

# EPILOGUE



## NEW MILLENNIUM, NEW CHALLENGES, NEW RESPONSIBILITIES 2001-2010

**One decade into the twenty-first century**, a quarter-century after its creation and nearly a century after the first Chief Special Agent was hired during World War I, the Bureau of Diplomatic Security reflects the best of its past and all the promise of a growing, dynamic force that is equal to the critical challenges of the present and the future.<sup>1</sup>

Diplomatic Security possesses a unique identity and set of capabilities and duties today that remain as relevant and vital as ever. Despite on-going dramatic changes in the threat environment and other day-to-day challenges, the central mission of DS is really much the same as it has always been: the critical protection of U.S. diplomatic personnel, property, and information, together with the investigations essential to that mission. The fundamental agenda and objectives are essentially unchanged from those of the past.

Yet the scope and scale of that mission – and *how* the diplomatic security service performs and accomplishes its critical duties – have changed substantially over time. The proportions of the task and the methodologies of success have evolved along with changing circumstances, as the history in this book demonstrates.



*Figure 1: Protected by a DS Special Agent (center), Secretary of State Colin Powell leaves the Presidential Palace in Lima, Peru, just moments after receiving word of the series of terrorist attacks on the Twin Towers in New York City and the Pentagon in Washington. By 2001, DS had become one of the largest operational bureaus in the Department, and one of the most critical to diplomacy. More than ever, in the worldwide environment of terrorist threats, the Department recognizes DS and its mission as an essential element of international diplomacy. Source: Private collection.*



*Figure 2: Francis X. Taylor, Assistant Secretary of State for the Bureau of Diplomatic Security, 2002-2005. Source: Department of State.*

During most of the half-century following World War II, from 1945 until the early 1990s, diplomatic security challenges were defined primarily by the Cold War. East-West politics overshadowed all U.S. national security issues and overseas operations, and so diplomatic security duties – protection, investigations, and counterintelligence – were viewed routinely through the prism of Cold War realities.

Of course this is no longer the case. DS still performs counterintelligence work to protect U.S. personnel and property abroad; but it is not the sole focus of the Bureau’s special agents, security engineers, and technical specialists.

While the central mission of DS security and law enforcement today is much the same as in the past, DS is in several respects a different organization today than what it was at the end of the twentieth century. The traditional mission is augmented now by major counterterrorism, cyber security, and other homeland security responsibilities as well.

And the organization, while at core the same in many ways, has grown substantially in size and complexity. Today DS is among the largest United States federal law enforcement agencies with close to 1700 agents, compared to 700 in 1997, and with truly global representation and reach.

An increase in resources has provided the necessary capability and flexibility for dealing with today’s complex challenges. By necessity, DS overall has increased in size some three-fold; correspondingly, it also is three times as well-funded. New technologies and technical innovation are playing a significant part in augmenting DS capabilities, as well.

Early in 2004, the Diplomatic Security Bureau headquarters relocated to a new building in Rosslyn, Virginia, just across the Potomac River from Washington, DC. In a sense, the move symbolizes the new age of DS responsibilities. It is an age of new initiatives, new energy, and yet the same outstanding, diligent performance as always. That performance continues to ensure that U.S. diplomacy can be conducted safely and securely around the world, often at great personal risk to DS personnel themselves.

Twenty-first century leadership in Washington supports reconstruction and stabilization for failed states around the world. Within the scope of its mission, DS shares responsibility for this operational agenda. Throughout its history, DS has looked to the policy challenges defined by the United States Government, and worked to become a supportive, integral part of the international diplomatic mission. It continues to do so today.

### *A Changing Threat Environment*

Clearly the overall threat environment within which Diplomatic Security works today is magnitudes greater in size and complexity than that of a decade and more ago. The array of terrorist and criminal threats overseas and at home is infinitely larger. At the same time, DS is a far more capable organization for dealing with the markedly more complex nature of this difficult, dangerous environment.

The widespread incidence of religion-based extremism overseas now impacts U.S. security interests in a major way. “Extra-state actors” like these have fundamentally destabilized security environments for the conduct of U.S. diplomacy and exerted new pressures upon protective measures currently in place.

Today, U.S. diplomatic personnel are charged with operating in combat zones, and in high-threat locations with a nation-building presence, much different from diplomatic assignments of the past. As a result, diplomatic security operations have changed as well, including critical responsibilities at locations overseas where the U.S. foreign service might have minimized its presence and its activities in the past. Given the widespread existence of high-threat posts today, simply withdrawing from areas of conflict is not a practical option.

DS responsibilities have evolved and grown along with the expanding presence and practice of U.S. diplomacy. This has placed DS personnel in far greater danger as well, as they go about their assigned duties. Sadly, two DS special agents died in the line of duty during the Iraq War: Special Agent Ed Seitz



*Figure 3: A DS Special Agent (center, right) follows behind as Secretary of State Colin Powell visits Boudhanath Temple, the largest Buddhist shrine in Nepal, in January 2002. Source: © Associated Press.*



*Figure 4: In May 2002, DS Special Agent Randall Bennett (left) arrives at the spot near Karachi, Pakistan, where American journalist Daniel Pearl had been held captive prior to his murder at the hands of Al-Qaeda terrorists. Bennett led a five-week investigation, joined by Pakistani intelligence officials and FBI agents, that nabbed some suspected terrorists behind the kidnapping. Al-Qaeda lieutenant Sheik Omar Saeed was sentenced to death for masterminding the murder plot, and three accomplices were sentenced to life in prison. Pearl, a reporter for the Wall Street Journal, disappeared in Karachi, Pakistan, while exploring links between Pakistani Islamic extremists and a British citizen who tried to blow up an American airliner in 2001 with explosives hidden in his shoes. The search for the terrorist killers later became the subject of a major motion picture entitled A Mighty Heart. Source: © Associated Press.*

died during a mortar attack in Baghdad in 2004, and Special Agent Stephen Eric Sullivan died in 2005 when his motorcade was attacked by a vehicle-borne explosive device. Their personal courage and sacrifice serve as an inspiration to others in Diplomatic Security, and will be long remembered.

DS has utilized local contract guard services overseas for decades to help protect U.S. diplomatic personnel and facilities. As mentioned in Chapter Nine, DS began augmenting these local guards with protective security contractors in 1994 to meet increasing security requirements in areas affected by war and political violence.

In the extraordinary multi-theater wartime environment following September 11, 2001, the increasing utilization of protective security contractors became a necessary means of augmenting DS efforts and personnel, to ensure full protection of U.S. diplomats and diplomacy in high-risk, non-permissive environments like Iraq and Afghanistan. The use of private security contractors has enabled DS to quickly hire and deploy a skilled cadre of security professionals for emergency needs, allowing for flexible and cost-effective security in critical-threat, non-traditional diplomatic mission environments.

In 2000, the Department of State awarded the first Worldwide Personal Protective Services (WPPS)

contract for security support in Bosnia, Israel/Palestinian Territories, Afghanistan, Haiti, and Iraq. A second generation WPPS contract was awarded in 2005 for these same areas as well as Pakistan. As world events and emergency needs require, DS will continue to rely on armed security contractors in high-threat locations; and those experiences will help shape future operations, oversight, and accountability.

During the 1990s, DS was given responsibility to implement a new stage of hardening U.S. posts overseas against potential assaults. Initially, the concept of so-called “fortress embassies” was highly controversial in Washington, as Chapter Nine of this book indicates. The denial of Ambassador Prudence Bushnell’s request for a

new, more secure U.S. Embassy building in Nairobi, Kenya, followed by the tragic bombings in Kenya and Tanzania that killed 12 Embassy staff in August 1998, was an historic turning point.

In the wake of those bombings, the newly created Accountability Review Board (the “Crowe Commission”) in its 1999 Report cited failure by the United States Government to adequately protect its people overseas. Diplomatic Security, along with the rest of the United States Government, resolved to do far better.

With the new global threat environment and its ever-present dangers, necessary expansion and revitalization of the DS Bureau has substantially enhanced its protective mission. Previously the Bureau was relatively small, with senior management composed of the Assistant Secretary, the Diplomatic Security Service Director, and one Deputy Assistant Secretary. Its ranks have since expanded to include more Deputy Assistant Secretaries and Assistant Directors, and the Threat Investigations and Analysis (TIA) Directorate was established as well. These and other improvements ensure that DS will be able to keep pace with State Department goals and keep up with the significant growth in diplomatic security tasks and personnel.

Not all the changes have transpired in the field of overseas protection. The DS role in criminal investigations has expanded as well, in view of an increase in organized criminal activity and the related threat environment. Document fraud is of more danger to national security than ever before, given links to international terrorism, so there is even greater emphasis on passport and visa fraud



*Figure 5: Joe D. Morton, Director of the Diplomatic Security Service and Principal Deputy Assistant Secretary of State for Diplomatic Security, 2003-2007. Source: Department of State.*



*Figure 6: Richard J. Griffin, Assistant Secretary of State for the Bureau of Diplomatic Security, 2005-2007. Source: Department of State.*

investigations in the aftermath of 9/11. DS also performs a critical role today in the fight against international narcotics trafficking, sexual crimes, and currency counterfeiting, assisting in apprehending fugitives from justice both at home and abroad. The quality of agent work and tangible results in the criminal investigations field has improved dramatically in recent years, with DS investigations facilitating thousands of arrests on fraud and other charges.

In every area, DS duties and procedures have transitioned well to meet the demands of the new century. After years of reorganization, expansion, and modernization, no federal law enforcement agency today responds better to emerging security and criminal threats than Diplomatic Security.

Strategic and tactical threats against U.S. interests are becoming more sophisticated over time, however, and DS must adapt to stay ahead of terrorists and criminals. Like every law enforcement agency, DS must stay flexible and relevant, or it will wither away. That's why Diplomatic Security continues adjusting year after year to meet changing circumstances and requirements. By any standard of measurement, DS is performing its job with expertise and efficiency, setting the gold standard for modern professional law enforcement.

### *Budget and Resources*

Diplomatic Security is able to accomplish its critical mission today only because it has a sufficient budget and the resources to do so. And the Bureau's budget and resources are adequate because the Department of State recognizes and fully supports the critical value of DS services to the larger overall mission of United States diplomacy and law enforcement.

Moreover, the federal Office of Management and Budget, and the United States Congress also understand the critical role and importance of DS, and therefore support its annual budgetary requirements. Appreciation on Capitol Hill for the role and capabilities of DS is far greater today than it was immediately following the collapse of the Soviet Union and the Eastern bloc, when some assumed that serious threats to U.S. diplomacy and national security had ended. Strong Congressional support today in view of threats against U.S. mission security, and in view of the growth of international terrorism and criminal activity, has produced the resources essential to DS operations and personnel.



*Figure 7: During her mission to Iraq in February of 2007, Secretary of State Condoleezza Rice is accompanied by a DS Special Agent in a Blackhawk helicopter flight over Baghdad. Source: Private collection.*

The serious decline in Diplomatic Security's budget and resources at the end of the Cold War, however, was a crucible that ultimately made DS more efficient and effective at its mission. In the long run, this was beneficial. Faced with a drop in resources, but shouldering essentially the same range of duties, the Bureau inevitably became more efficient and resourceful than ever. It had to economize in order to sustain its mission.

Then came the rapid surge in responsibilities, public support, and resources following the 1998 U.S. Embassy bombings in East Africa. No longer contending with clear-cut distinctions between "low-threat" and "high-threat" posts, DS proceeded to conduct protective measures commensurate with the reality that all U.S. embassies are potential targets for acts of terrorism in the current threat environment. The positive reversal of the slide in DS growth, budgets and resources – together with the successful institution of Law Enforcement Availability Pay (LEAP) for DS personnel beginning in 1999 – substantially reinforced the professionalism and preparedness of the service.



*Figure 8: Gregory B. Starr, Director of the Diplomatic Security Service and Principal Deputy Assistant Secretary of State for Diplomatic Security, 2007-2009; Acting Assistant Secretary of State for Diplomatic Security, 2007-2008. Source: Department of State.*

### *Regional Security Officers*

One important outgrowth of the DS modernization process has been the enhanced role for Regional Security Officers (RSOs) in security planning at overseas posts. The nature of RSO duties had been evolving, post-by-post, for many years. But it was a seminal event when all RSOs began reporting directly and routinely to their Chiefs of Mission rather than to embassy Administrative officers. This major change in the overseas reporting structure was one of the many useful outgrowths of the Crowe Commission Report.

Previously, RSOs reported to management counselors at U.S. embassies. Since 1999, they have reported to their ambassadors and deputy chiefs of mission. They now serve a primary role in each mission's planning and operations, especially in the areas of protection and security safeguards. RSOs today are less operational, and more management and policy-oriented in their tasks and responsibilities at many posts overseas.

At the same time, RSOs also are much more involved in day-to-day bilateral relations between the United States Government and the countries where they are posted. They are highly engaged with host nation law enforcement agencies, and they are the prime coordinators of U.S. law enforcement working

groups overseas. Along with other programs, RSOs make a critical contribution to OSAC, with its presence at more than 100 posts around the world today. And RSOs are integral to the Antiterrorism Assistance program, implementing post and regional strategic requirements of the U.S. Government in coordination with host nation strategic requirements.

Given these expanded responsibilities, the demands placed on RSOs everywhere have increased along with demands on other DS personnel and resources, commensurate with growing criminal and terrorism threats worldwide. To meet this need, the total number posted overseas, including Deputy and Assistant RSOs, has increased accordingly; they now are on duty at all U.S. embassies and most consulates. A greater number of U.S. posts now have more than one RSO stationed on site, as well.



*Figure 9: A DS Special Agent security detail covers Secretary of State Condoleezza Rice (center) during her July 2006 mission to Lebanon aimed at ending combat between Israeli ground forces and Hezbollah. Secretary Rice approaches a waiting U.S. Marine Corps helicopter on the grounds of U.S. Embassy Beirut. Source: © Associated Press.*



*Figure 10: Two DS Special Agents (left foreground and second from right) protect special Middle East envoy and former British Prime Minister Tony Blair (far left) at the Annapolis Conference to discuss Middle East peace, at the U.S. Naval Academy, November 2007. Source: Bureau of Diplomatic Security Files.*

### *Countermeasures and Security Infrastructure*

Inman Panel standards (see Chapter Seven) require regular upgrading of security construction, equipment, and technology to ensure that DS operates at up-to-date levels. And significant advances in equipment and technology since 2000 have placed the Bureau squarely on the cutting edge of high-technology proficiency. Yet in the twenty-first century, DS faces the ongoing challenge of keeping U.S. diplomatic facilities, information, and

personnel secure without compromising openness, transparency, and efficiency in the conduct of U.S. foreign policy and commercial and consular affairs.

To protect U.S. diplomatic facilities and personnel, DS now deploys state-of-the-art countermeasures that ensure physical security overseas and at home. This includes modern construction standards and transit security, as well as defensive equipment to protect buildings and people against acts of violence.

DS security engineers and technicians today are implementing physical and technical security countermeasures far beyond anything done before, to provide an up-to-date, secure working environment for diplomatic personnel assigned domestically and abroad. Given the constant evolution of these environments, DS works tirelessly to research, design, test, and implement new security technologies. Comprehensive security surveys and risk assessments, along with modern technical security design, engineering, and the installation of security systems are all part of the approach. In the process, DS works very closely with the Department's Overseas Building Operations personnel at every step.

Moreover, a new Security Management System enterprise Network now enables DS to integrate all technical security countermeasures at a given facility so that the DS Command Center at headquarters can monitor that security and video data.

The DS Command Center itself is a completely updated unit of unprecedented capability and responsiveness, ensuring the safety of U.S. personnel, property, and information. The completely modernized Center, launched in 2009, operates with a vast spectrum of new security vigilance capabilities including meticulous monitoring of U.S. diplomatic facilities overseas as well as alarm systems at domestic



*Figure 11: In March 2008, a DS Special Agent (left, rear) looks on as Libya's Colonel Muammar Qadhafi (on right, at table) meets with (left to right) U.S. Representative Peter Hoekstra (R - Mich.), U.S. Charge d'Affaires William B. Milam, and U.S. Representative John Boehner (R - Ohio) inside a desert tent in Surte, Libya. Others present include interpreters and Libyan officials with their backs to the camera. Source: Private Collection.*

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*Figure 12: In April 2008, DS Special Agents form the innermost layer of protection surrounding the Olympic torch, during the San Francisco leg of its around-the-world journey to the torch-lighting ceremony in Beijing. Source: © Associated Press.*



*Figure 13: Eric J. Boswell, Assistant Secretary of State for the Bureau of Diplomatic Security, 2008-2011. Source: Department of State.*

federal facilities within State Department jurisdiction. Operating around the clock, the Center is now able to track images on surveillance cameras at U.S. embassies and consulates abroad; check anomalies in intrusion alarms and door activity; examine geospatial imagery; monitor Federal Aviation Administration aircraft threat alerts; and track activities of DS special agents during domestic criminal arrests, among other capabilities.

DS also works to ensure compliance with Overseas Security Policy Board security standards, including new construction and major renovation projects. The Bureau regularly conducts security reviews and accreditation inspections for new or renovated embassies and consulates; and it conducts post occupancy compliance reviews at newly commissioned facilities six to nine months after they begin operation. Modern standards include new bomb-resistant construction techniques, and anti-ram and forced entry/ballistic-resistant products. Chemical- and radiological-based systems are installed, as well, to detect explosives.

In the heightened threat environment of this century, DS provides funding for thousands of personnel supporting U.S. embassy security programs worldwide. DS has succeeded in protecting U.S. diplomatic officers, facilities, and classified information during security incidents in scores of locations worldwide. As indicated earlier, DS has hired additional protective security personnel to augment the local guard force, and funded armored vehicles and residential security and surveillance-detection programs in high-threat areas.

At the same time, DS provides diplomatic personnel at U.S. missions with the knowledge and equipment to respond to a chemical, biological, or radiological attack with a minimal loss of life. In an era of threats from weapons of mass destruction, escape masks and guidance for safe handling and analysis of suspicious substances has become a standard part of countermeasures support.

Sophisticated new high-security intrusion detection systems have replaced vulnerabilities in old alarm systems. DS also led a successful multi-agency effort to develop new technologies to prevent hostile foreign

entities from collecting radio frequency signals through windows at U.S. Government facilities. And it has designed, tested, and deployed an advanced mobile surveillance system for the annual United Nations General Assembly gathering in New York City, providing data from multiple inputs for dissemination to special agents in the field.

Today, DS provides hundreds of fully armored vehicles needed by diplomatic missions to safely and securely transport U.S. personnel. Electronic countermeasures have been developed to protect DS vehicles in conflict areas, while vehicle navigation, tracking, and video-monitoring systems have been upgraded as well. Improved design of the armored vehicle fleet enhances protection for personnel in critical high-threat environments like Iraq and Afghanistan.

As part of the DS Countermeasures Directorate, more than 100 Diplomatic Couriers today provide scheduled and special delivery of materials for the State Department and other federal agencies working at U.S. diplomatic posts. They spend tens of thousands of hours each year delivering classified diplomatic pouch material by air, sea, and over land. These diplomatic materials total millions of pounds annually, much of it palletized equipment for new embassy construction, helping ensure completion and accreditation of new U.S. embassy compound and renovation projects.

Meanwhile, reliable modern methods for ensuring information security are just as critically important as advanced physical equipment and hardware. The dramatic growth in crime involving electronic technologies has drawn increasing attention



*Figure 14: DS Special Agents carry a “wounded” colleague to a helicopter landing zone during a high-threat field training exercise at the U.S. Marine Corps base in Quantico, Virginia, in July 2008. These high-threat training exercises help to prepare Special Agents to perform their assignments in some of the most dangerous places in the world, including Iraq, Afghanistan, Pakistan, Sudan, Haiti, and Liberia. Source: Bureau of Diplomatic Security Files.*



*Figure 15: Smoke rises from the US Embassy in Sana'a, Yemen, on September 17, 2008, after a car bomb targeting the Embassy hit the front gate of the compound. In the aftermath, the Regional Security Officer and other DS Special Agents supervised the response and investigation in cooperation with local law enforcement. Source: © Associated Press.*

by DS leadership and by Congress. Challenges to the entire State Department computer network have met with expanding resources and the advanced technology needed to counter such threats. The DS Security Infrastructure program counters external-based intrusions and data theft today with award-winning, state-of-the-art approaches that serve as a model for the rest of the U.S. Government.

With more than 45,000 Department users worldwide in the twenty-first century, integrity of the State Department computer system poses immense challenges every day for security oversight operations. Department employees generate as many as 800,000 e-mails daily, requiring DS to block thousands of viruses and more than a half-million cases of spam e-mail on a typical day. There are up to two million external probes of the Department's network vulnerability on a regular daily basis. Overseas efforts to map and steal our technological assets, by both state and non-state actors, is an ongoing problem that will require constant vigilance in the years ahead.

The contributions of the Cyber Threat Analysis Division to the Department's computer security infrastructure provide an "early warning tripwire" to guard against external threats. Seven days a week, around the clock, the DS Network Monitoring Center in Beltsville, Maryland, monitors potential cyber intrusions, ensuring that DS maintains a continuous incidence response capability.

DS also scans remotely for security gaps throughout its worldwide cyber network, both frequently and regularly. Its site-risk scoring efforts contribute significantly to the Department's overseas post security system. In fact, the DS cyber security paradigm is becoming a best-practices model for other U.S. government agencies, while contributing to a new set of rules of behavior for coordination of efforts within the international community.

Success in safeguarding the U.S. Government's cyberspace will continue to require a multi-agency approach in the years to come, and Diplomatic Security will occupy a key role in that coordinated effort, on behalf of the Department of State. Its well-trained work force is prepared to meet the increasing challenges ahead.

The Security Infrastructure Directorate also has made great strides in the speed and efficiency of its security clearance review process for federal employees. DS slashed the amount of time previously required to complete security-clearance investigations on job applicants, employees and contractors. In fact DS has reduced, by more than half, the average time required for standard background security investigations.



*Figure 16: Under Secretary of State for Management Patrick Kennedy (left) and Assistant Secretary of State for Diplomatic Security Eric Boswell (center) receive a field briefing during their mission to Afghanistan in 2008. A DS Agent stands directly behind Boswell (in ballcap). Source: Bureau of Diplomatic Security Files.*

DS also took swift action in recent years to help the Department reduce a backlog in the processing and issuance of security clearances, by reviewing thousands of clearance applications, interviewing tens of thousands of references, and conducting several thousand background investigations. Thousands of contractor personnel needed to provide critical protective services and local guard services in Iraq and Afghanistan were rapidly and efficiently processed by the Bureau as well.

Toward the end of the century's first decade, DS was handling some 25,000 security clearance cases each year, the vast majority of which were completed in about ten weeks. Whereas the 2004 Intelligence Reform and Terrorism Defense Act mandated a sixty-day clearance process by the end of 2009, DS was well along the way toward completing that goal prior to the deadline.

### *Recruitment*

With increasing requirements for DS personnel overseas, and with major law enforcement tasks here at home, the need for top-quality DS special agents, engineers, couriers, and specialists has never been greater. Fortunately, recruitment efforts in the twenty-first century have proved phenomenally successful. At the end of the first decade of this century, the diplomatic service force stood at some 1700 special agents, 200 security engineering officers, 110 security technical specialists, and 100 diplomatic couriers. New agent classes numbered about 50 candidates each, quite impressive by historical standards.

Not surprisingly, the competition for recruits among U.S. law enforcement agencies overall has risen sharply along with the dramatic increase in the threat environment. Yet within this context, the DS recruitment outreach effort has remained highly competitive among all such agencies.

In fact, Diplomatic Security today has a far more capable and diverse work force than ever before in its history. There is more diversity in gender, ethnicity and culture, professional backgrounds, and career experiences than in years past; and it is fair to say that DS personnel today are more representative of the nation overall. Of course this has strengthened Diplomatic Security on many levels.



*Figure 17: Patrick Donovan, Director of the Diplomatic Security Service and Principal Deputy Assistant Secretary of State for Diplomatic Security, 2009. Source: Department of State.*



*Figure 18: A DS Assistant Regional Security Officer at U.S. Embassy Islamabad in Pakistan addresses the local guard force at their daily muster during 2009. Source: Bureau of Diplomatic Security Files.*



*Figure 19: Jeffrey W. Culver, Director of the Diplomatic Security Service and Principal Deputy Assistant Secretary of State for Diplomatic Security, 2009-2011. Source: Department of State.*

More important than numbers is the fact that DS has been able to maintain the same high quality among its recruits, and the same high standards for all its personnel, along with rapid and substantial growth.

### *Training*

DS maintains a rigorous training regimen for all its security professionals, and is working constantly to improve upon it. In fact, the process has been fine-tuned and vastly improved in recent years, based on considerable feedback received from the agents themselves. As a result, the level of professionalism among DS employees has risen steadily over time, producing the outstanding force at work today.

Training programs and methods today are more standardized than they were in the past. The DS Training Center became the first federal law enforcement organization ever to receive accreditation from the Office of Federal Law Enforcement Training Accreditation (FLETA) in 2005. This represented a major endorsement of the Bureau's training practices and, since accreditation is an ongoing process, it has been a continuing important asset for recruitment efforts.

Training courses, methods, and objectives continue to evolve to meet modern high-tech requirements in such areas as electronic countermeasures; armoring; vehicles; electronic monitoring; and information technology. DS also has adopted additional skill sets, notably the hard-skills-based security training now available for families of Foreign Service Officers about to be

posted overseas. The need for a dedicated hard-skills training facility was recognized by Congress and the White House, and consequently funding was included in both the 2009 Federal Stimulus package and the federal budget for fiscal year 2010.

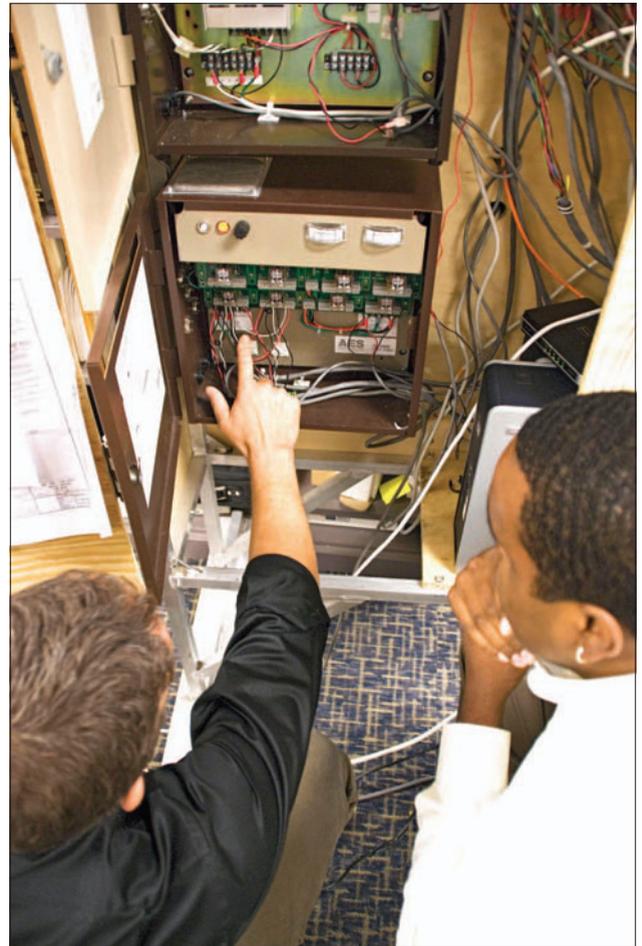
### *Communications with other Law Enforcement Agencies and the Public*

Historically, physical presence was considered the essence of the DS mission, and that of its predecessors, throughout the twentieth century. While it is still a vital component, today information is every bit as important as physical presence. In fact, both components are critical to any mission and its successful completion in the twenty-first century.

Now more than ever, it is raw intelligence, threat analysis, information sharing, and analytical planning that are essential to decision makers, and the critical complement to manpower. The outlook has never been better for DS information sharing and coordination with other U.S. federal law enforcement agencies. This was both essential and inevitable. Today's U.S. law enforcement leadership will not abide anything less than full interagency cooperation; it is the only way to win against crime and terrorism.

Through the inter-agency Counter-Terrorism Security Group (CSG), senior U.S. Government law enforcement officials now conference daily—often several times each day—by closed circuit television, in secure communications environments. Indeed, communications technology advances have revolutionized DS security work in this century. To cite an obvious example, the use of e-mail in itself has greatly expedited and expanded field reporting beyond that of the past, significantly enhancing law enforcement efforts domestically and worldwide.

In fact, DS regularly interacts and shares information with the Department of Homeland Security; the Federal Bureau of Investigation;



*Figure 20: DS Security Technical Specialists, of the Project Management and Engineering branch, troubleshoot a defective door control power supply on a Security Management Systems enterprise test fixture in September 2009. Source: Bureau of Diplomatic Security Files.*



*Figure 21: DSS Director Jeffrey W. Culver (left) reviews defensive positions with the DS Regional Security Officer from a guard tower at the U.S. Embassy compound in Kabul, Afghanistan, during a visit in December 2009. Source: Bureau of Diplomatic Security Files.*

the Drug Enforcement Agency; the Bureau of Alcohol, Tobacco, Firearms and Explosives; the U.S. Marshals Service; and other law enforcement agencies – not only at the headquarters level, but among U.S. field offices, at overseas posts, and through various task forces (including the Joint Terrorism Task Force, the Immigration and Document Fraud Task Force, and others). There is more extensive inter-agency security cooperation in connection with major national and international events as well, such as U.S. presidential inaugurations, the Olympic Games, and other events. All federal agencies recognize that there simply is no alternative to cooperation if law enforcement is to be successful.

Greater DS coordination with other agencies, along with its larger presence overseas, also has contributed to a higher profile for Diplomatic Security. It has led to wider appreciation of the Bureau’s role in conducting anti-terrorism investigations and its superior ability to process information regarding criminal activity and terrorism. Again, the addition of more RSOs has improved program coordination with foreign government law enforcement officers. With representation

at more than 280 overseas missions, the DS “reach” is greater now than that of any other U.S. law enforcement agency.

At the same time, improved efficiency of information flow, and the increasing transparency of all governmental operations, have helped to broaden public awareness and appreciation for the diligent job that DS performs, day in and day out. Traditionally, DS and its Department predecessors were less inclined to publicize U.S. diplomatic security efforts. However, given the reality of linkage between public opinion, policymaking, and budgetary resources today, there is obvious practical benefit in visibility and a positive public image.



*Figure 22: A DS Special Agent (far left) leads a rescue team evacuating 34 young American missionaries from Leogane, Haiti, three days after the January 12, 2010, earthquake. Others on the team include additional DS Special Agents, a DEA Special Agent, and a helicopter crewman from U.S. Customs and Border Protection. Source: Dale Stroud, MissionFieldImages.com.*

As one prominent example, the critical value of OSAC to the security interests of the U.S. private sector should be as broadly understood and utilized as possible. OSAC has demonstrated time and again the benefits of its vital information network to U.S. business in the contemporary security environment. It should become thoroughly familiar to, and accessible by the American commercial sector operating overseas. Proactive public communications efforts are making this possible.

### 🌀 *Indispensable to U.S. Diplomacy* 🌀

Today, it may be said that Diplomatic Security is an organization greater than the sum of its many individual parts. In its totality as a modern, well-trained federal law enforcement agency, it is an indispensable factor and force in the successful conduct of U.S. diplomacy. Greater awareness throughout the Department of State of the DS role in facilitating the Department's overall mission has generated unprecedented respect from the rest of the United States Foreign Service. And the profile of DS before the entire United States Government has grown as well.

Diplomatic Security in the twenty-first century will continue to look to its distinguished legacy and will remember all those who have gone before – those who laid the solid foundation upon which the Bureau stands today.

Proudly, Diplomatic Security personnel recognize that the same key characteristics and objectives that motivated their predecessors decades ago continue to define DS today and continue to be instrumental to its effectiveness: flexibility, responsibility, integrity, and individual effort. These same traits are every bit as relevant today as they have been over the past century. They are, and will remain, Diplomatic Security's hallmark.



*Figure 23: During January 2010, DS Special Agents coordinate evacuations of U.S. citizens and other tourists following historic flooding in Machu Picchu, Peru. This effort involves cooperation between the DS Regional Security Office and the U.S. Embassy Consular team. The DS Agents remained on site until the last tourist was evacuated. Source: Bureau of Diplomatic Security Files.*



*Figure 24: Diplomatic Security Special Agents (fourth from right at rear, and at right) provide security for U.S. Secretary of State Hillary Rodham Clinton as she is greeted by Saudi Foreign Minister Prince Saud Al Faisal upon her arrival in Riyadh, Saudi Arabia, in February 2010. Source: © Associated Press.*

**Endnotes**

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<sup>1</sup> Content of the Epilogue is based upon oral interviews with Eric J. Boswell, 10 February 2009; Gregory B. Starr, 4 March 2009; Joe D. Morton, 6 February 2009; Donald R. Reid, 12 May 2009; and Robert A. Eckert, 12 January 2009, conducted by Robert L. Downen of the DS Public Affairs office.



*Figure 25: A DS Special Agent (left) and a member of the Olympic Organizing Committee discuss security measures for U.S. athletes at the Pacific Coliseum in Vancouver, Canada, site of the 2010 Winter Olympic and Paralympic Games. This venue housed numerous Olympic skating competitions, including figure skating and short-track speed skating, at the February 2010 event. Source: Bureau of Diplomatic Security Files.*