIL ROOM

SENT FROM D. O.  
DATE 2/6/84  
BY [Signature]

4. That the Assistant Director, Criminal Investigative Division, coordinate introductory training in narcotics matters to executive level personnel.

5. That the Executive Assistant Director-Administration and the Assistant Director, Administrative Services Division, initiate the coordination between the FBI and DEA annual budget process.

6. That additional emphasis be placed on current efforts to resolve conflicting policies and operational procedures of FBI and DEA to more effectively address jurisdictional matters.

7. That the Assistant Director, OCPA, continue to arrange interviews between the leadership of the FBI and the major media so that we may inform the public of the FBI's role in law enforcement and not focus on individual accomplishments or personalities.

8. That the Assistant Director for OCPA in conjunction with the Executive Assistant Director-Law Enforcement Services identify issues and forums so that I may better advance the FBI's views in the congressional, law enforcement and intelligence communities and thereby enhance the FBI's national leadership role and define FBI/DEA interactions.

9. That the Executive Assistant Director-Administration identify and initiate action for legislative change to permit me more discretion in delegating specific responsibilities that may appropriately be delegated.

10. That the Executive Conference Breakfast be continued in its present format but with greater emphasis on briefings by individual divisions to keep all members broadly informed.

11. That the Executive Assistant Director-Administration assisted by my Special Assistants identify and develop issues for the Executive Conference Breakfast and when appropriate notify members in advance so that they can be prepared to present arguments.

12. That members of the Executive Conference be alert to areas in the decision-making process that can be streamlined or where authority can be placed at a lower level.

13. That each member of the Executive Conference alert me to information and data routinely sent to my office that may not require my review so that I may determine if such material should no longer be routed to me.

14. That OCPA formalize the Crime Resistance Program so that our actual efforts and accomplishments can be defined.

William H. Webster  
Director

Memorandum



Exec AD Inv. \_\_\_  
 Exec AD Adm. \_\_\_  
 Exec AD LES \_\_\_  
 Asst. Dir.:  
 Adm. Servs. \_\_\_  
 Crim. Inv. \_\_\_  
 Ident. \_\_\_  
 Intell. \_\_\_  
 Laboratory \_\_\_  
 Legal Coun. \_\_\_  
 Plan. & Insp. \_\_\_  
 Rec. Mgnt. \_\_\_  
 Tech. Servs. \_\_\_  
 Training \_\_\_  
 Public Affs. Off. \_\_\_  
 Telephone Rm. \_\_\_  
 Director's Sec'y \_\_\_

To : Mr. Colwell

Date 4/20/84

From :

[Redacted] WSH

Subject : STATUS REPORT ON IMPLEMENTATION OF  
EXECUTIVE CONFERENCE/RETREAT RECOMMENDATIONS

By memorandum dated January 31, 1984, the Director asked members of the Executive Conference to report by May 1, 1984, on progress in implementing approved recommendations of the Executive Conference Retreat. This note reports progress on items 10 and 11 in that memorandum:

"10. That the Executive Conference Breakfast be continued in its present format but with greater emphasis on briefings by individual divisions to keep all members broadly informed.

"11. That the Executive Assistant Director-Administration, assisted by my Special Assistants, identify and develop issues for the Executive Conference Breakfast and, when appropriate, notify members in advance so that they can be prepared to present arguments."

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STATUS

The Conference has been briefed 14 times since January on a variety of topics (list attached). Six FBI Divisions, OCPA, and two other organizations (DEA and Secret Service) have made presentations.

Programs generally fall into one of three categories:

- Informational briefings
- Management initiative reviews
- Discussion sessions regarding Bureau direction or policy

The suggested outline for management initiative review presentations is attached.

Enclosure

- 1 - Mr. Colwell
- 1 - Mr. [Redacted]

WSH:cew (3)  
 MAY 16 1984

66-2554-13042  
 file

17 APR 24 1984

CONTINUED - OVER

Off. of Cong. and Pub. Aff.  
 PERS. REC. UNIT



Memorandum [redacted] to Mr. Colwell  
RE: STATUS REPORT ON IMPLEMENTATION OF  
EXECUTIVE CONFERENCE RETREAT RECOMMENDATIONS

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EVALUATION

Executive Conference presentations since January have generally been of the first two types noted above. The one "discussion" session (regarding SES legislation) was successful due to a carefully prepared presentation and advance circulation of key facts and issues. These meetings have served well to improve the flow of information within top management of the FBI.

In the coming months, more sessions should involve discussion. The key is identifying issues which are appropriate for this forum.

OUTLINE FOR EXECUTIVES CONFERENCE PRESENTATIONS

1. Problem Identification

- What was the origin of the initiative or development? Was it in response to a field request, changing circumstances, or changing technology?
- How did you decide on this approach? What alternatives were considered? Why were they discarded?
- What standards or criteria for success did you establish?

2. Development and Implementation

- How was the initiative developed? Who was involved?
- When and how were your ideas presented to other interested divisions or field offices? How did their input modify your approach?
- How was the initiative implemented? Were there further adjustments after implementation?
- What resources were required? What changes in policy or law were required, if any?

3. Evaluation

- Evaluate experience to date:
  - Is it working as expected?
  - Are all parties satisfied?
  - What further improvements can be made?
- How are you measuring success?
- What further resources are needed? What is the effect if they are not allocated?
- What conclusions can be drawn from the origin, development, and implementation of this initiative? Extrapolating from your own involvement, can you see ways in which a similar approach might benefit other areas within the FBI?

66-2554-13042  
ENCLOSURE

1984 EXECUTIVE CONFERENCE MEETINGS

<u>DATE</u>	<u>PRESENTOR</u>	<u>TOPIC</u>
1/3	Technical Services Division	Organized Crime Information Systems
1/17	Identification Division	Management Initiatives Resulting in Improved Work Product & Decreased Employee Attrition
1/31	Drug Enforcement Administration	Overview of Drug Problem in the U.S.
2/7	Records Management Division	Security Awareness
2/14	Office of Congressional & Public Affairs - Administrative Services Division	Senior Executive Service Legislation
2/28	Secret Service	Liaison Between FBI & Secret Service
3/6	Identification Division	Impact of New Technology in Fingerprint Identification
	Executive Assistant Director-Administration	Western Regional Conference Center
3/13	Administrative Services Division	National Applicant Recruiter Program
3/20	Inspection Division	Preview of SAC Conference
4/3	Training Division	Construction of New Buildings at Quantico
4/10	None	General Discussion
4/17	Office of Congressional & Public Affairs	Serial Killings (film)
4/24	Executive Assistant Director-Law Enforcement Services	Report on SAC Conference and Street Agents Advisory Committee
5/1	Office of Congressional & Public Affairs	Uniform Crime Report

66-2554-13042  
ENCLOSURE

# Memorandum



Exec AD Adm. \_\_\_\_\_  
 Exec AD Inv. \_\_\_\_\_  
 Exec AD LES \_\_\_\_\_  
 Asst. Dir.:  
 Adm. Servs.  **1**  
 Crim. Inv. \_\_\_\_\_  
 Ident. \_\_\_\_\_  
 Insp. \_\_\_\_\_  
 Intell. \_\_\_\_\_  
 Lab. \_\_\_\_\_  
 Legal Coun. \_\_\_\_\_  
 Off. Cong. & Public Affs. \_\_\_\_\_  
 Rec. Mgnt. \_\_\_\_\_  
 Tech. Servs. \_\_\_\_\_  
 Training  **1**  
 Telephone Rm. \_\_\_\_\_  
 Director's Sec'y \_\_\_\_\_

To : Mr. O'Bozo

Date 5/16/84

From : J. D. McKenzie

Subject : EXECUTIVE MANAGEMENT TRAINING  
6/26-27/84  
FBI ACADEMY

EXECUTIVE Conference

**PURPOSE:** [redacted] has been a lecturer in our executive management programs for approximately seven years. He is [redacted] management consultant firm of Keilty, Goldsmith, and Boone located in LaJolla, California. In consulting with [redacted] on executive management training, he offered to arrange, free of charge, a roundtable meeting with members of the FBI Academy, vice presidents and directors of some of the nation's most prominent corporations. This will be a day-and-a-half seminar which he will facilitate to provide the FBI the opportunity to exchange ideas and learn the state-of-the-art of executive management training being presented in the private sector.

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### RECOMMENDATIONS:

(1) That this developmental roundtable meeting be approved.

*6/22/84  
 Director orally  
 approved by  
 phone. A*

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
 Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
 Exec. AD-Adm. \_\_\_\_\_ Rec. Mgnt. \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

*6/25/84  
 To file with  
 my RLS of 5/22  
 6/13 attached.  
 A*

(2) That invitations be extended to the individuals identified by [redacted] who have indicated an interest in participation in this seminar. (A list of participants is attached.)

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
 Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
 Exec. AD-Adm. \_\_\_\_\_ Rec. Mgnt. \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

*66-2554-13042X*  
**JUL 6 1984**

- 1 - Mr. O'Connor (QT-detached)
- 1 - Mr. Stewart (QT-detached)
- 1 - Mr. Monroe (QT-detached)

RMA:sph  
**53 DEC 11 1984**

CONTINUED OVER

(Rev. 1/26/84)

Federal Bureau of Investigation  
Executive Assistant Directors

6/27 1984

- Director
- EAD-Adm.
- EAD-Inv.
- Ident. Div.
- Training Div.
- Adm. Serv. Div.
- Records Mgt. Div.
- Intelligence Div.
- Criminal Inv. Div.
- Laboratory Div.
- Tech. Serv. Div.
- Legal Counsel Div.
- Inspection Div.

- Miss
- Office of Congressional & Public Affairs

b6  
b7c

- For Approp. Action
- For Your Approval
- Initial & Return
- Please Call Me
- For Information
- Per Conversation
- Please See Me
- See Comments (over)

*send to Bufiles*

- Mrs.
- Miss
- Miss

         M          Room         

Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*oef*  
\_\_\_\_\_  
John E. Otto  
Room 7110, Ext. 5555  
FBI/DOJ

(Rev. 1/26/84)

Federal Bureau of Investigation  
Executive Assistant Directors

6/13 1984

- Director
- EAD-Adm.
- EAD-Inv.
- Ident. Div.
- Training Div.
- Adm. Serv. Div.
- Records Mgt. Div.
- Intelligence Div.
- Criminal Inv. Div.
- Laboratory Div.
- Tech. Serv. Div.
- Legal Counsel Div.
- Inspection Div.

Miss   
Office of Congressional & Public Affairs

b6  
b7C

- For Approp. Action
- For Your Approval
- Initial & Return
- Please Call Me
- For Information
- Per Conversation
- Please See Me
- See Comments (over)

Mrs.   
Miss   
Miss

*6/25/84  
to file with this  
RIS attached  
A*

M Room

Remarks: *John - I have some additional commentary to provide on this. Also, for your approval.*

*Thank you*  
The addendum provides the documentation requested  
*John*  
John E. Otto  
Room 7110, Ext. 5555

DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
INTERNAL ROUTING/ACTION SLIP

TO	TL#	ROOM	NAME/TITLE	TO	TL#	ROOM	NAME/TITLE
③ ✓	214	7162	Director (info)		245	7427	Mr. Donahue
④ ✓	235	7142	Exec. Ass't. Dir. - Adm (info)		245	7427	Miss [ ]
	235	7116	Exec. Ass't. Dir. - Inv.		245	7427	Miss [ ]
② ✓	<del>235</del>	<del>7116</del>	<del>Exec. Ass't. Dir. - Law Enf.</del>		5448		Civil Disc. Review Unit I
	341	11255	Identification Division		5447		Civil Disc. Review Unit II
① ✓	Quantico		Training Division Mr. [ ]		5446		Civil Litigation Unit I
	234	6012	Administrative Services Div.		213	7338	Civil Litigation Unit II
	211	5829	Records Management Division		231	3648	Info & Privacy Acts Lit. Unit
	232	4026	Intelligence Division		245	7262	Legal Forfeiture Unit
	233	5012	Criminal Investigative Div.		Quantico		Legal Instruction Unit
	241	3090	Laboratory Division		231	3634	Legal Research Unit
	213	7159	Technical Services Division		314	6995	Freedom of Info Act (FOIA)
	245	7427	Legal Counsel Division		152	1B327	Mail Room
	213	7125	Inspection Division		244	6248	Reading Room
	235	7116	Ofc. of Cong. & Public Affairs		232	4843	INTD - Special Staff
					153	1262	Voucher Unit
							Mr.
							Ms.

I see no conflict of interest as long as there are no FBI obligations beyond meals and lodging for the participants, including Keilly, and Keilly has no separate agreements with the business people regarding this roundtable known to FBI personnel.

6/12/84  
to file with  
FBI  
at [ ]

- Call Me
- See Me
- Approp. Action
- Initial
- Per Inquiry
- For Your Info.
- Note & Return
- Record & Return
- See Reverse Side

Remarks: The expenditure of boat resources would be better justified in

Room \_\_\_\_\_ TL# \_\_\_\_\_ Phone \_\_\_\_\_ Date \_\_\_\_\_

FROM LEGAL COUNSEL

\* Jim - Great idea. Please modify memo per Mintz's advice & get approval & send to Director. [ ]

FBI/DOJ

the documentation if the memo  
explained how the Government  
will benefit, i.e. who will  
attend from the FBI.

JM  
5/22



Memorandum to Mr. Otto from Mr. McKenzie  
Re: EXECUTIVE MANAGEMENT TRAINING  
6/26-27/84  
FBI ACADEMY

DETAILS: Vice presidents and directors of executive management development from some of the nation's most prominent corporations including: IBM, Wang, Warner-Lambert, Southwestern Bell, Coca-Cola, Dun and Bradstreet, Citicorp, McKinsey and Company (nation's largest management consulting firm), and Martin Marietta are being invited to participate in an executive management training roundtable discussion to be held at the FBI Academy, June 26-27, 1984. Approximately 20 people will represent these corporations along with [redacted] who will facilitate the meeting.

The roundtable discussion will begin with a dinner at 5:00 p.m. on Tuesday, June 26, at the FBI Academy with the roundtable discussion scheduled from 8:30 a.m. to 4:30 p.m. on June 27. A tour of the FBI Academy facility will be provided the participants on June 27 prior to the roundtable discussion at their request.

This roundtable discussion idea originated with [redacted] who has been a lecturer in our executive management programs for approximately seven years. [redacted] of the management consultant firm of Keilty, Goldsmith, and Boone located in LaJolla, California. [redacted] is a consultant with all corporations participating in this program, and he has made initial contact which has indicated their willingness and interest in having an opportunity to exchange ideas regarding executive management training and development with the FBI.

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[redacted] will facilitate the discussion, and he will be coordinating the presentations by each corporation and providing the after dinner speaker on June 26. [redacted] recommended this roundtable discussion in order to provide the FBI an opportunity to exchange ideas and learn the state-of-the-art of executive management training being presented in the private sector. [redacted] also suggests that this opportunity could provide a network of people who have mutual concerns and may establish an open line of communication which will help enhance future executive training conducted by the FBI.

The only cost to the FBI will be one night's lodging and three meals at the Academy. SAs [redacted] Legal Counsel Division, and [redacted] Administrative Services Division, were consulted, and they advised that proposed roundtable discussion posed neither a legal nor contractual problem for the FBI. Indices review regarding participants and organizations were negative.

Memorandum to Mr. Otto from Mr. McKenzie  
Re: EXECUTIVE MANAGEMENT TRAINING  
6/26-27/84  
FBI ACADEMY

It is believed that captioned roundtable discussion will provide a rare opportunity for the FBI to learn the state-of-the-art of executive management training in private industry as well as developing liaison with prominent training executives. The ideas generated from this rare opportunity should assist us in the enrichment of our executive management training programs. Members of the Training Division who will participate in this seminar are primarily from the Management Science/Personnel Assessment Unit and the Education/Communication Arts Unit. These individuals are responsible for presenting programs for FBI managers in the Comprehensive Bureau Management Training Program and for law enforcement administrators in the Law Enforcement Executive Development Seminar and the National Executive Institute. This seminar will therefore be of direct benefit to the FBI in its continual updating and development of FBI and law enforcement executive management training programs.

NOTE: The Director and Executive Assistant Directors Colwell and Otto may wish to attend the dinner on June 26.

100 pg

DSI

The following addendum is in response to a routing slip from Legal Counsel Division which states, "I see no conflict of interest as long as there are no FBI obligations beyond meals and lodging for the participants, including [redacted]; and, [redacted] has <sup>separate agreements with the</sup> no business people regarding this roundtable, known to FBI personnel. The expenditure of government resources would be better justified in the documentation if the memo explained how the government will benefit; i.e., who will attend from the FBI."

[redacted] has been a lecturer at the FBI Academy for over seven years. The idea for this program was based on an experience Judge Webster related to me. He indicated that he had been in the Northwest, I believe Seattle, where he found leading members of the community, prominent businessmen, accountants, and lawyers, assisting the police department on a voluntary basis.

If you recall from [redacted] lecture to the Executives' Conference on the "Role of the Executive," the majority of management literature does not adequately address executive training, particularly in the area of law enforcement. Teaching executive management training is certainly one of our most difficult challenges, and we are constantly alert for new opportunities to expand our experience base.

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In discussing this problem with [redacted] he indicated that several of his corporate clients responsible for executive training may volunteer out of a sense of civic responsibility to assist us in the development of executive training programs. All of the individuals listed in this memorandum are clients of [redacted] is receiving no remuneration from the FBI and has merely volunteered, as have the corporate entities, to make presentations on how they in the business world approach the challenge of executive training. This roundtable discussion will provide an opportunity for faculty enrichment and the development of new resources for executive training in the FBI. All members of the Management Science and Personnel Assessment Unit will participate, as well as Training Division managers who have a role in executive training. Most of the resources that we have utilized to date in our executive management training programs have come from thinktanks such as the Hudson Institute, the academic community and prominent people in public institutions. We believe that the corporations involved in this exercise should provide some meaningful insight from the private sector. It is not unusual for prominent people to appear in our top-level management programs at either no cost or a fraction of their usual fees out of a sense of public duty. In this instance, I believe [redacted] is making a genuine attempt to assist us in our programs out of a sense of civic responsibility.

Based on all the information available, I see no conflict of interest in hosting this roundtable discussion, and an opportunity for the FBI to significantly benefit in its development of executive training.

ADDENDUM CONTINUED -  
page 5



APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____ <i>[Signature]</i>

ADDENDUM OF ASSISTANT DIRECTOR TRAINING DIVISION -- continued

Provided all 18 participants can attend, three meals will be provided for each at a total cost of approximately \$378 (\$21.00 per day per person). This amount exceeds the typical student cost at the Academy which is \$8.75 per day. In view of the fact that these executives will participate at no cost to the Government other than food and lodging, we have planned special meals for them while they are at the Academy. For your information, we do not normally assign a specific value to lodging at the FBI Academy.

APPROVED: WHL  
Director \_\_\_\_\_  
Exec. AD-Adm. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_

Adm. Servs. _____	Laboratory _____
Crim. Inv. _____	Legal Coun. _____
Ident. _____	Off. of Cong. & Public Affs. _____
Inspection _____	Rec. Mgnt. _____
Intell. _____	Tech. Servs. _____
	Training _____

JKH

PARTICIPANTS  
EXECUTIVE MANAGEMENT TRAINING  
6/26-27/84

CITICORP ACCEPTANCE CO., INC.

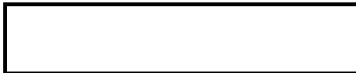


Advanced Management Development  
Citicorp Acceptance Co., Inc.  
666 Mason Ridge Center Drive  
Mail Station H  
St. Louis, MO 63141  
(314) 851-1845

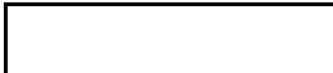


Citicorp Acceptance Co., Inc.  
666 Mason Ridge Center Drive  
Mail Station B  
St. Louis, MO 63141  
(314) 851-1680

COCA-COLA USA

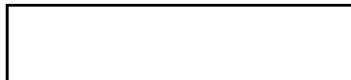


Human Resources Development  
Coca-Cola USA  
P.O. Drawer 1734  
Atlanta, GA 30301  
(404) 878-4104



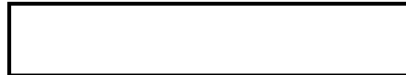
Human Resources Development  
Coca-Cola USA  
P.O. Drawer 1734  
Atlanta, GA 30301  
(404) 676-2120

DUN & BRADSTREET

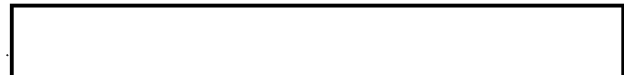


Management, Education  
& Performance Appraisal  
Dun & Bradstreet  
299 Park Avenue  
34th Floor  
New York, NY 10171

INTERNATIONAL BUSINESS MACHINES, INC.



Management Development Center  
IBM  
20 Old Post Road  
Armonk, NY 10504  
(914) 765-2094

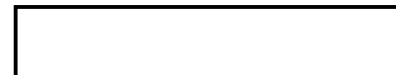


Management Development Center  
IBM  
20 Old Post Road  
Armonk, NY 10504  
(914) 765-2289

KEILTY, GOLDSMITH AND BOONE



Keilty, Goldsmith and Boone  
1298 Prospect Street  
LaJolla, CA 92037



Keilty, Goldsmith and Boone  
1298 Prospect Street  
LaJolla, CA 92037



Keilty, Goldsmith and Boone  
1298 Prospect Street  
LaJolla, CA 92037  
(619) 454-7162

MARTIN MARIETTA CORPORATION



Martin Marietta Corporation  
6801 Rockledge Drive  
Bethesda, MD 20817  
(301) 897-6235



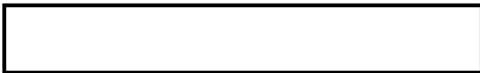
Martin Marietta Corporation  
6801 Rockledge Drive  
Bethesda, MD 20817  
(301) 897-6235

66-2554-1304EX

ENCLOSURE

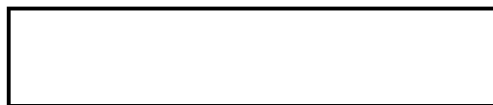
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b7c

MCKINSEY AND COMPANY



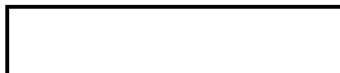
McKinsey and Company  
Three Landmark Square-1st Fl.  
Stamford, CT 06901  
(203) 324-4136

WARNER-LAMBERT COMPANY (con't)



Corporate Human Resources  
Warner-Lambert Company  
201 Tabor Road  
Morris Plains, NJ 07950  
(201) 540-2927

SOUTHWESTERN BELL



Southwestern Bell  
1010 Pine Street  
Room 1322  
St. Louis, MO 63101  
(314) 247-2196



Southwestern Bell  
1335 South Lindbergh  
2nd Floor  
Daughine Suite  
St. Louis, MO 63131  
(314) 394-6112

b6  
b7c

WANG LABORATORIES, INC.



Wang Laboratories, Inc.  
One Industrial Avenue  
Lowell, MA 01851  
(617) 459-5000

WARNER-LAMBERT COMPANY



Corporate Human Resources  
Warner-Lambert Company  
201 Tabor Road  
Morris Plains, NJ 07950  
(201) 540-2362

094

1 2

*mp*  
[Stamp]

6/15/84

UNCLAS

ROUTINE

\*F094ERR DL0DE HQ H0094 \*H0Y0TR 151736Z JUN 84

*KMM*  
*St*

FM DIRECTOR FBI

TO FBI DALLAS ROUTINE

ATTN: SAC KELLY

BT

*Executive Conference*

UNCLAS

~~NARCOTICS MATTER--TRAINING OF EXECUTIVE-LEVEL PERSONNEL~~

SINCE THE FBI OBTAINED CONCURRENT TITLE 21 NARCOTICS JURISDICTION, AN EXTENSIVE TRAINING PROGRAM HAS BEEN DEVELOPED AND PROVIDED TO FBI INVESTIGATIVE PERSONNEL. AS A RESULT OF RECOMMENDATIONS MADE AT THE LAST EXECUTIVE CONFERENCE RETREAT, THE DIRECTOR HAS TASKED THE CRIMINAL INVESTIGATIVE DIVISION, FBIHQ, TO COORDINATE WITH TRAINING DIVISION TO DEVELOP AN EXECUTIVE-LEVEL NARCOTICS TRAINING PROGRAM.

*dl*

THE FORMAT SELECTED FOR THIS TRAINING IS THE MAJOR CASE MANAGEMENT SEMINAR. TO PLAN AN EXECUTIVE CURRICULUM FOR THIS PROGRAM, A CONFERENCE WILL BE HELD AT THE FBI ACADEMY, QUANTICO, ON JUNE 20 AND 21, 1984.

*SMH/z*

WJF:LMBD [Stamp] 6/15/84 3076/6 5625

- 1 - MR. REVELL
- 1 - MR. CLARKE
- 1 - MR. RAMSEY
- 1 - MR. [Redacted]
- 1 - MR. [Redacted]
- 1 - MR. [Redacted]

DE-198

*66-2554-13043*

V-69

[Stamp] 16 JUN 19 1984

b6  
b7c

FEDERAL BUREAU OF INVESTIGATION  
COMMUNICATIONS CENTER  
JUN 22 1984  
FBIHQ

AUG 10 1984

DO NOT FILE WITHOUT COMMUNICATIONS STAMP

FBI/DOJ

DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
COMMUNICATION MESSAGE FORM

PAGE 2

CONTINUATION SHEET

PAGE TITLE DE HQ 0094 UNCLAS

SAC, DALLAS, HAS BEEN SELECTED TO ATTEND THIS CONFERENCE.

20 THE CONFERENCE WILL BEGIN AT 8:00 A.M. ON WEDNESDAY, JUNE 20,

18 AND SHOULD TERMINATE NO LATER THAN NOON ON THURSDAY, JUNE 21,

1984. TRANSPORTATION FROM FBIHQ TO QUANTICO WILL LEAVE THE

16 J. EDGAR HOOVER BUILDING AT 7:00 P.M. ON TUESDAY, JUNE 19,

1984. ATTENDEES SHOULD BE PREPARED TO DISCUSS POTENTIAL

14 PROBLEMS THE FBI EXECUTIVE FACES IN MAJOR NARCOTICS

INVESTIGATIONS.

12 BT

1

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JH  
JB

1 2

6/18/84

UNCLAS

IMMEDIATE

\*F#H#00 NY#DE HQ #0011 #H#YU#0 181449Z JUN 84

*Handwritten initials/signature*

FM DIRECTOR FBI

TO FBI NEW YORK IMMEDIATE

BT

*Executive Conference*

UNCLAS

~~NARCOTICS MATTER--TRAINING OF EXECUTIVE-LEVEL PERSONNEL~~

SINCE THE FBI OBTAINED CONCURRENT TITLE 21 NARCOTICS JURISDICTION, AN EXTENSIVE TRAINING PROGRAM HAS BEEN DEVELOPED AND PROVIDED TO FBI INVESTIGATIVE PERSONNEL. AS A RESULT OF RECOMMENDATIONS MADE AT THE LAST EXECUTIVE CONFERENCE RETREAT, THE DIRECTOR HAS TASKED THE CRIMINAL INVESTIGATIVE DIVISION, FBIHQ, TO COORDINATE WITH TRAINING DIVISION TO DEVELOP AN EXECUTIVE-LEVEL NARCOTICS-TRAINING PROGRAM.

THE FORMAT SELECTED FOR THIS TRAINING IS THE MAJOR CASE MANAGEMENT SEMINAR. TO PLAN AN EXECUTIVE CURRICULUM FOR THIS PROGRAM, A CONFERENCE WILL BE HELD AT THE FBI ACADEMY, QUANTICO, ON JUNE 20 AND 21, 1984.

*Handwritten initials/signature*

WJF:LMB

{?}

6/18/84

3076/6

5625

*Handwritten initials/signature*

- 1 - MR. REVELL
- 1 - MR. CLARKE
- 1 - MR. RAMSEY
- 1 - MR. MCWEENEY
- 1 - MR.
- 1 - MR.

DE-168

V155

*66-2554-13044*

16 JUN 20 1984

b6  
b7c

*R416*

13 AUG 23 1984

FEDERAL BUREAU OF INVESTIGATION  
COMMUNICATIONS CENTER

*157937-e*  
JUN 18 1984

DO NOT FILE WITHOUT COMMUNICATIONS STAMP

FBI/DOJ

DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
COMMUNICATION MESSAGE FORM

PAGE 2

CONTINUATION SHEET

STAFF REPORT NO DE HQ 0011 UNCLAS

ONE OF THE TOPICS THAT WILL BE DISCUSSED IS THE PROBLEMS  
CONNECTED WITH THE INSTALLATION AND USE OF TECHNICAL EQUIPMENT  
IN NARCOTICS INVESTIGATIONS. BECAUSE OF SA [REDACTED]  
EXPERTISE IN THIS AREA, HE HAS BEEN SELECTED TO ATTEND THIS  
CONFERENCE. THE CONFERENCE WILL BEGIN AT 8:00 A.M. ON  
WEDNESDAY, JUNE 20, AND SHOULD TERMINATE NO LATER THAN NOON ON  
THURSDAY, JUNE 21, 1984. TRANSPORTATION FROM FBIHQ TO QUANTICO  
WILL LEAVE THE J. EDGAR HOOVER BUILDING AT 7:00 P.M. ON  
TUESDAY, JUNE 19, 1984. ATTENDEES SHOULD BE PREPARED TO  
DISCUSS POTENTIAL PROBLEMS THE FBI EXECUTIVE FACES IN MAJOR  
NARCOTICS INVESTIGATIONS.

BT

1

DO NOT TYPE MESSAGE BELOW THIS LINE

DO NOT TYPE PAST THIS LINE

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b7c

# Memorandum



(last) 8/2/84

- Exec AD Inv.
- Exec AD LES
- Asst. Dir.
- Adm. Servs.
- Crim. Inv.
- Ident.
- Insp.
- Intell.
- Lab.
- Legal Coun.
- Off. Cong. & Public Affs.
- Rec. Mgnt.
- Tech. Servs.
- Training
- Telephone Rm.
- Director's Sec'y

To : MR. OLTO AND ALL ASSISTANT DIRECTORS

Date 6/26/84

From : LEE COLWELL

Subject : EXECUTIVE CONFERENCE RETREAT  
NOVEMBER 11-17, 1983

By memorandum dated 1/31/84, the Director requested that I coordinate the overall implementation of the recommendations deriving from the Executive Conference Retreat. In addition, I was specifically tasked with implementing several of the recommendations. To accomplish this, I need input from each division concerning these specific recommendations:

1. That the Executive Assistant Director-Administration identify and initiate action for legislative change to permit me more discretion in delegating specific responsibilities.
2. That members of the Executive Conference be alert to areas in the decision-making process that can be streamlined or where authority can be placed at a lower level.
3. That each member of the Executive Conference alert me to information and data routinely sent to my office that may not require my review so that I may determine if such material should no longer be routed to me.

Accordingly, each Assistant Director, with the exception of the Intelligence Division which previously submitted the requested information, provide me with appropriate material to address the above recommendations by 7/12/84.

DE-64 66-2554-113044X

4 JUL 4 1985

LC:wss (14)

11 . SEP 10 1985

RECEIVED  
File  
No Printing Necessary

Ident.	_____
Intell.	_____
Laboratory	_____
Legal Coun.	<u>RLC</u>
Plan. & Insp.	_____
Rec. Mgnt.	_____
Tech. Servs.	_____
Training	_____
Off. of Cong. & Public Affs.	_____
Telephone Rm.	_____
Director's Sec'y	_____

Exec AD Adm.	_____
Exec AD Inv.	_____
Exec AD LES	_____
Asst. Dir.:	
Adm. Servs.	_____
Inv.	_____

FBI/DOJ

8/15/84

Judge,

*R*

At the Executive Conference of August 14, 1984 you asked for an update on the status of American Friends and whether the FBI or DOJ could encourage a prompt resolution by JUDGE GREENE.

On June 25, 1984 a Motion for the Approval of the Records Retention Plan and Schedule was filed. This motion demonstrated that the FBI and NARS have remedied the three areas (destruction of "transitory" documents, exclusion of 18 new classifications of files and the "human rights" of those adversely affected) which the Circuit Court found defective in the 1977 file destruction plan.

On July 10, 1984 plaintiffs were granted an extension until September 5, 1984 to oppose. FBI or DOJ contact with the Court prior to plaintiffs' filing in opposition is inappropriate.

If permitted, a reply brief should not restate the "administrative burden" argument. This argument has not been favorably received, particularly since JUDGE GREENE has noted that the appeals and dialogue by the FBI and NARS have taken considerable time. DOJ believes that the lapse of time since commencement of this action has removed the notoriety of American Friends.

If allowed, a reply brief should be filed in a timely fashion. JUDGE GREENE should then be allowed a sufficient time (3 months) to approve the revised records retention and destruction plan before reconsidering renewal of the "administrative burden" argument.

(2)

66-2554-13045

*John*  
Legal Counsel

- 1 - Mr. Donahue
- 1 - Mr. Scherrer
- 1 - Mr.
- 1 - IPALU

RJD:bjj (5)

AUG 28 1984

b6  
b7c

*W*

*sk*

53 OCT 26 1984

*file*

140

1 1

9/9/85

UNCLAS E F T O

ROUTINE

040

\*F140ERR AF0EDE HQ H0140 25315004YETR 09200\*10Z SEP 85

FM DIRECTOR FBI

TO ALL FBI FIELD OFFICES ROUTINE

PERSONAL ATTENTION SAC

BT

UNCLAS E F T O

Executive Conference

EXECUTIVE LEVEL NARCOTICS TRAINING SEMINAR, SEPTEMBER 17-19, 1985, ARLINGTON, VIRGINIA.

THE FTS NUMBER FOR THE MESSAGE CENTER AT CAPTIONED CONFERENCE IS 557-1028. THE MESSAGE CENTER WILL BE IN OPERATION FROM 12 NOON EASTERN STANDARD TIME (EST) SEPTEMBER 16, 1985, THROUGH 12 NOON EST SEPTEMBER 20, 1985. THERE WILL BE A REGISTRATION DESK FOR THE ABOVE SEMINAR IN THE LOBBY OF THE SHERATON NATIONAL HOTEL, ARLINGTON, VIRGINIA. REGISTRATION WILL BE FROM FOUR P.M. UNTIL 8 P.M., SEPTEMBER 16, 1985.

*(Handwritten initials)*

BT

V-248

DE-220

662554-13045X

FS/02	JAB:SKP [27]	9/9/85	3067/6	5633
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b6  
b7c

- 1 - THE DIRECTOR
- 1 - MR. MINTZ
- 1 - MR. OTTO
- 1 - MR. REVELL
- 1 - EACH ASSISTANT DIRECTOR
- 1 - MR. GILBERT
- 1 - MR. STOREY

- 1 - MR. [ ]
- 1 - MR. KELLEY
- 1 - MR. [ ]
- 1 - MR. PARKS
- 1 - MR. [ ]
- 1 - MR. [ ]

- 1 - MR. [ ]
- 1 - MISS [ ]

2 SEP 10 1985

*(Handwritten initials)*

70 DEC 13 1985

0632209  
SEP 11 1985

DO NOT FILE WITHOUT COMMUNICATIONS STAMP

FBI/DOJ

*PKB*

*0*

October 29, 1984

# EXECUTIVE CONFERENCE

JUDGE:

Exec AD Adm.	_____
Exec AD Inv.	_____
Exec AD LES	_____
Asst. Dir.	_____
Adm. Servs.	_____
Crim. Inv.	_____
Ident.	_____
Intell.	_____
Laboratory	_____
Legal Coun.	_____
Plan. & Insp.	_____
Rec. Mgnt.	_____
Tech. Servs.	_____
Training	_____
Off. of Cong. & Public Affs.	_____
Telephone Rm.	_____
Director's Sec'y	_____

FBI/DOJ

The attached memorandum concerns a recommendation last year's Executive Conference Retreat that each Headquarter division review their procedures to determine if there were general areas of activity that currently require your authority that might be delegated to some lower level. You asked that coordinate the responses from each of the Assistant Directors which I have done and incorporated into a single memorandum.

I have included all of their suggestions, even those that I disagree with.

*Lee*

Lee Colwell

*(B)*

*Lee*

*anything he has to approve of should be first.*

*I don't think these accomplishments too much*

*66-2554-1304/6*

*Perhaps we should focus on saving time on large packages*

*11/7*

NOV 29 1984

53 JAN 3 1985

*File 3/7/85*

# Memorandum



Exec AD Adm. \_\_\_\_\_  
 Exec AD Inv. \_\_\_\_\_  
 Exec AD LES \_\_\_\_\_  
 Asst. Dir. \_\_\_\_\_  
 Adm. Serv. \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_  
 Ident. \_\_\_\_\_  
 Intell. \_\_\_\_\_  
 Laboratory \_\_\_\_\_  
 Legal Coun. \_\_\_\_\_  
 Plan. & Insp. \_\_\_\_\_  
 Rec. Mgnt. \_\_\_\_\_  
 Tech. Servs. \_\_\_\_\_  
 Training \_\_\_\_\_  
 Off. of Cong. & Public Affs. \_\_\_\_\_  
 Telephone Rm. \_\_\_\_\_  
 Director's Sec'y \_\_\_\_\_

To : The Director

Date 10/29/84

From : Lee Colwell

*EXECUTIVE CONFERENCE*

Subject : EXECUTIVE CONFERENCE RETREAT  
NOVEMBER 15 - 17, 1983

**PURPOSE:** To provide specific recommendations for the delegation of authority to levels below that of the Director.

**DETAILS:** The 1983 Executive Conference Retreat discussed the need to reduce the amount of routine administrative matters incumbent upon the Director. A number of areas were explored without reaching any specific recommendations. It was suggested that each member of the Executive Conference review their guidelines to determine if there were instances where they submit recommendations for the Director's approval that could be handled at a lower level. This review resulted in a number of suggestions from the various divisions for the delegation of authority.

**RECOMMENDATIONS:**

**Administrative Services Division (ASD):**

1. Requests for representation funds of \$500.00 or less be approved by the Assistant Director, ASD.

APPROVED: \_\_\_\_\_

Adm. Servs. _____	Laboratory _____
Crim. Inv. _____	Legal Coun. _____
Director _____	Off. of Cong. & Public Affs. _____
Exec. AD-Adm. _____	Res. Mgnt. _____
Exec. AD-Inv. _____	Tech. Servs. _____
Exec. AD-LES _____	Training _____

*Sent in a quarterly report*

*(Handwritten mark)*

**Current Policy:** Requests in excess of \$100.00 require approval by you or an Executive Assistant Director.

- 1 - The Director, Room 7176
- 1 - Mr. Colwell, Room 7142
- 1 - Mr. Otto, Room 7110
- 1 - Each Assistant Director

LC:mcl (15)

(Continued - Over)

*cc of this with instructions sent to each AD of Otto for 53 JAN 3 1985*

*WSS 11/7/84*

*66-2554-13047*

NOV 20 1984

Memorandum from Lee Colwell to the Director  
 Re: Executive Conference Retreat  
 November 15 - 17, 1983

Administrative Services Division (ASD): (Continued)

2. That the monthly report of Complaints and Precomplaint Counseling prepared by the Office of Equal Employment Opportunity Affairs (OEEOA) be reviewed by the Assistant Director, ASD, and separate memoranda be prepared for your information on noteworthy items.

APPROVED: *WOW*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

Current Policy: The monthly report is presently reviewed by the Executive Assistant Director - Administration and forwarded to you for information.

3. That potential or actual violations of the Attorney General's Guidelines on Foreign Intelligence Collection and Foreign Counterintelligence Investigations be reviewed by the Assistant Director, ASD, as are other administrative actions.

*not approved  
WOW*

APPROVED:

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

Current Policy: The Inspection Division and the Legal Counsel Division have the principal responsibility for Intelligence Oversight Board (IOB) violations or potential violations. Once information has been fully developed concerning the IOB matter, it is referred to ASD for a recommendation to you regarding administrative action.

4. That routine disciplinary actions which stem from narcotics activity by non-Agent personnel be delegated to the Assistant Director, ASD.

*Not at this time  
review in 1 year  
WOW*

APPROVED: *WOW*

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

Current Policy: All drug-related disciplinary matters are reviewed by you prior to final approval and dissemination.



Memorandum from Lee Colwell to the Director  
Re: Executive Conference Retreat  
November 15 - 17, 1983

Intelligence Division (INTD):

5. That requests to the Attorney General for authorization under the Attorney General's guidelines to search mail sent to an accommodation address be delegated to the Assistant Director, INTD.

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
Exec. AD-Adm. \_\_\_\_\_ Ident. \_\_\_\_\_ Rec. Mgnt. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

*ms*

Current Policy: The Attorney General's Guidelines on Foreign Intelligence Collection and Foreign Counterintelligence Investigations provide that mail sent to an accommodation address (an address used to disguise the true recipient of mail) may be searched when certain criteria have been met. Currently, such requests are sent to you for approval before being forwarded to the Attorney General.

6. That requests to the Attorney General for authorization to obtain a mail cover on a U.S. person be delegated to the Assistant Director, INTD.

*ms*

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
Exec. AD-Adm. \_\_\_\_\_ Ident. \_\_\_\_\_ Rec. Mgnt. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

Current Policy: The Attorney General's Guidelines on Foreign Intelligence Collection and Foreign Counterintelligence Investigations require that the Attorney General's approval be obtained prior to requesting a mail cover on a U.S. person. This is achieved through routine correspondence that goes from you to the Attorney General. Once approval is granted, a letter must be sent from you to the Postal Service requesting the actual mail cover. This policy requires that you sign two different communications concerning the same matter.

Memorandum from Lee Colwell to the Director  
Re: Executive Conference Retreat  
November 15 - 17, 1983

Intelligence Division (INTD): (Continued)

7. That approval of routine correspondence to other agencies from "Director FBI" be delegated to the Assistant Director level.

*ms*

APPROVED:	Adm. Servs. _____	Laboratory _____
	Crim. Inv. _____	Legal Coun. _____
Director _____		Off. of Cong. & Public Affs. _____
Exec. AD-Adm. _____	Ident. _____	Res. Mgnt. _____
Exec. AD-Inv. _____	Inspection _____	Tech. Servs. _____
Exec. AD-LES _____	Intell. _____	Training _____

Current Policy: It is the routine practice of other agencies to address their communications to "Director - FBI" on matters that are routine or of minor importance. Similarly our responses are over your signature and are routed to you for approval.

8. That routine correspondence directed to the Attorney General be delegated to the Assistant Director level.

*ms*

APPROVED:	Adm. Servs. _____	Laboratory _____
	Crim. Inv. _____	Legal Coun. _____
Director _____		Off. of Cong. & Public Affs. _____
Exec. AD-Adm. _____	Ident. _____	Res. Mgnt. _____
Exec. AD-Inv. _____	Inspection _____	Tech. Servs. _____
Exec. AD-LES _____	Intell. _____	Training _____

Current Policy: Correspondence to the Attorney General from the Director of the FBI requires your approval.

9. That letters to the Attorney General for positive intelligence collection authority be delegated to the Assistant Director, INTD.

*ms*

APPROVED:	Adm. Servs. _____	Laboratory _____
	Crim. Inv. _____	Legal Coun. _____
Director _____		Off. of Cong. & Public Affs. _____
Exec. AD-Adm. _____	Ident. _____	Res. Mgnt. _____
Exec. AD-Inv. _____	Inspection _____	Tech. Servs. _____
Exec. AD-LES _____	Intell. _____	Training _____

Current Policy: Currently, all such requests are sent to you for approval.

Memorandum from Lee Colwell to the Director  
Re: Executive Conference Retreat  
November 15 - 17, 1983

Criminal Investigative Division:

10. That informative notes summarizing routine teletypes on major cases be discontinued.

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
Exec. AD-Adm. \_\_\_\_\_ Ident. \_\_\_\_\_ Re. Mgnt. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

*These are currently submitted by CID*

Current Policy: Informative notes are prepared on incoming teletypes on major cases and routinely sent to you for your review. Not all require your attention, and you may wish to discontinue or restrict this routine dissemination.

Technical Services Division (TSD):

11. That requests to the Assistant Attorney General, Criminal Division, for the loan of technical equipment to state and local law enforcement agencies be delegated to the Assistant Director, TSD.

*This is very rare & I'm still interested now*

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
Exec. AD-Adm. *JK* Ident. \_\_\_\_\_ Re. Mgnt. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

Current Policy: Such requests are now sent to you for approval.

12. That the approval of routine notices and announcements pertaining to NCIC be delegated to the Assistant Director, TSD.

*no*

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
Exec. AD-Adm. \_\_\_\_\_ Ident. \_\_\_\_\_ Re. Mgnt. \_\_\_\_\_  
Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

Current Policy: Currently, these requests are sent to you for approval.

Memorandum from Lee Colwell to the Director  
 Re: Executive Conference Retreat  
 November 15 - 17, 1983

Legal Counsel Division (LCD):

13. That communications to all field offices sent out by LCD's Civil Discovery Review Units requesting indices searches in preparation for discovery be approved by the Assistant Director, LCD.

APPROVED: *MAN*  
 Director \_\_\_\_\_  
 Exec. AD-Adm. *YE* \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_

Adm. Servs. _____	Laboratory _____
Crim. Inv. _____	Legal Coun. _____
Ident. _____	Off. of Cong. & Public Affs. _____
Inspection _____	Rec. Mgnt. _____
Intell. _____	Tech. Servs. _____
	Training _____

Current Policy: These communications are currently sent to you for approval.

Inspection Division:

14. That a note rather than the full inspection report be sent to you in most instances, especially when the office inspected is functioning well.

*NO MAN*

APPROVED: \_\_\_\_\_  
 Director \_\_\_\_\_  
 Exec. AD-Adm. *YE* \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_

Adm. Servs. _____	Laboratory _____
Crim. Inv. _____	Legal Coun. _____
Ident. _____	Off. of Cong. & Public Affs. _____
Inspection _____	Rec. Mgnt. _____
Intell. _____	Tech. Servs. _____
	Training _____

Current Policy: Currently, the Inspection Division forwards the complete Inspection report to you for review.

15. That the General Accounting Office (GAO) and the Office of Management and Budget (OMB) be requested to submit correspondence directly to the Assistant Director, Inspection Division, unless the matter pertains specifically to some action you personally must take.

*NO MAN*

APPROVED: \_\_\_\_\_  
 Director \_\_\_\_\_  
 Exec. AD-Adm. \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_

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	Training _____

Current Policy: Because of protocol much of the mail from GAO and OMB is sent to you first and then routed to the Inspection Division for action.

November 27, 1984

FEDERAL GOVERNMENT

Honorable William French Smith  
The Attorney General  
Washington, D.C.

*Executive Conference*

Dear Bill:

As in past years, we will soon be holding our Executive Conference Retreat to discuss some of the more critical issues facing the Bureau. Once again I am looking forward to having discussions which will provide us guidance in resolving many of our pressing problems.

Last year the overall theme of the conference was "Executive Management Within the FBI." We focused on a number of topics to include:

- Role of the Director
- Format of Future Executive Conferences
- Role of the Special Agent in Charge (SAC)
- Decision-Making Process (paperflow within the FBI)
- FBI/DEA Organizational Relationships
- Crime Resistance Program (improved tracking of efforts and results)

V-96 DE-235 66-2554-13048

I am pleased with the range of discussions which ensued from these topics as well as the related progress we realized during the past year. The role of the Director and the SAC was reenforced in these discussions. Although not substantially changed, the Executive Conference concept received additional emphasis particularly in respect to increased participatory involvement. In respect to the decision-making process, our paperflow and related established approval levels were reevaluated in certain areas. Without any sacrifice to effective management control, some paperflow changes were initiated to enhance our decision-making process. Furthermore, we evaluated our Crime Resistance Program.

This resulted in increased emphasis on procedures to better monitor and capture the effort and results achieved in this area. Finally, we have placed continued emphasis on FBI/DEA organizational relationships. Beyond the discussions in the Executive Conference, we have been particularly active in this endeavor.

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- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

1 - Mr. Colwell  
1 - Mr. Otto

LC:mcl (4)

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Honorable William French Smith

In summary, last year at the Executive Conference Retreat we looked at a wide range of roles, activities, and perceptions which affect "Executive Management in the FBI." We discussed the concepts thoroughly and where necessary took follow-up and appropriate action to improve our effectiveness.

This year the theme of the Executive Conference Retreat is "The FBI of the Future - Its Mission, Opportunities and Resources." I am sure, as in the past, that our selected topics will create a lively discussion and result in a number of excellent proposals to improve the FBI.

Sincerely yours,

William H. Webster  
Director

*WJH/26*

# Memorandum



Exec AD Adm. \_\_\_\_\_  
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 Director's Sec'y \_\_\_\_\_

To : The Director

Date 1/15/85

From : *JC* Lee Colwell

Subject : *X* EXECUTIVES CONFERENCE RETREAT  
DECEMBER 11 - 13, 1984

PURPOSE: To provide a summary of the topics raised for discussion during the above-captioned conference.

SYNOPSIS: The theme <sup>EXECUTIVE</sup> of the conference was "The FBI of the Future - Its Mission, Opportunities and Resources." Discussions were primarily concerned with FBI/DEA relationship, budget outlook, Agent and support personnel staffing and their impact on the future of the FBI.

RECOMMENDATION: None; for information only.

APPROVED: Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
 Director \_\_\_\_\_ Ch. of Cong. & Public Affs. \_\_\_\_\_  
 Exec. AD-Adm. \_\_\_\_\_ Agent \_\_\_\_\_ Res. Mgnt. \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_ Inspection \_\_\_\_\_ Tech. Servs. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_ Intell. \_\_\_\_\_ Training \_\_\_\_\_

DETAILS: The overall theme of this year's conference was "The FBI of the Future - Its Mission, Opportunities and Resources."

In connection with this theme you began the conference with the statement, "The key to the success of the FBI is its ability to anticipate where it is needed and go there." Along the lines of this comment a discussion concerning the relationship between FBI and DEA was initiated and continued at various times throughout the entire conference. As the FBI/DEA discussion continued, you charged each participating executive to think about the consolidation of FBI and DEA. You asked for a position paper

2 ENCLOSURE  
Enclosures (2)

DE-95

66-2557-13049  
AUG 16 1985

- 1 - The Director, Room 7176-55
- 1 - Mr. Colwell, Room 7142
- 1 - Mr. Otto, Room 7110

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(Continued - Over)

THREE

Memorandum from Lee Colwell to the Director  
Re: Executives Conference Retreat  
December 11 - 13, 1984

from each executive by 1/4/85. In view of this, I will not further summarize the discussions regarding FBI/DEA relationship. I have previously provided you with my position paper as I assume the other participants have. These papers will provide for the best available summation of the thoughts of your management team in respect to the future relationship between FBI and DEA.

Given the theme of this year's conference, the discussions did not result in specific recommendations. Nevertheless, I have identified the general topics discussed and the critical issues raised.

Resources:

Considerable discussion ensued regarding budget matters, support and Agent personnel staffing, and other miscellaneous topics such as field office space. These specific topics will be highlighted in subsequent sections. One comment which encompassed the general attitude of the discussions was that there needs to be a better distribution of available finite resources.

Budget:

It was brought out that our FY 1985 budget situation will be tight. It was anticipated that we will receive only our base plus ongoing funding for those programs in which we are in the middle of completing.

Looking ahead to the FY 1987 budget, all the participants were informed that we should be looking for ways to reduce costs.

In connection with our budget situation you noted the FBI is looking at austerity from a position of strength.

Support Personnel Staffing:

One point of discussion was regarding the statement that "our field offices are hurting as a result of the creation of a need for the special support function positions." It was brought out that as an organization we have moved faster than our support personnel increases. As one solution, it was proposed that our general support functions in the field offices will have to be enhanced at the expense of certain special support functions.



Memorandum from Lee Colwell to the Director  
Re: Executives Conference Retreat  
December 11 - 13, 1984

In connection with support personnel staffing, the impact of automation was discussed. It was brought out that automation by itself was not a solution to personnel reduction. On the contrary, it was emphasized that automation requires people to place it into effect.

Another point of considerable discussion was the impact of the recently received Office of Management and Budget Circular A-76 relating to a Productivity Improvement Program. While the full impact of this program is not yet known, it was anticipated that it could have a significant impact on our current service-oriented procedures. Each of the Assistant Directors was charged to consider what steps could be taken within their respective divisions to comply with the spirit of this program.

The underlying opinion regarding both budget and support personnel staffing was that we are starting to run into a problem of keeping up with everything we have started. Although there were no complete solutions presented, it was pointed out that we won't be able to do everything we planned and may have to do some things differently.

Agent Personnel Staffing and Transfer Policy:

A statement was made that in some offices we have only GS-10's and GS-13's. Furthermore, it was contended that there was a lack of available Agent resources in some offices to properly address major investigative programs. In response to these problems a number of comments were made regarding the current transfer policy. (The Office of Program Evaluations and Audits has just initiated a study of our transfer policy and will be interviewing a number of the Assistant Directors for their comments/recommendations.)

As a further point affecting the FBI's Agent population, it was established that by FY 1989 80% of the existing SACs will be eligible to retire. It was emphasized that in respect to our Career Development Program, a futuristic approach towards 1989 is critical.

In connection with the Agent population issue, the impact and rate of retirements was discussed. Given the economic forecast and anticipated budgetary constraints it was suggested that there could be accelerated retirements. Any action affecting salary

Memorandum from Lee Colwell to the Director  
Re: Executives Conference Retreat  
December 11 - 13, 1984

(either a freeze or reduction) could make retirement a financially wise alternative. While at this time the actual retirement rate could not be projected, the critical issue was presented in the rhetorical question, "Are we prepared to respond to the changes dictated by these retirements?"

General Areas of Concern:

Although by themselves critical, I will highlight briefly some of the other issues raised.

- FBI Laboratory: It was brought out that as a national resource it is being stretched. There is a need to further reduce routine case work and to enhance field office expertise to reduce unnecessary travel by Laboratory personnel.

- Investigative Trend: There is a growing trend towards international investigative operations and exposure with regard to our foreign counterintelligence and terrorism fields.

- National Security Council: There is a critical need for FBI presence within the National Security Council to directly represent the needs of the FBI in both foreign counterintelligence and terrorism to the White House.

- Field Office Needs: The field managers in attendance, representing New York and Washington Field Offices, both expressed the need for increased space and personnel resources. It was projected that as a result of recent investigative accomplishments and in connection with trial preparations, personnel resources will be further drained.

Long-Range Planning:

Given the comments made and issues raised throughout the conference, it was presented that it is more important now than ever to think of the long-range planning process. Although it was recognized that we have realized some accomplishments in this area, it was presented for consideration that we are still not innovative enough. More involvement in long-range planning by the individual Assistant Directors and their divisions is essential.

I have also enclosed the two group discussion reports from the conference.

EXECUTIVES CONFERENCE RETREAT  
ASPEN INSTITUTE AT WYE PLANTATION

12/11-13/84

GROUP A  
DISCUSSIONS AND RECOMMENDATIONS

GROUP MEMBERS:

Mr. O'Malley, Group Leader  
Mr. Colwell  
Mr. Bayse  
Mr. Geer  
Mr. Glover  
Mr.   
Mr. McKenzie  
Mr. Zigrossi  
Mr. Haynes  
Mr.

b6  
b7c

I. Executives Conference Retreat Format

The group raised the question if there was a better approach which could be taken at the Executives Conference to develop a better focus on the issues. It was agreed that a planning session by the Assistant Directors prior to the Executives Conference would be of benefit. This planning session would identify the key issues to be presented during the Executives Conference Retreat and allow the Assistant Directors to be better informed in the areas affecting the key issues. Due to the nature of the session, it was suggested that it would be of benefit to have this session at the FBI Academy.

RECOMMENDATIONS:

1. To improve the efficiency of the Executives Conference Retreat that the Assistant Directors and participating field representatives hold a preliminary planning session at the FBI Academy to identify and narrow the focus of the issues to be presented at the Retreat.

66-9554-13049

ENCLOSURE -

2. That the format of the Executives Conference Retreat essentially remain the same with the exception that there be no individual presentation of division responsibilities or accomplishments. By doing so, it was intended that the primary focus of the group discussions would be directed towards the issues identified at the planning session.

## II. External Environment

The group noted that there were numerous external factors, organizations and legislation which effect the future operation of the FBI. It discussed the need for setting specific goals and establishing a strategy for dealing with these external factors. By doing so, it would allow the FBI to react to issues and to develop alternatives in response to these issues.

It was specifically noted that OMB Circular A-76 will require agencies to utilize private sector contractors in lieu of performing services with personnel within the agency and money appropriated where it is more cost effective. This requires contracting out services to the private sector where the agency cannot perform the services at less cost. It appears that for the Department of Justice during the next several years OMB will require the following cumulative staffing and monitoring reductions:

<u>Year</u>	<u>Positions</u>	<u>Dollars</u>
1987	231	2.5 million
1988	800	8.7 million
1989	1250	13.4 million
1990	1290	14.4 million

It was the group's opinion that the FBI will be required or expected to absorb a portion of these reductions through utilization of private sector contractors through OMB Circular A-76.

RECOMMENDATIONS:

1. That each division head in the FBI identify services currently being performed within the agency that could be candidates for private sector contractors under OMB Circular A-76. It is suggested that those submissions be coordinated through consultation with Administrative Services Division (ASD) to identify money and positions attached to the services. These options should be submitted to the Assistant Director, ASD. This information will then be reviewed by the Executive Assistant Directors and recommendations made to the Director.

2. That Office of Program Evaluation and Audits (OPEA) track the presence and activities of GAO, OMB, JAD and OTA within the FBI. Specifically, OPEA will identify the number of studies being conducted by these outside organizations within FBIHQ and on a monthly basis advise all divisions of the status of these studies.

3. That each FBIHQ division identify the external issues affecting the FBI as seen through their division and develop a strategy to be taken in response to these issues.

III. Security Program

The group discussed the current status of the Security Program as managed at FBIHQ. It specifically considered the question of whether FBIHQ's Security Program needed to be either enhanced and/or changed.

In addition, the group discussed the need for upgrading of background investigations and the resources that would be required to handle these investigations.

The group also discussed the need for increased compartmentalization of national security files and the concept of limited access to these files within the field offices. Specific note was made of a planned Technical Services Division (TSD) computer security analysis project. It was suggested and agreed that this project could be expanded to include all field office systems and equipment.

RECOMMENDATIONS:

1. That there be no new division or expansion of the current security function at FBIHQ at this time.

2. That OPEA initiate a study of physical security within the field offices. This study would include but not be limited to the handling of investigative files as well as the handling and processing of sensitive information.

3. That TSD should identify its staffing needs for a currently planned detailed computer security analysis. This analysis will include the security of all field office systems and equipment.

#### IV. DEA/FBI Relationship

In respect to DEA/FBI relationship, the group discussed the necessary evolutionary process associated with further combining these organizational entities.

In addition, the coordination and/or combining of the training function was specifically discussed as a critical issue now affecting DEA.

#### RECOMMENDATIONS:

1. That the Assistant Directors refer to the Committee for the Coordination of FBI/DEA Activities the identity of those areas where a combination of FBI/DEA efforts would result in either an increase in efficiency or an avoidance of duplication of effort. Of specific note, the following areas were raised for consideration:

Co-location of FBI/DEA field facilities

Laboratory Division functions

Supervisory exchange program

2. That a study group be immediately created to identify the feasibility of combining the training function of FBI and DEA at Quantico. By February 15, 1985, this group will present the results of the impact study to the Committee for the Coordination of FBI/DEA Activities.

#### V. Realignment of Field Office Territories

The group discussed the problems associated with certain field division boundaries and resulting problems. It was agreed that this was a problem which, though not extensive, is field-wide. It was also noted that this has been the topic of previous studies.

#### RECOMMENDATION:

1. That the topic of realignment of field office territories be considered as an issue to be discussed at the next SACs Conference.

EXECUTIVES' CONFERENCE RETREAT

December 11-13, 1984

Group B  
Discussions and Recommendations

Group Members:

Mr. Stames, Group Leader  
Mr. Mullen  
Mr. Otto  
Mr. Groover  
Mr. Laster  
Mr. Mintz  
Mr. Monroe  
Mr. Revell  
Mr. Hotis  
Mr.

b6  
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1. FBI/DEA Relationship

The group was in agreement that all areas of FBI/DEA compatibility be identified. Once identified, efforts should be taken to ease any future merger of the two organizations.

Recommendation:

That the FBI/DEA Link-Up Committee continue to work toward identifying and consolidating those activities/functions that lend themselves to the more effective and efficient operation of both organizations. Areas to consider should include but are not limited to:

Aircraft Operations  
Congressional Liaison  
Training, i.e., legal, firearms, defensive tactics  
Audio/Visual Capabilities  
Foreign Operations (shared space)  
Laboratory Services  
Legal Counsel

66-2554-13049

ENCLOSURE

## 2. Realignment of FBI Field Office Territories

The FBI's investigative responsibilities have changed significantly over the last decade, i.e. criminal approach to terrorism investigations, complex white collar crime investigations, undercover operations, and concurrent jurisdiction for narcotics investigations. At the same time operating costs have risen significantly, i.e. increase in specialty positions, sophisticated technical equipment, and increased costs associated with space, maintaining automotive fleet, etc. The access to computers brought about by the Field Office Information Management System (FOIMS) will make it easier to access information for investigative purposes. The need for space is continuing to grow and several offices are in the process of looking for new or additional space. With the current emphasis on reducing the Federal Budget, now may be the time to examine our field office alignment with the view toward consolidating/relocating operations for greater effectiveness and efficiency. It should be noted we are not talking about doing away with FBI presence, but merely a realignment of our scarce resources. The objections of civic and political leaders should not be minimized; however, defense of these moves could be made easier because of the concern to streamline operations and cut expenses.

### Recommendation:

That the Office of Program Evaluations and Audits (OPEA) conduct an in-depth evaluation of the feasibility of consolidating/relocating field offices in the major metropolitan areas, offices within a state, and those offices covering several states.

This evaluation should specifically address cost savings, space reductions, and improvement in the effectiveness and efficiency of operations. The evaluation should be done in a timely manner, starting with the Washington, D. C., metropolitan area since the Washington Field Office and Alexandria are in the process of looking for new space. OPEA should also be cognizant of the possibility that the FBI and DEA may be merged in the future when conducting this evaluation.

## 3. Physical and Personnel Security

The group discussed the growing concern for the physical security of FBI space with increased terrorist activities abroad and the identification of terrorist groups operating within the U.S. Concern was also expressed as to whether we were doing enough concerning personnel security. Some examples were cited where there were serious breaches of security by employees who divulged sensitive information



to people with whom they were living. It was noted that the FBI does not currently require employees to divulge with whom they are living, except a spouse. The group was not interested in why employees were living with particular individuals (morality issues). Administrative Services Division is currently reviewing the application form and looking at ways to improve the quality of our background investigations.

Recommendations:

1. That a needs assessment be undertaken to determine any weaknesses in physical and personnel security to determine steps that can be taken to improve our current system. This should include a review of what the rest of the intelligence community has or requires in this area.

2. That, subject to Legal Counsel review, consideration be given to requiring FBI employees to furnish the names of individuals with whom they are living. This should be updated as necessary.

Executives' Conference Retreat Format

It was the consensus of the group that the Executives' Retreat be continued in its present format. Changes suggested were that they not divide into two separate discussion groups and that additional time be allotted to allow for unstructured free wheeling dialogue of topics important to the organization.

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 FM DIRECTOR FBI  
 TO ALL FBI FIELD OFFICES ROUTINE

PERSONAL ATTENTION SAC  
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EXECUTIVE CONFERENCE

~~12 NARCOTICS MATTERS - TRAINING OF EXECUTIVE-LEVEL PERSONNEL.~~  
 THE DIRECTOR HAS APPROVED AN EXECUTIVE-LEVEL NARCOTICS  
 10 SEMINAR TO BE HELD AT ARLINGTON, VIRGINIA, ON SEPTEMBER 17, 18,  
 AND 19, 1985. THIS SEMINAR WILL BE TO BRIEF ALL SPECIAL AGENTS  
 8 IN CHARGE (SAC'S), ASSISTANT DIRECTORS, AND EXECUTIVE ASSISTANT  
 DIRECTORS REGARDING NARCOTICS MATTERS. THE ATTORNEY GENERAL,  
 6 THE DIRECTOR, AND ADMINISTRATOR OF DEA, IN ADDITION TO OTHER  
 SPEAKERS, WILL BE ADDRESSING ATTENDEES DURING THE SEMINAR.  
 4 THE SEMINAR IS SCHEDULED TO BE HELD AT THE SHERATON NATIONAL  
 HOTEL, ARLINGTON, VIRGINIA. <sup>MONDAY, SEPTEMBER 16, AND</sup>  
 2 FRIDAY, SEPTEMBER 20, 1985, ARE SCHEDULED AS TRAVEL DAYS.

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*Done*

RECIPIENTS WILL RECEIVE DETAILED INFORMATION REGARDING  
 2 JUL 19 1985

APPROVED BY	DISPATCHED BY	DATE	PCOM	ISSUE
<i>[Signature]</i>	JAB/SP [Signature]	6/28/85	3062/6	5625

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|-----------------------------|----------------|-----------------|
| 1 - THE DIRECTOR            | 1 - MR. [ ]    | 1 - MR. [ ]     |
| 1 - MR. COLWELL             | 1 - MR. [ ]    | 1 - MISS [ ]    |
| 1 - MR. OTTO                | 1 - MR. KELLEY |                 |
| 1 - EACH ASSISTANT DIRECTOR | 1 - MR. [ ]    | SEE NOTE PAGE 3 |
| { [ ] }                     | 1 - MR. [ ]    |                 |
| 1 - MR. GILBERT             | 1 - MR. [ ]    |                 |
| 1 - MR. CLARKE              | 1 - MR. [ ]    |                 |
| 1 - MR. MCWEENEY            |                |                 |
| 1 - MR. STOREY              |                |                 |

FEDERAL BUREAU OF INVESTIGATION  
 COMMUNICATIONS CENTER  
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DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
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PAGE 2

CONTINUATION SHEET

~~PAGE TWO~~ DE HQ 0049 UNCLAS E F T O

ACCOMMODATIONS, RESERVATIONS, AND THE COMPLETE AGENDA FOR THE  
SEMINAR BY AIRTEL.

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NOTE: THE ABOVE TELETYPE ADVISES ALL SPECIAL AGENTS IN CHARGE, ASSISTANT DIRECTORS, AND EXECUTIVE ASSISTANT DIRECTORS OF THE DATES AND LOCATION OF THE EXECUTIVE-LEVEL NARCOTICS TRAINING SEMINAR. DETAILED INFORMATION IS TO BE FORWARDED BY AIRTEL.

**APPROVED:** Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_  
Director \_\_\_\_\_ Off. of Cong. & Public Affs. \_\_\_\_\_  
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# Memorandum



Exec AD Adm. \_\_\_\_\_  
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 Telephone Rm. \_\_\_\_\_  
 Director's Sec'y \_\_\_\_\_

To : Floyd I. Clarke *FC/A*

Date 7/25/85

From : S.M. McWeeney *SM*

Subject : ~~EXECUTIVE-LEVEL NARCOTICS TRAINING SEMINAR~~  
ARLINGTON, VIRGINIA, SEPTEMBER 17-19, 1985

PURPOSE: To provide you with an update regarding above-captioned seminar.

RECOMMENDATION: None, for information only.

**APPROVED:** *[Signature]*  
 Director \_\_\_\_\_  
 Exec. AD-Adm. \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_

Adm. Servs. \_\_\_\_\_  
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 Training \_\_\_\_\_

DETAILS: Attached for your information is a copy of a revised agenda for above seminar. The updated status of this seminar is as follows:

The appearances of the Attorney General, the Director, DEA Administrator Jack Lawn, EAD Revell, EAD Otto, DEA Assistant Administrator for Operations Dave Westrate, DEA Assistant Administrator for Intelligence Thomas Byrne,  Assistant Secretary of State-Narcotics Jon Thomas, Dr. Carlton Turner, Assistant Attorney General Steve Trott, Criminal Division, and Associate Deputy Attorney General Charles Blau have been confirmed.

Dr. Turner's office has indicated they do not normally make commitments prior to 30 days before an appearance but have tentatively scheduled Dr. Turner's appearance before our seminar.

Representatives of OCPA have determined that U.S. Senator Paula Hawkins will be unavailable to speak at the seminar, and OCPA is presently awaiting firm commitments from Congressman Charles Rangel and U.S. Senator Jeremiah Denton. Staff members for both the Congressman and the Senator have indicated that they would both like to appear at the seminar if their schedules permit.

Enclosure

*ENCLOSURE*  
*66-2554-13049*

- 1 - The Director
- 1 - Mr. Revell
- 1 - Mr. Clarke
- 1 - Mr. McWeeney
- 1 - Mr.
- 1 - Mr.

AB:skp (8)

7 JAN 8 1986

(Continued - Over)

*REC. UNIT*

Memo McWeeney to Clarke  
Re: Executive-Level Narcotics Training Seminar  
Arlington, Virginia, September 17-19, 1985

Contact with other FBIHQ Divisions has been established by the OCS/CID regarding presentations made by representatives of those divisions.

It is the understanding of the OCS/CID that Dr. Bill Pollin, Former Chief of National Institute on Drug Abuse, would be recuperating from bypass surgery through the week of July 22, 1985, and OCS/CID intends to telephonically contact Dr. Pollin during the week of July 29, 1985, at his home.

In the event Dr. Pollin will be unavailable to appear before the seminar, DEA is preparing a list of individuals that might be used as replacement speakers. Arrangements have been made with representatives of the Training Division of DEA to provide packages of materials to be furnished during the narcotics training session, and DEAHQ is presently assembling other documents to be provided to the attendees at this seminar. In addition, the Document Section, FBI Laboratory Division, is preparing material related to the examination of narcotics records by the FBI Laboratory which will be included in the package of material for the attendees.

Representatives of OCS/CID are scheduled to meet with the staff of the Sheraton National Hotel during the week of July 29, 1985, to finalize arrangements for the seminar. It is expected that contact will be established with WFO and Alexandria regarding appropriate support for the seminar, including arrangements for additional telephone lines to be established for a message center at the hotel.

You will be provided with an updated memorandum regarding the status of the seminar by COB, August 2, 1985.

Representatives of OCS/CID contacted the office of Craig Fuller, Chief of Staff for Vice President Bush, in an effort to determine the Vice President's availability to address the seminar. The response to this inquiry was that Vice President Bush has a tentative commitment during the week of the seminar and it was not known if he would be available. Members of Mr. Fuller's staff have made a notation on the Vice President's calendar and asked that a letter be prepared and forwarded to them. A letter to Mr. Fuller's office is being prepared by OCS/CID for your signature.

EXECUTIVE-LEVEL NARCOTICS SEMINAR

8:30 - 9:00	Attorney General	Administration/DOJ Perspective U.S./Italian Initiative
9:00 - 9:30	Director	FBI Role/Policy
9:30 - 10:00	Administrator	DEA Role
10:00 - 10:30	BREAK	
10:30 - 11:30	Executive Assistant Director Oliver B. Revell	Priority-OCDE/Narcotics Program Staffing/TSL-Guidelines President's Organized Crime Commission Proposed Money-Laundering Legislation
11:30 - 12:30	Assistant Administrator- Operations - Westrate	DEA Structure - Strategy
12:30 - 2:00	LUNCH	
2:00 - 3:30	<span style="border: 1px solid black; display: inline-block; width: 100px; height: 1em; vertical-align: middle;"></span> M.D. Psychiatrist	Narcotics Impact on Society Narcotics Hotline 800-COCAINE
3:30 - 4:00	BREAK	
4:00 - 5:30	Thomas G. Byrne <i>DEP.</i> Assistant Administrator Intelligence - DEAHQ	Worldwide Trafficking Patterns National Narcotics Intelligence Consumer Committee-Narcotics Intelligence Estimate (report)

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ENCLOSURE

8:30 - 9:00	Assistant Attorney General/Criminal Division Steve Trott	Role of AUSA Coordinators USA/SAC Relationship
9:00 - 9:30	Associate Deputy Attorney General Charles Blau	OCDE Task Force Program
9:30 - 10:00	Congressman Charles Rangel	Congressional Perspective
10:00 - 10:30	Senator Jeremiah Denton	Congressional Perspective
10:30 - 11:00	BREAK	
11:00 - 11:30	Assistant Secretary of State-Narcotics Jon Thomas	Foreign Policy Concerns Narcotics Matters
11:30 - 12:30	Legal Counsel	Overview of Title 21, 26, 31 USC
12:30 - 2:00	LUNCH	
2:00 - 3:30	Legal Counsel	Civil & Criminal Forfeiture Comprehensive Crime Control Act
3:30 - 4:00	BREAK	
4:00 - 5:30	Dr. Carlton Turner Dir. Drug Abuse Policy Officer, White House	National Strategy for Prevention Drug Abuse & Drug Trafficking Cabinet Council on Legal Policy Working Group on Drug Supply Reduction, Cabinet Council on Human Resources, Working Group on Drug Abuse Health Issues



8:30 - 10:00	Dr. Bill Pollin, Former Chief of National Institute on Drug Abuse	Narcotics Research- Trends/Education
10:00 - 10:30	BREAK	
10:30 - 12:00	Representative of DEA Training Division	Narcotics Identification
12:00 - 1:30	LUNCH	
1:30 - 2:00	Executive Assistant Director John E. Otto	FBI/DEA Exchange Program
2:00 - 2:30	Section Chief Steven L. Pomerantz, Investigative Support Section	Informant Issues
2:30 - 3:00	Unit Chief <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1em; vertical-align: middle;"></span> Forfeiture and Seized Property Unit	Forfeiture and Seized Property - Administrative Matters
3:00 - 3:30	Executive Assistant Director Oliver B. Revell	Closing Remarks - Questions

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# Memorandum



- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Off. Cong. & Public Affs. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : The Director

Date 1/23/85

From : *[Signature]* O. B. Revell

Subject : NARCOTICS MATTERS - TRAINING OF EXECUTIVE-LEVEL PERSONNEL

*Conference*

PURPOSE: To seek approval of a proposed agenda for training of executive-level personnel and obtain authorization to contact the proposed speakers.

### RECOMMENDATIONS:

1. That the attached agenda for training of executive-level personnel in narcotics matters be approved.

*[Handwritten initials]*

APPROVED:

Director _____	Adm. Servs. <i>[initials]</i>	Laboratory _____
Exec. AD-Adm. <i>[initials]</i>	Crim. Inv. <i>[initials]</i>	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>[initials]</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

*[Handwritten initials]*

2. That the Director authorize the Criminal Investigative Division (CID) to contact the individuals proposed as speakers to determine their availability to participate in this training.

*[Handwritten initials]*

APPROVED:

Director _____	Adm. Servs. <i>[initials]</i>	Laboratory _____
Exec. AD-Adm. <i>[initials]</i>	Crim. Inv. <i>[initials]</i>	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>[initials]</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

*\* except those that the Director wishes to personally invite. [initials]*

3. That the training be provided for all 59 SACs and other executive-level personnel at one training seminar.

*[Handwritten initials]*

APPROVED:

Director _____	Adm. Servs. <i>[initials]</i>	Laboratory _____
Exec. AD-Adm. <i>[initials]</i>	Crim. Inv. <i>[initials]</i>	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Off. of Cong. & Public Affs. _____
Exec. AD-LES <i>[initials]</i>	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
		Training _____

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Enclosures (2)

- 1 - Mr. Colwell
- 1 - Mr. Otto
- 1 - Mr. McKenzie
- 1 - Mr. Revell
- 1 - Mr. Gilbert
- 1 - Mr. CD [initials]

- 1 - Mr. McWeeney
- 1 - Mr. [ ]
- 1 - Mr. [ ]
- 1 - Mr. Foran
- 1 - Mr. Oppy
- 1 - Mr. [ ]
- 1 - Mr. [ ]

JAB:skp/kac (14) 1985

*[Large handwritten signature]*

(Continued over)

Memorandum from O. B. Revell to the Director  
RE: Narcotics Matters - Training of  
Executive-Level Personnel

DETAILS: The historical background relating to the request for narcotics training for executive-level personnel was set forth in O. B. Revell to Mr. McKenzie memorandum dated 3/9/84. A copy is attached for your information. During June 1984, meetings were held between CID personnel and Training Division (TD) personnel. A conference was held this same month between CID, TD personnel, and selected SACs, ASACs, and Field Supervisors. This conference produced many potential agenda items. CID and TD personnel thoroughly reviewed the material generated at this conference in an effort to develop a suitable training seminar for executive-level personnel. During July, August, September, October and November 1984, CID and TD personnel met with additional FBI Headquarters and FBI field personnel to solicit their views on material to be included in this seminar. Additionally, CID sought input from the Drug Enforcement Administration (DEA) Headquarters personnel. An agenda was developed which will provide training for our executive-level personnel in narcotics matters. This proposed agenda will provide our executive-level personnel with both a national and international perspective on narcotics trafficking issues.

Due to the importance of our executive-level personnel receiving the most up-to-date information in the significant investigative area, the individuals set forth on the attached agenda were selected to make presentations.

Attached to this memorandum is a proposed agenda for executive-level narcotics training.

EXECUTIVE-LEVEL NARCOTICS SEMINAR

8:30 - 9:00	Attorney General	Administration/DOJ Perspective U.S./Italian Initiative
<del>9:00 - 9:30</del>	<del>Director</del>	<del>FBI Role/Policy</del>
9:30 - 10:00	Administrator	DEA Role
10:00 - 10:30	BREAK	
10:30 - 11:30	Assistant Director/CID Revell	Priority-OCDE/Narcotics Program Staffing/TSL-Guidelines President's Organized Crime Commission Proposed Money-Laundering Legislation
11:30 - 12:30	Assistant Administrator- Operations - Monestaro	DEA Structure - Strategy
12:30 - 2:00	LUNCH	
2:00 - 3:30	[REDACTED] - DEA HQ	Narcotics Identification
3:30 - 4:00	BREAK	
4:00 - 5:30	Thomas G. Byrne Assistant Administrator Intelligence - DEA HQ	Worldwide Trafficking Patterns National Narcotics Intelligence Consumer Committee-Narcotics Intelligence Estimate (report)

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8:30 - 9:30	Assistant Attorney General/Criminal Division Steve Trott	Role of AUSA Coordinators USA/SAC Relationship
9:30 - 10:00	Congressman Charles Rangel	Congressional Perspective
10:00 - 10:30	Senator Paula Hawkins	Congressional Perspective
10:30 - 11:00	BREAK	
<del>11:00 - 11:30</del>	<del>Assistant Secretary of State Narcotics Jon Thomas</del>	<del>Foreign Policy Concerns Narcotics Matters</del>
11:30 - 12:30	Legal Counsel	Overview of Title 21, 26, 31 USC
12:30 - 2:00	LUNCH	
2:00 - 3:30	Legal Counsel	Civil & Criminal Forfeiture Comprehensive Crime Control Act
3:30 - 4:00	BREAK	
4:00 - 5:30	Dr. Carlton Turner Dir. Drug Abuse Policy Officer, White House	National Strategy for Prevention Drug Abuse & Drug Trafficking Cabinet Council on Legal Policy Working Group on Drug Supply Reduction, Cabinet Council on Human Resources, Working Group on Drug Abuse Health Issues

8:30 - 10:00

Dr. Bill Pollin  
National Institute on  
Drug Abuse

Narcotics Research-  
Trends/Education

10:10 - 10:30

BREAK

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10:30 - 12:00

MD  
Psychiatrist

Narcotics Impact on Society  
Narcotics Hotline 800-COCAINE

12:00 - 1:00

Assistant Director/CID  
Revell

Closing Remarks - Questions

Discussion:

Regarding the need for an increased role by SACs in a public awareness program directed at the drug problem, the SACs took particular note of the involvement by the FBI in programs directed at professional sports teams. It was also pointed out that the President does have a council created for this general purpose and that the FBI at the executive level at Headquarters does participate. It is further noted that while the FBI bears some responsibility for public awareness, we do not have the resources nor the mandate at this time to be a primary force. All of the SACs agreed, however, that they should participate to some degree where appropriate.

Recommendation:

*include* 3. That SACs be encouraged to incorporate drug awareness into their Public Appearance Program and that the SACs be provided, as expeditiously as possible, with the necessary executive-level training to accomplish that goal. (Office of Congressional and Public Affairs; Criminal Investigative Division; Training Division) OC



U.S. Department of Justice  
Federal Bureau of Investigation

1-Mr. Clarke  
1-Mr. Gilbert  
1-Mr. Helterhoff  
1-Mr. [redacted]  
① Mr. McWeeney  
1-Mr. O'Connor  
1-Mr. O'Hara  
1-Mr. Lill  
1-Mr. Theisen  
1-Mr. [redacted]  
1-Mr. Miller

Office of the Director

Washington, D.C. 20535

January 31, 1984

TO: MESSRS. COLWELL  
OTTO  
BAYSE  
GEER  
GLOVER  
GROOVER  
MC KENZIE  
MINTZ  
MONROE  
O'MALLEY ✓  
REVELL ✓  
STAMES  
YOUNG  
HOTIS

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MISS [redacted]

RE: EXECUTIVE CONFERENCE RETREAT  
NOVEMBER 15 - 17, 1983

I have approved a number of recommendations growing out of the 1983 Executives Conference Retreat and have asked Lee Colwell to follow their implementation. Some are closely related or have parallel interests and to avoid confusion I have restated the recommendations in a more succinct manner. In those instances where there is overlapping responsibilities, I have designated one person to coordinate the implementation.

Please provide Mr. Colwell with the status report on your progress in implementing the following recommendations by 5/1/84.

1. That the Executive Assistant Director-Law Enforcement Services as Chairman of the Career Board in conjunction with the Criminal Investigative Division, Legal Counsel Division, and DEA, review the status of FBI personnel detailed to DEA and make appropriate recommendations concerning their status.

2. That an FBI/DEA exchange program be established and participants be identified by the Career Board.

3. That the Executive Assistant Director-Administration establish a small group to monitor FBI/DEA interaction progress to identify and resolve problems.

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4. That the Assistant Director, Criminal Investigative Division, coordinate introductory training in narcotics matters to executive level personnel.

5. That the Executive Assistant Director-Administration and the Assistant Director, Administrative Services Division, initiate the coordination between the FBI and DEA annual budget process.

6. That additional emphasis be placed on current efforts to resolve conflicting policies and operational procedures of FBI and DEA to more effectively address jurisdictional matters.

7. That the Assistant Director, OCPA, continue to arrange interviews between the leadership of the FBI and the major media so that we may inform the public of the FBI's role in law enforcement and not focus on individual accomplishments or personalities.

8. That the Assistant Director for OCPA in conjunction with the Executive Assistant Director-Law Enforcement Services identify issues and forums so that I may better advance the FBI's views in the congressional, law enforcement and intelligence communities and thereby enhance the FBI's national leadership role and define FBI/DEA interactions.

9. That the Executive Assistant Director-Administration identify and initiate action for legislative change to permit me more discretion in delegating specific responsibilities that may appropriately be delegated.

10. That the Executive Conference Breakfast be continued in its present format but with greater emphasis on briefings by individual divisions to keep all members broadly informed.

11. That the Executive Assistant Director-Administration assisted by my Special Assistants identify and develop issues for the Executive Conference Breakfast and when appropriate notify members in advance so that they can be prepared to present arguments.

12. That members of the Executive Conference be alert to areas in the decision-making process that can be streamlined or where authority can be placed at a lower level.

13. That each member of the Executive Conference alert me to information and data routinely sent to my office that may not require my review so that I may determine if such material should no longer be routed to me.

14. That OCPA formalize the Crime Resistance Program so that our actual efforts and accomplishments can be defined.



William H. Webster  
Director

(Rev. 12/28/81)

Federal Bureau of Investigation  
Executive Assistant Directors

9/24 1982

- Director
- EAD-Adm.
- EAD-Inv.
- Ident. Div.
- Training Div.
- Adm. Serv. Div.
- Records Mgt. Div.
- Intelligence Div.
- Criminal Inv. Div.
- Laboratory Div.
- Tech. Serv. Div.
- Legal Counsel Div.
- Inspection Div.

Miss   
 Office of Congressional & Public Affairs

- For Approp. Action
- For Your Approval
- Initial & Return
- Please Call Me
- For Information
- Per Conversation
- Please See Me
- See Comments (over)

Miss   
 Miss   
 Miss

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         M          Room         

Remarks Judge - Here is the  
proposed curriculum by  
Quantico to train the Task  
Force managers you requested.

*John E. Otto*  
 John E. Otto FBI/DOJ  
 Room 7110, Ext. 5555



DO-7

FROM

OFFICE OF DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

TO

OFFICIAL INDICATED BELOW

- Mr. Colwell \_\_\_\_\_ ( )
- Mr. Mullen \_\_\_\_\_ ( )
- Mr. Otto \_\_\_\_\_ ( )
- Mr. Bayse \_\_\_\_\_ ( )
- Mr. Geer \_\_\_\_\_ ( )
- Mr. Greenleaf \_\_\_\_\_ ( )
- Mr. Groover \_\_\_\_\_ ( )
- Mr. McKenzie \_\_\_\_\_ ( )
- Mr. Mintz \_\_\_\_\_ ( )
- Mr. Monroe \_\_\_\_\_ ( )
- Mr. O'Malley \_\_\_\_\_ ( )
- Mr. Revell \_\_\_\_\_ ( )
- Mr. Stames \_\_\_\_\_ ( )
- Mr. Young \_\_\_\_\_ ( )
- Mr. Hotis \_\_\_\_\_ ( )
- Mr. Andrews \_\_\_\_\_ ( )
- Mr. [ ] \_\_\_\_\_ ( )
- Tele. Room \_\_\_\_\_ ( )
- Miss [ ] \_\_\_\_\_ ( )

*How is this  
affected by  
latest proposals*

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- See Me \_\_\_\_\_ ( )
- Note and return \_\_\_\_\_ ( )
- Prepare reply and return for my signature \_\_\_\_\_ ( )
- Please Handle \_\_\_\_\_ ( )
- Respond over your signature \_\_\_\_\_ ( )
- Prepare memo for the Department \_\_\_\_\_ ( )
- For your recommendation \_\_\_\_\_ ( )
- What are the facts? \_\_\_\_\_ ( )
- Hold \_\_\_\_\_ ( )

Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

FBI/DOJ

*Original sent to Mr. Clarke  
12-1-82 y*

September 24, 1982

Judge Webster:

Re: Curriculum for Task Force Program Managers requested  
by Executive Assistant Director John E. Otto.

We have reviewed the Memorandum of Understanding used by the  
FBI/DEA task forces in New York, Chicago and Los Angeles, as well as those  
used for the New York FBI/NYPD bank robbery and terrorism task forces.  
We assume that a similar document would be prepared and signed by all of  
the agencies participating in a narcotics task force effort. Further,  
this document will, in all likelihood, address the following issues:

PURPOSE

MISSION

COMPOSITION - CHAIN OF COMMAND

- a. Task Force
- b. Task Force Direction
- c. Supervision
- d. Operational Personnel
- e. Chain of Command

EQUIPMENT

- a. Vehicles
- b. Communications Equipment
- c. Reports & Records

PROCEDURE

- a. Assignment of Personnel
- b. Integration of Teams
- c. Assignment of Cases
- d. Prosecutions
- e. Informants

INTERNAL INQUIRIES - ALLEGATIONS OF MISCONDUCT

DISCIPLINE

TASK FORCE INSPECTIONS

DURATION

The curriculum we have prepared includes complete familiarization  
with any inter-agency agreements.

If this project were to start immediately, the Training Division,  
working concurrent with the CID while they develop the Mission/Goal and  
Memorandum of Understanding for the Task Force, could develop the curriculum  
for presentation by January, 1983. It is noted that curriculum development is  
contingent upon formalization of the Mission/Goal.

1 - Mr. Otto  
1 - Mr. McKenzie

Attached is a proposed curriculum to be used in the training of Task Force Managers. These Task Forces, if they follow past experiences in the Task Force concept, will be designed as a concentrated inter-agency effort to address major narcotics smuggling and distribution organizations (CARTEL) in areas where this activity is believed to have significant social-economic influence. Also attached is a list of specific assumptions which needed to be made by the Training Division in order to prepare the curriculum, as well as those issues which have been addressed in prior Joint Task Force agreements.

The Training Division has been involved in the design and coordination of the Narcotics Specialization Training currently being given to FBI Agents at Glyngo, Georgia. The first two such classes were comprised of FBI Field Supervisors who are now supervising narcotics investigations in the field. It is from this pool of Agents that we would recommend Task Force Managers be selected. This curriculum is designed so that in addition to having received training at Glyngo, the Task Force Managers need to have had extensive experience with the RICO/ Conspiracy statutes. This will preclude us from having to include basic courses in this area. The Training Division is currently participating with the DEA in the providing of Asset Removal Training to DEA senior agents and supervisors. The RICO and Conspiracy statutes are discussed at length in this school. We would require prior receipt of this instruction for any DEA supervisor selected as a Task Force Manager.

The Training Division is currently involved in a study of Major Case Operations within the FBI. The objective of this study is the identification of areas and techniques in major cases which have an impact on the successful solution of those cases. Once refined, we plan to design a seminar for SAC's on Major Case Management. This same study has application to the Task Force concept in that first line supervisors have been identified as a major factor in the overall development of the case. We can take the concepts developed to date and integrate them into a package designed to make a supervisor a successful Task Force Manager.

The New York Joint Task Forces have demonstrated success in this concept in their attack on bank robberies and acts of terrorism. Since the current Task Forces in place in New York have already experienced the growing process, we would rely heavily on learning from their experiences in the development of our course content. At the same time, we have drawn upon those administrative and investigative procedures used by the Miami FBI/DEA joint efforts.

In order for the Task Force Managers to fully understand their responsibilities, it will be necessary to fully explain what the Mission/Goal of the Task Force will be. We can learn a great deal on how to insure that the Task Force concept works by looking at past and current experiences in this area. In explaining what criminal statutes are available to the Task Force, we can help a Task Force Manager in developing a prosecutive and investigative strategy to meet the Task Force objectives. An analysis of the key points in the Memorandum of Understanding will insure that the Task Force Managers know their joint responsibilities and will deter any unilateral action on members parts which could prove disasterous in the developmental stages of this unified quest.

Our Major Case Study is identifying proper and effective administrative and organizational procedures which a manager should follow in order to maintain an effective operation unit. The Boston Division of the FBI has experiences in the development of a "Process of Investigation" which has been directed at destroying Organized Crime activities in the New England area. Recognizing that the total disruption of narcotics activity is a priority of the Administration, this style of investigation should be shared with the Task Force Managers.

The utilization of electronic surveillance techniques as applied to narcotics investigations needs to be fully addressed. Concepts that have been developed through the successful use of T-3 coverage need to be discussed, analyzed, and designed for maximum utilization by the Task Force. If the Task Force Manager is to maintain a unit that is both productive and effective, he needs to know what logistical tools are available to him in order to achieve the designated objectives. An area equally important to the Task Force Manager as awareness of logistical support, investigative techniques and an understanding of his responsibilities, is how to adequately perform his role as a manager of people. A discussion of the management of personnel involved in a major investigative effort may be developed through the findings of our Major Case Study.

As noted in the Implementation Directive for Concurrent Drug Investigative Jurisdiction Between the DEA and FBI, "All Special Agents must recognize that rules and procedures cannot substitute for good-faith cooperation, which will be expected from all personnel of both agencies." An address by key executive personnel of involved agencies would serve to develop the cooperative spirit necessary to achieve the Task Force objectives.

*John McFarlane*

### ASSUMPTIONS

- (1) Task Forces, when established in a city, will be considered permanent subject to review by FBI/DEA Inspection Divisions and ongoing analysis and justification by FBI and DEA.
- (2) Individual Task Forces will be created using guidelines contained in the Memorandum of Understanding and consistent with identified Task Force objectives.
- (3) Task Forces, although established in a particular city, will have the ability, when necessary, to conduct investigations in any location in furtherance of ultimate prosecution.
- (4) Agencies participating in the Task Force concept will provide manpower to individual Task Forces on a case by case basis.
- (5) Prior to the establishment of an individual Task Force, prosecutive potential must be discussed with the U.S. Attorney and U.S. Attorney's commitment to a long-term investigation obtained.

## CURRICULUM

The following is a curriculum designed for supervisors who will be functioning as managers of task forces located throughout the country. Supervisors attending the Task Force Managers' In-Service will have: (1) broad investigative experience; (2) experience in working and managing Rico/Conspriacy and/or Continuing Criminal Enterprise (CCE) investigations; (3) prior experience supervising personnel assigned pro-active investigations; (4) FBI supervisors will have attended the Narcotics Specialization Training School at Glyngo, Georgia.

Because of the experience level and demonstrated managerial abilities of the prospective Task Force Managers, this in-service curriculum will not include basic investigative elements particular to Rico/Conspiracies and Continuing Criminal Enterprise.

### DAY 1

#### I. MISSION/GOAL OF TASK FORCE

##### A. Purpose

1. To identify the extent of the current Administration's support for the violent crime issue through emphasis and enhancement of narcotics investigations and to describe the FBI/DEA plan to confront this issue.
2. Objectives of the Task Force
  - a. Short Term (6 months) - To identify the scope of narcotic related activity, to include the modus operandi of the violators narcotics organization, assessment of the violators financial activity and the identification of cooperating individuals and witnesses knowledgeable of the organization's criminal and financial activities.
  - b. Intermediate (24 months) - (1) to identify and immobilize drug violators and deter the smuggling operations as identified; (2) to delineate wider conspiracies by analysis and documentation of financial transactions of the smuggling operations; (3) to prosecute violators under statutes involving mandatory sentences; (4) to attempt prosecution and financial seizures through involvement of foreign governments; (5) to provide financial data to the IRS for further development of tax cases.

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- c. Primary (indefinite time frame) - to deter the targeted organization and future organizations' ability to import and distribute narcotics.
- 3. Coordination - To apply resources of FBI/DEA and other agencies in an effective and efficient manner in order to insure mission is achieved.
- B. Method of Instruction (4 hours) - Lecture by class coordinators.

## II. HISTORY OF TASK FORCES

- A. Purpose
  - 1. To discuss Task Force advantages and previous Task Force experience.
  - 2. To identify those controls necessary for successful Task Force operations.
- B. Method of Instruction (4 hours)
  - 1. Analysis of the FBI/DEA Task Forces in New York, Chicago, Los Angeles, and Miami.
  - 2. Analysis and evolvement of the New York FBI/New York Police Departments' joint Task Forces.

### DAY 2

## III. JURISDICTION

- A.. Purpose - To acquaint Task Force Managers with available statutes and prosecutive assistance.
- B. Method of Instruction (4 hours)
  - 1. Instruction - FBI utilization of Title 18 - primarily Rico/Conspiracy application.
  - 2. DEA utilization of Title 21 - primarily in area of Continuing Criminal Enterprise application.
  - 3. IRS utilization of Title 26 - primarily in seizure/forfeiture application.

4. Explanation of jurisdictional responsibilities of U.S. Customs, U.S. Coast Guard, U.S. Navy, and U.S. State Department to include Title 31 and posse comitatus.
5. Department of Justice program and commitment in coordinating matters relative to prosecution.

#### IV. MEMORANDUM OF UNDERSTANDING

##### A. Purpose

1. To explain Task Force elements <sup>and</sup> ~~of~~ guidelines.
2. Explanation of (a) chain of command; (b) equipment; (c) records and reports; (d) procedure--to include assignment of personnel, dissemination of information, assignment of cases, and use and payment of informants.

- B. Method of Instruction (4 hours) - Lecture by class coordinators FBI Criminal Investigative Division, DEA and New York FBI/ New York Police Department Task Force Managers.

#### DAY 3

#### V. ADMINISTRATION AND ORGANIZATION

##### A. Purpose

1. To furnish investigative planning designed to prevent criminal element from returning to "back to business as usual".
2. To identify how overall investigation direction impacts on community and achieves mission goals (violent crime impact).
3. To analyze relationship between short term and intermediate goals and how they effect the primary goal.
4. Utilization of "target concept" in investigation direction.

##### B. Method of Instruction (4 hours)

1. Lecture by class coordinators and managers furnishing analysis of Boston FBI effort to eliminate organized crime influence in New England.

2. Analysis of target concept by Economic and Financial Crimes Training Unit, FBI Training Division.
3. Implementation and management of target concept by FBI Criminal Investigative Division.

DAY 4

VII. ELECTRONIC SURVEILLANCE

A. Purpose

1. To discuss successful application of electronic surveillance and how it can be used in narcotics investigations.
2. To identify methods and procedures necessary to develop probable cause necessary for obtaining electronic surveillance.

- B. Methods of Instruction (4 hours) - Lectures by FBI/DEA personnel who have successfully used electronic surveillance in major investigations.

VIII. LOGISTICAL SUPPORT/CAPABILITIES

A. Purpose

1. To identify those resources, technical and administrative, available to the task force.
2. To explain application of these resources to task force cases.

B. Method of Instruction (4 hours)

1. Explanation of Link Analysis (DEA), Visual Investigative Aids (FBI).
2. FBI Special Operations Groups' capabilities (photography, surveillance).
3. Explanation of computer support, i.e., NADDIS, EPIC, Pathfinder (DEA), NCIC, OCIS and ISIS (FBI).
4. Explanation of funding and support services.
5. Undercover application to narcotics investigations.

DAY 5

IX. PERSONNEL MATTERS

A. Purpose

1. To identify those investigative qualities necessary in the selection of personnel for inclusion in a Task Force Team.
2. To alert Task Force Managers to those areas which may effect team members productivity (burn out, motivation, personnel action).

B. Method of Instruction (2 hours) - Lecture by class coordinator on analysis of major investigative efforts and the effect on personnel assigned.

X. EXECUTIVE DIRECTION

A. Purpose (2 hours) - To afford Agency officials opportunity to address class.

2/25

This is a good concept but I think in view of cost involved, we should wait until a few months after SAC Cf & new AG's arrival. We may then have some clearer picture of FBI-DEA future relationships. In meantime, be sure SAC can pick up "nuts & bolts" when he comes here for Compania or in-service.

FROM

OFFICE OF DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

TO

OFFICIAL INDICATED BELOW

- Mr. Colwell \_\_\_\_\_
- Mr. Mullen \_\_\_\_\_
- Mr. Otto \_\_\_\_\_
- Mr. Baker \_\_\_\_\_
- Mr. Bayse \_\_\_\_\_
- Mr. Geer \_\_\_\_\_
- Mr. Glover \_\_\_\_\_
- Mr. Groover \_\_\_\_\_
- Mr. McKenzie \_\_\_\_\_
- Mr. Mintz \_\_\_\_\_
- Mr. Monroe \_\_\_\_\_
- Mr. O'Malley \_\_\_\_\_
- Mr. Revell \_\_\_\_\_
- Mr. Stames \_\_\_\_\_
- Mr. Holts \_\_\_\_\_
- Mr. [ ] \_\_\_\_\_
- Mr. [ ] \_\_\_\_\_
- Tele. Room \_\_\_\_\_
- Miss [ ] \_\_\_\_\_

2/26 3:20  
 this is a good  
 concept but  
 I think in  
 view of cost  
 involved, we  
 should wait until  
 a few months after  
 SAC of a new  
 AG's arrival.

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- See Me \_\_\_\_\_
- Note and return \_\_\_\_\_
- Prepare reply and return for my signature \_\_\_\_\_
- Please Handle \_\_\_\_\_
- Respond over your signature \_\_\_\_\_
- Prepare memo for the Department \_\_\_\_\_
- For your recommendation \_\_\_\_\_
- What are the facts? \_\_\_\_\_
- Hold \_\_\_\_\_

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Remarks:

→ FBI-DOJ future  
 relationships.

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 can pick up "nuts & bolts" when he  
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TO DIRECTOR ROUTINE

BT

UNCLAS E F T O

ATTENTION: ORGANIZED CRIME SECTION, CRIMINAL INVESTIGATIVE

DIVISION

CONFIDENTIAL  
EXECUTIVE-LEVEL NAARCOTICS TRAINING SEMINAR, ARLINGTON, VIRGINIA,

SEPTEMBER 17-19, 1985

REBUTEL, AUGUST 22, 1985.

SAC TERRENCE D. DINAN, CINCINNATI DIVISION, WILL ARRIVE  
AFTERNOON OF SEPTEMBER 16, 1985, AND WILL DEPART MORNING OF  
SEPTEMBER 20, 1985. NUMBER IN PARTY IS ONE.

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FEDERAL BUREAU  
OF INVESTIGATION

*Fiche*

FM MOBILE (240-1)

TO DIRECTOR ROUTINE

BT

UNCLAS

ATTENTION ORGANIZED CRIME SECTION, CID

EXECUTIVE <sup>Conference</sup> -LEVEL NARCOTICS TRAINING SEMINAR, ARLINGTON, VIRGINIA,

SEPTEMBER 17-19, 1985; BUDED AUGUST 30, 1985.

*[Handwritten signatures and initials]*

REBUTEL TO ALL OFFICES DATED AUGUST 22, 1985, CAPTIONED AS

ABOVE.

MOBILE SAC DELBERT L. TOOHEY WILL ARRIVE WASHINGTON, D. C.,  
AFTERNOON OF SEPTEMBER 16, 1985, AND DEPART MORNING OF SEPTEMBER 20,  
1985. LODGING REQUIRED FOR FOUR NIGHTS, SEPTEMBER 16-19, 1985. ONE  
IN PARTY.

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BT

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September 9, 1985

Honorable Edwin Meese III  
The Attorney General  
Washington, D.C.

FEDERAL GOVERNMENT

Executive Conference

Dear Ed:

This will confirm my previous request that you appear and make the opening remarks at our Executive Level Narcotics Training Seminar on Tuesday, September 17, 1985, to be held at the Sheraton National Hotel, Arlington, Virginia. As I previously advised you, this seminar is for our Executive Assistant Directors, Assistant Directors, and Special Agents in Charge. Your opening remarks are scheduled for 8:30 a.m.

Sincerely,

William H. Webster  
Director

DE-275 66-2554-13052

23 SEP 20 1985

- 1 - The Director
- 1 - Mr. Revell
- 1 - Mr. Clarke
- 1 - Mr. Storey
- 1 - Mr. [Redacted]
- 1 - Miss [Redacted]

W-767

- Exec AD Adm.
- Exec AD Inv.
- Exec AD LES
- Asst. Dir.:
- Adm. Servs.
- Crim. Inv.
- Ident.
- Insp.
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- Legal Coun.
- Off. Cong. & Public Affs.
- Rec. Mgnt.
- Tech. Servs.
- Training
- Telephone Rm.
- Director's Sec'y

JAB:SKO (8)  
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APPROVED:

Director *[Signature]*  
Exec. AD-Adm. *[Signature]*  
Exec. AD-Inv. *[Signature]*  
Exec. AD-LES *[Signature]*

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Inspection <input type="checkbox"/>	Rec. Mgnt. <input type="checkbox"/>
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	Training <input type="checkbox"/>

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8/28/85

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FM DIRECTOR FBI

TO ALL FBI FIELD OFFICES ROUTINE

PERSONAL ATTENTION SAC

BT

*Executive Conference*

UNCLAS E F T O

~~EXECUTIVE-LEVEL NARCOTICS TRAINING SEMINAR, ARLINGTON, VIRGINIA, SEPTEMBER 17-19, 1985.~~

REBUTEL TO ALL FBI FIELD OFFICES DATED 8/22/85.

MANDATORY ATTENDANCE OF ALL SAC'S AT ABOVE-CAPTIONED TRAINING SEMINAR IS REQUIRED. ANY EXCEPTIONS MUST BE PERSONALLY GRANTED BY EXECUTIVE ASSISTANT DIRECTOR OLIVER B. REVELL. THE TENTATIVE SCHEDULED AGENDA FOR THE TRAINING SEMINAR IS TO BEGIN AT 8:30 EACH MORNING AND CONCLUDE AT 5:30 EACH DAY. A MESSAGE CENTER WILL BE ESTABLISHED AT THE HOTEL AND WILL BE MANNED 24-HOURS A DAY DURING THE COURSE OF THE TRAINING SEMINAR. SAC'S WILL BE PROVIDED WITH THE TELEPHONE NUMBER FOR THIS MESSAGE CENTER AS SOON AS IT IS AVAILABLE. THE DRESS FOR THIS

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*[Handwritten signature]*

JAB:KAC {27}

8/28/85

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- 1 - THE DIRECTOR
- 1 - MR. MINTZ
- 1 - MR. OTTO
- 1 - MR. REVELL
- 1 - EACH ASS'T DIRECTOR
- {
- 1 - MR. GILBERT
- 1 - MR. STOREY

*[Handwritten mark]*

- 1 - MR. [Redacted]
- 1 - MR. KELLEY
- 1 - MR. OPPY
- 1 - MR. PARKS
- 1 - MR. [Redacted]
- 1 - MR. [Redacted]
- 1 - MR. [Redacted]
- 1 - MR. [Redacted]
- 1 - MISS [Redacted]

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FEDERAL BUREAU OF COMMUNICATIONS

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DO NOT FILE WITHOUT COMMUNICATIONS STAMP

FBI/DOJ

DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
COMMUNICATION MESSAGE FORM

PAGE 2

CONTINUATION SHEET

▷ PAGE TWO DE HQ 0232 UNCLAS E F T O

SEMINAR IS BUSINESS ATTIRE. THIS TRAINING SEMINAR IS ONLY FOR  
EXECUTIVE ASSISTANT DIRECTORS, ASSISTANT DIRECTORS, AND SPECIAL  
AGENTS IN CHARGE.

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dy  
F HOUSTON (1-35) (P)  
TO DIRECTOR (PRIORITY)  
BT

UNCLAS

ATTENTION: ORGANIZED CRIME SECTION, ROOM 3775, CRIMINAL  
INVESTIGATIVE DIVISION. Executive Conference

Handwritten initials and signatures.

EXECUTIVE LEVEL NARCOTICS TRAINING SEMINAR, ARLINGTON, VIRGINIA,  
SEPTEMBER 17-19, 1985.

RE BUREAU TELETYPE TO ALL OFFICES, AUGUST 22, 1985.

Large circled handwritten mark, possibly "9".

FOR INFORMATION OCS/CID, SAC W. DOUGLAS COV, HOUSTON, WILL  
ATTEND CAPTIONED SEMINAR. SACNMS ARRIVE WASHINGTON,  
D.C., 1:10 PM, SEPTEMBER 16, 1985, AND DEPART WASHINGTON, D.C.

1:15 AM, SEPTEMBER 20, 1985, VIA WASHINGTON NATIONAL AIRPORT.

BT

DE-235

66-2554-13054

V-172

SEP 11 1985

53 JAN 03 1985

Handwritten signature and "REC. UNIT" stamp.

wilford lewis incorporated

December 20, 1985

OUTSIDE SOURCE

Mr. John A. Mintz  
Executive Assistant Director  
Federal Bureau of Investigation  
Washington, D.C. 20535

Executive Conference

Dear John:

In a note to Judge Webster in which I thanked him for the opportunity to participate in the Executives' Conference Retreat, I mentioned that I would be in touch with you. While at the Academy earlier this week, I discussed the retreat with Jim McKenzie. He said the Director was pleased and feedback on my presentation was excellent. I was very impressed with the interaction. As you know, some of the basic concepts of communication need more time for development. This week we completed a video tape which will help FBI managers take better advantage of some of the opportunities we discussed.

According to Jim, you are responsible for long-range planning at the FBI. I would like to help develop a shared vision with a core group of technically oriented managers who have responsibility for development and integration of "mind accessories" - computers and information systems, telephone systems, television, graphic systems and networks. As I mentioned at the retreat, I have led similar efforts for AT&T and Pacific Bell. My interest and professional efforts are directed toward achieving project results as well as managerial development.

LH

I will call you in early January for an appointment at your convenience to discuss ways in which I may assist in your long-range planning and development efforts.

66-2554-13055

Sincerely yours,

[Redacted Signature Box]

12 JAN 15 1986

WAL/tp

cc: J. McKenzie

ALL DIRECTOR [Signature]

Handwritten notes on left margin: "Let see 1/15/86 JAM: WLS"

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b7c

January 9, 1986

OUTSIDE SOURCE



*Set  
111*

Wilford Lewis Incorporated  
10 Old Redding Road  
Weston, Connecticut 06883

EXECUTIVE CONFERENCE

Dear Mr.

I would like to take this opportunity to thank you for the thought provoking presentation at our recent Executive Conference Retreat. The stimulus that you provided to our subsequent discussions crystalized our thoughts in many pertinent areas.

I have received your letter of December 20, 1985, regarding the development of a core group of technically oriented managers working in concert with the FBI long range planning effort and I appreciate the positive effect that such a group within the FBI might have. Anything that the FBI can do to improve our lines of communication should be explored where possible. Unfortunately, having to work within the constraints imposed by both budget and time, we have less opportunity than we would like to have to explore new concepts or theories. Our time is fairly filled addressing criminal and counterintelligence activities coupled with the necessary administrative and service functions.

I am, however, interested in any effort that the FBI can make to become more efficient and effective. In that regard and as a result of your telephone conversation with on January 9, 1986, I am enclosing an organizational chart of the FBI and a printed article pertaining to long range planning in the FBI. As you can see from the organizational chart, three of our divisions are directly responsible to the Director while three are responsible to the Executive Assistant Director for Law Enforcement Services, two responsible to the Executive Assistant Director for Investigations, and three directly responsible and two indirectly responsible to me. I would like to point out that the FBI has an effective line of communication and that all divisions play a part in not only the day-to-day operations of the FBI but also in the long range planning for the FBI. After you have found time to review the enclosed material, we would appreciate it if you would volunteer your analysis and suggestions for a long range initiative which would increase our efficiency through improved awareness and communication. Please provide your response to Mr. who is coordinating this matter for us.

*NY-120 DE-8766-2554-13056*

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Enclosures **ENCLOSURE**

**2 JAN 15 1986**

- Exec AD Inv.
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- Asst. Dir.:
  - Adm. Servs.
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  - Off. Cong. & Public Affs.
  - Rec. Mgnt.
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  - Training
  - Telephone Rm.
  - Director's Sec'y

**JAN 17 1986**

*any mailed from Minty's office 1/9/86*

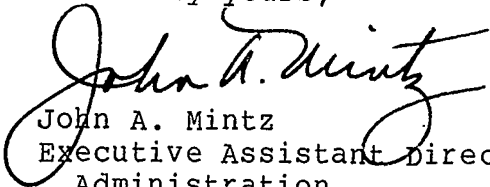
FBI

Mr.

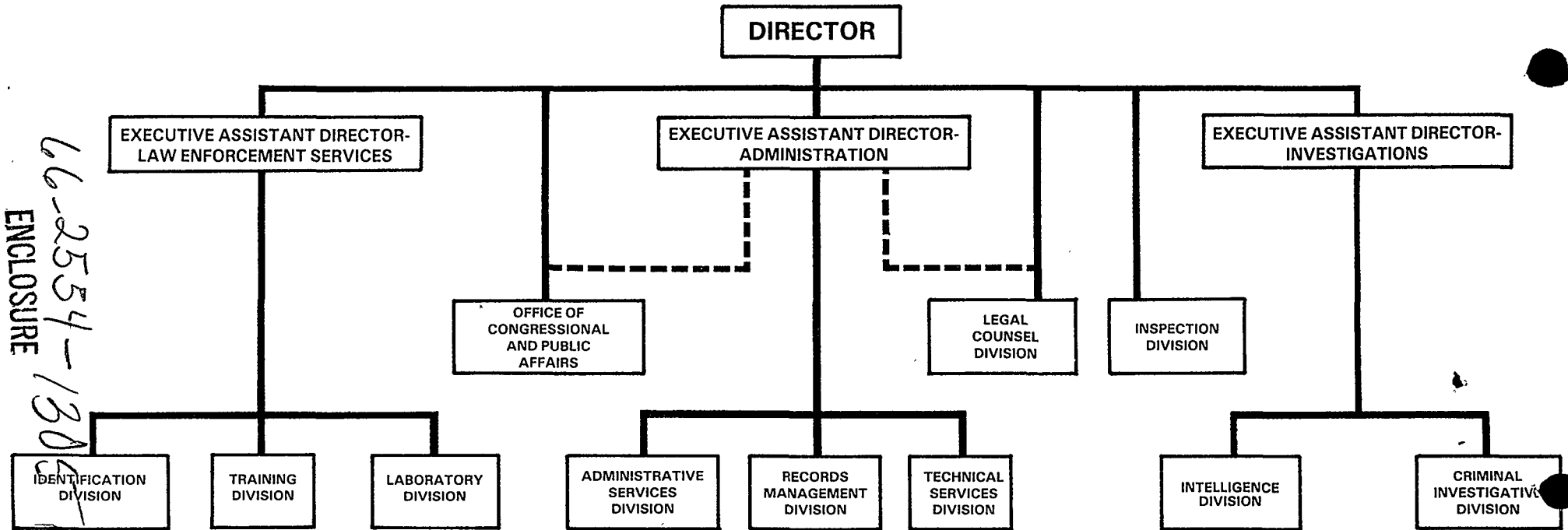
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By the way, the color of this paper is significant, but take heart, we have red paper also.

Sincerely yours,

  
John A. Mintz  
Executive Assistant Director -  
Administration

# Organization Of The FBI



66-2554-130  
ENCLOSURE

AUGUST 1985



# Management Quarterly

## Long-Range Planning in the FBI

By  
William Lee Colwell  
and  
Donald C. Witham

On September 25, 1980, Director William H. Webster approved the establishment of a formal long-range planning effort within the Federal Bureau of Investigation, an effort designed to improve Bureau effectiveness. Planning was chosen as the strategy to improve effectiveness because it provides all employees with a clear sense of organizational direction. Also, it builds flexibility into an organization. In this time of drastic, rapid change, organizations must continually monitor their environment and their operations to ensure that their effectiveness is not threatened by new circumstances. Conversely, they must determine if a new, evolving situation presents opportunities for them to improve their performance dramatically. The *problem* is summed up in the Chinese ideogram for crisis, for it is comprised of two distinct characters: danger and opportunity.<sup>1</sup> The *solution* lies in long-range planning, for it can assist in identifying both the dangers and the opportunities.

This article seeks to outline the planning structure of the FBI and trace the process by which plans are developed, implemented, and monitored. Finally, it

discusses responsibility in the planning effort.

### The Planning Structure

In the FBI, strategic planning is the responsibility of the Director. The Director and his Executive Assistant Directors comprise the Strategic Planning Group (SPG), which develops strategic guidance and policy statements and which defines the mission, goals, and direction of the FBI.

Under the guidance of the SPG, the Executive Assistant Director/Administration acts as Bureau Planning Coordinator, with the responsibility to coordinate long-range planning activities for the entire Bureau. As chairman of the Executive Planning Committee (EPC), he formulates planning guidance, identifies resource constraints, and makes environmental projections for FBIHQ and field divisions. The field divisions, in turn, are required to provide the EPC with potential planning initiatives. With the EPC, the Planning Coordinator then selects those planning initiatives proposed by FBI divisions that are the most relevant and critical to the achievement of the Bureau mission and submits them to the Director for final approval.

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ENCLOSURE

## THE PLANNING CYCLE

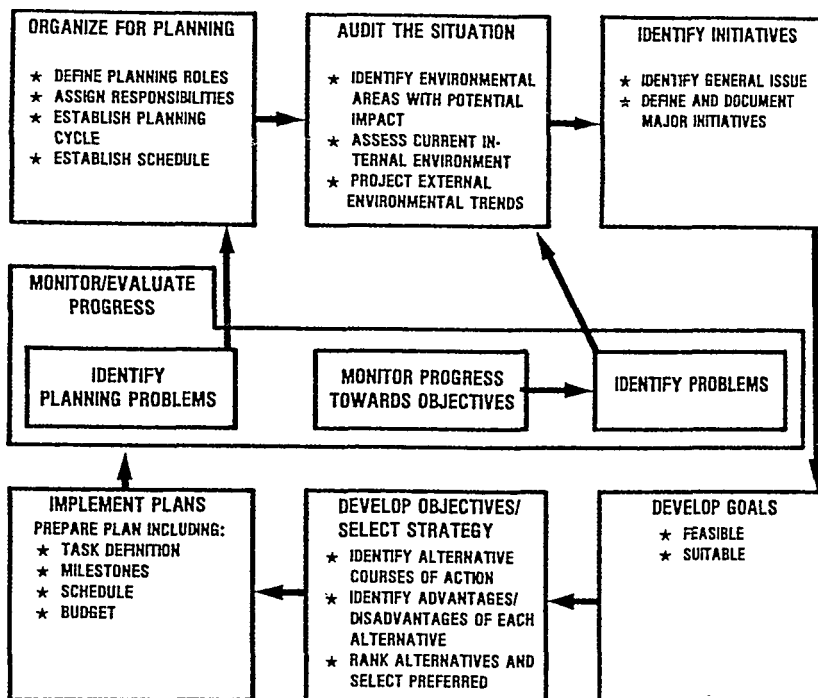


Figure 1.

### The Planning Process

Figure 1 outlines the steps involved in the FBI planning process. The first step in the cycle is to organize for planning; that is, to set up the planning structure of the organization, as described above. Next, an audit of both the internal and external environment is conducted. In an informal sense, all FBI managers and employees conduct such audits regularly as part of their normal duties. A formal audit, however, is conducted by the Bureau planning staff. In its inquiry, the staff reviews academic and professional journals and other selected works; attends professional meetings and conferences; meets with knowledgeable Bureau employees; and meets with knowledgeable outsiders from both the public and private sectors. It then disseminates its findings to appropriate officials throughout the FBI.

After the situation audit has been completed, field and headquarters divisions review their current policies and submit appropriate initiatives to the Planning Coordinator. He, then, in

conjunction with other members of the EPC, identifies and selects those planning initiatives which address the greatest threat to or the greatest opportunity for FBI effectiveness. The initiatives that are selected must be well defined and briefly stated, and they must clearly specify the threat or opportunity they foresee. Initiatives are then presented to the Director for approval.

The Director, in turn, evaluates the initiatives and assigns responsibility for those he approves to an appropriate FBIHQ Division. This Division, assisted by the planning staff, ensures that the remaining steps of the planning process are followed. It first develops goals for the initiatives that must meet the following two requirements:

1. They must be suitable—i.e., they must support the FBI's mission; and
2. They must be feasible—i.e., they can be achieved in terms of:
  - a. Operational requirements;
  - b. Technology available; and
  - c. Resources required.

The goal development phase actually embraces several steps, which together constitute a miniprocess. Unless one considers the strategies and plans by which a goal can be achieved, one cannot realistically assess the worth of the goal. Figure 2 shows proposed goals passing through strategy and development constraint tests to be either rejected as infeasible or, alternatively, accepted as viable goals and implemented.

In practice, when a planning initiative arrives at the goal development phase, it not only pinpoints a potential problem or deficiency, it also proposes a final solution to that problem. The goal development, strategy selection, and plan implementation steps, then, evaluate whether and how one can move from the problem to the solution. Managers can then examine the range of alternatives—with all their advantages and disadvantages—before settling upon a particular course. The goals developed at this stage are statements of desired end results, usually within a three- to five-year time frame, and they tend to be rather general.

At the same stage of strategy selection, however, objectives are developed. Similar to goals, objectives specify a desired end result; however, objectives are both more specific and more short ranged than goals. Objectives can be viewed as the intermediate steps or milestones leading to accomplishment of the goal. Thus, objectives must be developed to ensure that the more general goal will be achieved. Just as

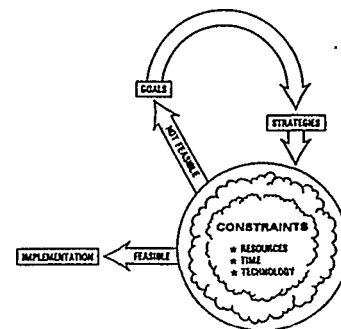


Figure 2.

planning goals support the achievement of the Bureau mission, objectives support achievement of the goal.

The term mission is necessarily broad in meaning, relatively enduring, and expresses the somewhat utopian ends towards which Bureau efforts are directed. In fact, the mission is more accurately defined as a condition towards which the organization strives than as an end state which will be achieved at some future date.

Organizational missions tend to be rather idealistic: their goals are of a shorter duration—typically one to five years—and they relate to a particular aspect of the mission. Although still broad, goals are more specific than a mission statement, and they exist to be achieved. Objectives are still more specific than goals and can be accomplished in a shorter period of time. Frequently, objectives specify accomplishment within one to twelve months.

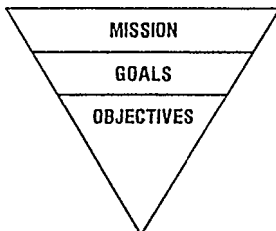


Figure 3.

Once a strategy has been selected and the objectives developed, the implementation plan—an actual document—is prepared. This plan will specify who is responsible for particular tasks, and it will set forth the necessary schedules and budget information.

The final—and very important—step in the overall process is the monitoring and evaluation of the plan's progress. It would be foolhardy and erroneous to assume that one can plan comprehensively for every activity and task which will be performed during a five-year time period. Thus, to be successful, plans must meet challenges and setbacks dynamically, allowing for

changes, modifications, and adjustments where necessary. Still, efforts are and must always be directed towards the resolution of each initiative. The reader is reminded that initiatives are selected for inclusion in the long-range planning effort because they are critical to overall Bureau effectiveness and because present performance levels and other indicators (e.g., technological capabilities) will probably not satisfy future requirements. Consequently, all actions related to a planning initiative must be designed to resolve that selected initiative if future Bureau success is to be assured.

Although the various steps of planning lead to a predetermined end, planning is not a ladder-like structure. Rather, it is an ongoing, relatively continuous process—a cycle. Information gleaned during the various steps in the effort is incorporated into future analyses of the organization and the environment. In fact, it is not uncommon for future planning initiatives to spring from a review of a current initiative.

Recently, the value of this planning approach has been confirmed by Arthur Anderson and Company, the recognized leading authority on strategic planning in the public sector. This professional services firm has been involved in publishing two important works in 1984 that address public sector planning.<sup>2</sup> Both define the essential steps in the process as follows:

- organize for planning
- scan the environment and forecast
- analyze and assess internal strengths and weaknesses
- define goals and objectives
- develop strategy
- implement plans and monitor

Clearly, the FBI approach, as shown in Figure 1, is remarkably consistent with the latest position advanced by planning authorities. In fact, the planning approach of the FBI, first followed in 1981, is clearly one of the pioneering efforts in the public sector.

### The Planning Schedule

The long-range planning process adheres to an annual schedule. Early each calendar year, a one-week Long-Range Planning Seminar is conducted at Quantico. The seminar is conducted by the FBI Academy staff and the Bureau planning staff under the direction of the Planning Coordinator. Field and headquarters managers participate in this rather informal seminar for the purpose of 1) reviewing ongoing operations and policy, 2) considering societal trends in the United States, and 3) identifying potential planning initiatives. Then, during the year, FBI field and headquarters divisions develop their five-year plans and provide possible long-range planning initiatives to the planning staff. The Planning Coordinator and the Executive Planning Committee forward the selected initiatives to the Director for his approval.

Since 1981, a total of 23 initiatives have been addressed by the process. Seven initiatives related to FBI operations; six concerned administrative or personnel matters; five dealt with technology; and five focused on the evolving FBI-DEA relationship. Several of the initiatives have been successfully resolved and are no longer critical to organizational functioning. The others continue to be addressed, and substantial progress has been made toward resolving a number of them.

### Making the Planning Program Work

Planning is a function of line management in the FBI! In fact, planning is one of the most important responsibilities of line managers. Without the insights, commitment, and cooperation of operational managers, the efforts of the Planning Coordinator and his staff cannot be successful. During the last five years, for example, several corporate planning programs have been disbanded on the grounds

that they were irrelevant and expensive. The most frequent complaint about these programs was that they had been conducted by—and for—ivory tower planning staffs. Lacking any input from operational managers, these staffs seem always to develop sophisticated, abstract, quantitative models of reality...that are nearly always completely wrong. People with the requisite knowledge and skills are available to the Bureau planning process, but without wide support and input from Bureau people everywhere, they cannot plan successful programs.

Two other problems, often cited in the management literature, frequently plague long-range planning programs. The first one—paralysis through analysis—was thoroughly described in Peters and Waterman's bestseller *In Search of Excellence*.<sup>3</sup> This problem arises from attempts to be totally comprehensive and rational. In a rapidly changing and unpredictable world, managers and everyone else must learn to live with some ambiguity. In this vein, Harlan Cleveland defines planning as "improvisation on a general sense of direction."<sup>4</sup> The second problem associated with planning programs is attenuation: after two to four years of fanfare and attention, many programs lose their momentum and become nothing more than ritualized paper dances. The Bureau is committed to not allowing this to happen. One of the purposes of this article, in fact, is to elicit the cooperation and insights of Bureau people in support of Long-Range Planning. Suggestions and questions should be directed to:

Executive Assistant Director/  
Administration  
Room 7142 JEH T.L. #235  
Long-Range Planning Staff.

Bureau people throughout the nation remain dedicated to excellence. Thanks to the leadership of the Director and other Bureau executives, the FBI has a carefully designed and effective planning

program in place and operating. The program—designed to ensure future excellence—can only be as good as the support it receives from concerned employees. □

#### Footnotes

<sup>1</sup>Speiler, Joseph. "After the Recession," *Quest/80*, September, 1980, p. 29.

<sup>2</sup>Arthur Anderson and Company. *Guide to Public Sector Strategic Planning*, 1984; and *Strategies for Cities and Counties: A Strategic Planning Guide* (Public Technology, Inc.: Washington, D.C., 1984).

<sup>3</sup>Peters, Thomas J. and Robert H. Waterman, Jr. *In Search of Excellence: Lessons from America's Best Run Companies* (Harper and Row, Publishers: New York, 1982), p. 49.

<sup>4</sup>Cleveland, Harlan. *The Future Executive: A Guide for Tomorrow's Managers* (Harper and Row, Publishers: New York, 1972), p. 29.

*William Lee Colwell is the retired Associate Director of the FBI. Mr. Colwell served as Executive Assistant Director/Administration from 1979 to 1985. In that capacity, Lee was the Planning Coordinator for the Bureau. During his 26-year career, Lee had served at every investigative and management level in the FBI. Lee holds a Doctor of Public Administration degree from the University of Southern California and is currently Associate Professor of Criminal Justice at the University of Arkansas at Little Rock, Arkansas.*

*Donald C. Witham is a Supervisory Special Agent assigned to the Management Science and Personnel Assessment Unit at the FBI Academy. He has served in the Detroit and Chicago Field Divisions and was formerly assigned to the Bureau Planning Staff at FBI Headquarters. He was awarded the degree Doctor of Public Administration (DPA) by George Mason University in 1984.*

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## Management Quarterly

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Editors: Hillary M. Robinette,  
Patricia G. Solley

The *FBI Management Quarterly* is published four times each year by the Management Science Unit of the Training Division at Quantico, Virginia, for the use of FBI supervisors and managers.

The *Quarterly* neither supplements nor supplants official directives. Views and opinions expressed are those of the contributing authors and are not to be construed in any way as representing official Bureau policy. The articles do not represent any consensus of opinion nor are readers expected to agree with the ideas presented. Readers, indeed, are encouraged to present opposing views where appropriate.

# Memorandum



(last)  
Exec AD Adm. \_\_\_\_\_  
Exec AD Inv. \_\_\_\_\_  
Exec AD LES \_\_\_\_\_  
Asst. Dir.:  
Adm. Servs. \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_  
Ident. \_\_\_\_\_  
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Legal Coun. \_\_\_\_\_  
Off. Cong. & Public Affs. \_\_\_\_\_  
Rec. Mgnt. \_\_\_\_\_  
Tech. Servs. \_\_\_\_\_  
Training \_\_\_\_\_  
Telephone Rm. \_\_\_\_\_  
Director's Sec'y \_\_\_\_\_

To : The Director

Date 1/9/86

From : John A. Mintz *JAM*

Subject : ~~EXECUTIVES CONFERENCE RETREAT, DECEMBER 3-5, 1985~~ *MD*

*Executives Conference*

PURPOSE:

To provide a summary of the above-captioned conference.

SYNOPSIS:

Following your keynote remarks, this year's Executives Conference Retreat included an outside speaker as well as an audio-visual presentation by the Laboratory Division. The theme for this year's conference was "Developing a Strategy for the Future of the FBI," and resulting discussions centered on organizational strategy and organizational structure. Attendees discussed such topics as a Shared Vision, Utilization of Skills, Ethics, the Senior Executive Service, and the Location and Structure of Field Offices and Legal Attache Offices. Many recommendations were made at the closing session of the conference. Those specific recommendations that are being followed will be forwarded to you for consideration. *(MD)*

RECOMMENDATION:

None. For information only.

Enclosures *ENCLOSURE ATTACHED*

JAM:ams  
(11) *ENCLOSURE*

*Wm*  
V-10 DE-160 66-2554-13056X

- 1 - Mr. Otto
- 1 - Mr. Revell
- 1 - Mr. Baker
- 1 - Mr. Glover
- 1 - Mr. McKenzie

- 1 - Mr. Sharp
- 1 - Mr. [Redacted]
- 1 - Mr. [Redacted]
- 1 - Long Range Planning Staff
- 1 - Miss [Redacted]

MAR 8 1987

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b7c

DETAILS - CONTINUED OVER

139 OCT 15 1987

PERS. REG. UNIT

Memorandum for The Director  
RE: EXECUTIVES CONFERENCE RETREAT,  
DECEMBER 3-5, 1985

DETAILS:

The 1985 Executives Conference Retreat opened with your remarks which challenged the FBI/DEA executive leadership to develop a dynamic strategy that would enable us to stay in front of our problems. Your comments together with those of the guest speaker focused the attending executives on the 1985 theme, "Developing a Strategy for the Future of the FBI."

[ ] the guest speaker arranged for us by the Training Division, proposed that the American society is moving from an industrial age into a communication age. The two essential elements of his argument consisted of a strategic resource and a transforming resource. While the strategic resource was money and the transforming resource was processed energy in the industrial age, Mr. [ ] suggested that "key minds linked by a shared vision" is the strategic resource and "mind space" or captivation of the mind is the transforming resource of the communication age.

Mr. [ ] proposed an analogy that compared the mind with different levels/layers of the ocean. He suggested that the bottom layer consisted of Data and that each ascending layer consisted of Information, Knowledge, Understanding, and Shared Vision. The limitless sky remained above the top layer. [ ] explained that processed Data provides Information which, when combined with experience (memory), provides Knowledge which leads to Understanding.

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[ ] continued to explain that the strategic planning required a lot of data, some information, and little knowledge. He recommended, therefore, that management was more than strategic planning and that managers need the ability to spend time at all levels. It was [ ] theory that an ideal manager takes advantage of minds (people) which can simultaneously process form, color, motion, and sound. He stated that growth then was the process by which people become connected and that the ultimate connection was shared vision.

A second analogy was developed which depicted the "Mind Space" as consisting of five elements: Shared Vision, Personality, Access or Accessories to do a task, Connection (for performance), and Emotion or Emotional State. Mr. [ ] then asked each of us to evaluate these five elements for three categories of employees

CONTINUED - OVER

Memorandum for The Director  
RE: EXECUTIVES CONFERENCE RETREAT,  
DECEMBER 3-5, 1985

(Support, Agent, and Senior Management), using green to indicate satisfaction, yellow to indicate concern, and red to indicate perceived trouble. The visual demonstration of the resulting composite readily identified common areas of concern.

Through the Laboratory Division's slide presentation pertaining to trends and projections of criminal activity in the future, our executives saw the potential impact of the information/communication age. Using the UCR Crime Index, population figures, and investigative hours, the presentation illustrated how information could be utilized to project future office locations, TSLs, etc. The discussion was limited to a theoretical model because of the inapplicability of the UCR Crime Index to FBI jurisdiction and the unavailability of Federal crime data.

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Mr. [ ] and the Laboratory's presentations proved to be catalysts that identified thought-provoking issues in both of our discussion groups. One issue dealt with Organizational Strategy involving Shared Visions, Utilization of Available Skills and Personnel Resources, and Ethics. The other issue dealt with Organizational Structure involving the Location of Field Offices and Legal Attaches, the Structure of Field Offices and Legal Attaches, and the Senior Executive Service.

#### Strategy

The point was made that the FBI should maintain a strategy that was both internal and external in nature. You stated that the external strategy was much more than a public relations effort; that the FBI should be sensitive to fast-moving issues and anticipate where the problems are for us. It was brought out that Federal law enforcement agencies should establish a credible attack on crime based on common rules. There was a perceived need to convince other agencies of the integrity and ability of the FBI. The external entities include not only law enforcement agencies but also the Congress, the Department of Justice, the U.S. Attorneys' Offices, and the media.

Discussions of internal strategy focused on our support employees. It was noted that management had a tendency to place a premium on production and performance, but that efforts should be made to eliminate the "Information Gap" between management and support personnel. All were in agreement that there was a need to

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Memorandum for The Director  
RE: EXECUTIVES CONFERENCE RETREAT,  
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impress upon our support employees the value of their contribution to the FBI. Methods that were discussed for heightening support employee awareness included greater management interaction, a definitive career path, and a selected representative to act as a special assistant to you.

### Vision

A "Shared Vision" became a keen topic of discussion as a result of the morning presentation. A statement was made that the FBI should articulate its vision internally and externally. Recognizing that growth, expansion, automation, and integration with the DEA impact on the vision of the FBI, it was stressed that other entities such as the Department of Justice, Congress, DEA, U.S. Marshals Service, the American public, etc., should have a common vision that is shared with the FBI. It was brought out that all of our employees, regardless of level, should share a common vision of the Bureau and be encouraged to become a part of the FBI through a continued contribution and recognition. A statement was made that many employees come to the FBI feeling it is a "special" organization only later to have the "special" feeling somewhat diluted. It is encumbent upon FBI managers and other employees to maintain organizational pride through shared vision, contribution, and recognition.

### Skills

Concern was voiced regarding our continual and increasing need for certain skills within the FBI. Language specialists were pointed out as a resource in continual need of replenishment. In that regard, it was noted that testing and rating was currently being conducted in an effort to address this need. You raised the question as to whether or not the FBI was exercising the best techniques for skill selection and recognition/retention of our on-board resources.

In connection with this discussion, the group noted that the FBI provided a wealth of opportunity that many people were either unaware of or not taking advantage of. You suggested that this condition could be the result of poor communication, and further suggested that we consider the establishment of a career counseling service, other than that which is provided by the Office of Equal Employment Opportunity, for support personnel.

CONTINUED - OVER



Memorandum for The Director  
RE: EXECUTIVES CONFERENCE RETREAT,  
DECEMBER 3-5, 1985

### Ethics

Part of our discussion centered on the increasing temptations for corruption and unethical conduct. It was agreed that not only must employees have the mettle to withstand temptation but also that audit controls and other management procedures, such as leadership example, peer example and discipline, must be utilized to encourage our employees to remain above reproach.

### Structure

In order to adjust to internally perceived need for change and to external influences, the structure of the FBI must be flexible. As aptly illustrated by the Laboratory Division's presentation, the FBI must be sensitive to possible reconfiguration due to changing criminal activity and population shifts. A point of consideration was the FBI's increasing role in international crime. Questions were raised concerning the adequacy of our Legal Attaches, the adequacy of current field office configuration and alternatives (suboffices, minioffices, metropolitan resident agencies, etc.), and the adequacy of FBI Headquarters' present structure which provides top-level management with little time to devote to short and long-range planning, program development, etc.

### Location

Regarding location, the discussion centered around the necessity for the FBI to collect, analyze, and establish its own criteria for retention or relocation of field offices. It was pointed out that crime trends, intelligence-collection needs, priority program projections, financial considerations, technological advances, political considerations, responsiveness, personnel considerations, and FBI/DEA integration were among issues that should be addressed during reconfiguration decisions.

### Senior Executive Service

In connection with the Senior Executive Service (SES), it was pointed out that a previous Executives Conference recommended to you that the FBI not participate. Considerations at that time were stated to be salary questions for lower level GS-16s and your authority to appoint FBI supergrades. It was recommended at this conference that the DEA furnish you with a current proposal for each

CONTINUED - OVER

Memorandum for The Director  
RE: EXECUTIVES CONFERENCE RETREAT,  
DECEMBER 3-5, 1985

agency to either become full participants in SES or opt for certain specified benefits.

In summation, this Executives Conference Retreat indicated that our executives realize the need for a dynamic organizational strategy and structure. As a group we recognize that the future of the FBI will involve greater employee awareness, participation, and recognition. The future of the organization will also involve greater public awareness of our mission and abilities, the maximum utilization of existing skills and resources, increased efforts to maintain our ethical/moral fiber, a more flexible field office/legal attache structure, and a more flexible management structure. Many recommendations that were made as a result of this conference were nonspecific in nature and are not included in this summary. However, I have enclosed the reports from the two group discussions which include recommendations. The significant issues will be forwarded to the appropriate divisions for evaluation. Specific recommendations will thereafter be forwarded to you for consideration.

Those issues which I considered to be of utmost importance as a result of the conference and the Divisions being requested to evaluate them are:

1. That we increase Agent and support employee awareness of the significance of their contributions through a shared vision (institutional philosophy) and through a "Sergeant Major" concept or suitable alternative. (Administrative Services Division; Inspection Division)
2. That we increase support employee awareness of the career opportunities available through a career counseling service or suitable alternative. (Administrative Services Division)
3. That we develop an institutional philosophy (shared vision) that internally evokes a universal pride of accomplishment and externally promotes a greater understanding of the FBI's mission. (Inspection Division; Office of Congressional and Public Affairs; Training Division)


CONTINUED - OVER

Memorandum for The Director  
RE: EXECUTIVES CONFERENCE RETREAT,  
DECEMBER 3-5, 1985

4. That we achieve maximum utilization of the skills of our personnel resources and continue to improve our overall skill levels. (Administrative Services Division)
5. That we fully address all concerns regarding crime trends, program projections, technological advances, personnel considerations, demographics, political ramifications, etc., before implementing reconfiguration/relocation of our Divisions and Legal Attaches. (Inspection Division; Long-Range Planning Staff)
6. That we determine if the FBI can offer its executives additional incentives/rewards for their dedication and performance through our own Senior Executive Service or that of another agency. (Administrative Services Division; Inspection Division)

Building upon what we have learned from past executive conferences, I recommend that next year's conference include a guest speaker who will stimulate insightful discussions about one or two substantive issues as possibly determined by you. A focused agenda structured around these issues and distributed in advance might allow for greater preparation and involvement by the attendees.

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ENCLOSURE

EXECUTIVES CONFERENCE RETREAT  
ASPEN INSTITUTE AT WYE PLANTATION

12/3-5/85

GROUP A

DISCUSSIONS AND RECOMMENDATIONS

GROUP MEMBERS:

Mr. Baker, Group Leader  
Mr. Mintz  
Mr. Geer  
Mr. [REDACTED]  
Mr. Kelly  
Mr. McKenzie  
Mr. Zigrossi  
Mr. O'Brien  
Mr. [REDACTED]

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## ISSUE I

### LOCATION OF FIELD OFFICES AND LEGAL ATTACHES

A. A study of the current alignment and location of Field Offices should be conducted to determine if a realignment and relocation of Field Offices will lend itself to an enhanced, effective and efficient utilization of FBI resources. The opportunity is accentuated by our FOIMS and Radio Privacy expenditures totaling three quarters of a billion dollars contemplated for the Field Offices.

B. In the absence of criteria for the establishment of Legal Attaches, the group recognized that different data and criteria must be identified to determine if Legal Attaches should be established or closed to better serve the FBI'S needs.

## DISCUSSION

### A. FIELD OFFICES

After lengthy discussions, the group finally decided that the strategy should include the collection of needed data to conduct the study of this complex and important issue. That needed data should include, but not be limited to the following:

1. FBI/DEA Crime Information and Trends
2. FCI Needs of the FBI
3. Projection of FBI/DEA National Priority Programs
4. Projection of FBI/DEA Financial Expenditures
5. The impact of technological advances
6. Demographics

Mr. Mintz in addressing the group offered that we should not be bound by the historical creation of Field Offices. Building on Mr. Mintz's observation some in the group noted that there are existing offices that were located for reasons that would not be sound for today.

The group recalled this issue was recognized at the 1984 Executive Retreat and the 1985 SAC Conference.

The group recommended the collection of the above data. Then it will be necessary to analyze the data and develop a set of criteria which can be considered in evaluating the retention or relocation of Field Offices. Some criteria was immediately apparent to this group and therefore is set forth as a starting point:

1. Political considerations
2. The need for an FBI presence in each state.
3. The integration of FBI and DEA.
4. The size of the territory and the need for responsiveness.
5. Personnel considerations.

#### B. LEGAL ATTACHES

This issue prompted lengthy discussions regarding the difference in roles of the FBI and DEA in foreign countries, i.e. the FBI'S role is strictly non-operational and liaison in nature while DEA has a quasi operational mission. It was noted that the FBI has thirteen Legal Attaches abroad with approximately twenty-nine Agents assigned while DEA is active in forty-three nations.

#### RECOMMENDATIONS

1. That an AD HOC committee be created under the supervision of EAD John Mintz. This committee will collect and analyze the data and develop a complete list of criteria which will then be used to evaluate the retention and/or relocation of certain FBI Field Offices to better address the future mission of the FBI.

2. That a similar but separate committee to include DEA representation, be created to develop the criteria which would then be used to address the establishment and or closing of FBI Legal Attaches also, to address the future needs of the FBI.

#### ISSUE II

##### STRUCTURE OF FIELD OFFICES

A. To ensure the effective utilization of limited and specialized Agent personnel, the FBI should consider regional assignment of skilled personnel beyond a Field Office's assignment to better address the future needs of the FBI.

B. Given the implementation of technological advances of Field Office operations, the current structure of Support Personnel within Field Offices should be evaluated to insure maximum utilization of all personnel of their unique skills and contributions.

## DISCUSSION

### A. SPECIAL AGENTS

Current and former SACs who participated in this group discussion agreed that certain Special Agent tasks performed by Agents with specialized skills could be more effectively and efficiently performed if we looked at their skills from a regional aspect rather than from a Field Office viewpoint. Examples of Special Agents who in the future should be considered for assignment for more than one Field Office were offered:

1. Pilots
2. Polygraph Examiners
3. Technically trained Agents
4. Special Operations Groups
5. Training Coordinators
6. National Academy Liaison Agents
7. Special Agent Applicant Recruiters
8. SWAT (with response time an important consideration.)
9. Language skilled agents

In the group discussion, it was noted that Field Offices are already utilizing the practice of assignment outside of a particular Field Office in such areas as Specialized Fugitive Task Forces for Top Ten Fugitives, complex major case investigations and OCDE Task Force matters. Discussion considered how Special Agents serving multiple divisions would be assigned for Target Staffing Level purposes.

### B. SUPPORT PERSONNEL

Mr. Bayse noted that three quarters of a billion dollars will be expended in the future to completely establish FOIMS and radio privacy in our Field Offices. He noted that especially with FOIMS certain specialized support skills are already being established at Monmouth, New Jersey and Pocatello, Idaho, Regional FOIMS Centers. For the same reason that we recommended certain Special Agent specialized skills be considered for multiple office utilization, we recommend that support staff skills also be similarly identified for multiple office utilization. Examples provided included computer programmers and word processing positions.

## RECOMMENDATIONS

1. The possibility of identifying Special Agents with specific skills enumerated above for multiple Field Office service be considered by the AD HOC Committee formed to address Issue I.

2. The above recommendation apply to Support Personnel consideration for multiple office service.



### ISSUE III

#### SENIOR EXECUTIVE SERVICE (SES)

That the FBI Executive Conference through leadership of EAD Mintz and AD Sharp, Administrative Division, re-examine the FBI'S position concerning SES status using a proposal which will be furnished by DEA.

#### DISCUSSION

Deputy Administrator Tom Kelly, DEA, requested that the FBI and DEA collectively reconsider our position not to be part of the SES. In the discussion, it was pointed out that the FBI Executive Conference through Former AD Clyde Groover recommend to the Director that the FBI not participate in SES. Reasons included certain pay questions for lower level GS 16's and protecting the Director's authority to appoint FBI Super Grades. Mr. Kelly noted these objections but requested that DEA furnish FBI with a current proposal for each agency to either become full participants in SES or opt for specified benefits such as leave accumulation.

#### RECOMMENDATION

That DEA furnish FBI with their current proposal which will be examined by ASD and OCPA.

### ISSUE IV

#### ETHICS

That the ethical standards expected of FBI personnel be sustained in the future through a multi-tiered approach emphasizing well defined rules and regulations, discipline, training, leadership and the important ingredient of peer example.

#### DISCUSSION

The group agreed that presently, and in the future, FBI employees will be faced with increased temptations for corruption and unethical conduct. It was also agreed we must have the metal to withstand those temptations. The group discussion centered on the handling of funds for assets and informants and undercover operations. Audit controls are in place but it was agreed that beyond these controls FBI Management should

explore ways to maintain ethics in our employees. In particular the challenge of the future should include our integration process with DEA employees.

RECOMMENDATION

That Mr. Mintz's long range planning staff note the concerns of this discussion group for the retention of the highest ethical standards for FBI/DEA personnel.

EXECUTIVES CONFERENCE RETREAT  
ASPEN INSTITUTE AT WYE PLANTATION  
12/3-5/85  
ISSUES, DISCUSSIONS, RECOMMENDATIONS  
OF GROUP B

John D. Glover, Group Leader  
Floyd I. Clarke



John B. HOTis  
Charles P. Monroe  
John E. Otto  
Oliver B. Revell  
Edwin J. Sharp  
Lawrence K. York

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## ISSUE #1 - VISION OF THE FBI

In the age of communication, a strategic resource consists of key minds, linked by a vision which is shared.

### DISCUSSION:

The group recognized the need to articulate its vision of the FBI internally and externally. The FBI is envisioned as a special and unique Federal law enforcement agency which is entrusted with the safety and security of the American public: a guardian of citizens' rights. The American people view the FBI as a tremendous force for good throughout the country wherein the only people who fear that force are criminals. The American people want not only an FBI that is fully accountable, but an FBI which cannot allow itself to be misused for any political or other improper gain. The FBI views itself as a superior investigative agency that demonstrates lawfulness and sets the standard for law enforcement agencies throughout the country. The FBI envisions itself as assisting other agencies in carrying out their tasks and to be more professional. The group acknowledged that this broad and lofty vision places heavy burdens on the FBI and that, in consideration for these burdens, the organization should attempt to bypass administrative and investigative shortcuts taken merely for the sake of expedience. The group realized that the vision of the FBI is expanding from the domestic to the international field of law enforcement.

### RECOMMENDATION:

That the FBI define and articulate its vision and make efforts to share this vision internally with all levels and externally with the media and such authorizing entities as the Congress and the Department of Justice.

## ISSUE #2 - STRATEGY OF THE FBI

The FBI must maintain a dynamic strategy that will enable us to stay in front of our problems.

### DISCUSSION:

The group stated that the FBI should have a credible strategic plan or rationale. The group voiced concern that other law enforcement agencies had infringed upon or were considered a threat to infringe upon the authority of the FBI. The concern that was shared included such authorities as the Inspectors General, U.S. Customs Service, U.S. Marshals Service, Secret Service, and the Department of Labor. The group stated that there was a need to convince others of the integrity of the FBI and that this concern was credible and was not considered to be protecting "turf". The group stated that in order to establish credibility and present a unified assault on crime, Federal agencies should agree on what the rules were and that all must play by the same set of rules or standards.

The group stated that the internal strategy of the FBI should include a concern for the support employees. It was acknowledged that management tended to place a premium on production and performance, but that efforts should be made to dissolve the information gap between support employees and management. It was agreed that there was a need to impress upon the support employees the value of their contribution to the mission of the FBI and that efforts should be made to develop a career path for them. The group also stated that the Executive Assistant Directors must play an active role in long-range planning and that the strategic planning group should assume an aggressive role in the direction of the FBI.

The group perceived that such external entities as the U.S. Attorney's Office, the U.S. Congress, and the media should be provided with further orientation regarding the capabilities of the FBI and, additionally, that SAC's should make a greater effort to meet with their respective Congressmen and Senators in that regard. The group stated that the FBI was frequently the victim of misinformation and irresponsible journalism, and that every opportunity to show the Bureau at its best should be examined.

### RECOMMENDATIONS:

That the executive management consider the feasibility of selecting (on distinguished service) a support employee to represent them with executive management and thereby provide a communication vehicle to this important group in the FBI.

That the executive management of the FBI consider an orientation program, not unlike the DECA Program, to provide orientation to pertinent outside entities and that the Director continue to make efforts to "explain" the FBI to Congressmen and Senators, particularly those who are new to their office.

That executive management expand the procedure for discussing FBI policy and procedure with newly designated U.S. Attorneys.

### ISSUE #3 - ORGANIZATIONAL STRUCTURE

In order to adjust to internally perceived needs for change and to adjust to external influences, the organizational structure of the FBI must be dynamic.

#### DISCUSSION:

The group stated that due to changing demographic, geographic and criminal activity, the FBI should be sensitive to the possible need for reconfiguration of field operations. Such reconfiguration should examine the structure of existing offices with consideration being given to establishing sub-offices, mini-offices, and metropolitan Resident Agencies. The group noted that an opportunity currently exists for the reconfiguration of the Butte field office and that past studies have been conducted in that regard. The group also stated that the possible co-location of the FBI and DEA entities, both at FBI Headquarters and in the field, should be a consideration for future planning. The group recognized the fact that many offices, while not able to support special operations requiring surveillance groups and pilots, have needs for such services which require flexibility.

Due to increasing international involvement, the role of the legal attache to include structure, staffing, communications, and word processing should be examined.

The group voiced concern over FBI Headquarters' present structure and its ability to serve the FBI's future needs. It was opined that some realignment was in order so that top-level management could devote time to such issues as short- and long-range planning, program development, etc., rather than reacting to crises as they develop.

The group recognized that external influences had an impact on the organizational structure of the FBI. The FBI's involvement in international crime and the increasing involvement of both legal and illegal immigrants in domestic crime and changing legislation are examples of such external influences.

#### RECOMMENDATIONS:

That the executive management consider the impact of both external and internal influences on the current organization structure before reconfiguration, and that attention should be given to the personal considerations.

That executive management consider the importance of flexibility of resources, for example, HRT, SOG, etc., in any long-range planning regarding reconfiguration.

That executive management consider alternatives for the reconfiguration of the Butte field office.

#### ISSUE #4 - SKILLS-

The FBI must exploit the skills of its people as well as take steps to enhance existing resources and recruit for anticipated needs.

#### DISCUSSION:

The discussion group voiced concern over the adequacy of the current skill base and efforts to maintain that base. Language specialists were pointed out as a continual need for the FBI, as well as the need to recruit minorities and women. It was pointed out that efforts are being made to hone existing skill levels and expand the skill levels of all on-board personnel. It was pointed out that foreign language testing and rating was currently being conducted in an effort to address this perceived need. The question was raised as to whether or not the FBI was exercising the best technique for skill selection as well as a means to retain those people we currently have on board.

Technical specialists were also identified as a specific need, noting that many were becoming essential to investigations rather than merely supporting investigations. The group conceded that there was an abundance of opportunity within the FBI, but that perhaps many people were unaware of this opportunity and, therefore, not taking advantage of it.

#### RECOMMENDATIONS:

That the executive management consider establishing a policy regarding the utilization of language training Special Agents.

That the executive management consider alternatives to position advertising which would advise support personnel of promotional opportunities.

That the executive management consider the establishment of a counseling service for FBI support employees exclusive of that service provided by the Office of Equal Employment Opportunity.



October 15, 1986

MEMORANDUM TO MEMBERS OF THE EXECUTIVES' CONFERENCE

RE: EXECUTIVES CONFERENCE RETREAT, 1986

Preliminary arrangements are currently being made for the 1986 Executives Conference Retreat. Once these arrangements are completed, approval will be sought from the Director.

I believe the theme of the retreat should involve some of the major issues which will confront the FBI for the remainder of this century and our plans to address these issues. In other words, we should use this retreat to discuss 20th Century Strategic Planning for the FBI. In this regard, I have asked Assistant Director Jim Geer, with assistance from Al McCreight, to coordinate preparation for this year's retreat.

Each member of the Executives Conference is requested to forward to Mr. Geer, by October 29th, recommendations for theme topics.

Following receipt of suggested topics, Mr. Geer is requested to finalize the retreat agenda and, thereafter, submit recommendations to the Director by November 5th as to location, dates, and subject matter for the Retreat.

John D. Glover  
Executive Assistant Director -  
Administration

- 1 - Each Executive Assistant Director
- 1 - Mr. Lawn, DEA
- 1 - Each Assistant Director
- 1 - Assistant Director in Charge, New York
- 1 - Special Agent in Charge, WFO
- 1 - Each Special Assistant to the Director

- 1 - Miss [Redacted]
- 1 - Miss [Redacted]

AHM:jtf(22)

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- Exec AD Adm. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
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*MS*

November 25, 1985

Honorable Edwin Meese III  
The Attorney General  
Washington, D. C.

FEDERAL GOVERNMENT

Dear Ed:

Executives Conference

For the past several years, I have been meeting with the top level executives of the FBI and the DEA at the Aspen Institute at Wye Plantation, Queenstown, Maryland, for a two and one-half day conference. During these conferences, I have been able to discuss critical issues facing our organizations, as well as plans and considerations for the future.

Last year the conference theme was "The FBI of the Future-- Its Mission, Opportunities, and Resources." The following issues were the results of our discussions:

- o External Influences
- o FBI/DEA Relationship
- o Realignment of Field Office Territories
- o Security - Equipment, Physical, and Personnel

*MS*

During our meetings, we discussed the numerous external factors, organizations, and legislation which influence the current and future operations of the FBI and the DEA. Both agencies must be able to anticipate and effectively deal with these influences for a common good. We discussed the compatibility of the FBI and the DEA as well as the necessary evolutionary process associated with integration.

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We also discussed the changing complexities of our investigative responsibilities and the impact that these changes bring to bear on field office operations and the alignment of our field territories. Examples include far reaching domestic and international terrorism investigations, complex White Collar Crime cases, undercover operations, etc. Finally, we discussed the growing concern for security of our operations, our personnel, and our physical space. In this regard, we considered the adequacy of the FBI Headquarters Security Program, of our technical security, and of our background investigations.

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FBI

- Exec AD Adm. \_\_\_\_\_
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- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
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- Intell. \_\_\_\_\_ 1 - Mr. Mintz
- Lab. \_\_\_\_\_ 1 - Miss [redacted]
- Legal Coun. \_\_\_\_\_ 1 - Miss [redacted]
- Off. Cong. & \_\_\_\_\_ 1 - Miss [redacted]
- Public Affs. \_\_\_\_\_ PEM:WSS (6)
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Honorable Edwin Meese III

I was pleased with the range of discussions which issued forth on these topics. We discussed the topics thoroughly, and where necessary, took appropriate action to improve our effectiveness.

The theme for this year's Executives Conference Retreat is "Developing a Strategy For the Future of the FBI." As in past conferences, I am sure that stimulating discussions will result in a number of recommendations for improvement of the FBI and the DEA.

Sincerely yours,

*W. H. Webster*

William H. Webster  
Director

APPROVED:	Adm. Serv. _____	Legal Coun. _____
Director <i>W. H. Webster</i>	Crim. Inv. _____	Plan. & Insp. _____
Exec. AD-Adm. <i>W. H. Webster</i>	Ident. _____	Rec. Mgnt. _____
Exec. AD-Inv. _____	Intell. _____	Tech. Servs. _____
Exec. AD-LES _____	Laboratory _____	Training _____
		Off. of Cong. & Public Affs. _____

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December 30, 1985

MEMORANDUM TO THE EXECUTIVES CONFERENCE

Another year is upon us and once again I should like to enlist your assistance in some management forecasting and contingency planning.

1. Please let me have the considered analysis of your division in the achievement of goals previously submitted for 1985.

2. Please list the specific goals which you wish to establish for your division during the coming year, having in mind our overall priorities and goals. Please indicate generally how you propose to achieve these goals. Please indicate which of these goals are continuations of previously established but uncompleted goals.

3. Please submit separately and confidentially the names of those persons whom you believe to be qualified to succeed you in the event of a vacancy in your office. If you have taken specific steps to prepare one or more such individuals for this responsibility, please so state. Consideration should be given to field executives as well as current Headquarters executives, and executives of other divisions should not be included unless there is a logical rationale for lateral transfer. These suggestions have been extremely helpful to me in the past and, as history will reflect, have strongly influenced my thinking in filling top management positions.

4. We recently completed an important and productive Executive Retreat. If you have any thoughts on overall Bureau goals for the coming year which deserve my increased focus and leadership efforts, both inside and outside the Bureau, I should appreciate having your observations. While I believe our priorities are well centered and relevant, I am looking for any additional thoughts which I could use to improve the overall effectiveness of the Bureau and the working climate for our employees.

PBS

Please have your responses in my office by January 27, 1986.

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- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
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- Adm. Servs. \_\_\_\_\_
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9/30 1985  
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William H. Webster  
Director

JUN 3 1985

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FEDERAL GOVERNMENT

January 28, 1987

Honorable Edwin Meese III  
The Attorney General  
Washington, D.C.

Dear Ed:

Again this year I am continuing the valuable experience of meeting with the top-level executives of the FBI and the DEA. Beginning on February 4, our two-day Executive Retreat will be held at the Harbourtowne Resort and Conference Center in St. Michaels, Maryland. As you know, these conferences provide an opportunity for top-level discussions in a relaxed environment which is without interruptions of routine business.

The theme of last year's conference was "Developing a Strategy For The Future Of The FBI" and our resulting discussions centered on organizational strategy and organizational structure. Such topics as Ethics, Shared Vision, Utilization of Onboard Skills, the Senior Executive Service, and the Location and Structure of Field Offices and Foreign Offices were explored.

The presentation by our guest speaker and our Laboratory Division regarding trends and projections of criminal activity in the future provided thought provoking issues for discussion. Our discussions brought us into clearer focus with the future, gave us a deeper appreciation for personnel and nonpersonnel resource needs, and helped us to realize the importance of employee recognition, participation, and awareness of their contributions.

I was pleased with the range of discussions and the interaction between the DEA and the FBI executives. Each topic was thoroughly discussed and, where necessary, appropriate action has been taken to improve our effectiveness.

Exec AD Adm.   
Exec AD Inv.   
Exec AD LES   
Asst. Dir.:

- Adm. Servs.  - Mr. Glover
- Crim. Inv.  - Mr. [redacted]
- Ident.  - Long Range Planning Staff
- Insp.  - Miss [redacted]
- Lab.
- Legal Coun.  CCW
- Off. Cong. & Public Affs.  PDG:CCW (6)
- Rec. Mgnt.
- Tech. Servs.
- Training

Telephone Rm.   
Director's Sec'y  JUN 1 1987 MAIL ROOM

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Honorable Edwin Meese III

While last year's conference was more philosophical in nature, this year our emphasis will be on executive involvement in the planning process. The theme for this year's Executive Conference Retreat is "Executive Level Strategic Planning - The FBI in the 1990's." As in the past, this conference will utilize a guest speaker and I am sure that stimulating discussions will result in a number of recommendations for improvement of the FBI and the DEA.

Sincerely,

William H. Webster  
Director

RG

OUTSIDE SOURCE

[Redacted]

O' ENCL

Mr. [Redacted] was born in [Redacted] in New York. He graduated from New York University in 1961 with a B.S. degree. His work experience includes: [Redacted] for six years with McKinsey and Company, a management consulting firm out of New York; [Redacted] with American Express; and since 1984 he has been with the Investors Diversified Services (IDS)/American Express. He currently holds the position of [Redacted] of IDS.

Mr. [Redacted] made a presentation before the Senior Executive Program held at the FBI Academy on "Strategic Planning for Reorganization" during September, 1986. He was very well-received by the FBI executives attending this program.

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Mr. [Redacted] is a board member of many civic/community organizations including the Boy Scouts of America. Mr. [Redacted] is married and has four children.

[Redacted]

IDS Financial Services, Inc.  
IDS Tower  
Minneapolis, Minnesota 55474  
(612) 372-2740

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3- ENCLOSURE

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APR 3 1987

NO STGT

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WORKING COPY

To : The Director

Date 1-27-87

From : Mr. Glover

Subject: EXECUTIVES CONFERENCE RETREAT  
FEBRUARY 3-5, 1987

This year's Executive Conference Theme is "Executive Level Strategic Planning - The FBI in the 1990s."

We recommend the following issues for examination in further developing this theme:

- I. What do we anticipate the FBI's role to be internationally in the 1990s?
  - A. Do current planning initiatives allow for an expanded international role by the FBI?
- II. Will our current executive career development planning meet the needs of the FBI in the 1990s?
  - A. Training and Development
  - B. Career Paths
  - C. Rotation of executives
- III. Identifying other long range planning initiatives for the Long Range Planning Conference.

The group leaders at this year's conference will be Assistant Directors Gast and Davis.

With the assistance of the Training Division, Mr. [redacted], IDS Financial Services, Inc., will make a presentation on the morning of February 4, 1987. His remarks will pertain to strategic planning initiatives.

Conference participants have been advised of the proposed theme and issues for this year's conference.

Enclosure  
AHM:jtf

- 1 - Mr. Glover
- 1 - Mr. Otto
- 1 - Mr. Revell
- 1 - Each Assistant Director
- 1 - ADIC Sheer, NYO
- 1 - SAC Gow, WFO
- 2 - DEA (1 - Mr. Lawn)  
(1 - Mr. [redacted])

- 1 - Mr. Hotis
- 1 - Mr. O'Brien
- 1 - Ms. [redacted]
- 1 - Mr. [redacted]
- 1 - Mr. [redacted]
- 2 - Recorders  
(1 - Mr. [redacted])  
(1 - Mr. [redacted])

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CONTINUED OVER

66-2554-13060

ENCLOSURE



Memorandum for The Director  
RE: EXECUTIVES CONFERENCE RETREAT  
FEBRUARY 3-5, 1987

The proposed agenda is as follows:

February 3, 1987

2:30 pm -- 5:00pm	Participants arrive at Harbourtowne Inn
6:00 pm -- 7:00pm	Reception
7:00 pm	Dinner - Informal discus- sions

February 4, 1987

7:30 am -- 8:30am	Breakfast
8:45 am -- 9:00am	Director's opening remarks
9:00 am -- 12:00 noon	Presentation by Mr. <span style="border: 1px solid black; display: inline-block; width: 80px; height: 15px;"></span> <span style="border: 1px solid black; display: inline-block; width: 70px; height: 15px;"></span>
12.00 noon -- 2:00pm	Lunch
2:00 pm -- 5:30pm	Group discussions of issues
6:00 pm	Reception
7:00 pm	Dinner

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February 5, 1987

7:30 am -- 8:30am	Breakfast
8:45 am -- 12:30pm	Presentation and discus- sion of group reports and recommendations
12:30pm -- 1:30pm	Lunch - Adjourn

Discussion groups, room assignments, and other administrative information will be furnished by separate memorandum.

DIRECTOR'S OFFICE

Judge Webster  
[REDACTED]

John B. Hotis  
[REDACTED]

EXECUTIVE ASSISTANT DIRECTORS

John D. Glover  
John E. Otto  
Oliver B. Revell

ASSISTANT DIRECTORS

William M. Baker  
William A. Bayse  
Floyd I. Clarke  
Joseph R. Davis  
Robert S. Gast II  
William A. Gavin  
James H. Geer  
James W. Greenleaf  
Allen H. McCreight  
Edwin J. Sharp  
Thomas L. Sheer

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b7c

DRUG ENFORCEMENT ADMINISTRATION

John C. Lawn  
[REDACTED]

SAC

W. Douglas Gow

OCPA  
[REDACTED]

Recorders  
[REDACTED]

66-2554-13060  
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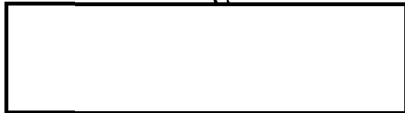
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66-2554-13060

RG  
MT

February 25, 1987

OUTSIDE SOURCE



MALE

IDS Financial Services, Inc.  
IDS Tower  
Minneapolis, Minnesota 55474

Dear Mr. :

It was most kind of you to take time from your busy week to meet with our senior executives at our Executives Conference Retreat. Your presentation on management philosophy and practices as they would relate to the FBI was enlightening and extremely helpful, particularly as we considered our expanding international role in the 1990s. We are honored that you could be with us.

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As a small token of our appreciation, I am enclosing an honorarium, which I hope you will accept with our warmest thanks for contributing so much to the success of our Executives Conference Retreat.

Sincerely,

*(Handwritten initials)*

*191*  
William H. Webster  
Director

MAILED 20  
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FBI  
Enclosure  
Check 3007 54020788 for \$500

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Exec AD Adm. 1 - Mr. Glover  
Exec AD Inv. 1 - Mr. McCreight  
Exec AD LES     

APR 3 1987

Asst. Dir.:  
Adm. Servs. NOTE: MR.  spoke at the Executives Conference Retreat  
Crim. Inv. at St. Michaels, Maryland, on 2-4-87.  
Ident.       
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Lab.       
Legal Coun.       
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Training       
Telephone Rm.       
Director's Sec'y     

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APPROVED: \_\_\_\_\_  
Adm. Serv. \_\_\_\_\_  
Crim. Inv. \_\_\_\_\_  
Exec. AD Adm. \_\_\_\_\_  
Exec. AD Inv. \_\_\_\_\_  
Exec. AD LES \_\_\_\_\_  
Legal Coun. \_\_\_\_\_  
Plan. & Insp. \_\_\_\_\_  
Rec. Mgnt. \_\_\_\_\_  
Tech. Servs. \_\_\_\_\_  
Training \_\_\_\_\_  
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Laboratory \_\_\_\_\_

*Handwritten signatures and initials:*  
RAM  
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MAIL ROOM

# Memorandum



Exec AD Adm.   
 Exec AD Inv.   
 Exec AD LES   
 Asst. Dir.:  
 Adm. Servs.   
 Crim. Inv.   
 Ident.   
 Intell.   
 Laboratory   
 Legal Coun.   
 Plan. & Insp.   
 Rec. Mgnt.   
 Tech. Servs.   
 Training   
 Off. of Cong. & Public Affs.   
 Telephone Rm.   
 Director's Sec'y

To : THE DIRECTOR

Date 2/18/87

From : JOHN D. GLOVER *JDG*

Subject : EXECUTIVES CONFERENCE RETREAT  
2/4-5/87

**PURPOSE:** To summarize the forecasts and positions developed during the 1987 Executives Conference Retreat.

**RECOMMENDATION:** None. For information.

APPROVED: \_\_\_\_\_  
 Director *JDG* \_\_\_\_\_  
 Exec. AD-Adm. *JDG* \_\_\_\_\_  
 Exec. AD-Inv. \_\_\_\_\_  
 Exec. AD-LES \_\_\_\_\_

Adm. Serv. \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_  
 Ident. \_\_\_\_\_  
 Intell. \_\_\_\_\_  
 Laboratory \_\_\_\_\_

Legal Coun. \_\_\_\_\_  
 Plan. & Insp. \_\_\_\_\_  
 Rec. Mgnt. \_\_\_\_\_  
 Tech. Servs. \_\_\_\_\_  
 Training \_\_\_\_\_  
 Off. of Cong. & Public Affs. \_\_\_\_\_

**DETAILS:** As you are aware, the Executives Conference Retreat was held at the Harbourtowne Inn at Easton, Maryland, 2/4-5/87. A list of participants is attached.

The theme of the 1987 conference was "Executive Level Strategy Planning - The FBI in the 1990's" and we focused on the following areas:

- o The FBI's role, internationally, in the 1990's;
- o Executive career development planning; and,
- o Other long-range planning issues.

Working groups assessed a broad range of organizational and environmental opportunities, threats, strengths and weaknesses which might affect the FBI over the long term. The working groups reported their issues and the discussions in writing and copies of these reports are attached. Forecasts of the most prominent issues and estimates of the best relative positioning of the FBI are set forth:

3- *NBW*  
ENCLOSURE

Enclosures (3) ENCLOSURE ATTACHED

- 1 - Each Executives Conference Member
  - 1 - Long-Range Planning Staff
- JDG:wss (20)

TO APR 30 1987

CONTINUED-OVER

*JDG*  
FILE

Memorandum John D. Glover to The Director  
RE: EXECUTIVES CONFERENCE RETREAT  
2/4-5/87

FBI'S ROLE, INTERNATIONALLY

- o In order to fulfill its responsibility for enforcing U.S. law, the FBI must enhance its ability to address the increasingly international character of organized criminal activity;
- o The number of Legal Attache offices (Legats) and Legat staffing should increase; however, no significant changes are foreseen in the manner in which Legats conduct the FBI's business;
- o Expanded use should be made of FBI Training Division and Laboratory Division services as vehicles both to develop the capabilities and skills of foreign police agencies and to create an environment and network for increased foreign cooperation with the FBI;
- o Fragmentation of the responsibilities of Federal law enforcement in foreign countries would impair the FBI's abilities to cultivate needed contacts and develop needed information;
- o In an effort to allow resources to keep pace with responsibilities, the FBI must continue to emphasize our expanding jurisdiction through budget requests and liaison with the Department of Justice, the Office of Management and Budget, and the Congress.

EXECUTIVE CAREER DEVELOPMENT PLANNING

- o The current policy of rotating SACs on a roughly five-year basis strengthens the FBI. Additional benefit could be realized by extending the policy to include ASACs;
- o The increased responsibilities of Legats, combined with the Legats' role in representing the Director of the FBI at increasingly higher level of foreign governments, may argue for the creation of a number of "supergrade" Legat positions;
- o Increased demands upon Legats will necessitate earlier identification and preparation of candidates to provide qualified staffing for Legats while avoiding the development of a "foreign service" specialty within the FBI;

Memorandum John D. Glover to The Director  
RE: EXECUTIVES CONFERENCE RETREAT  
2/4-5/87

- o The increasing complexities of present and future management require that the FBI examine opportunities to identify and provide increased training to candidates for executive level positions;
- o Increasing numbers of working married couples with a spouse entering the Career Development Program will require that consideration be given to the impact of career transfers on the other spouse;
- o In order to remain competitive at the task of bringing exceptional people into the Career Development Program, the FBI should explore all opportunities to increase the incentive for participation in the Program.

OTHER LONG-RANGE PLANNING ISSUES

- o Proliferation of the number of Federal agencies with law enforcement authority results in duplication of effort, confusion over responsibilities and avoidable frictions which impair effectiveness and efficiency in the delivery of law enforcement services;
- o Realizing the strain on resources that is caused by Special Events, the FBI should identify all events that have a potential to impact on our operations. In this regard, a five-year, a three-year, and a two-year schedule of Special Events should be set forth and updated annually;
- o The FBI should develop an ongoing plan weighed for the future that exploits data currently available which can be utilized to provide a futuristic view of how best to address an increasingly complex global political environment.

By separate communication, I will task the appropriate FBIHQ divisions with the development of these issues and, where appropriate and with your concurrence, set deadlines for implementation.



66-2554-13062



EXECUTIVES CONFERENCE RETREAT - 2/4-5/87

DIRECTOR'S OFFICE

Judge Webster



EXECUTIVE ASSISTANT DIRECTORS

John E. Otto  
Oliver B. Revell  
John D. Glover

DRUG ENFORCEMENT ADMINISTRATION

John C. Lawn

ASSISTANT DIRECTORS

William M. Baker  
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James H. Geer  
James W. Greenleaf  
Allen H. McCreight  
Edwin J. Sharp  
Thomas L. Sheer  
Lawrence K. York

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SAC

W. Douglas Gow

OCPA



Recorders



EXECUTIVE CONFERENCE RETREAT  
HARBOURTOWNE RESORT AND CONFERENCE CENTER  
2/4-5/87  
TOPICS, DISCUSSIONS, ISSUES  
OF GROUP A

Group Members

Mr. Robert Gast - Group Leader  
Mr. John Glover  
Mr. William Baker  
Mr. William Bayse  
Mr. Floyd Clarke  
Mr. James Geer  
Mr. William Hassler  
Mr. Allen McCreight  
Mr.   
Mr. Thomas Sheer

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*flm* ccw  
PEM:ccw

TOPIC:

THE FBI'S INTERNATIONAL ROLE IN THE 1990's

DISCUSSION:

Prior to 1982, the FBI's international involvement was generally limited to foreign police cooperation in selected organized crime and white collar crime cases. 1982 brought a dramatic change to the role of FBI in international affairs. This was primarily caused by the establishment of concurrent jurisdiction of Title 21 (Narcotics) matters. In the early stages, the FBI utilized traditional investigative approaches to narcotics matters and quickly identified cartels which were international in nature. The increases in aircraft hijackings and more recent statutory authority stemming from the Comprehensive Crime Control Act of 1984 and the Omnibus Diplomatic Security and Anti-Terrorism of 1986 brought the FBI more fully into the international arena.

The FBI's current activities include joint investigations and operations, and the exchange of temporary duty personnel with other countries in areas where there is a joint interest. (Current participation of temporary personnel is described as passive in nature and consists primarily of consultation with law enforcement agencies). Recently organized is a formal United States/Italian narcotics working group that is indicative of this cooperative effort, and a United States/Japan Organized Crime working group is in the formative stages. These efforts are distinguished from usual legal attache responsibilities because the focus of the exchange agent is concentrated and singular in nature.

The FBI anticipates increasing international investigative responsibilities in both the quantity of investigations and the number of countries involved. At the same time, it is recognized that, although the FBI has extra-territorial jurisdiction in selected investigative matters, the extent of FBI involvement is dependent upon the invitation and the good will of the host country. It is recognized that, while the FBI must continue to pursue all logical investigation, we must recognize that the extra-territorial jurisdiction bestowed by Congress and other international activities may have overriding political ramifications that will influence the extent of foreign activities.

Internally, the FBI is enthusiastically pursuing international interests, not only because of investigative responsibilities, but also because of concern for retaliation within the United States. Therefore, the FBI has a concomitant reason to monitor selected criminal activities in other countries. Additionally, external pressure points on the extra-territorial investigations and international activities are created by political, public, and media attention. Both here and abroad, terrorists and narcotics activities are recognized as worldwide problems requiring a concerted effort from all those involved.

#### ISSUES:

The threats and opportunities associated with the FBI's international role are many and varied.

RESPONSIBILITIES AND RESOURCES - One threat that will inevitably confront the FBI involves Congress's tendency to increase investigative responsibilities without a concurrent increase in personnel and non-personnel resources. Insufficient resources will cause the FBI to prioritize its investigative responsibilities. This could result in a failure to meet other investigative responsibilities and a necessary reassignment of those matters to other agencies. If threats do in fact create opportunities, then it can be said that in the upcoming years, the FBI will have opportunities to significantly increase our resources through budget requests based upon actual, documented, articulated needs.

INTERNATIONAL SOPHISTICATION - Another anticipated threat for the 1990's involves the increasing international sophistication of the criminal element in such other areas as white collar crime, organized crime, information transfer, etc.

EXPANDED LEGAL ATTACHES - The FBI will also have an opportunity to increase our foreign liaison efforts to thwart other areas of international criminal activities. This will call for an expansion of our legal attaches by increasing the number of personnel assigned to existing legats and creating legal attaches in some countries where none currently exist. Anticipated weaknesses that will need to be addressed include the skills and abilities of personnel assigned to legal attaches and the FBI's ability to fulfill its responsibilities in a hostile environment. However, the FBI can anticipate stronger international cooperation based upon our investigative capabilities, forensic skills, training, and technology.

TOPIC:

EXECUTIVE CAREER DEVELOPMENT IN THE 1990'S

DISCUSSION:

The discussion on this topic focused primarily on entry level (GS-14), ASAC, and SAC positions in the Career Development Program (CDP).

In the past, the CDP was driven by the need to fill vacancies in upper-level management and executive positions created by retirements and promotions. The current perception is that the job of being an FBI manager or executive is much more difficult than in the past. Increased administrative and investigative responsibilities as well as an increased need to be responsive to the public are factors influencing this opinion.

The FBI's CDP has improved internally through the implementation of Management Assessment Programs, the Executive Development Institute, and other seminars; and has improved externally by taking advantage of various courses and intern programs.

It is clear that increased responsibilities (both domestic and international) will force SAC's to cooperate more with other SAC's, other Federal agencies, and other countries. These and other criteria will become the new parameters by which we evaluate our upper level managers and executives in the 90's. In order to take advantage of recognized skills and abilities and to accomplish a smooth transition at the executive levels of the FBI, the Senior Executive Career Board is developing a succession plan. This plan will identify candidates for executive level positions based on background, skills, training, development, etc. The succession plan will also allow the FBI to plan for the training and development of candidates who will assume our top level positions.

ISSUES:

LACK OF INCENTIVE - One of the threats that confronts the Career Development Program involves the lack of incentive and, in some cases, a disincentive to enter into and stay in the program. While this is not compounded by the lack of a Senior Executive Service (SES) Program, such a program would provide some incentive for upper mobility.

RETIREMENT LEGISLATION - Another perceived threat to the CDP involves current retirement legislation which, among other things, may force Agents to have a minimum of ten years experience in Grades GS-10 through 13 before becoming eligible for entry into the retirement system.

PLATEAUIING - Still another threat to the CDP concerns the perception that a number of ASAC's have "plateaued" and are creating a "choke point" in the program. In an effort to refresh and revitalize the efforts of some SAC's the CDP has implemented what is loosely identified as a 5-year plan that would affect those ASAC's who have been identified as non-promotable. Since successful performance at the ASAC level is crucial to further career development, consideration should be given to increasing the training and development of these personnel to qualify them for future promotion.

TRAINING - Another issue that was identified regarding the CDP suggests that attempts be made to provide remedial training in the form of external schools or seminars for those individuals who are not performing at their expected level/potential. Serious consideration should be given to significantly increasing the training (internal and external) of present and future executives of the FBI. An issue that was raised as a result of this consideration involves the need to identify specific skills necessary for management and executive positions in the 1990's.

PERFORMANCE RATING - It was the observation of this group that the performance rating system for field management personnel of the 1990's should be redesigned to more readily identify those individuals with potential for promotion.

SAC MANAGEMENT - Other areas that involve the performance evaluations of future SAC's will require identifying and articulating the impact of a particular SAC on the success of his office and, in other situations, identifying and articulating common areas where SAC's are found to be failing.

SPOUSE CAREERS: If economic incentives remain static or perhaps decrease because of inflation or other external factors, future CDP transfers will be forced to deal with two income families and therefore take into consideration the career plans of the spouse.

TOPIC:

LONG RANGE PLANNING INITIATIVES

DISCUSSION:

There is a recognized need to determine the size of the Agent work force in the 1990's, as well as how to recruit highly-qualified people with the limited salary potential of Government service. To address this concern, the FBI should determine how best to appeal to those who are motivated by a challenging and exciting career rather than by salary.

The FBI should examine long-range resources planning with consideration given to the potential for increased responsibilities and limited resources.

Long-range planning processes should examine the 1990's in an effort to identify any and all special events that will require increased personnel and non-personnel resources.

The FBI should develop an ongoing weighed plan for the future that exploits data currently available which can be utilized to provide a futuristic view of how best to address increasingly complex global political environment.

FBI expansion into international investigations must be deliberately measured and budgeted so as to not adversely affect domestic investigative programs.

A long-range strategic plan should be developed which addresses the expansion of the FBI's international responsibilities. This plan should include the number and locations of legal attaches as well as the staffing levels of each legat.

The long range plan for the Career Development Program (CDP) should include a means by which to identify poor or marginal performers and a means by which they can be removed or remediated (through lateral assignments).

EXECUTIVES CONFERENCE RETREAT  
HARBOURTOWNE RESORT AND CONFERENCE CENTER  
2/4-5/87  
PROJECTIONS AND DISCUSSIONS  
OF GROUP B

Group Members

Mr. Davis - Group Leader  
Mr. Otto  
Mr. Revell  
Mr. Gavin  
Mr. Greenleaf  
Mr. Sharp  
Mr. Gow  
Mr. York  
Mr.   
Ms.

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*W* TPW: <sup>CCW</sup>CCW



## THE FBI'S INTERNATIONAL ROLE IN THE 1990'S

### PROJECTIONS:

- o In order to fulfill its responsibility for enforcing U.S. Law, the FBI must enhance its ability to address the increasingly international character of organized criminal activity.
- o The number of Legal Attache Offices (LEGATs) and LEGAT staffing should increase; however, no significant changes are foreseen in the manner in which LEGATs conduct the FBI's business.
- o Expanded use should be made of FBI Training Division and Laboratory Division services as vehicles both to develop the capabilities and skills of foreign police agencies and to create an environment and network for increased cooperation with the FBI.
- o Fragmentation of the responsibilities of Federal law enforcement in foreign countries would adversely affect the FBI's ability to cultivate needed contacts and develop needed information.
- o Current planning initiatives should be augmented by a programatic review designed to identify and assess the full spectrum of factors related to expansion of the FBI's international role.

### DISCUSSION

The international character of organized criminal activity will continue to expand. Increasingly, criminals will use international boundaries, the limitations of foreign law enforcement agencies and international communications and the parochial interests of foreign governments to thwart detection, collection of evidence and prosecution of violations of U.S. law. The FBI will have to enhance its position to address this challenge. To do so will require coordinated action to clarify or develop appropriate policy, to create climates of mutual cooperation in foreign countries and to acquire and deploy adequate resources.

It is vital for the FBI to have access, on a routine and continuing basis, to top government and police officials in any country in order to satisfy our needs.

LEGATs are the primary key to opening the doors to increased cooperation and, where necessary, FBI participation in investigations of interest to the FBI in foreign lands. Present LEGAT representation is inadequate to provide the breadth and depth

of contacts that will be necessary. FBI Laboratory and Training Division services represent important channels through which the FBI can gain the respect and cooperation of those law enforcement officials needed to support our mission.

If proliferation of agencies which offer law enforcement services in foreign lands continues, it will have an increasingly adverse affect upon the ability of the FBI to develop the contacts it needs to fulfill its mission. The Department of State, U.S. Customs Service, U.S. Immigration and Naturalization Service and the U.S. Marshals Service either are expanding their roles in the international arena or are attempting to do so. This proliferation confuses channels of communication and, to some extent, reduces our access to vital contacts. The FBI has the ability to provide a full range of law enforcement services and should capitalize upon that ability to the fullest to further our law enforcement mission.

A by-product of extending the services of the FBI Training Division to law enforcement agencies of foreign countries is the promotion of democratic procedures, respect for civil rights and the establishment of police civil enforcement as an alternative to use of the military. It yields benefits in the form of improved administration of justice in those foreign countries and has a substantive impact upon those countries beyond simply preparing the ground for cooperation with the FBI. In the context of the FBI being an instrument of national policy, these benefits may well be as important as those which directly affect our law enforcement mission.

The FBI currently is providing training in the U.S. for foreign law enforcement personnel, as an extension of training programs designed for state and local officers, to enhance the FBI's ability to investigate matters which develop an international character. This training is ongoing under both the International Criminal Investigation Training Assistance Program, funded by DOS, and the National Academy (NA) Program. (The appropriateness of this activity within the NA Program is acknowledged in an August, 1986 report from the Committee on Appropriations, U.S. Senate.)

It is the group's perception that there is broad support in the Administration and Congress for the FBI to assume a greater international role--when the FBI is ready to do so. It is important that the FBI be prepared to assume this role and not have the role thrust upon it. To this end, the newly created Office of Liaison and International Affairs (OLIA) is undertaking an analysis and evaluation of the existing situation and a projection of future opportunities and needs. However, due to OLIA's limited staff and commitments to ongoing activities, it would be useful to have some other entity conduct a programatic assessment of the international role of the FBI to insure identification and assessment of all prominent factors which should be considered and planned for.

## EXECUTIVE CAREER DEVELOPMENT

### PROJECTIONS:

- o Current executive career development planning will be adequate to meet the needs of the FBI into the 1990's. (Substantial turnover is projected but succession planning should provide for qualified replacements).
- o The current policy of rotating SACs on a roughly five year basis will continue to benefit the organization. The policy should be expanded to include ASACs.
- o The increased responsibilities of LEGATs, combined with the LEGAT's role in representing the Director of the FBI at increasingly higher levels of foreign governments, may argue for the creation of a number of "super-grade" LEGAT positions.
- o Increased demand for LEGATs will necessitate earlier identification and preparation of candidates to provide qualified staffing while avoiding a "foreign service" specialty.

### DISCUSSION:

The Career Development Programs form the "feeder pools, for the executive levels of FBI management. Existing "feeder pools" are seen as sufficient to satisfy the FBI's projected needs. Succession planning is done during periodic conferences and the adequacies of feeder pools are assessed and logical choices are explored. In this process, all executive level positions which might be vacated during the upcoming two-year period are identified and options developed to position logical replacements. There is a succession planning conference scheduled in the near future.

In view of the projected need for an increased number of LEGATs, systems have to be put in place to develop and maintain a steady stream of qualified candidates for LEGAT positions. Individual language skills should not unduly influence the selection process. Rather, selection ought to be based primarily upon investigative, managerial and representational talents and recognize that language ability can be acquired.

The pool of resources available for LEGAT positions should be broad enough to permit flexibility of assignment and avoid the creation of a "foreign service" specialty. Consideration ought to be given to including background and training helpful to the LEGAT position in the broad band selection process.

Periodic rotation of SACs revitalizes field office management and should be continued. The practice should be expanded to include ASACs. At both levels, it is important that the policy be applied consistently in order that individuals do not perceive themselves as being singled out for lateral transfer.

PLANNING ISSUE:

o Proliferation of the number of Federal agencies with law enforcement authority results in duplication of effort, confusion over responsibilities and interagency frictions which impair the effective and efficient delivery of Federal law enforcement services.

DISCUSSION

The perception of the group is that the number of Federal agencies having law enforcement authority is excessive. Numerous Federal agencies having overlapping authority confuses the lines of communications with state and local agencies and results in counter-productive competition and fragmented approaches to crime problems. The consensus is that the FBI should develop a position relative to the optimum structure and role of Federal law enforcement and attempt to persuade the Department of Justice, Administration and Congress as to the correctness of our position.

# Memorandum



Exec AD Inv. \_\_\_\_\_  
 Exec AD Adm. \_\_\_\_\_  
 Exec AD LES \_\_\_\_\_  
 Asst. Dir.:  
 Adm. Servs. \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_  
 Ident. \_\_\_\_\_  
 Intell. \_\_\_\_\_  
 Laboratory \_\_\_\_\_  
 Legal Coun. \_\_\_\_\_  
 Plan. & Insp. \_\_\_\_\_  
 Rec. Mgnt. \_\_\_\_\_  
 Tech. Servs. \_\_\_\_\_  
 Training \_\_\_\_\_  
 Public Affs. Off. \_\_\_\_\_  
 Telephone Rm. \_\_\_\_\_  
 Director's Sec'y \_\_\_\_\_

*SA [Signature]*

To : Mr. Glover

Date 7/9/87

From : *[Signature]* [Redacted]

Subject : TRAVEL OF EXECUTIVE CONFERENCE MEMBER

From 10:00 a.m. Thursday, 7/9/87, to approximately 12:00 noon, 7/10/87, I will be at a conference at the CIA Training Center in rural Virginia. (I do not know the exact location. CIA will fly me and other attendees there from National Airport and back on Friday.)

b6  
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The conference is being run by CIA's Congressional Affairs Office for counterparts at other intelligence community agencies.

CBR numbers are:

8:30 a.m. - 5:00 p.m. 482-6121  
 Other times 482-6161

Both are local Washington, D.C. metro area numbers.

- 1 - Mr. Ahlerich
- 1 - Mr. Rissler
- 1 - Miss [Redacted]

JKO:dlt (4)

SSA [Redacted]  
 ROOM 7240, TL-245

*(2)*

66-2554-13063

AUG 20 1987

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____
Exec. AD-Adm. _____	Crim. Inv. _____	Legal Coun. _____
Exec. AD-Inv. _____	Ident. _____	Rec. Mgnt. _____
Exec. AD-LES _____	Inspection _____	Tech. Servs. _____
	Intell. _____	Training _____
		Off. of Cong. & Public Affs. <i>[Signature]</i>

*Dir. of Cong. and Pub. Affs.*

JAN 29 1988

WJ

October 28, 1987

EXECUTIVE CONFERENCE

MEMORANDUM TO MEMBERS OF THE EXECUTIVES CONFERENCE

RE: 1987 EXECUTIVES CONFERENCE RETREAT  
DECEMBER 2 - 4

As you were previously advised, the 1987 Executives Conference Retreat will be held December 2-4, 1987, at the Harbourtowne Inn, St. Michaels, Maryland. You will be provided further details, including room assignments, scheduling, and directions to the retreat site, at a later date.

The purpose of this memorandum is to solicit your views as to topics to be discussed as well as an overall theme for this year's retreat. Noting that the FBI is undergoing a leadership transition and considering the potential for major turnover of upper management personnel in the next few years, I believe this retreat should be utilized to address these changes and associated planning for the future of the FBI.

I have asked Al McCreight to coordinate this year's Retreat. Al will be responsible for obtaining approval for the retreat agenda and finalizing arrangements for same.

will  
JDK

You are requested to advise Al of your suggestions for theme topics no later than close of business, Monday, November 9th.

66-2554-13064

John D. Glover  
Executive Assistant Director -  
Administration

17 NOV 5 1987

- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_ 1 - Mr. Revell
- Crim. Inv. \_\_\_\_\_ 1 - Mr. Lawn, DEA
- Ident. \_\_\_\_\_ 1 - Each Assistant Director
- Insp. \_\_\_\_\_ 1 - Assistant Director in Charge, New York
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_ 1 - Special Agent in Charge, WFO
- Legal Coun. \_\_\_\_\_ 1 - Each Special Assistant to the Acting Director
- Off. Cong. & Public Affs. \_\_\_\_\_ 1 - Miss [redacted]
- Rec. Mgnt. \_\_\_\_\_ 1 - Mrs. [redacted]
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_ AHM:jtf (22)
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

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b7c

22 OCT 13 1988

November 2, 1988

SSP  
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SRC'D  
SER  
REC

MEMORANDUM TO THE EXECUTIVES CONFERENCE

Attached for your information please find a copy of Attorney General Thornburgh's remarks made before the United States Attorneys' Conference in Charleston, South Carolina, on October 8, 1988.

William S. Sessions  
Director

Enclosure  
WSS:aga

SENT FROM D.O.  
TIME 9:00 a.m.  
DATE 11/3/88  
BY ga

66-2559-13064X

17 MAR 23 1990

- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Off. Cong. & Public Affs. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

**From:** Office of Director, Federal Bureau of Investigation  
**To:** Official Indicated Below

- Mr. Otto \_\_\_\_\_ ( )
- Mr. Revell \_\_\_\_\_ ( )
- Mr. Glover \_\_\_\_\_ ( )
- Mr. Lawn \_\_\_\_\_ ( )
- Mr. Ahlerich \_\_\_\_\_ ( )
- Mr. Bayse \_\_\_\_\_ ( )
- Mr. Castonguay \_\_\_\_\_ ( )
- Mr. Clarke \_\_\_\_\_ ( )
- Mr. Davis \_\_\_\_\_ ( )
- Mr. Gavin \_\_\_\_\_ ( )
- Mr. Geer \_\_\_\_\_ ( )
- Mr. Greenleaf \_\_\_\_\_ ( )
- Mr. McCreight \_\_\_\_\_ ( )
- Mr. Sharp \_\_\_\_\_ ( )
- Mr. York \_\_\_\_\_ ( )
- Mr.  \_\_\_\_\_ ( )
- Mr.  \_\_\_\_\_ ( )
- Mr.  \_\_\_\_\_ ( )
- Mrs.  \_\_\_\_\_ ( )
- Mr. Thomas \_\_\_\_\_ ( )
- Mrs.  \_\_\_\_\_ ( )
- Telephone Room \_\_\_\_\_ ( )

A COPY OF  
AG's REMOVALS  
SHOULD BE  
CIRCULATED TO  
ALL MEMBERS  
OF THE EXECUTIVE  
CONF, ASAP

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uss  
11/1

- See me \_\_\_\_\_ ( )
- Note and return \_\_\_\_\_ ( )
- Prepare reply and return for my signature \_\_\_\_\_ ( )
- Please handle \_\_\_\_\_ ( )
- Respond over your signature \_\_\_\_\_ ( )
- For information \_\_\_\_\_ ( )
- For your recommendation \_\_\_\_\_ ( )
- What are the facts? \_\_\_\_\_ ( )
- Hold \_\_\_\_\_ ( )

Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Memorandum



SSP  
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Subject EXECUTIVES  
Management Conference

Date  
NOV 17 1988

To John G. Glover  
Executive Assistant Director  
Federal Bureau of Investigation

From *Harry H. Flickinger*  
Harry H. Flickinger  
Assistant Attorney General  
for Administration

The purpose of this memorandum is to invite you to a one day Department Management Conference on Thursday, December 8, 1988. Participants in the conference will include Executive or Administrative Officers representing all of the Department's component organizations and Justice Management Division senior staff.

The focus of the conference will be on management problems or issues facing all of us and, more particularly, on the various ways in which we can work together to resolve them. The attached agenda will describe, in general, the subject matter to be covered. I hope you will let me know if you have any special concerns or suggestions with regard to the agenda. As noted on the agenda, the guest luncheon speaker will be [redacted] Assistant to the Attorney General.

The conference will be held at the Imperial Inn on Route 270 at the Damascus Exit in Germantown, Maryland. I look forward to seeing you there and expect that we will have a lively and mutually beneficial series of discussions. Please call my secretary, [redacted] to confirm your plans to attend. You can reach [redacted]

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b7c

Attachment

66-2554-13065

JAN 18 1989

*file*  
*[Signature]*

*[Signature]*  
18 APR 25 1989

JMD MANAGEMENT CONFERENCE  
THURSDAY, DECEMBER 8, 1988

AGENDA

8:45 - 9:00 Welcome/Introduction  
Harry Flickinger

9:00 - 10:00 EAGLE/JTN/Data Center  
[REDACTED]

10:00 - 10:30 EEO/Problems and Opportunities  
[REDACTED]

10:30 - 10:45 BREAK

10:45 - 11:30 Civil Liberties Act of 1988  
[REDACTED]

11:30 - 12:00 Ethics  
[REDACTED]

12:00 - 1:30 LUNCH/BREAK  
Luncheon Speaker: [REDACTED] Assistant  
to the Attorney General

1:30 - 2:00 Main Justice Renovation  
Committee Structure and Participation  
[REDACTED]

2:00 - 3:00 Budget Status, FY 1988, FY 1989, FY 1990  
[REDACTED]

3:00 - 3:30 A-76/Productivity Improvement  
[REDACTED]

3:30 - 3:45 BREAK

3:45 - 4:45 Open Discussion Period  
Chair: John Glover  
Members: [REDACTED]

4:45 - 5:15 Special Pay Rates as They Affect Departmental  
Components  
[REDACTED]

5:15 - 5:30 Summary and Wrap Up  
Harry Flickinger

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# Memorandum



Exec AD-Adm.   
 Exec AD-Inv.   
 Exec AD-LES   
 Asst. Dir.:  
 Adm. Servs.   
 Crim. Inv.   
 Insp.   
 Intell.   
 Lab.   
 Legal Coun.   
 Off. Cong. & Public Affs.   
 Rec. Mgnt.   
 Tech. Servs.   
 Training   
 Telephone Rm.   
 Director's Sec'y

To : The Director

Date 1/5/88

SSE From : John D. Glover

Subject : EXECUTIVE CONFERENCE RETREAT  
DECEMBER 2-4, 1987

CLASS  
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SER  
REC

PURPOSE: To provide a summary of the above captioned conference and to identify issues for further examination and resolution.

SYNOPSIS: The theme of this year's retreat was "Organizational Stability in the Face of Changing Leadership". In addition to a guest speaker, the retreat included a review of last year's conference and discussions on succession planning, strategic planning, and electronic access to the FBI Strategic Plan. Through the course of the retreat, such issues as Security Programs, Major Field Office Transfers, Broad Band Recruiting and Selection, Increasing Awareness of FBI Accomplishments, Increasing utilization of Foreign Language Skills, and increasing the utility of the weekly executive conferences were surfaced and discussed. These issues and long-range planning initiatives will be examined by appropriate divisions and forwarded to you for consideration.

RECOMMENDATION: None. For Information.

APPROVED:

Director _____	Adm. Servs. _____	Off. of Cong. & Public Affs. _____
Exec. AD-Adm. _____	Crim. Inv. _____	Off. of Lia. _____
Exec. AD-Inv. _____	Ident. _____	& Intl. Affs. _____
Exec. AD-LES _____	Inspection _____	Rec. Mgnt. _____
	Intell. _____	Tech. Servs. _____
	Laboratory _____	Training _____
	Legal Coun. _____	

66-2554-13066

DETAILS: The Fiscal Year 1988 Executive Conference Retreat opened with a keynote speaker who focused the attendees on considerations that should be made in anticipation of significant changes in leadership of an organization.

- 1 - Mr. Otto
- 1 - Mr. Revell
- 1 - Mr. Glover
- 1 - Each Assistant Director
- 1 - Assistant Director in Charge, New York
- 1 - Special Agent in Charge, Washington, Field Office
- 1 - Mr. [redacted]
- 1 - Mr. Thomas
- 1 - Mr. O'Brien *275*
- 1 - Mrs. [redacted]
- 1 - Mr. [redacted]
- 1 - Long-Range Planning Staff

SEP 12 1988

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PEM:CCW (23)

(CONTINUED-OVER)

Memorandum to The Director From John D. Glover  
RE: EXECUTIVE CONFERENCE RETREAT  
DECEMBER 2-4, 1987

GUEST SPEAKER

Mr. [ ] is the [ ] of the Washington, D.C. Office of McKinsey and Company, a nationally known and respected management consultation firm. Mr. [ ] interest in strategic planning and the development and implementation of effective organizational structures in management processes perfectly complimented this year's theme of organizational stability in the face of changing leadership.

Mr. [ ] developed a perspective on planning which included the "Why, What, How, When and Who" of Planning. He identified the three specific purposes of planning as the resolution of issues, the scheduling and application of resources, and the communication of intentions, requirements, and information. [ ] stressed that organizations should plan for whatever can add the most value and should involve "big" ideas, increasing productivity, and acquisition of resources. He stated that while organizations typically plan for results, they should also consider the situation/environment, the capabilities, as well as the threats and opportunities confronting the organization. Mr. [ ] noted planning should be tailored to organizational purposes, capabilities, and relationships (internal and external). He emphasized that planning must start at the uppermost levels of an organization but should also mesh with the organizational structure and involve interdepartmental or functional planning. He advised that planning should only be done when there is a purpose, which he considered to be either a major change due to the needs/crisis, a change of vision of the future, a change of leadership, or a change in programs. Mr. [ ] concluded by emphasizing that effective strategic management was dependent on a mutually-held vision; a "Win-Win" atmosphere; candor and trust; comprehensive information and analysis; realism; confidence and ability to execute; and, rewards and sanctions.

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LAST YEAR'S RETREAT

My review of last year's retreat followed Mr. [ ] presentation and consisted of discussions relative to the progress on Long-Range Planning Issues concerning Special Events Forecasting, Proliferation of Federal Law Enforcement, Executive Training, Career Development Program Transfers, Career Development Program Incentives, Environmental Forecasting, the International Role of the FBI, the Utilization of Laboratory and Training Services in the International Environment, Selection and Preparation of Legal Attaches, and the Rotation of Office of Assignment for ASACs. Each Headquarters Division responsible for the development and resolution of these long-range issues discussed their progress toward closure.

Memorandum to The Director From John D. Glover  
RE: EXECUTIVE CONFERENCE RETREAT  
DECEMBER 2-4, 1987

### SUCCESSION PLANNING

After your departure, the Executive Secretary to the Career Board provided an overview of what succession planning is and why it is necessary to the effective management of successful organizations. Suggested necessary components for implementation of succession planning included opportunity, early identification, attention to effective management training, minority participation, and an evaluation process. It was brought to the attention of the attendees that within the next two years, vacancies could arise through eligibility for retirement in the positions currently held by 3 Executive Assistant Directors, 4 Assistant Directors, 5 Deputy Assistant Directors, 31 Special Agents in Charge as well as the Administrator and the Deputy Administrator of the Drug Enforcement Administration. Consequently, it will be necessary to identify and recommend to you, candidates for these prominent and critically important positions.

### STRATEGIC PLAN

The Executive Conference Retreat also provided a forum for the discussion of our own Strategic Plan and a brief introduction to the eventual electronic access to the Plan. The FBI's Strategic Plan was designed to provide a vehicle through which long-term organizational vision and direction could be established. It allows us to anticipate opportunities and threats, select logical alternatives, identify external and internal influences, integrate efforts, communicate executive vision, insure progress, facilitate decision making, and support requests for resources.

It was explained that the FBI Strategic Plan was designed with five separate and distinct mission components which support, either directly or indirectly, the mission of the FBI. The three primary mission components are Criminal Law Enforcement, Foreign Counterintelligence, and Law Enforcement Services. Investigative and Operational Support and Direction, Control, and Administration are the two mission components which serve in supporting roles to the primary components. Each of these mission components consist of documented Strategic Goals which are developed through the achievement (over a 5 year time frame) of documented Strategic Objectives and Operational Objectives.

The entire Strategic Plan can be accessed electronically through the Director's Office Information Management System when that system becomes operational.

Memorandum to The Director From John D. Glover  
RE: EXECUTIVE CONFERENCE RETREAT  
DECEMBER 2-4, 1987

ISSUES

Those issues which I identified at the conclusion of the retreat as being of utmost importance, and the divisions requested to evaluate them are set out for review. Upon your approval at a future date, these issues will be furnished to the appropriate divisions for resolution:

1. The Office of Congressional and Public Affairs will be given a long-range planning initiative tasking them to develop a system or methodology through which the FBI can better illustrate its achievements and services to the Office of Management and Budget, to Congress, and to the American public.

2. The Laboratory Division will be given a long-range planning initiative tasking them to develop a means through which the FBI can improve its ability to meet its foreign language (particularly Spanish) requirements through the utilization of qualified spouses and dependents located at convenient military/foreign service establishments throughout the United States, or other imaginative approaches to our translation needs.

3. The Administrative Services Division will be given a short-term task of developing an economical and innovative transfer policy which will address the Agent staffing needs of the FBI's major field offices while also providing an equitable, balanced distribution of Agent experience levels in all field offices.

4. The Administrative Services Division will also be given a short-term task of examining the Broad Band Selection criterion: not only the beneficial impact of providing a cadre of seemingly more mature Special Agents, but also the possible detrimental affect on the Career Development Program due to their limited exposure to those steps considered to be essential in the FBI executive career ladder.

5. The Inspection Division, to be assisted by the Administrative Services, Records Management, Intelligence, Criminal Investigative and the Technical Services Divisions will be given the short-term task of examining the FBI's programs for automated data processing and telecommunications, communications, document, personnel, and physical security.

Finally, there was a general consensus at the retreat that the weekly executive conferences might be used for the purpose of examining our external and internal environment for indications of problems, threats, and or opportunities as suggested by the guest speaker. You may wish to further discuss this concept at an upcoming executive conference.

February 29, 1988

SSE  
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SRC'D  
SER  
REC

MEMORANDUM TO MR. GLOVER

RE: EXECUTIVE CONFERENCE RETREAT:  
ISSUES FOR FUTURE RESOLUTION

I received your January 5 memo late in February and concur in the desirability of pursuing the five tasks set out on page 4 of the memorandum.

REQUEST: [redacted] had expressed an interest in coming to the FBI Building for one of our weekly Executive Conferences. I would appreciate your pursuing that and setting it up far enough in advance so that the Conference members can be informed of his plan to be with us so that we can raise specific management problems in our discussions with him at that time.

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At the next Executive Conference will you please review the five taskings set out on page 4.

Thank you,

66-2554-13067

William S. Sessions  
Director

WSS:aga

SEP 12 1988

- Exec AD Adm.
- Exec AD Inv.
- Exec AD LES
- Asst. Dir.:
- Adm. Servs.
- Crim. Inv.
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- Legal Coun.
- Off. Cong. & Public Affs.
- Rec. Mgnt.
- Tech. Servs.
- Training
- Telephone Rm.
- Director's Sec'y

275  
MAY 13 1988

SENT FROM D.O.	
TIME	4:29 pm
DATE	3/3/88
BY	aga

file

MAIL ROOM

November 17, 1988

MEMORANDUM TO MEMBERS OF THE EXECUTIVES CONFERENCE

RE: 1989 EXECUTIVES CONFERENCE RETREAT  
FEBRUARY 1 - 3

The 1989 Executives Conference Retreat will be held at the Virginia Beach Resort and Conference Center beginning with check in and dinner on the evening of Wednesday, February 1, 1989. You will be provided with further details at a later date.

In order to assist us in planning the agenda, it would be appreciated if you would advise me of any suggested topics, along with any ideas for a general theme. You will recall that prior Retreats have utilized Strategic Planning and the FBI's Future Role in Law Enforcement to stimulate discussion and recommendations.

You are requested to forward any ideas and/or suggestions, in writing, to me no later than close of business Friday, December 2, 1988.

Your assistance is appreciated.

*Allen*  
Allen H. McCreight  
Assistant Director  
Records Management Division

1 - Mr. Otto  
1 - Mr. Revell  
1 - Mr. Glover  
Exec AD Adm. — 1 - Mr. Lawn, DEA  
Exec AD Inv. — 1 - Each Assistant Director  
Exec AD LES — 1 - Assistant Director in Charge, New York  
Asst. Dir.:  
Adm. Servs. — 1 - Special Agent in Charge, WFO  
Crim. Inv. — 1 - Each Special Assistant to the Director  
Ident. — 1 - Mrs. [redacted]  
Insp. — 1 - Miss [redacted]  
Intell. — 1 - Mrs. [redacted]  
Lab. — 1 - Mrs. [redacted]  
Legal Coun. — 1 - Mrs. [redacted]  
Off. Cong. & Public Affs. — AHM:jtf (23)

66-2554-3068

JAN 4 1989

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MAIL ROOM



May 26, 1989

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~~REC~~

MEMBERS OF THE <sup>C</sup> EXECUTIVES CONFERENCE

On Thursday, June 8, 1989, at 8:30 a.m., Director Sessions will host a "Farewell Reception" for Joe D. Whitley, Acting Associate Attorney General, during the Executives Conference breakfast meeting.

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Please advise  extension 3420, concerning your attendance.

Thank you,

Sarah W. Munford

SWM:aga

66-2554-13069

AUG 2 1989

- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
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- Off. Liaison & Int. Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_ MAIL ROOM

375

SENT FROM D.O.	
TIME	10:03 am
DATE	5/26/89
BY	msl

SSP

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TEC

July 18, 1989

MEMORANDUM TO THE EXECUTIVES CONFERENCE

I have given considerable thought to how the executive management of the Bureau should be configured to most effectively respond to our increasingly complex responsibilities and to continue to meet our future challenges. In this regard, I have recommended to the Attorney General a structure which I believe will enable us to meet these challenges. I have received concurrence from the Attorney General for this realignment of our management structure.

Therefore, effective on this date, the Executive Assistant Director for Administration, Floyd I. Clarke, is now designated as Deputy Director. The two other Executive Assistant Director positions have been designated as Associate Deputy Directors--one for Administration and one for Investigations. As a result, John E. Otto has become Associate Deputy Director - Administration and Oliver B. Revell has become Associate Deputy Director - Investigations.

The Deputy Director will be a single decision-maker one level beneath me. He will have the authority to resolve issues and disputes across divisional lines and all divisions except Legal Counsel and Inspection will report to me through him. Legal Counsel and Inspection Divisions will continue to report directly to me, as will the Congressional Affairs Office and the Public Affairs Office. The Deputy will chair the SES Selection Board and will be the rating official for the Assistant Directors of the Administrative Services, Intelligence, and Criminal Investigative Divisions.

66-2554-13070

I desire that to the extent possible the routine decision-making process be pushed down to the Assistant Director level. The two Associate Deputy Directors will furnish policy and administrative oversight to their respective areas, but principally they, together with the Deputy, will function as the nucleus of my advisory board in matters such as national strategy

FIC:amsa

- Exec AD Adm. \_\_\_\_\_
- Exec AD Inv. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
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- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

direction, planning, and policy making. They will also be responsible for many matters now being handled by the EADs such as Resource Management and Allocation, Contract Review, and certain disciplinary actions.

As shown in the attached organizational chart, the Associate Deputy Director for Administration will have policy and administrative oversight responsibilities for the Identification, Administrative Services, Records Management, and Technical Services Divisions. The Associate Deputy Director for Investigations will have similar oversight responsibilities for the Training, Intelligence, Criminal Investigative, and Laboratory Divisions.

Restructuring the central management function will strengthen management control of the organization and push the decision-making process down to the Assistant Director level. This will allow my top executives to focus on the key issues necessary to sustain this fine organization into the 1990s and the 21st Century.

William S. Sessions  
Director

*WSS*

*WSS  
1/18*

December 7, 1989

RR  
RSC  
*[Handwritten signature]*

①

MEMORANDUM TO MEMBERS OF THE EXECUTIVE CONFERENCE

RE: FBI CORRESPONDENCE

As executives we are often faced with corresponding on complex multifaceted issues which are often difficult to explain in detail without preparing a lengthy document.

On December 6, 1989, I hand-carried the attached appeal letter to the Attorney General in an effort to gain reconsideration of three areas where the Bureau's 1991 budget was cut. It occurs to me that the manner in which the complex subject matter of the memorandum is prepared provides a very useful and very compelling argument for the Attorney General's consideration.

*66-2554-13071*

As you can see in reviewing the memorandum, the significant points are set out in the first paragraph followed by a more detailed explanation. To the extent that you can adopt this format in preparing lengthy memoranda where issues need to be capsulized, I would like you to do so.

DEC 20 1989

William S. Sessions  
Director

Enclosure  
WSS:aga

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

*319*  
**1 - ENCLOSURE**  
*WSS*  
*12/12*

*WSS*  
*12/8*

SENT FROM D.O.	
TIME	<i>9:00 am</i>
DATE	<i>12/11/89</i>
BY	<i>aga</i>

MAIL ROOM

# Memorandum

*Director Sessions*



To : The Attorney General

Date December 6, 1989

From : Director, FBI

Subject : OFFICE OF MANAGEMENT AND BUDGET (OMB) RESTORATIONS  
RESULTING FROM APPEAL OF FISCAL YEAR (FY) 1991  
PASSBACK AND FURTHER APPEALS REQUIRED

## ACTION MEMORANDUM

The OMB decisions on the FBI's FY 1991 budget request have resulted in three issues which are of such grave concern to the FBI that I believe they need to be brought to your immediate attention. These issues are:

1. OMB has ordered the FBI to not pay Administratively Uncontrollable Overtime (AUO) to FBI agents assigned to FBI Headquarters (FBIHQ).
2. OMB has directed reductions in the FBI's base level funding of \$76 million.
3. OMB has directed that a study be conducted prior to approving the FBI's request for \$17 million for the National Crime Information Center (NCIC) 2000, whereas the request was based on an extensive study.

1. OMB has ordered the FBI to not pay AUO to FBI agents assigned to FBIHQ.

OMB's policy guidance in the FY 1991 budget passback ordered that "No law enforcement officials performing administrative duties at headquarters should receive AUO. \$11 million for headquarters agents' AUO and vehicles should be applied to high-priority investigative programs." The FBI was advised the \$11 million to be transferred was derived as follows: \$6 million AUO costs; \$3 million representing the cost of transfers for agents at FBIHQ; and \$2 million for cars for FBIHQ agents.

This policy guidance and ordered shift of funding have grave consequences for the FBI which are as follows:

*66-2554-13071* *455* *12/16*

ENCLOSURE

The Attorney General

Re: Office of Management and Budget (OMB) Restorations  
Resulting from Appeal of the Fiscal Year (FY) 1991  
Passback and Further Appeals Required

- a. The loss of AUO for FBIHQ agents would seriously erode the FBI's Career Development Program.
    - (1) A key strength of the FBI is its ability to properly manage increasingly sophisticated and complex investigative programs.
    - (2) A well-trained, stable cadre of managers at FBIHQ and in the field is important to this strength.
    - (3) The FBI's Career Development Program is designed to develop agents into strong, knowledgeable, and versatile managers.
    - (4) Assignment of agents to FBIHQ broadens their background, which makes them better future managers, and it facilitates the performance of vital Headquarters functions by capitalizing on agents' work experiences.
    - (5) The loss of AUO upon assignment to FBIHQ would create a significant financial disincentive for agents to participate in the Career Development Program since it would result in a situation where senior agents would be requested to transfer to positions of increased responsibility for lesser pay.
  - b. A total of \$6.0 million in AUO funding is being targeted for transfer whereas only \$4.8 million in AUO was paid to FBIHQ agents.
  - c. A total of \$2.0 million for vehicles is being targeted for transfer whereas no cars are purchased for the use of agents at FBIHQ which would not be needed by anyone else performing Headquarters functions.
2. OMB has directed reductions in the FBI's base level funding of \$76 million.

OMB reduced the FBI's base funding by \$10.0 million in the Foreign Counterintelligence Program for the relocation of the Washington Metropolitan Field Office (WMFO); \$15.0 million in equipment funding for funds identified with the Engineering Research Facility (ERF); and \$51.3 million relating to the

The Attorney General  
Re: Office of Management and Budget (OMB) Restorations  
Resulting from Appeal of the Fiscal Year (FY) 1991  
Passback and Further Appeals Required

sequestration. The impact or problems with these actions are as follows:

- a. The total base cuts of \$76.3 million substantially offset the proposed program increases of \$100 million which are proposed to implement major Administration initiatives.
  - b. There is no \$10 million in the FBI's base for the WMFO move. The funding is in a no-year account for this purpose.
  - c. The FBI was not appropriated the \$15 million to build the ERF, although Congress directed the FBI to build it. To comply with this cut, the FBI will be forced to cut other programs.
  - d. The FBI is taking a \$28.2 million base cut in FY 1990 due to the sequestration. The additional base cut of \$23 million in FY 1991, for a total of \$51.2 million, will again cause a substantial reduction in current programs.
3. OMB has directed that a study be conducted prior to approving the FBI's request for \$17 million for the NCIC 2000, whereas the request was based on an extensive study.

In 1987 the FBI was appropriated \$2 million for such a study. This study was completed in June 1988 and provided the basis for the request made in the 1991 budget. The consequences of not receiving this funding are:

- a. Delay in implementing this five-year program.
- b. Continuation of the existing system which has exceeded its planned life cycle.
- c. Delay in implementing a program which would aid in the war against drug traffickers by providing improved positive identification capabilities.

I am so deeply concerned about these matters that I am compelled to call them to your attention. While I am committed to supporting the President's budget, the budget which OMB has proposed would not permit the FBI to meet the President's initiatives. If these issues are not resolved favorably, the

The Attorney General

Re: Office of Management and Budget (OMB) Restorations  
Resulting from Appeal of the Fiscal Year (FY) 1991  
Passback and Further Appeals Required

Department of Justice and the FBI will have grave difficulties in meeting our obligations to the American public.



February 23, 1990

SSP  
CLASS  
SRC'D  
SER  
REC

MEMORANDUM TO ALL MEMBERS OF EXECUTIVE CONFERENCE

RE: BRIEFINGS OF THE DIRECTOR

In the interest of efficiency, I would like each of you follow a few basic principles in the briefing process. They will assist both you and me in preparing for testimony, meetings outside the FBI, and dealing with specific or general issues; I ask each of you to cooperate fully to make this process more meaningful.

First, it goes without saying that briefings should be scheduled well in advance of the event where possible.

Second, there are several procedures which I want you to follow and which would be very useful to me in preparing myself for the briefings:

- a. Provide the briefing material to my office well in advance of the time of the briefing.
- b. Do not exchange pages in a briefing book or provide new briefing material at the time of the briefing. (I realize there will be rare circumstances where updated material would be necessary, however, I ask that this be done just prior to the briefing and not during the time of the briefing.)
- c. Provide my office with the name of the employee or employees who you propose to conduct the briefing, together with a list of those who will be present, at least a day in advance of the briefing.

66-2554-13072

15 MAR 28 1990

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
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- Lab. \_\_\_\_\_
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- Rec. Mgnt. \_\_\_\_\_
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- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

WSS:aga

SENT FROM D.O.	
TIME	4:30 pm
DATE	2/26/90
BY	em

MAIL ROOM

MEMORANDUM TO ALL MEMBERS OF EXECUTIVE CONFERENCE  
RE: BRIEFINGS OF THE DIRECTOR

- d. Encourage the employee(s) who is conducting the briefing to succinctly outline the purpose of the meeting/testimony/issue for which you are preparing me, identify all pertinent persons involved, key issues, our position on each and any background I should have.

Third, I prefer small informal briefings because I think there is a better exchange of information. Therefore, only essential personnel should attend.

I would appreciate your adherence to these guidelines. It will make the use of my time more efficient, focus on salient issues with knowledgeable personnel and better prepare all of those involved.

William S. Sessions  
Director

*WSS*  
*2/25*

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REC

September 27, 1989

MEMORANDUM TO MEMBERS OF THE EXECUTIVES CONFERENCE

RE: 1989 EXECUTIVES CONFERENCE RETREAT  
NOVEMBER 15-17, 1989

The 1989 Executives Conference Retreat will again be held at the Virginia Beach Resort and Conference Center, Virginia Beach, Virginia. You will be provided further information concerning travel routes and the retreat agenda at a later date.

[redacted] will begin the Retreat on Wednesday afternoon, November 15, following lunch. Therefore, you should plan to arrive at the conference by noon on that date.

I have reserved all day Thursday, November 16, for the Executives Conference to discuss pertinent subjects.

In this regard, I am asking of you to think about topical issues, preferably related to challenges facing the FBI in the 1990's. Your thoughts and suggestions for this agenda should be furnished to AD Al McCreight no later than close of business, October 13, 1989.

FLOYD I. CLARKE

- 1 - Mr. Clarke
  - 1 - Mr. Otto
  - 1 - Mr. Revell
  - 1 - Mr. Lawn, DEA
  - 1 - Each Assistant Director
  - 1 - Assistant Director in Charge, New York
  - 1 - Special Agent in Charge, WMFO
  - 1 - Each Special Assistant to the Director
  - 1 - Mr. [redacted]
  - 1 - Mrs. [redacted]
  - 1 - Mrs. [redacted]
  - 1 - Miss [redacted]
- AHM:jtf (25)

66-2584-13073

b6  
b7c

- Exec AD Inv. \_\_\_\_\_
- Exec AD Adm. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Dr. \_\_\_\_\_
- Sys. \_\_\_\_\_
- Inv. \_\_\_\_\_
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- Training \_\_\_\_\_
- Off. \_\_\_\_\_
- Rm. \_\_\_\_\_
- Sec'y \_\_\_\_\_

MAIL ROOM

*[Handwritten initials]*

November 14, 1990

*[Handwritten circle]*

MEMORANDUM TO ALL MEMBERS OF THE EXECUTIVE CONFERENCE

On Tuesday, November 20, 1990, at 12:00 noon, Director Sessions will host a luncheon in the Executive Dining Room for the Distinguished Lecture Series guest speaker, Ms. [redacted]. You are invited and encouraged to participate in this luncheon.

Please advise [redacted] extension 3420, by close of business Friday, November 16, 1990, concerning your attendance.

b6  
b7c

[redacted]  
Special Assistant to  
the Director

SWM:aga

*sent 11/14/90  
aga*

*66-2554-13074*

NOV 27 1990

*[Stamp]*  
58

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

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REC

November 14, 1990

MEMORANDUM TO THE EXECUTIVE CONFERENCE

During the Executive Conference Retreat and my absence from FBIHQ, I am designating Deputy Assistant Director Robert M. Bryant as the Acting Director. I will depart Headquarters at approximately 9:30 a.m. on Thursday, November 15, 1990, and plan on returning by 2:10 p.m. on Saturday, November 17, 1990.

William S. Sessions  
Director

WSS:aga

*Hand carried  
9 A.M. am 11/15/90*

66-2554-13075

NOV 28 1990

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

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REC

April 15, 1991

[Redacted]

Council for Excellence in  
Government  
Suite 750  
1775 Pennsylvania Avenue, N.W.  
Washington, D. C. 20006

Dear Mr. [Redacted]

The Executives Conference of the FBI is very interested in learning about the elements of management which were considered in connection with the survey reported last fall in the November 1st edition of "The Washington Post."

Because the FBI is striving for excellence in management, it would be extremely helpful to have the observations of the Council for Excellence in Government in some format that could be utilized by our executives here at Headquarters and in the field.

Again, if it is possible for you to accept the invitation to speak to the Executives Conference, either at a breakfast or luncheon meeting, to discuss your observations and those of the Council, it would be very beneficial to the FBI.

If it is possible for you to join us, please contact Mrs. [Redacted] to arrange a time for the meeting with the Conference.

66-2554-13076  
Sincerely,

William S. Sessions  
Director

WSS:dlf

135

WSS  
4/15

mailed from  
DO 4/17/91  
file  
133

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

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Memorandum



Dep. Dir. \_\_\_\_\_  
 ADD Adm. \_\_\_\_\_  
 ADD Inv. \_\_\_\_\_  
 Asst. Dir.:

- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

CLASS  
 SEC  
 SER  
 REC

*MG*

To : Mr. Greenleaf

Date 1/30/91

From :

Subject : TOPICS/ISSUES FOR DISCUSSION AT EXECUTIVE CONFERENCE RETREAT APRIL 11-13, 1991

Rememo to members of the Executives Conference, captioned as above, dated 1/4/91.

PURPOSE: To provide Training Division's response to referenced memorandum.

RECOMMENDATION: That these topics/issues be considered for discussion at the 1991 Executive Conference Retreat.

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DETAILS: Attached are topics/issues which are relevant to the Training Division and are proposed for presentation to the Executive Conference Retreat.

1. The FBI Budget process

*66-2554-13077*

The budget process could be more fully integrated into the FBI's management system. One example of this would be to better coordinate strategic planning and operational objectives and link these activities with requests made in the budget process. Efforts to minimize format changes for budget submissions internally, to DOJ, to OMB, and to the Congress would also streamline the process.

The timing for the budget process is fixed; however, timing for other Bureau "events" could be adjusted to more closely coincide with the budget exercise.

- 1 - Mr. Revell
- 1 - Mr.
- 1 - Mr.
- 1 - Mr.
- 1 - Mr. Monroe

*AED*

JRP:ppd (8)

(CONTINUED-OVER)

*110*

Memorandum to Mr. Greenleaf from [REDACTED]  
Re: Topics/Issues for Discussion at  
Executive Conference Retreat  
April 11-13, 1991

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2. Counselors for New Agent and National Academy programs

The large number of anticipated new Agent classes will create an additional burden on the field to provide counselors. FBI Executive Management and SACs must be encouraged to fully support these programs to ensure that qualified, experienced Special Agents continue to be available to serve as role models for our new Agents.

3. 10mm semiautomatic pistol

The FBI has adopted the 10mm pistol as the standard issue weapon and will soon begin to distribute these weapons to the field. FBI Executive Management and SACs must fully support the training required to safely and effectively transition the FBI from revolvers to semiautomatic pistols.

4. Hiring/Training Issues

The large number of new Agent hires and resulting demand on FBI Academy space will require in-service training to be prioritized, and most schools not cancelled will be conducted off-site or on a regional basis. Regional training is significantly more expensive than training at the FBI Academy and is directly impacted by available funding.

The Training Division has recently prepared several documents on this issue and could furnish an updated paper prior to the retreat.

5. Comprehensive Bureau Management Training (CBMT) Program

It would be appropriate to initiate discussions on the Bureau's CBMT, contracts to evaluate the FBI Career Development Program, a subordinate evaluation system (proposed by the Special Agent Advisory Committee), and a study of effective leadership in the FBI.

(CONTINUED-OVER)



Memorandum to Mr. Greenleaf from [redacted]  
Re: Topics/Issues for Discussion at  
Executive Conference Retreat  
April 11-13, 1991

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b7C

6. DEA training to continue at FBI Academy

The Attorney General has decided that the DEA Office of Training will remain at the FBI Academy. DEA will request funding to build a separate drug enforcement training center at a site adjacent to the FBI Academy. Until such a facility is built, DEA will use 20-25% of available FBI Academy student capacity to train DEA Basic Agents. The loss of this bed space and classroom space will have a direct impact on the scheduling of FBI training and force the FBI to prioritize in-services. Most schools which are not cancelled will, of necessity, be held off-site. Options for FBI training include regional in-services or use of facilities at the Xerox Training Center in northern Virginia.

SSP  
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SEC'D \_\_\_\_\_  
SER \_\_\_\_\_  
REC \_\_\_\_\_

November 21, 1990

MEMORANDUM TO MR. CLARKE

RE: [REDACTED]  
SOUTHERN CHRISTIAN LEADERSHIP CONFERENCE

Please have a letter prepared to [REDACTED] for my signature in the next 45 days responding to the recommendations he made in his presentation at the Executive Conference, Retreat, Virginia Beach, Virginia, on November 15-17, 1990. Include his offer to act as a Bureau spokesman and to facilitate our communication with the black community on issues of mutual concern. The Administrative Services Division's Personnel Resources Unit and the Equal Employment Opportunity Office should review his outline and comments and ensure that these and other issues are appropriately addressed.

William S. Sessions  
Director

*WSS  
11/21*

b6  
b7c

1 - Mr. Kennedy  
1 - Mr. [REDACTED]  
WSS:aeb

*66-2554-13078*

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Legal Coun. \_\_\_\_\_
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- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

*Letter sent to  
W.S.  
11/26/90.  
135 [initials]*

[REDACTED]

CONFIDENTIAL  
10:30 a.m.  
11/23/90  
apm

MAIL ROOM

SSP

CLASS	
REC'D	
SER	
REC	

December 13, 1990

MEMORANDUM TO MESSRS: CLARKE  
 GREENLEAF  
 REVELL  
 BAKER  
 BAYSE  
 CHRISTENSEN

[Redacted]

DAVIS

GOW

[Redacted]

KENNEDY

TOOHEY

YORK

[Redacted]

MRS.

b6  
b7c

RE: EXECUTIVE CONFERENCE RETREAT - 11/15/90

Attached is a USA TODAY news article entitled "Shift in labor pool on horizon" dated 7/3/87. Also attached is an article entitled "A Second Look at America's Workers" which is found in the 11/19/90 issue of U.S. News & World Report.

By way of background [Redacted] the consulting futurist who spoke at the 11/15/90, Executive Conference Retreat discussed the USA TODAY article by mentioning that only 15 percent of all new workers by the year 2000 would be native white males as compared to 47 percent today. The U.S. News article refers to the report from which these figures were extracted and relates that an editing error caused this projection to be "...off by more than 100 percent." The 15-percent figure should be 31.6 percent.

66-2554-13079

1 - ENCLOSURE

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
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- Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

- Enclosures (2)
- 1 - Mr. Jones
- 1 - Mr. Nelson
- 1 - Each OPA Unit Chief
- 1 - Mrs. [Redacted]
- 1 - Manuals Desk

Thomas F. Jones  
 Inspector in Charge  
 Office of Public Affairs

APPROVED:

Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Crim. Inv. _____	Legal Coun. _____	& Int. Affs. _____
Ident. _____	Rec. Mgnt. _____	Ch. of _____
Insp. _____	Tech. Servs. _____	Public Affs. _____
Intell. _____	Training _____	_____
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Tech. Servs. _____	Int. Affs. _____	_____
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Cong. Affs. Off. _____	Telephone Rm. _____	_____
Off. of EEO _____	Director's Sec'y _____	_____

*[Handwritten Signature]*  
*[Handwritten Signature]*  
 FBI/DOJ

MAIL ROOM [initials]  
 MHW [initials]

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# Shift in labor pool on horizon

By Carl T. Hall  
USA TODAY

WASHINGTON — Employers must change their preference for hiring white males for most top jobs, or prepare to pay a premium.

So says *Workforce 2000*, a new report out Thursday. The Labor Department commissioned the report.

Only 15 percent of all new workers between now and 2000 will be native white men — about 47 percent of today's work force — predict the report's authors, William B. Johnston and Arnold E. Packer of the Hudson Institute.

Most new workers will be older, female, black, Hispanic, handicapped or foreign-born. Reason: A smaller crop of native white males is becoming work-age. Employers will have to turn to people in what historically have been the most disadvantaged groups.

The best new jobs will require ever more skills and education. "We're creating fewer bolt-tightening jobs and more technical and professional jobs," Johnston said.

But he said the work force won't be able to meet the demands unless:

- More effort is put into preparing new workers for a high-tech future in services.

- Employers end their historic preference for giving the best jobs to white men. If not, they will be forced to pay more for a dwindling pool of skilled workers, while everyone else languishes in "lousy jobs."

"If we don't change our ways we will see greater disparity between the haves and the have-nots, the employed and the unemployable," said Labor Secretary William Brock.

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46-2554-13079

ENC

**APOLOGIES**

*Volvo sells safety, so when it was accused of staging a TV ad showing a station wagon withstanding a crushing by a "monster" truck—with no disclaimer saying the stunt was a fake—executives responded quickly, blaming a production company's miscue. The exchange:*

"Although Volvo repeatedly touts that a 'Volvo is a car you can believe in,' the same cannot be said of its advertising. The . . . representation is false, misleading and deceptive, and the car-crushing competition was a hoax and a sham."

—Texas Atty. Gen. Jim Mattox

"It was unfortunate that we did not label this advertisement as a dramatization. It would be even more unfortunate, however, if our agreement to withdraw the advertisement at this time created any doubt about the real world safety of Volvo cars."

—Volvo Cars of North America

**BUSINESS**

**A SECOND LOOK AT AMERICA'S WORKERS**

The white male, mainstay of the nation's work force, will still be on the job after the turn of the century; like Mark Twain, predictions of his demise have proven premature or, more to the point, just plain wrong. When "Workforce 2000," a government-sponsored study by the Hudson Institute, was released in 1987, an executive summary concluded that "only 15 percent of the new entrants to the labor force over the next 13 years will be native white males, compared to 47 percent in that category today." This startling forecast soon became dogma to many government and corporate personnel managers. Companies, warned that they would be forced to set up training programs for unskilled minorities and establish day-care centers for the children of working mothers, began laying plans. Alas, it was all a mistake, a simple editing error that took on a life of its own. In the executive summary of the report, the word "net" was accidentally deleted, making the projection off by more than 100 percent. Hudson researchers arrived at the "net" figure by projecting the number of white males entering the work force by the year 2000 and comparing it with the number of white males expected to quit or retire during the same period. The real figure for the number of white males entering the labor pool was 31.6 percent. The nation's labor force will become more diverse, says Lawrence Mishel, research director for the Economic Policy Institute in Washington, D.C., but "white males will still play an important role, and the much-talked-about labor shortage is unlikely to make it difficult to find skilled workers early in the next century."



ILLUSTRATION: TERRY E. SMITH FOR US&WR

SSP  
CLASS  
SEC'D  
SER  
REC. *PBS*

May 2, 1991

Mr. [redacted]  
Office of the Commandant  
United States Marine Corps Headquarters  
Navy Annex  
Arlington, Virginia 20380-0001

b6  
b7c

Dear Mr. [redacted]:

In my contact with General Gray today, I was embarrassed when he so graciously referred to his anticipation about the upcoming breakfast with me in the near future. I had to be vague in my response because I was not aware that a date for this meeting had been finalized.

I immediately spoke to my Special Assistant who had been tasked to organize the event with the Commandant's Office, Mrs. [redacted] and she indicated that in her conversations with staffers in General Gray's Office, arrangements were put on hold until such time as you returned to the city and called her to finalize the event. She further mentioned that when she did not hear from you, she called again but was not able to speak with you until today when you informed her that you had been in touch with ADD Revels about scheduling the Commandant for a May 16th breakfast with the Executive Conference.

In the future, when you have been called by my office, please be sure to respond promptly. It would have been helpful for me to have known that this event had been arranged prior to my meeting General Gray this morning.

Sincerely,

*151*

William S. Sessions  
Director

*66-2554-13080*

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_ *SWM:aga*
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & \_\_\_\_\_
- Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

SENT FROM D.O.	
TIME	<i>9:00 am</i>
DATE	<i>5/6/91</i>
BY	<i>aga</i>

309

# Memorandum



- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : Mr. Christensen *gmc* Date 5/8/91

From : James W. Greenleaf  
Assoc. Deputy Director - Admin.

Subject : PAPERFLOW REDUCTION;  
FOLLOW-UP MATTER CONCERNING THE  
EXECUTIVES CONFERENCE/RETREAT  
4/11-13/91

### PURPOSE:

To record one of Director Sessions' requests in connection with paperflow reduction.

### RECOMMENDATION:

That the Information Management Division (IMD) establish a "program" (document) to train FBIHQ supervisors and support employees to know what they should do with particular types of documents; i.e., which to send to file, which to destroy, etc.; and that a status report be provided to me in 60 days.

*Assigned SC Pillaman.*

*66-2554-13081*

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison & Int. Aifs. _____
Dcp. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Off. of _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	Public Affs. _____
ADD-Inv. _____	Info. Mgnt. <i>gmc</i>	Training _____	
	Inspection _____	Cong. Affs. Off. _____	
	Intell. _____	Off. of EEO _____	

(CONTINUED - OVER)

- 1 - Mr. Clarke (Attn: Mr. )
- 1 - Mr. Revell (Attn: Mr. )
- 1 - Mr. Christensen
- 1 - Mr.
- 1 - Mr. Flanders

b6  
b7C

JWG:cwb  
(6)

*7/gmc*

Memorandum from J.W. Greenleaf to Mr. Christensen  
Re: PAPERFLOW REDUCTION; FOLLOW-UP MATTER  
CONCERNING THE EXECUTIVES CONFERENCE  
RETREAT, 4/11-13/91

DETAILS:

At the last Executives Conference Retreat, 4/11-13/91, there was a presentation made by representatives of the IMD concerning paperflow reduction. During that presentation Director Sessions noted that the IMD should create a document to train those supervisors and support employees at FBIHQ who handle documents to know just what to do with them when they are finished with them; i.e., which to send to file, which to destroy, etc. The Director pointed out that if some "extraneous" mail/documents were sent back by IMD to the person who sent them to IMD for filing when there was no need to do so, the present practice of sending these items to IMD would stop. Director Sessions also asked whether the IMD had gone to other agencies and outside entities in order to determine what type of "paper" they discard so we might be able to learn from them. Section Chief Prillaman indicated that over the years the FBI has probably been too strict in retaining "paper" in its files.



307

Memorandum



Dep. Dir. \_\_\_\_\_  
 ADD Adm. \_\_\_\_\_  
 ADD Inv. \_\_\_\_\_  
 Asst. Dir.:

- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

To : Mr. Christensen *JW* Date 5/8/91

From : James W. Greenleaf  
 Assoc. Deputy Director - Admin.

Subject : "EXECUTIVE WRITING COURSE"  
 FOLLOW-UP ITEM TO THE EXECUTIVES  
CONFERENCE/RETREAT  
 4/11-13/91

PURPOSE:

To record the tasking of the Information Management Division (IMD) to contact the United States Air Force (USAF) concerning captioned matter.

RECOMMENDATION:

That the IMD contact the USAF in connection with their making a presentation before the Executives Conference concerning their "Executive Writing Course"; and that a status report be provided to me in 60 days.

*Assigned SC Morley.*

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison & Int. Affs. _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Off. of _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	Public Affs. _____
ADD-Inv. _____	Info. Mgnt. _____	Training _____	
	Inspection _____	Cong. Affs. Off. _____	
	Intell. _____	Off. of EEO _____	

66-2554-13082

(CONTINUED - OVER)

- 1 - Mr. Clarke (Attn: Mr. )
- 1 - Mr. Revell (Attn: Mr. )
- 1 - Mr. Christensen
- 1 - Mr.
- 1 - Mr. Flanders

b6  
b7c

JWG:cwb  
(6)

*JWG*

Memorandum from J.W. Greenleaf to Mr. Christensen  
Re: "EXECUTIVE WRITING COURSE"  
FOLLOW-UP ITEM TO THE  
EXECUTIVES CONFERENCE RETREAT  
4/11-13/91

DETAILS:

At the Executives Conference Retreat, 4/11-13/91, IMD Section Chief Ron Morey made a presentation concerning paperflow reduction. In connection with his presentation he pointed out that written information should be clear and concise. He noted that the USAF has developed a course entitled "Just Plain English." The IMD has been in contact with the Air Force in Colorado Springs. They also have a course entitled "Executive Writing." The Air Force can provide a two-hour presentation.

This was discussed by the Executives Conference and it was determined that such a course would be worthwhile for a presentation before the Executives Conference. It was also noted that the establishment of any format or style of writing would have to come from the "top down" in the FBI in order to be fully implemented.

309

Memorandum



Dep. Dir. \_\_\_\_\_  
 ADD Adm. \_\_\_\_\_  
 ADD Inv. \_\_\_\_\_  
 Asst. Dir.:  
   Adm. Servs. \_\_\_\_\_  
   Crim. Inv. \_\_\_\_\_  
   Ident. \_\_\_\_\_  
   Insp. \_\_\_\_\_  
   Intell. \_\_\_\_\_  
   Lab. \_\_\_\_\_  
   Legal Coun. \_\_\_\_\_  
   Rec. Mgnt. \_\_\_\_\_  
   Tech. Servs. \_\_\_\_\_  
   Training \_\_\_\_\_  
 Cong. Affs. Off. \_\_\_\_\_  
 Off. of EEO \_\_\_\_\_  
 Off. of Liaison & Int. Affs. \_\_\_\_\_  
 Off. of Public Affs. \_\_\_\_\_  
 Telephone Rm. \_\_\_\_\_  
 Director's Sec'y \_\_\_\_\_

To : Mr. Christensen *GC* Date 5/8/91  
 From : J. W. Greenleaf  
       Assoc. Deputy Director - Administration  
 Subject : PAPER FLOW REDUCTION  
           FOLLOW-UP ITEM CONCERNING  
           THE EXECUTIVES CONFERENCE RETREAT  
           4/11-13/91

**PURPOSE:** To record one of the SAC Advisory Committee's (SACAC) concerns expressed during the retreat.

**RECOMMENDATION:** That the IMD, in connection with it's overall Paper Flow Reduction project, consider the SACAC's suggestion that a single entity at FBIHQ be designated as responsible for coordinating non-operational requests from the field, and that I be provided a status report in 60 days.

APPROVED: \_\_\_\_\_  
 Director \_\_\_\_\_  
 Dep. Dir. \_\_\_\_\_  
 ADD Adm. \_\_\_\_\_  
 ADD Inv. \_\_\_\_\_

Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Crim. Inv. _____	Legal Coun. _____	& Int. Affs. _____
Ident. _____	Tech. Servs. _____	Off. of _____
Info. Mgnt. _____	Training _____	Public Affs. _____
Inspection _____	Cong. Affs. Off. _____	
Intell. _____	Off. of EEO _____	

*Assigned SC Mally*

**DETAILS:** During the Executives Conference retreat 4/11-13/91, SAC Andrew J. Duffin related various issues that had been previously furnished to FBIHQ by the SACAC in an airtel dated 11/19/90. One of them is set forth as follows: "Some issues, generally non-operational, raised to FBIHQ by the field are complicated or have numerous facets which do not always fall within the purview of a single Headquarters entity. The result, though no one intended it that way, is that occasionally action is delayed or incomplete. The fact is that there is no single FBIHQ entity that assumes responsibility for such issues...The SACAC recommends that a single entity be designated as responsible for coordinating non-operational requests from the field..."

- 1 - Mr. Clarke (Attn: Mr. )
  - 1 - Mr. Revell (Attn: Mr. )
  - 1 - Mr. Christensen
  - 1 - Mr. Kennedy
  - 1 - Mr.
  - 1 - Mr. Flanders
- JWG:amv (7)

66-2554-13083

b6  
b7c

*JWG*

By letter to SAC Richard W. Held dated 2/26/91, the Director responded as follows: "The Committee made several suggestions relating to communications, including establishing a single entity for coordinating non-operational requests from the field...The entire topic of reducing paper flow and improving our system of communication is being addressed by a working group...I am confident this project will address your concerns."

In view of the above, the Paper Flow Reduction Working Group should specifically consider this issue and make appropriate recommendations.

Memorandum



To : Mr. Greenleaf

Date 5/8/91

From : D. G. Flanders

*EXECUTIVE Conference*

Subject: ~~EXECUTIVES CONFERENCE RETREAT~~  
4/11-13/91  
FBI ACADEMY, QUANTICO

**PURPOSE:** To record the documentation received in connection with this retreat.

**RECOMMENDATION:** For record purposes.

APPROVED:	Adm. Svcs. _____	Laboratory _____	Off. of Liaison _____
Director _____	Ident. Inv. _____	Legal Coun. _____	& Int. Affs. _____
Dep. Dir. _____	Intell. _____	Plan. & Insp. _____	Off. of _____
ADD-Adm. _____	Inspection _____	Rec. Mgmt. _____	Public Affs. _____
ADD-Inv. _____	Intell. _____	Off. of EEO _____	

**DETAILS:** Attached is a volume which contains "results" of the 4/11-13/91 Executives Conference Retreat. It is being submitted in order that it may be made a matter of record.

*66-2554-13084*

**ENCLOSURE IN BULKY ROOM**

Enclosure

1 - Mr. Flanders  
DGF:amv (2)

*file*

231

December 6, 1990

Mr. [redacted]  
The Snyder Family Enterprise  
8628 Garfield Street  
Bethesda, Maryland 20817-6704

b6  
b7c

Dear Mr. [redacted]

**EXECUTIVE CONFERENCE**

I am delighted you were able to address my executive staff during the recent FBI Executive Conference at Virginia Beach. Your most informative and thought-provoking remarks were very well received by those in attendance and they formed an excellent framework for highly productive discussions the following day. As you are aware, the FBI faces many challenges and difficult choices in the years ahead and the entire management staff must be prepared to successfully meet those challenges. In that regard, your insights will be of substantial and continuing value as we prepare for the future.

Thank you for attending our FBI Executive Conference and sharing your valuable insights with my executive staff.

Sincerely yours,

**William S. Sessions**

Williams S. Sessions  
Director

66-2554-13085

MAILED 37

DEC 0 1990

623

APPROVED: <i>WSS</i>	Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
<i>12/5</i>	Crim. Inv. _____	Legal Coun. _____	& Int. Affs. _____
<i>RS/ED</i>	Ident. _____	Tech. Servs. _____	Off. of _____
	Dep. Dir. _____	Info. Mgnt. _____	Training _____
	AEO-Adm. _____	Inspection _____	Cong. Affs. Off. _____
	AEO-Inv. _____	Intell. _____	Off. of EEO _____

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

- 1 - Mr. Clarke
- 1 - Mr. Toohey
- 1 - Mr. Sonnichsen
- 1 - Mr. Burton
- SOB/mtj (6)

66-2554

*mw/walk*

PERS/REG UNIT

*(Signature)*  
FBI/DOJ

November 27, 1991

MEMORANDUM TO THE EXECUTIVE CONFERENCE

RE: ACTING DIRECTOR IN MY ABSENCE

Reference is made to my memorandum to Deputy Director Clarke, dated September 4, 1991, captioned as above.

This memorandum will serve to set forth an expanded order of succession as Acting Director at times that I am unavailable to handle urgent mail items that do not require my personal approval. My office staff will, as always, be aware of who is acting in my absence, when circumstances so dictate, and appropriate items will be forwarded to that designee for approval. Below, in priority order, is a listing of those who will act in my stead as Acting Director:

- (1) Deputy Director Floyd I. Clarke
(2) Associate Deputy Director James W. Greenleaf
(3) Associate Deputy Director W. Douglas Gow
(4) Assistant Director Criminal Investigative Division
(5) Assistant Director Wayne R. Gilbert Intelligence Division
(6) Assistant Director Weldon L. Kennedy Administrative Services Division
(7) Assistant Director Delbert C. Toohy Inspection Division

66-2554-13086

- Dep. Dir.
ADD Adm.
ADD Inv.
Asst. Dir.:
Adm. Servs.
Crim. Inv.
Ident.
Insp.
Intell.
Lab.
Legal Coun.
Rec. Mgnt.
Tech. Servs.
Training
Cong. Affs. Off.
Off. of EEO
Off. Liaison & Int. Affs.
Off. of Public Affs.
Telephone Rm.
Director's Sec'y

FIC:aeb

MAIL ROOM

Handwritten initials/signature

MEMORANDUM TO THE EXECUTIVE CONFERENCE  
RE: ACTING DIRECTOR IN MY ABSENCE

will be the ranking Deputy Assistant Directors in the Criminal Investigative Division, Intelligence Division, Administrative Services Division, and Inspection Division, respectively.

William S. Sessions  
Director

1 - Each Member of the Executive Conference





U.S. Department of Justice

Federal Bureau of Investigation

Office of the Director

Washington, D.C. 20535

September 4, 1991

MEMORANDUM TO MR. CLARKE

RE: ACTING DIRECTOR IN MY ABSENCE

During any time that my office advises that I will be unavailable to handle urgent items of mail that do not require my personal approval, the following will act in my stead in this order as Acting Director:

- 1) Deputy Director Floyd I. Clarke
- 2) Associate Deputy Director James Greenleaf
- 3) Associate Deputy Director Doug Gow
- 4) Assistant Director William Baker
- 5) Assistant Director Thomas DuHadway

My office staff will be aware at all times of who is acting in my absence when circumstances so dictate and these items will be forwarded to that person for approval.

William S. Sessions  
Director

1 - Each Member of the Executive Conference  
WSS:aga



COG - 2554-13087

ENCLOSURE

31k

22

February 24, 1992

[Redacted]

Bala Cynwyd, Pennsylvania 19004

Dear [Redacted]:

I am delighted that you will be able to address the Director's Executive Conference/Retreat next month in Virginia Beach, Virginia. As we discussed, I have placed you on the conference agenda for Tuesday, March 24, from 11:00 am to 12:30 pm.

b6  
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The Bureau will reimburse you for any travel and per diem expenses which you may incur and will pay you an honorarium of \$950. Special Agent [Redacted] will coordinate this aspect with you. Airline tickets for your travel on the flights you requested are enclosed. We have reserved a hotel room in your name for the night on March 23 at the Virginia Beach Resort Hotel and Conference Center, 2800 Shore Drive, Virginia Beach, Virginia, telephone (804) 481-9000.

66-2554-13088

I look forward to seeing you at the conference.

Sincerely yours,

James W. Greenleaf  
Associate Deputy Director  
for Administration

Enclosure (Airline Ticket)

- Dep. Dir. 1 - Mr. Greenleaf
- ADD Adm. 1 - Mr. Flanders
- ADD Inv. 1 - Mr. Kennedy
- Asst. Dir.: 1 - Mr. Kennedy
- Adm. Servs. 1 - Mr. [Redacted]
- Crim. Inv. 1 - Mr. [Redacted]
- Ident. 1 - Mr. [Redacted]
- Info. Mgnt. 1 - Mr. [Redacted]
- Insp. 1 - Mr. [Redacted]
- Intell. 1 - Mr. [Redacted]
- Lab. 1 - Mr. [Redacted]
- Legal Coun. 1 - Mr. [Redacted]
- Tech. Servs. 1 - Mr. [Redacted]
- Training 1 - Mr. [Redacted]
- Cong. Affs. Off. 1 - Mr. [Redacted]
- Off. of EEO 1 - Mr. [Redacted]
- Off. of Liaison & Int. Affs. 1 - Mr. [Redacted]
- Off. of Public Affs. 1 - Mr. [Redacted]
- Telephone Rm. 1 - Mr. [Redacted]
- Director's Office 1 - Mr. [Redacted]

APPROVED:

- Adm. Servs. UK
- Crim. Inv. 1
- Director 1
- Dep. Dir. 1
- ADD-Adm. 1
- ADD-Inv. 1
- Laboratory 1
- Legal Coun. 1
- Tech. Servs. 1
- Training 1
- Cong. Affs. Off. 1
- Off. of EEO 1
- Off. of Liaison & Int. Affs. 1
- Off. of Public Affs. 1

**NOTE:** [Redacted] has been invited to speak at the Executive Conference Retreat 3/24/92. Travel arrangement and honorarium have been coordinated with [Redacted] by SA [Redacted]

MAIL ROOM

Letter + airline ticket mailed to Dr. Suckia by Employee Benefits Unit, 2/24/92 wew

3/1/92

MAR 20 1992

324  
128

[Redacted]

Stouffer Harborplace Hotel  
202 East Pratt Street  
Baltimore, Maryland 21202

Dear Mr. [Redacted]:

Please accept my warmest thanks for the hospitality you and your staff extended to my associates and me during our recent Executive Planning Conference at your Hotel.

It gives me great pleasure to acknowledge the outstanding services provided by [Redacted] and [Redacted] Also meriting special mention were the efforts of [Redacted] who did a fine job coordinating this Conference. He and Mses. White and Simon contributed immensely to its success. I hope you will share my heartfelt gratitude with each of them and also with all those working behind the scenes who helped make our stay at your Hotel so enjoyable.

b6  
b7c

Sincerely yours,  
William S. Sessions

William S. Sessions  
Director

- 1 - Baltimore
- 1 - Mrs. [Redacted]

66-2554-13090

MAILED 16  
MAR 22 1992

FBI

ENCLOSURE

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

NOTE: Director Sessions, Deputy Director Clarke, and Associate Deputy Directors Greenleaf and Gow were at the Stouffer Harborplace Hotel in Baltimore for an Executive Planning Conference on 3-13-92 and departed on 3-14-92. Bufiles contain no information to preclude this letter, which was requested by Mrs. [Redacted] Director's Office.

JB:dgb (5)

APPROVED [Signature]

MAIL ROOM [Redacted]

- Director \_\_\_\_\_
- Dep. Dir. \_\_\_\_\_
- ADD-Adm. \_\_\_\_\_
- ADD-Inv. \_\_\_\_\_
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Inspection \_\_\_\_\_
- Intell. \_\_\_\_\_
- Laboratory \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. of Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_

JB

[Signature]

*JB*  
*DM-ASMS* / *A-1*

[Redacted]

asked that letters be prepared to:

[Redacted]

Stouffer Harborplace Hotel  
202 East Pratt Street  
Baltimore, Maryland 21202 ✓

Thanking him for the services of [Redacted] and other services of the hotel, including the coordination for the conference by [Redacted] and [Redacted] while the Director and other officials were at the hotel for the Executive Planning Conference on Friday, March 13, and departing Saturday morning, March 14, 1992.

Also a letter be prepared to:

[Redacted]

Sabatino's Italian Restaurant  
901 Fawn Street  
Baltimore, MD ~~20202~~ 21202 ✓

b6  
b7C

Advising "how much everyone enjoyed" dining at their restaurant, and especially thanking them for the services provided by [Redacted] maitre d, and the waiter.



A Nestlé Company

[Redacted]

Stouffer Harborplace Hotel  
202 East Pratt Street  
Baltimore, Maryland 21202  
(410) 547-1200  
FAX: (410) 783-9676



A Nestlé Company

[Redacted]

Stouffer Harborplace Hotel  
202 East Pratt Street  
Baltimore, Maryland 21202  
(301) 547-1200

ack. to [Redacted]

Undated  
Typed 3/17/92

J.B. deB

66-2554-13090

ENCLOSURE

signed 3/20/92

OPA/B

MAR 20 1992

524  
128

Ms. [redacted]  
Sabatino's Italian Restaurant  
901 Fawn Street  
Baltimore, Maryland 21202

Dear Ms. [redacted]:

*Executive Conference*

I want you to know how much my associates and I enjoyed dining at your Restaurant while we were in Baltimore recently. The meals were indeed delectable, and your staff worked well beyond the call of duty to ensure that we lacked for nothing.

I would like you to convey our warmest thanks to the Maitre d', Mr. [redacted] and our waiter. Their service was superb, and they certainly helped make our visit to your Restaurant such a memorable dining experience.

b6  
b7c

Sincerely yours,

*William S. Sessions*

William S. Sessions  
Director

MAILED 16

MAR 24 1992

- 1 - Baltimore
- 1 - Mrs. [redacted]

*66-2554-13091*

NOTE: Director Sessions, Deputy Director Clarke, and Associate Deputy Directors Greenleaf and Gow dined at Sabatino's Italian Restaurant in Baltimore while participating in an Executive Planning Conference at the Stouffer Harborplace Hotel on 3-13-92. Bufiles contain no information to preclude this letter, which was requested by Mrs. [redacted] Director's Office.

JB:dgb (5)

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
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- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

*3/20*  
*US 30*

APPROVED: [Signature]  
[Signature]  
MAIL ROOM

- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Inspection \_\_\_\_\_
- Intell. \_\_\_\_\_
- Laboratory \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. of Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_

*[Signature]*

*[Signature]*

*[Signature]*

Memorandum



Dep. Dir. \_\_\_\_\_  
 ADD Adm. \_\_\_\_\_  
 ADD Inv. \_\_\_\_\_  
 Asst. Dir. :  
 Adm. Servs. \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_  
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 Off. of Public Affs. \_\_\_\_\_  
 Telephone Rm. \_\_\_\_\_  
 Director's Office \_\_\_\_\_

To : Mr. Christensen *JW*

Date 3/27/92

From : *JW* J. W. Greenleaf

*3/8*

Subject : ~~FOLLOW-UP TO THE EXECUTIVES CONFERENCE RETREAT (ECR)~~  
VIRGINIA BEACH, VIRGINIA  
3/22-25/92  
 TRACKING OF MATTERS AT FBIHQ *Executive Conference*

**PURPOSE:** To record a matter discussed at the ECR.

**RECOMMENDATION:** That the Information Management Division (IMD), prior to the SACs Conference, advise the Field of the progress concerning the FOIMS capability of tracking matters at FBIHQ and concerning the Standard Communication Format. This should be completed and my office advised by 4/24/92.

APPROVED: \_\_\_\_\_  
 Director \_\_\_\_\_  
 Dep. Dir. *JW* \_\_\_\_\_  
 ADD-Adm. \_\_\_\_\_  
 ADD-Inv. \_\_\_\_\_

Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Crim. Inv. _____	Legal Coun. _____	& Int. Affs. _____
Ident. _____	Tech. Servs. _____	Off. of _____
Info. Mgnt. <i>JW</i> _____	Training _____	Public Affs. _____
Inspection _____	Cong. Affs. Off. _____	
Intell. _____	Off. of EEO _____	

**DETAILS:** At the ECR in Virginia Beach, 3/22-25/92, Director Sessions noted that you should advise the Field of the progress made concerning the FOIMS capability of tracking matters at FBIHQ and concerning the status of the Standard Communication Format. He indicated that this should be done before the SACs Conference.

*66-2554-13092*

- 1 - Director Sessions
  - 1 - Mr. Clarke
  - 1 - Mr. Gow
  - 1 - Mr. Christensen
  - 1 - Mr. Flanders
- JWG:amv (6)

*JW*

Memorandum



313  
158

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
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- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Office \_\_\_\_\_

To : Mr. Kennedy *WJG 12/2* Date 11/29/91

From : *[Signature]* James W. Greenleaf  
Assoc. Dep. Dir. - Admin.

Subject : REQUEST FOR AIDS KITS AND HIV TESTING;  
FOLLOW-UP ITEM TO THE EXECUTIVES CONFERENCE/RETREAT  
11/21-23/91

**PURPOSE:** To record a matter discussed at the Executives Conference Retreat.

**RECOMMENDATION:** That the Administrative Services Division consider providing AIDS kits and testing for the HIV virus as necessary to our field offices. Please provide me with a status report within 60 days.

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Public Affs. _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	
ADD-Inv. _____	Info. Mgnt. _____	Training _____	
	Inspection _____	Cong. Affs. Off. _____	
	Intell. _____	Off. of EEO _____	

**DETAILS:** During the Executives Conference Retreat, 11/21-23/91, in Annapolis, Maryland, Assistant Director Wayne Gilbert pointed out that there have been several occasions in the Philadelphia Division when Agents have dealt with incidents involving individuals who have AIDS. He indicated that he had his Agents obtain various items which could be classified as an "AIDS kit" to be used in connection with such incidents. He also pointed out that there could be times when testing for the HIV virus would be necessary. He suggested that FBIHQ look into the obtaining of such AIDS kits and provide them to the field offices. Similarly, he suggested that there be provisions made for the field offices to have tests for the HIV virus in connection with incidents where personnel may come into contact with an individual carrier of that virus.

- 1 - Mr. Clarke
  - 1 - Mr. Gow
  - 1 - Mr. Gilbert
  - 1 - Mr. Kennedy
  - 1 - Mr. Flanders
- JWG:cwb (5)

46-2554-13089



Memorandum

301

136



Dep. Dir. \_\_\_\_\_  
 ADD Adm. \_\_\_\_\_  
 ADD Inv. \_\_\_\_\_  
 Asst. Dir.:

- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
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- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Office \_\_\_\_\_

To : <sup>WLK/92</sup> Mr. Kennedy

Date 3/27/92

From : J. W. Greenleaf

Subject : FOLLOW-UP TO THE EXECUTIVES CONFERENCE RETREAT  
 VIRGINIA BEACH, VIRGINIA  
 3/22-25/92  
 HIRING PLAN ADJUSTMENT

**PURPOSE:** To record a matter discussed at the ECR.

**RECOMMENDATION:** For information and record purposes.

APPROVED: <sup>WLK/92 \*</sup>

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Off. of EEO _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	Off. Liaison & Int. Affs. _____
ADD-Inv. _____	Info. Mgnt. _____	Training _____	Off. of Public Affs. _____
	Inspection _____	Cong. Affs. O.f. _____	Telephone Rm. _____
	Intell. _____	Off. of EEO _____	Director's Office _____

**DETAILS:** At the ECR in Virginia Beach, 3/22-25/92, you made a presentation concerning the low turnover rates in the Bureau, thus negating the necessity to continue hiring in large numbers as in past years. There were various suggestions made in connection with reprogramming of funds to personnel compensation.

Director Sessions advised that the Administrative Services Division (ASD) should consider the current personnel situation as though the "equipment program" did not exist. He indicated that ASD "must leave the equipment pot alone." He specifically asked what there was in each Division that could be cut.

66-2554-13043

- 1 - Director Sessions
  - 1 - Mr. Clarke
  - 1 - Mr. Gow
  - 1 - Mr. Kennedy
  - 1 - Mr. Flanders
- JWG:amv (6)

\* Response Greenleaf to Director memo 4/9/92, captioned "FY 1992 Budget Execution, Personnel Budgets and Compensation + Budgets Shortfall."

MAR 31 11 02 AM '92

BE

320

January 6, 1992

EXECUTIVE CONFERENCE

MEMORANDUM TO MR. GOW

At 11:45 this morning, January 6, 1992, I talked with Ambassador Thomas Simons in Warsaw about precisely where we were in terms of the movement of the training evaluation team to Poland.

He told me that within the next two weeks, probably the next week, he will make a determination on the stability of the new Government, including the new Minister of Interior who is an important cog in our dealing with their training needs.

He will forward this information promptly to State which will of course share it with the Department of Justice. The Working Group needs to stay on top of it so that we are sure we are making meaningful progress in connection with Poland's needs.

Thank you.

WSS

William S. Sessions  
Director

1 - Mr. Guido, OLIA  
WSS:aga

66-2554-13094

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Ast. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
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- Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

SEARCHED
SERIALIZED
INDEXED
FILED
JAN 12 1992
FBI - MEMPHIS

Memorandum



Dep. Dir. \_\_\_\_\_  
 ADD Adm. \_\_\_\_\_  
 ADD Inv. \_\_\_\_\_  
 Asst. Dir.:  
   Adm. Servs. \_\_\_\_\_  
   Crim. Inv. \_\_\_\_\_  
   Ident. \_\_\_\_\_  
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   Off. Liaison & \_\_\_\_\_  
   Int. Affs. \_\_\_\_\_  
   Off. of Public Affs. \_\_\_\_\_  
   Telephone Rm. \_\_\_\_\_  
   Director's Office \_\_\_\_\_

To : MR. CLARKE  
 From : JAMES W. GREENLEAF  
 Subject : EXECUTIVES CONFERENCE RETREAT  
           VIRGINIA BEACH, VIRGINIA  
           3/22-25/92

Date 4/16/92

322

PURPOSE: To record the documentation received in connection with this retreat.

RECOMMENDATION: For information and record purposes.

APPROVED:           Adm. Servs. \_\_\_\_\_ Laboratory \_\_\_\_\_ Off. of Liaison \_\_\_\_\_  
                           Crim. Inv. \_\_\_\_\_ Legal Coun. \_\_\_\_\_ & Int. Affs. \_\_\_\_\_  
 Director \_\_\_\_\_ Ident. \_\_\_\_\_ Tech. Servs. \_\_\_\_\_ Off. of \_\_\_\_\_  
 Dep. Dir. \_\_\_\_\_ Info. Mgnt. \_\_\_\_\_ Training \_\_\_\_\_ Public Affs. \_\_\_\_\_  
 ADD-Adm. \_\_\_\_\_ Inspection \_\_\_\_\_ Cong. Affs. Off. \_\_\_\_\_  
 ADD-Inv. \_\_\_\_\_ Intell. \_\_\_\_\_ Off. of EEO \_\_\_\_\_

DETAILS: Attached is a volume which contains the results of the 3/22-25/92 Executives Conference Retreat. It is being submitted in order that it may be made a matter of record.

Enclosure

- 1 - Mr. Clarke (Enclosure)
- 1 - Mr. Gow (Enclosure)

JWG:rsm

66-2554-13095

2  
file  
4/16/92

ENCLOSURE IN BULKY ROOM

April 5, 1992

304

MEMORANDUM TO ALL MEMBERS OF THE EXECUTIVE CONFERENCE

RE: ~~X~~ INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP)

Since 1988, the FBI has had an informal agreement with the IACP Police Chief magazine to publish articles on a quarterly basis. This agreement provides us with an excellent opportunity to get our message to a broad spectrum of the law enforcement community. In the past, the burden of preparing these articles has fallen solely on the Office of Public Affairs (OPA). In order to take full advantage of this opportunity, it is essential that we have a continuous flow of articles submitted to OPA for transmittal to the Police Chief magazine.

Accordingly, I am instructing each division and office at Headquarters to prepare a list of subjects of current interest that could form the basis of an article for submission to the Police Chief magazine. OPA will review these lists and identify topics which are appropriate for submission. The underlying division and office will then be tasked with preparing an appropriate article. Each division should establish the procedures necessary to ensure that both the list of topics and articles are submitted on a timely basis. OPA should also establish procedures to ensure that each division submits its list of topics on a timely basis.

William S. Sessions  
Director

*WSS*  
*4/5*

66-2554-13096

- Dep. Dir. \_\_\_\_\_ WSS:gle
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
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- Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

MAIL ROOM

SENT FROM D.O.	
TIME	10:49 am
DATE	4/6/92
BY	<i>WSS</i>

Memorandum



87

Dep. Dir. \_\_\_\_\_  
 ADD-Adm. \_\_\_\_\_  
 ADD-Inv. \_\_\_\_\_  
 Asst. Dir.:

Adm. Servs. \_\_\_\_\_  
 Crim. Inv. \_\_\_\_\_  
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 Off. Liaison & Int. Affs. \_\_\_\_\_  
 Off. of Public Affs. \_\_\_\_\_  
 Telephone Rm. \_\_\_\_\_  
 Director's Office \_\_\_\_\_

To : *[Signature]* Mr. Toohy Date 3/27/92

From : *[Signature]* J.W. Greenleaf

Subject : FOLLOW-UP TO THE EXECUTIVES CONFERENCE RETREAT (ECR)  
 VIRGINIA BEACH, VIRGINIA  
 3/22-25/92  
 PROJECT FORGE

*Executives Conference*

**PURPOSE:** To record a matter discussed at the ECR.

**RECOMMENDATION:** That you consider broadening the experience base of the Project Team for Project FORGE and also the possibility of surveying all GM-14s and sampling the GM-15s in connection with the survey being conducted. Please advise my office of the status of your consideration by 4/24/92.

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	& Int. Affs. _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	Off. of _____
ADD-Inv. _____	Info. Mgnt. _____	Training _____	Public Affs. _____
	Inspection _____	Cong. Affs. Off. _____	
	Intell. _____	Off. of EEO _____	

SEE ADDENDUM INSPECTION DIVISION PAGE TWO

**DETAILS:** At the ECR in Virginia Beach, 3/22-25/92, Mr. Clarke suggested that consideration be given to broadening the experience base of the Project Team. He specifically suggested that there be Field representation and those that have been actively involved in the Career Development Program. I also suggested that consideration be given to surveying all GM-14s and sampling the GM-15s in connection with the Project FORGE survey.

- 1 - Director Sessions
  - 1 - Mr. Clarke
  - 1 - Mr. Gow
  - 1 - Mr. Toohy
  - 1 - Mr. Flanders
- JWG:amv (6)

66-2554-13097

Memorandum from J.W. Greenleaf to Mr. Toohy  
 RE: Follow-up to the Executives Conference Retreat (ECR)  
 Virginia Beach, Virginia  
 3/22-25/92  
 PROJECT FORGE

ADDENDUM: INSPECTION DIVISION, 4/23/92, GOB/mtj

The Office of Planning, Evaluation and Audits (OPEA) concurs with the need to have access to a very broad base of experience in order to assure that objectives of PROJECT FORGE are thoroughly achieved. Consequently, Deputy Assistant Director Richard C. Sonnichsen, in discussion with Associate Deputy Director Greenleaf, advanced the merits of organizing a consultative body to make available institutional expertise and perspective that will be essential to a successful evaluation outcome. Following these discussions, it was agreed that a consultative body, to be known as the PROJECT FORGE Advisory Panel, would be organized. Currently, this panel is being organized and executive management will be apprised of this initiative once all organizational processes have been concluded.

The above is set forth for information.

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison & Int. Affs. _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Off. of _____
ADD-Adm. _____	Ident. Mgmt. _____	Tech. Servs. _____	Public Affs. _____
ADD-Inv. _____	Inspection _____	Training _____	
	Intell. _____	Cong. Affs. Off. _____	
		Off. of EEO _____	

*PC*

Memorandum

87-313



- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
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- Cong. Affs. Off. \_\_\_\_\_
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- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Office \_\_\_\_\_

To : Mr. Toohy

Date 5/14/92

From : [Redacted]

Subject : OFFICE OF INSPECTIONS (OI) RETREAT  
 10/27/91 - 11/1/91  
 HARBOURTOWNE CONFERENCE CENTER  
 ST. MICHAELS, MARYLAND

Executive Conference

**PURPOSE:** To report the results of the OI Retreat held from 10/27/91 to 11/1/91 at St. Michaels, Maryland.

**DETAILS:** None. For information only.

**APPROVED:** [Signature]

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison & Int. Affs. _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Off. of Public Affs. _____
ADD Adm. _____	Ident. _____	Tech. Servs. _____	Training _____
ADD Inv. _____	Info. Mgnt. _____	Cong. Affs. Off. _____	Off. of EEO _____
	Inspection _____		
	Intell. _____		

**DETAILS:** From 10/27/91 - 11/1/91, a retreat for personnel of the OI was held at St. Michaels, Maryland, and was attended by the following: Assistant Director (AD) D. Carroll Toohy (10/28/91); Deputy Assistant Director (DAD) Richard C. Sonnichsen, Office of Planning, Evaluation and Audits (OPEA) (10/28/91); DAD David G. Binney, Office of Professional Responsibility (OPR) (10/29/91); Chief Inspector [Redacted]; Inspectors [Redacted] and [Redacted] Inspector-in-Place (IIP) [Redacted] Assistant Section Chief, Systems Development Section (SDS), Technical Services Division (TSD) (10/28/91); Office of Equal Employment Opportunity (EEO) Affairs Unit Chief (former) [Redacted] and Unit Chief (current) [Redacted] (10/30/91); OPEA Audit Unit (AU) Chief [Redacted] (10/28/91); Review and Analysis Unit (RAU) Chief [Redacted] RAU Supervisory Special Agents (SSAs) [Redacted] Guadalupe Gonzalez, [Redacted] and [Redacted] and SSA [Redacted] who recently completed his assignment as an Inspector's Aide (IA). A formal agenda was prepared and, pursuant to that agenda, the following matters were discussed for action and/or information:

b6  
b7c

- 1 - Mr. Toohy
- 1 - Mr. [Redacted]
- 1 - Mr. [Redacted]
- 1 - Each Inspector
- 1 - Mr. [Redacted]
- 1 - Each RAU Supervisor
- 1 - Each Inspector's Aide
- 1 - Each Secretary
- 1 - OI Retreat File

WCT:vb  
-vb

(CONTINUED - OVER)

44-2554-13098

Memorandum from [redacted] to Mr. Toohy  
Re: Office of Inspections (OI) Retreat  
10/27/91 - 11/1/91  
Harbourtowne Conference Center  
St. Michaels, Maryland

b6  
b7c

(1) Follow-up matters discussed during the previous retreat, 11/26/90 - 11/30/90, Hunt Valley, Maryland

- All matters discussed during the most recent retreat, 11/26/90 - 11/30/90, were reviewed during this retreat. To the extent that some of those matters may require further evaluation or enhancement, they are enumerated within the topical headings that follow.

(2) Program reviews

- The "Program Bs" for White-Collar Crime (WCC), Drugs, and Violent Crimes and Major Offenders (VCMO) have been completed and seem to be working well. Chief Inspector Perry advised it is now time to adopt and incorporate the "Program B" as part of the program review for WCC, Drugs, and VCMO. The Foreign Counterintelligence, Organized Crime (OC), and Civil Rights Programs do not fit neatly into the same type of "Program B" which has been created for the other programs. Nevertheless, assignments should be made to work on "Program Bs" for these areas as well. It is noted that substantial progress has already been made on the OC "Program B."
- The Executive Summary portion of the "Program Bs" should be deleted as it is duplicative of areas covered in the Narrative Summary section.
- The following items should be included in the question in the "Program Bs" relating to the Narrative Summary:
  1. Priorities of program.
  2. Statistical accomplishments chart.
  3. Provide narrative analysis that explains over/underutilization of resources in that program.
  4. Provide narrative analysis of statistical accomplishments, particularly their impact or nonimpact on their stated crime problems, priorities, and objectives. Explain increases or decreases in statistics over the inspection period

(CONTINUED - OVER)



Memorandum from [redacted] to Mr. Toohey  
Re: Office of Inspections (OI) Retreat  
10/27/91 - 11/1/91  
Harbourtowne Conference Center  
St. Michaels, Maryland

b6  
b7c

and compare to prior inspection periods. If low statistics, why, if high, why. Use field office or fieldwide comparables if you can to support your analysis, particularly regarding the quality and/or quantity of statistical accomplishments.

5. Describe the adequacy of the intelligence base and informant base. Provide numbers regarding coverage and quality of informants and compare to last inspection numbers and adequacy call. Provide brief examples and statistics (i.e., Title III or undercover operations [UCOs]) in support of criminal informant (CI) or cooperative witness (CW) coverage.
  6. Fully support identification of crime problem with appropriate supporting data and how they are prioritized and addressing those crime problems/objectives/priorities/etc. Provide program and program management effectiveness and efficiency call.
  7. Keep at four pages or less.
  8. Any notable or meaningful executive management participation in a program should be mentioned in the narrative summary.
- The policy of not providing the field office a copy of the unpublished program reviews or Program Bs should be continued.
  - Since program reviews are no longer published, we must ensure that the numbers needed for the next inspection of a particular field office are readily available for use. Therefore, RAU must see to it that items such as the "Master T" and computerized statistical charts are placed in the Green Folder after the inspection.

(CONTINUED - OVER)

Memorandum from [ ] to Mr. Toohey  
Re: Office of Inspections (OI) Retreat  
10/27/91 - 11/1/91  
Harbourtowne Conference Center  
St. Michaels, Maryland

(3) Inspection report format

- AD Toohey advised that inspection reports are becoming too long. Efforts should be made to keep them at 10-13 pages in length.
- AD Toohey suggested highlighting categories in bold face in the Executive Summary portion of the inspection report. Examples of areas which could be highlighted are Executive Management, outside contacts, SA staffing, Program Administration, CI Program, EEO, and Support Services Section (SSS). This would tend to draw the reader's eye to a specific section of the page for ease of review.
- The Administrative Services Division (ASD) should be contacted to determine if it reviews the support staffing portion of the inspection report to set target staffing levels or in budget considerations. The Inspector goes to considerable lengths in the preparation of this section of the report and we should ensure that the information is being effectively used.
- The purpose of the statistical accomplishments section of the report is to analyze the accomplishments during the inspection period. It is important to in some way compare two like periods but there is no intent that a set formula be used. For example, if an Inspector finds that a five-year statistical chart is useful, he is free to include it. If not, he can choose some other logical method of comparison.
- Regarding the Support Services section of the report, AD Toohey posed the question as to whether we have an audit dealing with the security of the Bureau's automated systems. An audit form has been prepared in this area and is near implementation.

(4) Automation

- OI needs a full-time automation Point of Contact. This task is currently being handled by various IAs on an ad hoc basis and this is inadequate. Every effort should

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohey  
Re: Office of Inspections (OI) Retreat  
10/27/91 - 11/1/91  
Harbourtowne Conference Center  
St. Michaels, Maryland

b6  
b7c

be made to hire a GS-11 for this job who has good interpersonal skills as well as has an understanding of the inspection process.

- Regarding the RBase Automated Inspection Application, several suggestions were made. One is to develop a cadre of IAs who are knowledgeable in this area and assign them to the CI Program. Whoever gets this task should not get another "heavy" assignment on the same inspection. Another suggestion is to have RAU handle the automation aspect of the inspection. Chief Inspector [redacted] advised that the function of overseeing the support personnel entering the data for the "D" and "T" should not rest solely with the IA who has the CI Program audit. There should be another individual assigned to handle this. It was recommended that the OI explore the possibility of acquiring support employees from the TSD to handle this task.
- The automation packet has been fully documented with instructions in a document captioned, "Standard Documentation Packet - RBase Automated Inspection Application for Inspector's Aide/Automation Coordinator."
- Automation training should be provided to new IAs as soon as possible after they come on board.
- The automation systems being used during inspections are working very well. Errors which are made are operator induced.
- A short presentation was given by the following representatives of Mnemonic Systems, Inc. (MSI): [redacted] and [redacted]. These individuals are currently working with OI and TSD to accomplish the following objectives:
  1. Identify short-term and long-term plans for automation for OI.
  2. Streamline the inspection process.

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(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohey  
Re: Office of Inspections (OI) Retreat  
10/27/91 - 11/1/91  
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3. Automate various functions of the inspection process, such as information collection, review, and reporting.
4. Establish a data resource library in order that automated data can be viewed historically.

It is believed that the following benefits will be realized once the above objectives are met:

1. Reduced burden on field offices in preparing for inspections.
2. Reduced paperwork during inspections.
3. Elimination of redundant "number crunching."
4. Increased time for analysis of data.
5. Reduced on-site inspection time.
6. Efficient use of OI resources.
7. Reduced scope of inspections based on profiling.

Ms. [redacted] advised that her group will be focusing on the following areas:

1. Investigative entities and programs.
2. Miscellaneous audits.
3. Identify areas for profiling.
4. Automation of various administrative functions of RAU.

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- Assistant Section Chief [redacted] SDS, TSD, briefly addressed the group and stated that TSD is working closely with MSI personnel and fully supports their efforts.

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohy  
Re: Office of Inspections (OI) Retreat  
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(5) Joint OI/Audit Staff inspections

- DAD Sonnichsen advised that from the AU's perspective, joint OI/AU inspections have worked well. The goal is to have the schedule fully integrated by Fiscal Year 1993. A potential problem is that the AU may not have enough people to keep up with the Inspection Staff. DAD Sonnichsen raised the following areas of concern:
  1. Attendance at the entrance conference by all members of the AU is unnecessary. The Auditor-in-Charge (AIC) should be the only member of the AU required to attend the conference. This would allow other members to continue their work. It was agreed that during the "down week," the AIC will contact the Inspector to determine how this will be handled during the inspection.
  2. Auditors should be permitted to return to FBI Headquarters (FBIHQ) at the conclusion of their field work based upon the recommendation of the AIC to the Inspector. It was agreed that this is a good policy and this matter will be handled during each inspection between the AIC and the Inspector.
  3. All field office responses to Schedules of Findings (Schedule Fs) prepared by the AU should be provided to the AU for approval. It was agreed that RAU will route the responses to the AU prior to being signed by the Inspector.
  4. Develop, when possible, standardized Schedule Fs, citations, recommendations, and instructions to be approved by the OI and applied universally during the inspection process. It was agreed that the AU will develop the above standardized items and will submit to RAU for review.
  5. There currently exists an overlapping responsibility between the SSS audit of equipment and the Equipment audit performed by the AU. The AU is currently in the process of altering and

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohey  
Re: Office of Inspections (OI) Retreat  
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expanding the Equipment audit to make it more statistically reliable. The AU would like to retain this responsibility, but would like the resources previously committed to the SSS audit of equipment to assist the AU. It was agreed that the AU will handle the audit and that the AU should coordinate with RAU.

(6) Reducing OI workload

1. Review of pending files

- It was agreed that IAs will no longer review every pending file for case initiation. Verification of the "Master T" for case initiation will only be necessary in the following programs in those cases which list an initiation other than the "5(Other)" category: OC, Drugs, Interstate Theft, Personal Crimes, and Economic Crimes. Individual Inspectors may change their procedures if desired for a particular inspection. Each preinspection memorandum will set forth this change.

2. Standard of review for Special Agents (SAs)

- If there are no "flags" (see below) which on the surface make an SA look less than "effective" and efficient," the standard of review will be as follows: The IA will review the SA's top three cases, all CI/CW files, and a sampling (very brief review) of other cases to ensure the supervisor is doing his/her job (e.g., opening the proper type cases, no delayed investigation, etc.). Compliance errors should not be the primary focus of these reviews. The Test of Compliance (TOC) audit is designed specifically to address compliance errors and IAs will not be held accountable for these types of mistakes during their review of SAs' files. Each IA should review all cases in

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohy  
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the five programs listed above to verify the case initiations.

The "flags" that will trigger an expanded review of an SA are as follows: Any SA with (1) minimal statistics (judgment call); (2) named in a prior inspection memorandum, Schedule F, or Significant Deficiency Write-Up; and (3) questionable CI/CW/Asset Program participation.

If an SA has been in the division for less than one year, an expanded review is not necessary regardless of low statistics and/or no CI Program participation.

The workload of an SA will be established through a review of the samples of cases as well as the SA interview. It should be noted that every SA need not be interviewed at length. A very short interview should suffice if the IA has determined the SA to be effective and efficient. This type of interview should principally give the SA the chance to bring areas of concern to the attention of the Inspection Staff. It is recognized that personal styles of IAs vary widely and that particular IAs may wish to continue detailed interviews of all SAs. This will be left to the discretion of the IA but it should be clearly understood that lengthy interviews are not required in all cases.

3. SR-B (Supplement) requirements

- An SR-B (Supplement) will no longer be required for small resident agencies (RAs) having less than four SAs. The IA will only do thumbnails on the SAs in these small RAs. For RAs having four or more SAs, a regular SR-B will be prepared.

(CONTINUED - OVER)

Memorandum from [ ] to Mr. Toohey  
Re: Office of Inspections (OI) Retreat  
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CI Program and intelligence base adequacy calls will be made for the entire RA territory (i.e., for the entire territory covered by a larger [four or more] RA, even though it may have smaller RAs within its territory). Crime problems will be identified in this manner as well.

4. SR-B

- The Executive Summary portion of the SR-B should be deleted. The section regarding analysis of statistical data should be retained.
- Question #9 regarding EEO matters should be deleted.

5. IAs' concerns regarding workload

- Former IA [ ] represented the IAs at the OI Retreat and expressed the following concerns in the areas of workload reduction.
  - (a) IAs often believe that the SA interviews must be lengthy (see #2 above).
  - (b) Many IAs believe that Inspectors withhold certain information to see whether the IA is able to identify a particular issue on his/her own. Chief Inspector [ ] advised this should not be the case and that IAs should be getting all pertinent data prior to the inspection. Inspectors will have to work on this area individually to ensure that all available information is disseminated. An open line of communication is of critical importance.
  - (c) There are many items in the interrogatories, preinspect packages, and audits which are out of date and

(CONTINUED - OVER)



Memorandum from [redacted] to Mr. Toohy  
Re: Office of Inspections (OI) Retreat  
10/27/91 - 11/1/91  
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create confusion among the IAs. It was agreed that this is a priority and RAU will redouble its efforts to revise these forms.

- (d) Whenever possible, an IA going on his/her first inspection will be placed with a senior IA who has an entity and a program review to assist him/her.
- (e) The number of entities and SAs reviewed should be reduced (see #2 and #3 above).
- (f) More IAs should be sent to review entities and SAs.
- (g) Reduce the number of minor audits.
- (h) Either eliminate or reduce the TOC audit.
- (i) Match the TOC audit area to the IA who has that particular classification.

6. Miscellaneous audits

- It was generally agreed that several of the miscellaneous audits are in need of revision. A suggestion was made to give audit revision assignments to IAs who would have a "down trip" sometime during their tenure on the Staff. An IA should be assigned the audit prior to revising it. The IA should get an appraisal for his work on the audit revision and definite time frames should be set to get the work completed. Chief Inspector [redacted] stated OI will institute this procedure on a trial basis and that two IAs should get the audits for which they will have responsibility during the upcoming Los Angeles inspection.

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohey  
Re: Office of Inspections (OI) Retreat  
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- The Indexing audit has been temporarily suspended. It was agreed that RAU will contact the Information Management Division to determine if what it does is sufficient to ensure that field offices are indexing correctly or whether there is a need for the OI to continue to audit this area during inspections.
- The following audits are in the process of being created:
  - (1) Employee Assistance Program audit.
  - (2) Security Awareness audit.

7. Office of Inspections Annual Report

AD Toohey advised he would like to see the following areas, among others, included in the Inspection Division (INSD) Annual Report due by the end of the year:

- (1) Summarize areas in which OI has found problems.
- (2) Summarize "good practice" airtel issues OI dealt with during the year.
- (3) Cite the number of OPR referrals that have been generated by inspections during the year.
- (4) Give the number of OI training sessions and the number of persons trained.
- (5) Cite the number of IAs and IIPs who have been certified or not certified.
- (6) Compare ratings (IAs, RAU, IIPs, full Inspectors) with the number of people promoted (i.e., how many exceptionals promoted as opposed to other ratings).

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohy  
Re: Office of Inspections (OI) Retreat  
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(7) Breakdown how many inspections during the year were two weeks as opposed to three weeks in length.

(8) Cite the cost of operations during the year.

8. OI follow-up procedures

- FBIHQ divisions should receive an information copy of Schedule Fs which affect their programs in order that the division can track trends. It will be up to the individual Inspector whether the Training Division (TD) receives copies of Schedule Fs. The OI should contact the TD to get its opinion of this issue.
- The memorandum (with attached Schedule F) should go to the AD, who has responsibility for the program(s) involved. If an FBIHQ division does not respond to a Schedule F, a routing slip should go to the division on the due date.
- A memorandum regarding follow-up procedures has been drafted and will soon be finalized.

9. EEO matters

Unit Chief (former) [redacted] and Unit Chief (current) [redacted] of the Office of EEO Affairs addressed the Retreat attendees and the following points of interest were discussed:

- The Director is looking for SACs to be committed to EEO. If a field office's SA or support complement does not reach the Civilian Labor Force ratios for its geographical area, it does not necessarily follow that a Schedule F should be written. While numbers are important, a field office should be primarily judged on its efforts and progress in the minority recruitment area.

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohy  
Re: Office of Inspections (OI) Retreat  
10/27/91 - 11/1/91  
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- The Office of EEO Affairs provides a list of persons to be interviewed during inspection. It is not necessary to interview all SA and support personnel regarding EEO. It is noted that EEO Counselors in field offices should not be talking about specific cases or names to the Inspection Staff.
- As noted above, question #9 regarding EEO should be deleted from the SR-B.
- A paragraph should be added to the EEO and Applicant audit programs to ensure that the IAs having these audits get together and make sure the numbers match prior to writing up their program reviews. This addition should also be added to field office interrogatories to ensure the office's numbers match as well.
- OPR no longer routinely opens a case when a convicted subject complains about an SA.
- Chief Inspector [redacted] stated he would like to begin using management personnel other than IAs for OPR investigations. One possibility is the use of primary relief supervisors.
- AD Toohy stated that the general philosophy should be that OPR matters will be handled quickly when discovered during an inspection. The decision as to whether the Inspection Staff or OPR will handle a particular matter will be made on-site on a case-by-case basis.

10. OPR matters

- DAD Binney addressed the Retreat members and discussed the following points:

OPR handles about 500 cases per year, one half of which are substantiated. A case remains in OPR an average of four months prior to going to the Administrative Summary

(CONTINUED - OVER)

Memorandum from [redacted] to Mr. Toohy  
Re: Office of Inspections (OI) Retreat  
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Unit (ASU). About 80% of all OPR investigations are conducted by the field. OPR currently has eight SSAs and ASU just went from four to eight SSAs.

- Recurring problems which OPR addresses include the following areas:
  - (1) informants
  - (2) case funds
  - (3) UCOS
  - (4) Bureau vehicles
  - (5) SAs getting "too close" to subjects
  - (6) SAs using their badges to either stop vehicles or in an attempt to avoid receiving a ticket
  - (7) unauthorized record checks
  - (8) voucher fraud
  - (9) shoplifting

11. Miscellaneous

- Copies of the "good practices" airtels, as well as the RAU-6 (and summary memorandum), will in the future be routed to each Inspector.
- The "performance appraisal" period for SACs ends on June 30th. If an inspection occurs within 90 days of the end of the rating period, the Inspector will use the last appraisal period for the purpose of inspection findings. Chief Inspector [redacted] instructed that INSD prepare a memorandum to ASD setting forth this policy.

# Memorandum



- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Office \_\_\_\_\_

To : *MD* Mr. Davis Date 3/27/92

From : *JW* J. W. Greenleaf

Subject : FOLLOW-UP TO THE EXECUTIVES CONFERENCE RETREAT (ECR)  
 VIRGINIA BEACH, VIRGINIA  
 3/22-25/92  
 FBI AGENTS ASSOCIATION (FBIAA)

**PURPOSE:** To record a matter discussed at the ECR.

**RECOMMENDATION:** That you furnish your recommendations to the Director concerning the letter from Mr.

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Int. Affs. _____
ADD-Adm. _____	Ident. _____	_____	Public Affs. _____
ADD-Inv. _____	Info. Mgnt. _____	_____	_____
	Inspection _____	_____	_____
	Intell. _____	_____	_____

*MD\**

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**DETAILS:** At the ECR in Virginia Beach, 3/22-25/92, you made a presentation concerning the FBIAA. You specifically discussed the letter from Attorney  You indicated that you will have concrete recommendations to make to the Director in the near future.

*\* Done by 6/30/92 memo to Director captioned FBIAA Matters; Administrative Inquiry/Disciplinary Process. 66-2554-13099*

- 1 - Director Sessions
  - 1 - Mr. Clarke
  - 1 - Mr. Gow
  - 1 - Mr. Davis
  - 1 - Mr. Flanders
- JWG:amv (6)

*file*

Memorandum

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- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Office \_\_\_\_\_

To : Mr. Guido

Date 3/27/92

From : *JWG* Greenleaf

Subject : FOLLOW-UP TO THE EXECUTIVES CONFERENCE RETREAT (ECR)  
 VIRGINIA BEACH, VIRGINIA  
 3/22-25/92  
 INTERNATIONAL POLICE TRAINING (IPT)

**PURPOSE:** To record a matter discussed at the ECR.

**RECOMMENDATION:** That OLIA take appropriate action concerning funding for IPT. Please advise my office of the action taken in this regard by 5/22/92.

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	& Int. Affs. _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	Off. of _____
ADD-Inv. _____	Info. Mgnt. _____	Training _____	Public Affs. _____
	Inspection _____	Cong. Affs. Off. _____	
	Intell. _____	Off. of EEO _____	

**DETAILS:** At the ECR in Virginia Beach, 3/22-25/92, Director Sessions stated that in connection with IPT, we should have requests for funding at least for FY 94 so we can get going on our vision for IPT for the next 2-5 years. [redacted] stated that there is Congressional support for those who would take the lead in this area.

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b7C

66-2554-13100

- 1 - Director Sessions
  - 1 - Mr. Clarke
  - 1 - Mr. Gow
  - 1 - Mr. [redacted]
  - 1 - Mr. Guido
  - 1 - Mr. Kennedy
  - 1 - Mr. Flanders
- JWG:amv (8)

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+TOT file  
Box 897  
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Special file room

Memorandum

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Dep. Dir.	_____
ADD Adm.	_____
ADD Inv.	_____
Asst. Dir.:	
Adm. Servs.	_____
Crim. Inv.	_____
Ident.	_____
Info. Mgnt.	_____
Insp.	_____
Intell.	_____
Lab.	_____
Legal Coun.	_____
Tech. Servs.	_____
Training	_____
Cong. Affs. Off.	_____
Off. of EEO	_____
Off. Liaison & Int. Affs.	_____
Off. of Public Affs.	_____
Telephone Rm.	_____
Director's Office	_____

To : The Director

Date 8/26/92

From *JM* Legal Counsel

Subject: *X* VISIT TO MOBILE OFFICE BY AD DAVIS  
AUGUST 3-4, 1992

Purpose: To advise of the details of a recent visit to the Mobile Office by AD Davis.

Recommendation: None; for information.

APPROVED: *[Signature]*

Director	_____	Adm. Servs.	_____	Laboratory	_____	Off. of Liaison & Int. Affs.	_____
Dep. Dir.	_____	Crim. Inv.	_____	Legal Coun.	_____	Off. of Public Affs.	_____
ADD-Adm.	_____	Ident.	_____	Tech. Servs.	_____		
ADD-Inv.	_____	Info. Mgnt.	_____	Training	_____		
		Inspection	_____	Cong. Affs. Off.	_____		
		Intell.	_____	Off. of EEO	_____		

Details:

As part of the program of visits to the field offices by members of the Executives Conference, I visited the Mobile Field Office on August 3-4, 1992. This will provide a brief summary of the visit and the issues discussed.

On Monday, 8/3/92, at 9:30 a.m., I met with the management staff of the office, which is made up of the SAC, ASAC, and SA and support staff supervisors. I used this primarily as an opportunity for the supervisors to advise me of the primary areas of interest that I should address in the all-employee conference and to answer questions about some of the key problems and opportunities the FBI is confronting at this time.

Later that morning, I met with all employees of the field office. I affirmatively raised and discussed the following issues:

\* Digital telephony -- the status of our efforts to deal with this problem.

- 1 - Mr. Clarke
  - 1 - Mr. Greenleaf
  - 1 - Mr. Gow
  - 1 - Mr. Davis
- JRD:mjl (5)

66-2554-13101

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*DAVIS JM*  
*JM*



Memorandum from Legal Counsel to The Director  
Re: Visit to Mobile Office by AD Davis  
August 3-4, 1992

\* 10 MM contract with Smith and Wesson -- general status and Training Division's plans to equip all SAs with automatic pistols in the next year.

\* The Administrative Inquiry/Disciplinary Process - efforts at FBIHQ to streamline and expedite the process.

\* Budgetary process for FY 1993, including the difficulties presented by the slowdown in turnover of FBI SA and support employees.

\* Pay reform initiatives -- the status of the Federal Employees Pay Comparability Act (FEPCA) implementation, the status of efforts to remove the FBI from Title 5, and the implementation of the Interim Geographic Pay Adjustments and the Special Pay for Law Enforcement Officers.

\* House bill efforts to limit AUO for FBIHQ and for exercise program and Director's efforts to correct some misunderstanding in this area.

\* Status of the effort to finalize a settlement agreement with the group of Black SAs (BADGE) and the FBIAA civil action to intervene.

\* Identification Division/Criminal Justice Information System (CJIS) and the revitalization and relocation.

I also had lunch with U.S. Attorney Jeff Sessions and SAC Archer on Monday, 8/3/92. We discussed general issues of interest to the U.S. Attorney and to the FBI. USA Sessions was extremely complimentary of the working relationship between the Mobile office and his office and of the high degree of interagency cooperation shown by SAC Archer. USA Sessions asked me to meet with his AUSAs the following morning.

On Tuesday, 8/4/92 I did meet with the entire legal staff of the USA's Office. I discussed our Digital Telephony Initiative, CJIS and the revitalization of our fingerprint identification process, our leadership in the DNA area and the support available to state and local, as well as Federal prosecutors, through Legal Counsel's DNA Assistance Unit, among other issues of common interest.

Also on Tuesday morning, I met with the Mobile Office's Employee Advisory Committee. At the suggestion of SAC Archer, he did not participate. The issues they raised were primarily pay and position classification issues for support employees. I was

Memorandum from Legal Counsel to The Director  
Re: Visit to Mobile Office by AD Davis  
August 3-4, 1992

able to address most of these, but promised to inquire about some of them and respond later. I am handling those issues separately in consultation with the Administrative Services Division.

Throughout each of these meetings with the personnel of the office, I found that morale was excellent. The SAs appeared to be somewhat concerned about the continued division and dissention within the Special Agents ranks, resulting in lawsuits and threatened suits, etc. The support employees were mostly concerned with pay and position classification issues, but continue to be very supportive and upbeat in their attitude. There was no criticism of the office management, expressed or implied, in any of these meetings.

On Tuesday morning I also met with the Law Enforcement Coordinating Committee for the S.D. Alabama, chaired by USA Sessions and attended by the heads of the key local, state and Federal agencies. At the suggestion of SAC Archer, I briefed them on our Digital Telephony Initiative and the expected legislative solution. I also advised them of the formation of the CJIS Division and its functions and our initiatives to revitalize and relocate our fingerprint identification. From the discussions at the meeting, it was apparent that Mobile is doing an exceptional job in working with state and local officials in task force and other cooperative ventures. The agency heads made it a point to mention to me their outstanding level of cooperation with the FBI in Mobile.

Finally, I attended the monthly Sheriff's Association Luncheon with SAC Archer. This gave me the opportunity to visit with the Chief of Police in Mobile, Harold L. Johnson, who is a National Academy Graduate and currently enrolled in the National Executive Institute. He was highly complimentary of SAC Archer's leadership in the area law enforcement community.

*Handwritten signature*

Memorandum

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- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Office \_\_\_\_\_

To : The Director

Date 8/26/92

From : Legal Counsel

Subject : VISIT TO BOSTON OFFICE BY AD DAVIS  
AUGUST 10, 1992

Purpose: To advise of the details of AD Davis' recent visit to the Boston Office.

Recommendation: None; for information.

APPROVED: *[Signature]*

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison & Int. Affs. _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	Off. of _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	Public Affs. _____
ADD-Inv. _____	Info. Mgnt. _____	Training _____	
	Inspection _____	Cong. Affs. Off. _____	
	Intell. _____	Off. of EEO _____	

Details:

As part of the program of visits by members of the Executives' Conference to field offices, AD Davis visited the Boston office and the Providence RA on August 10, 1992. The following summarizes that visit.

After visiting with SAC Hughes, I met with the office management staff, SSA and Supervisory Support staff for approximately one hour. I used that to ascertain from the first-line managers the major areas of interest of their employees that I should address in the all-employee meeting scheduled for the afternoon. I also answered questions they had regarding Bureau policies and procedures.

The major concerns in this meeting were the status of our hiring program for SAs and the issue of increased compensation for support employees -- that is, the contrast between our success in obtaining increases for SA but not for support personnel in the last few years. There was also some

- 1 - Mr. Clarke
  - 1 - Mr. Greenleaf
  - 1 - Mr. Gow
  - 1 - Mr. Davis
- JRD:mjl (5)

66-2554-13102

CONTINUED - OVER

*[Handwritten signature/initials]*

Memorandum from Legal Counsel to The Director  
Re: Visit to Boston Office by AD Davis  
August 10, 1992

concern expressed regarding the increase in employee-initiated complaints and litigation in the EEO area and the effect it was having on employee morale.

SAC Hughes and I then traveled to the Providence RA for an 11 a.m. meeting with all employees of the RA. Of course, I had been forewarned by SAC Hughes, as well as ASD and OCPA, that the issue of geographical pay and Special Pay Adjustments for Law Enforcement Officers (SPALEO) remains a big issue with the personnel of this RA. (Despite the fact that representatives of both ASD and OCPA have personally visited this office and explained the situation to them on more than one occasion.)

I addressed the personnel compensation issues directly and forthrightly. Essentially, I again explained the method by which the determinations were initially made, the extraordinary effort that the Director and representatives of ASD and Congressional Affairs had made to obtain additional pay flexibility to address perceived inequities in the current system, and the latest developments in this area. I did not give them any encouragement that their pay would be adjusted under SPALEO or the Interim Geographic Pay Adjustments in the near future. However, I explained that it is very likely that some geographic pay adjustment for all Providence RA employees would be forthcoming as part of the overall geographic pay adjustments that are scheduled to come into effect in January 1994.

The Providence RA personnel, although not entirely satisfied with the short-term prospects, were entirely professional and courteous in their questions and comments. I believe some misconceptions that still remained were dealt with and the dialogue was constructive and useful. I also addressed a number of other issues that are of current interest and concern, including:

- \* Digital telephony -- the status of our efforts to deal with this problem.

- \* 10 MM contract with Smith and Wesson -- general status and Training Division's plans to equip all SAs with automatic pistols in the next year.

- \* Budgetary process for FY 1993, including the difficulties presented by the slowdown in turnover of FBI SA and support employees.

Memorandum from Legal Counsel to The Director  
Re: Visit to Boston Office by AD Davis  
August 10, 1992

\* House bill efforts to limit AUO for FBIHQ and for exercise program and Director's efforts to correct some misunderstanding in this area.

\* Status of the effort to finalize a settlement agreement with the group of Black SAs (BADGE) and the FBIAA civil action to intervene.

\* Identification Division/Criminal Justice Information System (CJIS) and the revitalization and relocation.

Following the conference, SAC Hughes and I ate lunch with Supervisor [redacted] Organized Crime and Drug Squad in Providence, and SA [redacted] a Relief Supervisor on that squad.

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I then returned to Boston with SAC Hughes and spoke to an all-employee conference. I covered essentially the same topics that I had discussed in Providence, with less emphasis on the geographical pay issue, as that is not a major concern in Boston headquarters city (the SAs receive a 16% SPALCO adjustment). I did explain in some detail the efforts you have made personally, as well as those by ASD and Congressional Affairs, to obtain increased pay and increased pay flexibility for support and professional staff employees.

The questions in this conference focused primarily on budget concerns and the effect that would likely have on hiring of both SA and support employees. The overall impression that I had was that both SA and support employees were concerned with the overall welfare of the FBI and not focused inordinately on parochial concerns of the Boston office.

Overall, I thought the give and take was constructive and professional. SAC Hughes and other office managers appeared to have a good feel for the current issues of concern and to be addressing them appropriately.

325

October 5, 1992

[Redacted]

Santa Fe, New Mexico 87501

Dear [Redacted]:

**EXECUTIVE CONFERENCE**

Thank you again for your most insightful and informative remarks at our executive retreat. Your background in journalism and management as well as a familiarity with law enforcement and the FBI made for a highly relevant discussion that we will not soon forget.

You challenged and entertained us while assuring that each person there left with a little different perspective on the relationship between law enforcement and the media. Importantly, you shattered some myths by "humanizing" the needs and desires of the news media in a way that was much like you have urged us to do here at the FBI.

In short, you were a big hit. I only hope that you will consider joining us again so that more FBI managers can benefit from your unique experience and style.

Sincerely,

**William S. Sessions**  
William S. Sessions  
Director

- 1 - Mr. [Redacted] *present sep*
- 1 - Mr. [Redacted]
- 1 - MSU

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b7C

MPK:mpk (5)

66-2554-13103

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & \_\_\_\_\_
- Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

*USJ*

APPROVED: \_\_\_\_\_

Director _____	Adm. Servs. _____	Laboratory _____	Off. of Liaison _____
Dep. Dir. _____	Crim. Inv. _____	Legal Coun. _____	& Int. Affs. _____
ADD-Adm. _____	Ident. _____	Tech. Servs. _____	Off. of _____
ADD-Inv. _____	Int. Sent. _____	Training _____	Public Affs. _____
	Inspection _____	Cong. Affs. Off. _____	
	Intell. _____	Off. of EEO _____	

OCT 7 1992

*JEC*

MAIL ROOM



U.S. Department of Justice

Federal Bureau of Investigation

Washington, D. C. 20535

October 7, 1992

322

[Redacted]

Boston University  
School of Management  
685 Commonwealth Avenue, Room 118  
Boston, Massachusetts 02215

Dear [Redacted]:

Please find enclosed a check in the amount of \$2,500, the agreed upon fee for your speaking to the Executive Conference of the FBI. A second check will follow to cover your miscellaneous expenses.

Thank you for being with us Sunday evening, September 27, 1992. You stimulated our thinking and I heard many favorable comments from those in attendance. As we went through our discussions the following days, it was frequent to hear reference to your statements or examples you shared with us. Our Retreat was successful, however, pretty agonizing at times as we discussed and argued over certain strategies and decisions that will have an important impact on the future of our organization.

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b7c

I enjoyed your letter and the enclosed letter to the Harvard Business Review. It caused me to reflect over my own MBA curriculum. I am left with the hope that your drive for change at Boston University will be successful. Our world has changed; we need to change.

If you come our way on business, please let me know. We would love to have you join us for breakfast at our weekly executive meeting or if you, your family or friends are here on vacation and desire to take the "FBI Tour," please let us accommodate you.

66-2554-13104  
Friendly regards,

G. Norman Christensen  
Assistant Director  
Criminal Justice Information  
Services Division

- Exec AD Inv. \_\_\_\_\_
- Exec AD Adm. \_\_\_\_\_
- Exec AD LES \_\_\_\_\_
- Asst. Dir.:
- Adm. Servs. \_\_\_\_\_
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Laboratory \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Plan. & Insp. \_\_\_\_\_
- Rec. Mgnt. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Public Affs. Off. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Sec'y \_\_\_\_\_

Enclosure  
1 - Mrs. [Redacted]  
1 - Mr. Kennedy  
1 - Mr. Christensen  
GNC:nms (5)

MAIL ROOM  sent direct

November 3, 1992

316

[Redacted]

Santa Fe, New Mexico 87501

Dear Mr. [Redacted]

*Executive Conference*

Enclosed is a check dated October 22, 1992 in the amount of \$840.00 to cover the cost of your air fare to the Executive Conference Retreat.

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b7c

Should you have any questions, please do not hesitate to contact me at telephone (202) 324-2865.

Sincerely,

[Redacted Signature]

Assistant Section Chief  
Voucher and Payroll Section

Enclosure

66-2554-13105

- Dep. Dir. \_\_\_\_\_
- ADD Adm. \_\_\_\_\_
- ADD Inv. 1 - Mr. [Redacted]
- Asst. Dir.:
- Adm. Servs. 1 - Executive Retreat Folder
- Crim. Inv. \_\_\_\_\_
- Ident. \_\_\_\_\_
- Info. Mgnt. (PRW:rlj) (4)
- Insp. \_\_\_\_\_
- Intell. \_\_\_\_\_
- Lab. \_\_\_\_\_
- Legal Coun. \_\_\_\_\_
- Tech. Servs. \_\_\_\_\_
- Training \_\_\_\_\_
- Cong. Affs. Off. \_\_\_\_\_
- Off. of EEO \_\_\_\_\_
- Off. Liaison & Int. Affs. \_\_\_\_\_
- Off. of Public Affs. \_\_\_\_\_
- Telephone Rm. \_\_\_\_\_
- Director's Office \_\_\_\_\_

*Detached*  
*Original mailed from VRS*

3/RW/rlj

MAIL ROOM