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**ATTORNEY GENERAL  
DEPARTMENT OF JUSTICE**

33 CAPITOL STREET  
CONCORD, NEW HAMPSHIRE 03301-6397

GORDON J. MACDONALD  
ATTORNEY GENERAL



JANE E. YOUNG  
DEPUTY ATTORNEY GENERAL

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October 11, 2018

His Excellency Governor, Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, NH 03301

Your Excellency and Members of the Council:

**REQUESTED ACTION**

That approval be and hereby is given to the Attorney General to grant a salary increment to Norman J. Houle, Criminal Investigator (Position #9U601, Appropriation #02-20-20-200510-2904-014-500134), from a salary level of \$67,891.72 (LG BB, Step 4) to a salary level of \$71,594.64 (LG BB, Step 5); effective upon Governor and Executive Council approval or November 23, 2018, whichever is the latter.

**EXPLANATION**

In accordance with NH RSA 94:1-a, I(a), Norman J. Houle is eligible for a salary increment, subject to the approval of the Governor and Executive Council. As a Criminal Investigator working with the Drug Enforcement Administration, Mr. Houle has made invaluable contributions to this office and to the multi-agency efforts in addressing the opioid epidemic. As such, he should be recognized with a salary increase to the next step of the salary schedule. Mr. Houle's salary will increase by \$3,702.92.

I respectfully urge your favorable consideration of this request. Thank you.

Respectfully submitted,

Gordon J. MacDonald  
Attorney General

#2164660

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Norman J. Houle (Chip)



**PROFILE:** Top-performing and focused with a 30+ year record of proven management and accomplishments as a DEA Special Agent within domestic and international law enforcement communities. Able to build trust, manage time and direct teams through poised and decisive actions in difficult and stressful situations. Proven results with tested abilities planning and conducting complex domestic and international investigations leading to high risk operations. Skilled and dependable security professional possessing a high degree of Integrity and personal credibility. Updated Top Secret/Sensitive Compartmentalized Information (TS/SCI) clearance.

**Team Leadership.** Known for motivating cross-functional teams to improve operational efficiencies in challenging, fast paced environments. Thrives on working with diverse groups to solve complex problems quickly as a cohesive unit.

**Communication Skills.** Excellent oral, written and interpersonal communication abilities. Adept at analytical problem solving through demonstrating an organized and logical thought process, followed by a clear, convincing presentation.

**Technical Program Management.** Extensive experience in providing guidance and direction in the use of surreptitious electronic devices and equipment for covert criminal investigations, high value asset protection and personal protective security.

**Strategic Planning and Implementation.** Combines long-range vision with a decisiveness that facilitates short term results. Design strategies that work toward broad goals and provide defined structure within multi-disciplined agencies.

**AREAS OF EXPERTISE:**

- \* Operational Management
- \* Employee Supervision, Mentoring & Motivation
- \* Training & Development
- \* Unit Coordination
- \* Complex Investigations
- \* Multi-Agency Coordination
- \* Integrated Security Planning
- \* Secure Communications
- \* Emergency Operations
- \* Risk and Threat Mitigation
- \* Personal Protection
- \* Undercover Operations
- \* Hazmat Safety & Protection
- \* Budget Preparation

**PROFESSIONAL EXPERIENCE:**

**Investigator, New Hampshire Attorney General's Office, Assigned to DEA Portsmouth NH; Nov. 2015-Present**

Responsible for initiating, planning, and coordinating complex cases including but not limited to: domestic and international narcotic conspiracies and diversion operations. Employ various investigative techniques to include extended surveillance of criminal targets, undercover infiltration of illicit networks, the use of Title III electronic monitoring and other technical surveillance methods. Developed operational plans and strategies, prepared and executed court ordered search warrants; confiscate illegal drug supplies, collect and process evidence, seize financial assets gained from proceeds of drug trafficking and apprehend drug traffickers. Drafted highly detailed reports and

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prepared for prosecution by coordinating with the United States Attorney's Office. Provide State and Federal Grand Jury and courtroom expert testimony.

**President/Owner, Patriot Protection Group, LLC, Dover New Hampshire; July 2014-2015**

*Executive protection and security services include, but not limited to:*

**Highest level of Security:** Federal agent and highly trained in the "Art of Protection" with a core philosophy of "Prevention." Mission is to provide clients with discreet protection, optimal environmental flexibility and travel related services to meet their business needs and personal objectives.

**Personal Protection:** Offering inconspicuous and tailored physical security and close protection to high-profile CEO's, corporate executives, foreign dignitaries, VIPs, entertainers and celebrities along with their families. Technical and physical protection for residential estates and work sites. Provide executive protection and worldwide travel services that maximizes client's time.

**Risk and Threat Assessment:** Provide protective strategies for clients with dynamic lifestyles. Conduct comprehensive "Executive / VIP Profile's" to identify vulnerabilities, weaknesses, controls and the best suited security solutions. Provide effective emergency and crisis management programs.

**Investigations and Security Consulting:** Provide confidential workplace investigations, personal screening, background checks, site surveys, risk assessments, preemptive planning, and advisory and management services.

**Senior Special Agent/Acting Group Supervisor (Ret.), DEA Portsmouth, N.H., Post of Duty; 2014**

Responsible for the supervision of all criminal and civil investigations and personnel. Provide leadership, case management and review of past, pending and future investigations.

- Leadership to a DEA Tactical Diversion and DEA enforcement groups
- Mentor Special Agents, Intelligence Analyst, Diversion Investigators, and Task Force Officers in all aspects of DEA investigations
- Develop partnerships with numerous federal, state and local law enforcement agencies and prosecuting authorities

**Senior Special Agent, DEA Kabul, Afghanistan Country Office; April 2012-Feb. 2014**

Managed and operated DEA eastern Afghanistan facility in Jalalabad, Afghanistan. Responsible for the fiscal, security and personnel issues for DEA eastern Afghanistan. Responsible for \$1,000,000.00 reconstruction of DEA facility. Travel in the area of eastern Afghanistan to gather intelligence information regarding terrorist networks and their relationship to heroin drug trafficking organizations. Gathered and disseminated terrorist intelligence information. Provide expertise and assistance to foreign militaries and agencies on narcotic and dangerous drug enforcement and control programs. Participate in investigations of international illicit drug trafficking. Develops and reports on tactical and strategic intelligence. Assist in the execution of foreign court ordered arrest and search warrants, coordination with domestic and foreign special operational units for the apprehension of international drug traffickers and the dismantling of International Drug Trafficking Organizations. Team Leader for personal protection details for visiting dignitaries and Congressional Delegates.

**Senior Special Agent, DEA Houston Field Division, DEA Springfield, MA Resident Office and DEA Portsmouth, NH, Post of Duty; 1997-2012**

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Responsible for initiating, planning, and coordinating complex cases including but not limited to: domestic and international narcotic conspiracies and money laundering operations. Employ various investigative techniques to include: extended surveillance of criminal targets, undercover infiltration of illicit networks, the use of Title III electronic monitoring and other technical surveillance methods. Developed operational plans and strategies, prepared and executed court ordered search warrants; confiscate illegal drug supplies, collect and process evidence, seize financial assets gained from proceeds of drug trafficking and apprehend drug traffickers. Drafted highly detailed reports and prepared for prosecution by coordinating with the United States Attorney's Office. Provide State and Federal Grand Jury and court room expert testimony. Established and maintained cooperative relationships with municipal, state and federal law enforcement agencies.

- Organize and lead enforcement operations pre-and post- arrests, searches and seizures, to include: overseeing raid teams and search elements: Identify and initiate necessary precautions to minimize dangers and hazard.
- Enforce operational safety procedures while maintaining mission focus: Sustain optimum preparation to respond to emergency or crisis situations and take immediate action toward the most effective means of crisis resolution.

#### **Police Officer/Detective/Prosecutor, Dover Police Department, Dover, N.H; 1981-1986**

Provide a visible presence to deter criminal activity, reduce the fear of crime and reassure the community. Uphold law and order, protect members of the public and their property and improve the quality of life. Work in partnership with the public while patrolling assigned areas to discover criminal activity and identify perpetrators of crime. Maintain close collaboration with members of the criminal justice system, social workers, schools, businesses, housing authorities and community groups. Attend to road-related incidents ranging from collision scenes to routine vehicle check points and traffic offenses.

- Respond to calls and requests from the public to assist at incidents, and diffuse potentially volatile situations. Conduct initial investigations, gather evidence, take statements from suspects, victims and witnesses.
- Ensure the successful prosecution of those who break the law by preparing detail crime reports. Present case files to prosecutors. Provide testimony and present evidence in court and at other hearings.

#### **EDUCATION:**

**Masters of Science** Criminal Justice, Anna Maria University, Boylston, MA; 1999

**Bachelors of Science** Criminal Justice, Antrim, NH; 1988

**Associates of Science** Criminal Justice, Saint Anselm's College, Manchester, NH; 1977

#### **SPECIALIZED TRAINING (abbreviated list):**

**Tactical:** Personal Security and Protection; Advanced Clandestine Laboratory; Advanced Agent Training; Anti-Terrorist Driving Course; Afghan Skills Set Training Courses (Mission Planning and Operational Orders, Weapons (Domestic and Foreign) Familiarization, Combat Shooting, Urban Movement and Combat Shooting, Comprehensive Improvised Explosive Device (IED) Familiarization, Combat Lifesaving Course, Communications, Day and Night Land Navigation, Convoy Operations/Movements with Civil Unrest, Cultural Awareness, Air Mobile Operations and U.S. Military Structure Familiarization), DEA Site Safety Officer Course; DEA Basic Clandestine Laboratory Enforcement Training; DEA Sniper Training; Past NH Certified Firearms Instructor; DEA Raid Instructor Course; DEA Defensive Tactics Instructor Course; DEA 40MM Grenade Launcher Course; Personnel Recovery Level One and Level Two; DEA Airport Interdiction; Street Gang Enforcement; AWTI Off-Road Drivers Training (Afghanistan); and Active Shooter Training.

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**Investigative:** Source of Information Development and Control; Interviews and Interrogation; Financial Investigations; and Structured Interview Assessor.

**Technical:** Foreign Affairs Counter Threat Course, Marijuana Indoor and Outdoor Eradication, Thermal Imagery, Electronic Surveillance Techniques; Clandestine Laboratory Team (12 years); Clandestine Sight Safety Officer; Instructor at DEA Basic State and Local Schools, DCE/SP Coordinator for New Hampshire and Massachusetts and First Aid Responder.

### **CERTIFICATES AND LICENSES:**

- Top Secret Security Clearance (TS/SCI) - U.S. Department of Justice
- Confined Space Entry / Level A Personal Protection Equipment (PPE) Operations
- Fixed Wing Solo Pilot (Expired)
- OSHA Hazardous Materials Handler

### **PROFESSIONAL DEVELOPMENT:**

- Supervising Special Agent, Portsmouth, NH; 1990 – April 2012 & Feb- June 2014
- DEA Kabul, Afghanistan Country Office; April 2012- Feb. 8, 2014
- DEA Instructor – Indoor/Outdoor Marijuana Eradication; 1995-2014
- San Juan, Puerto Rico (60-day voluntary TDY) “Operation Blazing Sword”; 2009
- Baghdad, Iraq (2 deployments TDY) Major Crime Task Force; 2008
- Federal Air Marshals (voluntary TDY after 9/11); October 2001-April 2002
- Acting Group Supervisor, Springfield, MA
- Liaison, FBI Task Force - Street Gang Enforcement
- Liaison, FBI Task Force - Outlaw Motorcycle Gang
- Operation Bahamas, Turks and Caicos (BAT); 1998 & 1994

### **HONORS AND AWARDS (abbreviated list):**

- Civilian Global War on Terror Medal; 2014
  - NATO Medal; 2014
  - Afghanistan Campaign Medal; 2014
  - Outstanding Performance; 1998-2013
  - U.S. Postal Inspection Service, Boston Division, Award of Appreciation; March 2012
  - U.S. Attorney, District of New Hampshire, Award of Appreciation; March 2012
  - Letter of Commendation, FBI Legal Attaché Office, Baghdad, Iraq; April 2008
  - Organized Crime Drug Enforcement Task Force Award; 1993, 1998, 1999 and 2000
  - U.S. Attorney’s Office, District of Massachusetts, Certificate of Appreciation; 1999
  - U.S. Marshal, District of Massachusetts, Award of Appreciation; 1997
  - FBI Certificate of Appreciation; 1997
  - Exceptional Performance; 1996 and 1997
  - New England Narcotic Enforcement Award; 1995 and 1996
  - Excellence of Performance; 1995
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