



# United States Secret Service

Fiscal Year 2008  
Annual Report



U.S. Department of  
Homeland Security

**United States  
Secret Service**

Welcome  
to the  
neighborhood!



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# Message from Director Sullivan

This past year has been an historic and challenging one for the United States Secret Service. The protective and investigative elements of our unique dual mission placed demands on our people at levels that have never been seen before. Yet our diverse staff of approximately 6,600 talented men and women met these current challenges while also preparing the agency for a stronger future. With this in mind, I am very pleased to present the first annual report of the Secret Service. My hope is for this annual review to become another in the long line of successful traditions of this 143-year-old agency. While no document can capture the entirety of effort put forth in any large organization, this annual report provides snapshots and summaries of the thousands of hours of dedication and hard work that went into the success of the Secret Service during fiscal year 2008 (FY2008).



In 1865, the founders of the Secret Service never anticipated the modern, digital, “flat” world in which we live. Protecting our nation’s leaders, visiting heads of state and government, designated sites and National Special Security Events has become more difficult with the evolution of conventional and non-conventional weapons and technology. Up against these threats, the scope and scale of the 2008 presidential campaign was also unprecedented, with protection for one of the candidates having begun in May 2007, months earlier than any campaign in history. Nonetheless, in FY2008, the agency achieved a 100 percent success rate in ensuring the safety of each protectee, at home and at each of the thousands of protected sites and events they attended.

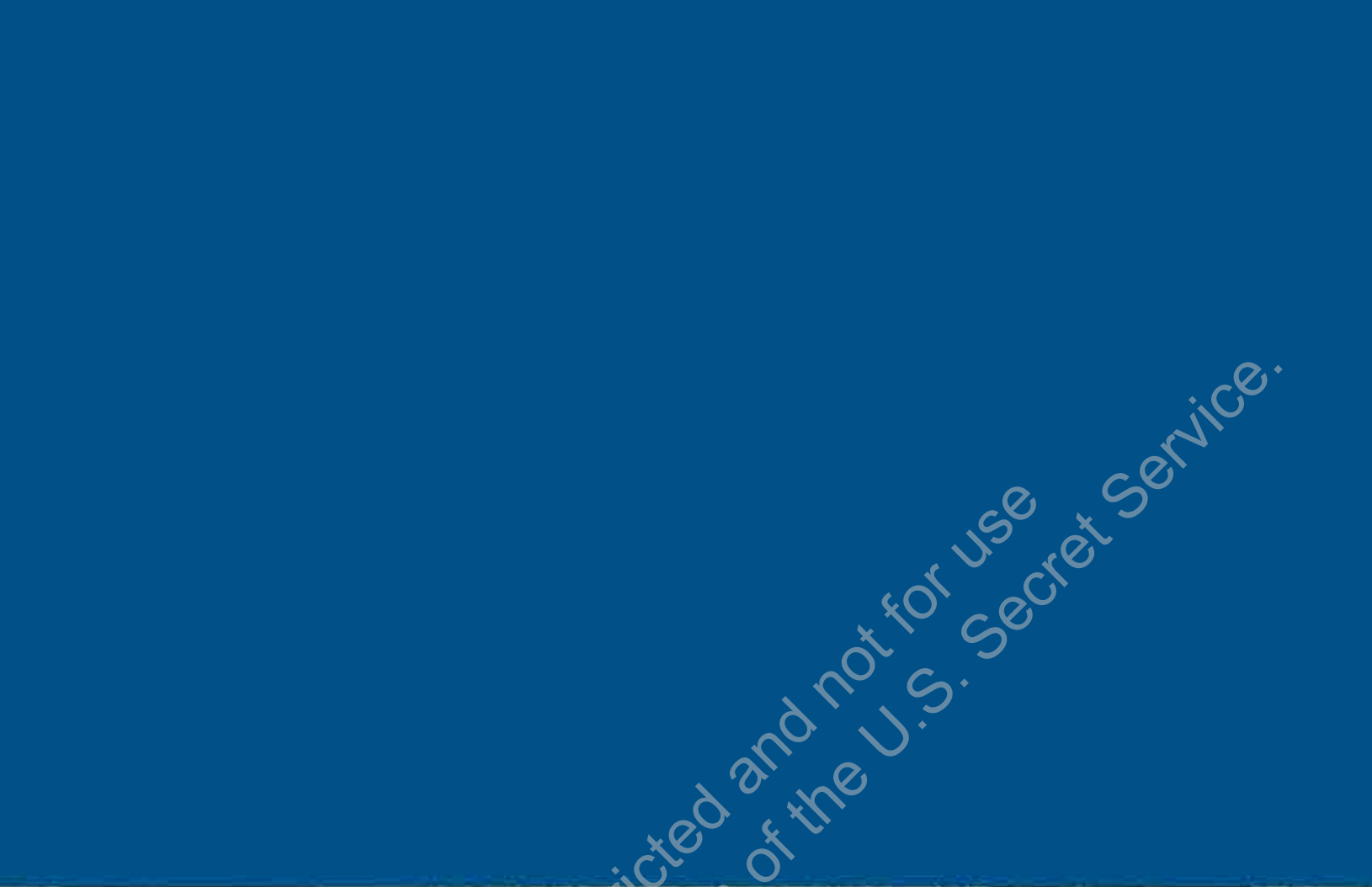
Despite the magnitude of protective demands, the agency simultaneously achieved a notable increase in its investigative success; in particular, a rise in both arrests and asset forfeitures. The Secret Service’s investigative mission today is more multifaceted than ever, as counterfeit currency, financial crimes, identity theft and electronic crimes have become more advanced and transnational. This complex threat was best illustrated, and defeated, by the August 2008 indictment of 11 individuals from the United States, Estonia, Ukraine, Belarus and China, for allegedly stealing more than 40 million credit and debit card accounts from nine major retailers and restaurant chains in what is believed to be the largest hacking and identity theft case ever prosecuted in the United States.

While the day-to-day demands of these mission elements were being met, the leadership in the organization honed the vision for the future of the Secret Service, and improved the infrastructure to drive toward that vision. A five-year strategic plan was issued, which lays out the long-term goals of the agency. A concept of operations report studied and evaluated the gaps between the current and future states. The Director’s Action Group, a committee of deputy assistant director level managers, was established to coordinate cross-functional efforts aimed at reaching our future goals. An Investment Governance Council was created to ensure agency expenditures are aligned with strategic objectives. An Enterprise Transformation Task Force was created to lead the effort toward modernizing the business processes and information management of the Secret Service. These are all long-term initiatives that will pay dividends in years to come.

Many things are changing at the Secret Service. Our values, however, have not changed, and they provide the guidance for how we move our organization forward. Living our five core values of duty, justice, honesty, loyalty and courage, we strive to live up to our agency’s motto. It is my hope that this FY2008 annual report shows what this agency accomplishes, why I am honored to represent it and why I believe the Secret Service lives up to its motto of being “Worthy of Trust and Confidence.”

A handwritten signature in black ink that reads "Mark Sullivan". The signature is written in a cursive, flowing style.

Mark Sullivan, Director



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# The U.S. Secret Service: An Overview



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## A Proud History

The United States Secret Service is one of the oldest federal law enforcement agencies in the country and ranks among the elite in the world. Created in 1865 as a bureau of the Treasury Department, the Secret Service's sole mission was to suppress the counterfeiting of U.S. currency, which was widespread by the end of the American Civil War. In 1901, the agency was asked to begin its protective mission after the assassination of President William McKinley—the third U.S. president to be assassinated.

In March 2003, the U.S. Secret Service was transferred from the Treasury Department to the new U.S. Department of Homeland Security. Today, the Secret Service proudly continues to protect both national leaders and visiting foreign dignitaries while helping to secure the nation's financial infrastructure. This dual mission is what distinguishes the Secret Service from all other law enforcement entities and is integral to the Department's efforts to protect the nation from harm.

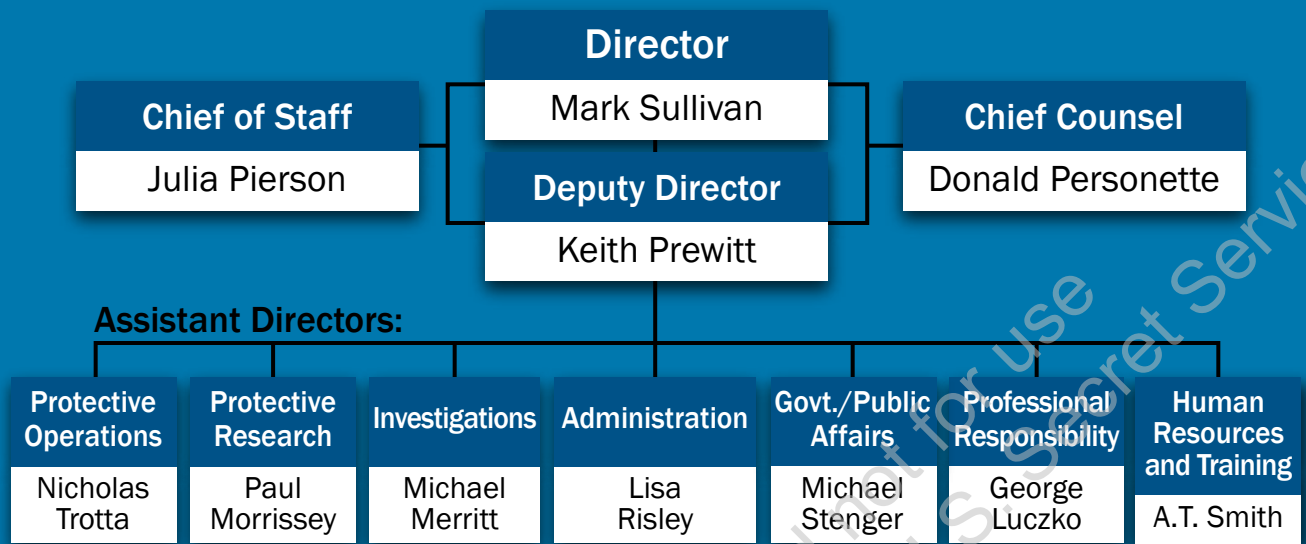
## Today's Secret Service

The Secret Service's important dual protective-investigative mission today includes safeguarding the nation's critical financial infrastructure, including the integrity of the nation's currency; and protecting the nation's leaders, visiting heads of state and government and designated National Special Security Events (NSSEs). These core responsibilities support the Department of Homeland Security's goals of protecting the nation from dangerous people and protecting its critical infrastructure.

The FY2008 annual report focuses on the specific accomplishments related to the agency's core dual mission, coupled with the recognition that in order to grow and remain strong in an ever-changing security environment, Secret Service personnel must constantly have access to advanced training and exposure to diverse cultural and professional opportunities.

As such, the three main sections of this annual report—Protection, Investigations and Mission Support and Human Capital—highlight the agency's specific initiatives and successes that are already meeting the goals identified in the United States Secret Service Strategic Plan (FY2008 – FY2013) released in early 2008.

# Secret Service Leadership



## U.S. Secret Service Field Offices





## Mission

The mission of the United States Secret Service is to safeguard the nation's financial infrastructure and payment systems to preserve the integrity of the economy, and to protect national leaders, visiting heads of state and government, designated sites and National Special Security Events (NSSEs).

## Vision

The vision of the United States Secret Service is to uphold the tradition of excellence in its investigative and protective mission through a dedicated, highly-trained, diverse, partner-oriented workforce that employs progressive technology and promotes professionalism.

## Core Values

Each point of the Secret Service star represents one of the agency's five core values: justice, duty, courage, honesty and loyalty. These values, and the Secret Service motto "Worthy of Trust and Confidence," resonate with each man and woman who has sworn the oath to uphold them. To reinforce these values, Secret Service leaders and employees promote and measure personal accountability and program performance across the agency. By holding each person to the highest standards of personal and professional integrity, the Secret Service ensures the preservation of its core values, the fulfillment of its vision and the success of its mission.



Photo courtesy AFP

## Strategic Objectives

**Strategic Goal 1:** Protect the nation's financial infrastructure by reducing losses due to counterfeit currency, financial and electronic crimes and identity theft.

**Strategic Goal 2:** Protect national leaders, visiting heads of state and government, designated sites and NSSEs.

**Strategic Goal 3:** Enhance the administrative, professional and technical infrastructure as well as the management systems and processes that sustain the investigative and protective mission.



# FY2008 Year in Review



“In the coming year, our agency will be asked to perform a great number of challenging tasks, from planning and implementing successful National Special Security Events and a comprehensive security plan for the presidential campaign, to ensuring investigative initiatives and administrative requirements proceed without interruption or delay.”

— Director Mark Sullivan,  
December 24, 2007

From October 2007 through the end of September 2008, the Secret Service carried out its unique dual protective and investigative mission in a number of ways. Following are some of the highlights of agency activities, events, investigations and operations during FY2008.

## October 2007:

### National Threat Assessment Center Realigns within Intelligence Division

In October 2007, the National Threat Assessment Center was realigned under the Secret Service’s Intelligence Division. This realignment reunited the behavioral research component with the protective intelligence program and increased the capability of the division to provide an enhanced threat assessment function for the field and operationally relevant research for all Secret Service elements.

Another facet of this realignment was the transfer of the Operational Security Program from the Emergency Preparedness Program to the Intelligence Division. This transfer enhanced the program and increased the division’s counterintelligence awareness protocol.



### Director Sullivan Addresses Annual National Native American Law Enforcement Association Conference

On October 2, 2007, Director Mark Sullivan addressed the opening session of the 15th Annual National Training Conference in Memphis, Tennessee, hosted by the National Native American Law Enforcement Association. Director Sullivan’s keynote speech focused on prevention and the importance of partnerships between the Secret Service and the nationwide law enforcement community.

“At every venue, information sharing and partnerships with local law enforcement are essential to preparing a seamless security plan so that we can ensure a safe environment for the people we protect,” Director Sullivan told conference attendees.

More than a dozen Secret Service employees joined Director Sullivan at the conference, which featured training and collaboration on the major issues facing Indian Country.

## International Association of Chiefs of Police and Secret Service Supervisors Conferences Held in New Orleans

In October 2007, the Secret Service's New Orleans Field Office served as host for the 2007 Secret Service Supervisors Conference, held in conjunction with the 2007 International Association of Chiefs of Police (IACP) Annual Conference. The conferences were attended by Secret Service supervisors from throughout the U.S. and overseas.



The IACP conference is the largest gathering of law enforcement officials held each year worldwide. More than 15,000 attendees participate in workshops, forums and visit the world's largest law enforcement exhibition. The Secret Service participated in the expo with a booth highlighting programs from the Criminal Investigative Division (CID), the Forensic Services Division (FSD) and the New Orleans Field Office.

For the 2007 IACP conference, the Secret Service presented several programs. CID sent representatives of the Electronic Crimes Task Force initiative and provided onsite registration for the e-Information Network services. FSD demonstrated the Operation Safe Kids technology and the New Orleans Field Office provided personnel to handle recruiting inquiries at the exhibit booth.

## New York Identity Theft Squad Shuts Down Fraudulent ID Ring

On October 14, 2007, the New York Field Office Identity Theft Squad took part in a multi-jurisdictional task force operation that resulted in 25 arrests of suspected criminals and four plant suppressions in a major identity theft ring operation in New York.

The case first came to the attention of the squad when the Queens District Attorney's Office requested assistance initiating an investigation into the manufacturing of fraudulent identification cards. The New York City Police Department in conjunction with the Queens District Attorney's Office conducted street operations and gathered intelligence, which revealed a large supplier of the paper stock for several fraudulent identification manufacturing plants operating in the Jackson Heights area of Queens, New York.

Other members of the multi-jurisdictional task force included the New York State Police, Social Security Administration, New York State Department of Motor Vehicles and the Federal Bureau of Investigation.

## Internal Employee Working Groups Established

In October 2007, Director Sullivan, in conjunction with the Office of Human Resources and Training, initiated working groups for special agents, Uniformed Division officers and representatives from the administrative, professional and technical workforce of the Secret Service. These groups, which continue to meet regularly, are designed to obtain unfiltered feedback from employees Service-wide that pertain to important issues such as work-life balance, benefits and career advancement.



## November 2007:

### Secret Service Hosts International Cyber Crime Seminar

From November 5 – 9, 2007, the Secret Service, in conjunction with the Organization of American States (OAS) Inter-American Committee Against Terrorism and the Cyber Science Laboratory, conducted an International Cyber Crime Seminar for 34 member countries of the OAS. Participants attended from throughout South and Central America, as well as the Caribbean basin.

“The collaboration with our counterparts on both the domestic and international fronts is an absolute necessity in the information age,” said John Large, Deputy Special Agent in Charge of the Miami Field Office. “Unlike traditional crimes, national borders do not exist in cyberspace. This event was a vital opportunity for security experts to share information critical to thwarting these covert and transnational cyber criminals.”



Participants engaged in discussions about a range of pertinent cyber security topics, including policy implications, legal considerations, emerging cyber threats and infrastructure protection. Special agents from the Miami Electronic Crimes Task Force and from the Criminal Investigative Division were among the many presenters.

### Investigative Crackdowns in Ecuador

In November 2007, Ecuadorian officials, in conjunction with Secret Service Miami Field Office International Squad agents, seized more than \$2 million in counterfeit Federal Reserve Notes from a residence in Quito, Ecuador.

The investigation began in July 2007 when a Miami Field Office confidential informant coordinated the purchase of a large amount of counterfeit U.S. currency from a Colombian national. Over the course of the four-month investigation, the confidential informant traveled to Chiriqui, Colombia, and met the suspect to purchase approximately \$3 million in counterfeit U.S. currency. As a result of this investigation, on November 13, 2007, Ecuadorian authorities apprehended six suspects and subsequently seized \$2.29 million in counterfeit \$10 and \$20 Federal Reserve Notes.

## December 2007:

### Colombian Counterfeit Raid



On December 7, 2007, members of the Colombian Vetted Anti-Counterfeiting Forces (VACF), in coordination with the Secret Service's Bogota Resident Office, executed a search warrant at a private residence in Cali, Colombia, which resulted in the seizure of more than \$1.7 million in counterfeit \$100 Federal Reserve Notes and two printing presses. VACF officials also arrested three suspects for their roles in the counterfeiting currency scheme.

The four-month investigation by the Bogota Resident Office and VACF officials identified an offset plant operating in Cali, Colombia, and linked the production plant to the top counterfeit \$100 Federal Reserve Note currently in circulation.

## January 2008:

### Homeland Security Advisory Council Meets at Secret Service Headquarters



On January 10, 2008, the U.S. Secret Service Memorial Headquarters Building served as the backdrop for a meeting of the Homeland Security Advisory Council attended by Secretary Michael Chertoff. Built from a diverse group of leaders from both the public and private sectors, the council provides independent advice to the Secretary of Homeland Security regarding a range of critical homeland security matters.

## February 2008:

### Extensive Foreign Travel By Protectees

In February, Secret Service agents and support personnel from the Office of Protective Operations ensured the President's safe travel to six cities across



Africa. In March and April, personnel from the Vice Presidential Protective Division and Dignitary Protective Division carried out successful protective visits to the Middle East by the Vice President, the Secretary of Homeland Security and former President Carter.

Photos courtesy AFP

## Most Wanted Fugitive Ester Reed Captured

On February 2, 2008, Secret Service Most Wanted fugitive Ester Reed was arrested, which prompted widespread media coverage. Reed was wanted on charges of identity theft stemming from a string of incidents.

The case began in July 1999 when 19-year-old Brooke Leigh Henson disappeared after a party in Travelers Rest, South Carolina. She has not been seen nor heard from since. In June 2006, an anonymous tip was received that Henson was attending Columbia University in New York City. An investigation revealed that the individual was not Brooke Henson, but a suspect named Ester Reed who had stolen Henson's identity. There are no indications that the suspect ever knew or has been in contact with Henson.

Further investigation determined that Reed had stolen the identities of Henson and two others in order to attend Columbia University, Harvard University and Cal State Fullerton University. Reed obtained more than \$100,000 in fraudulent student loans under these aliases.

On September 12, 2007, Reed was indicted by a federal grand jury in Greenville, South Carolina, for mail fraud, wire fraud, false identification documents and aggravated identity theft and a federal arrest warrant was issued. The Tinley Park Police Department (IL) arrested Reed on the Secret Service warrant after they ran the license plate information on her vehicle that was parked outside a hotel in Illinois.



## Creation of the Office of Professional Responsibility

The Secret Service established the Office of Professional Responsibility in February 2008. The newly-established office brought together the existing Inspection and Management and Organization Divisions.

By uniting the analytical and organizational abilities of the Management and Organization Division with the mission oversight and compliance capabilities of the Inspection Division, the agency now has a collaborative and well-organized approach to identify ways to increase the efficiency and effectiveness of Secret Service operations.

## March 2008:

### Secret Service Headquarters Plays Host to Cyber Storm II

From March 10 – 14, 2008, DHS conducted a large-scale cyber security exercise at the Secret Service's Memorial Headquarters Building. In addition to key participants from the Secret Service and its partner agencies, Cyber Storm II brought together participants from a range of federal, state and local governments, the private sector and the international community.

Cyber Storm II is the second in a series of congressionally mandated exercises that examine the nation's cyber security preparedness and response capabilities. The exercise simulated a coordinated cyber attack on information technology, communications, chemical, and transportation systems and assets.

During the exercise, the Secret Service granted access to a DHS-supported television production, Border Security USA. The reality series is expected to air on ABC.



## Philadelphia Field Office Hosts ECTF Seminar



On March 12, 2008, the Philadelphia Area Electronic Crimes Task Force hosted a training seminar for law enforcement officers from across the region. Nearly 100 investigators from 40 different agencies attended. Participants began the day learning about the use of specific applications in the distribution of child pornography, which was followed by a case study of countermeasures used by an identity theft suspect to prevent evidence recovery from his computer. Investigators learned of the growing trend of countermeasures currently used by criminals and how to mitigate data loss.

## Secret Service Breaks Ground for New White House Mail Screening Facility

On March 14, 2008, Director Sullivan attended the groundbreaking for the new White House Mail Screening Facility in the metropolitan Washington, D.C., area. The new facility will replace the temporary mail screening facility located in Maryland.



Among those attending the event were U.S. Secret Service officials, GSA's National Capital Region Assistant Regional Administrator and staff, White House staff, the commanding officer and staff of the Naval Support Activity Washington, the vice president and staff of Balfour Beatty Construction and members of the multi-agency technical working group.

In FY2008, the Secret Service screened nearly one million pieces of mail, including letters, flats and parcels, for hazards. Construction of the new facility is expected to be completed by January 2010. The facility is scheduled to be fully operational by spring 2010.

## Women's History Month Celebrated

The Secret Service celebrated Women's History Month on March 18, 2008, with an event sponsored by the Office of Equal Opportunity, Federal Women's Special Emphasis Program.

The event, held at the U.S. Secret Service Memorial Headquarters Building, began with the unveiling of an exhibit titled "A Chronicle of Significant Events in the Lives of Women in the United States Secret Service." The exhibit recognized various women from all positions in the agency for their unique contributions to the Secret Service.



The celebration also included a panel discussion with four women who were featured on the exhibit, including Vivian Ashton, first female Uniformed Division Captain; Heidi Burghardt, first female deaf employee; Mary Ann Gordon, first female assigned to the Presidential Protective Division who also lead Ronald Reagan's motorcade to the hospital during the 1983 assassination attempt; and Lisa Olivieri, one of five women to have received a Secret Service Valor Award for her bravery during the September 11, 2001 terrorist attacks.



## April 2008:

### Secret Service Makes a Wish Come True

Since 1980, the Make-A-Wish Foundation has been making dreams come true for children with life-threatening medical conditions. During the first week of April 2008, the Secret Service hosted its first ever Make-A-Wish child, nine-year-old Preston Corbin from Texarkana, Arkansas. Preston's wish, to be a Secret Service special agent, was made possible through the assistance of a number of offices and divisions.

In coordination with the White House Visitor's Office, Preston began his wish with a visit to the East Wing of the White House and met with Uniformed Division officers from the Special Operations Section and the K-9 Unit. The next morning, Preston was sworn in by Director Sullivan as an Honorary Special Agent in a ceremony in the William P. Wood conference center. He arrived at headquarters via a Dignitary Protective Division Suburban, toured the Secret Service museum and met with the Director and Deputy Director prior to his swearing in ceremony.

"It was extremely gratifying for me to have witnessed such an amazing outpouring of support by our personnel, and it was a fitting tribute to this courageous young man," Director Sullivan said. "Since the event, several employees have shared with me not only how nice they felt the ceremony was, but also how proud they were to participate alongside their fellow employees."

Following the swearing-in, Preston received briefings on the responsibilities of Secret Service agents.

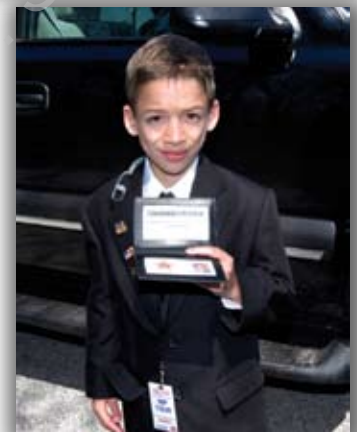
Preston also visited the James J. Rowley Training Center for a series of demonstrations and training exercises, including executing an arrest on a counterfeiter. Preston and his grandparents also visited the West Wing of the White House where he met more Uniformed Division officers and toured the Oval Office. Upon his return to Arkansas, Preston was greeted by members of the Little Rock Field Office.

### Pope Benedict XVI Visits the United States

Pope Benedict XVI made an historic trip to the United States for a two-city visit from April 15 – 20, 2008.

Because the pope is a head of state/government, the Secret Service served as the lead federal law enforcement agency responsible for security. Along with its law enforcement partners in Washington, D.C., and New York City, the Secret Service devised and implemented a comprehensive and multi-faceted security plan that was proven successful at every venue.

Secret Service personnel from all facets of the organization contributed significant time and effort preparing for and implementing the seamless security plans for the papal visit, which fell directly on the heels of the annual meetings of the International Monetary Fund and World Bank in Washington, D.C.





## Secret Service Director Hosts Employee Appreciation Day 2008

On April 23, 2008, Director Sullivan and members of his executive staff held the first Employee Appreciation Day breakfast event for Secret Service personnel. The day featured complimentary refreshments for employees provided by the Secret Service's Employee Recreation Association.

In a message to employees across the agency, Director Sullivan stated:

"This past year and this month of April especially, you have risen to the challenges presented by the presidential campaign, the visit of Pope Benedict XVI and the daily demands our core mission responsibilities present. Collectively, because of your commitment to mission and collaboration between all departments in the Service, you have made these extremely challenging tasks look easy. However, I know that what you have accomplished is not easy, but instead comes from dedication and personal sacrifice.

It is with this in mind that we take advantage of a day to recognize the work you do and our collective accomplishments as an agency. You continue to make me proud to represent the United States Secret Service."

## Candidate Protection Begins for Senator McCain

On April 27, 2008, per the request of Republican presidential candidate Senator John McCain, the Secret Service initiated protection for the senator and his wife, Cindy McCain.



Photos courtesy of (top) AP and (above and right) AFP

Title 18 USC 3056(a) authorizes the Secret Service to provide protection for major presidential and vice presidential candidates. Once a candidate requests protection through the Secretary of Homeland Security, a series of steps are taken to determine whether that candidate meets candidate protection guidelines.

In May 2007, protection began for presidential candidate Senator Barack Obama, which was the earliest initiation of Secret Service protection for any candidate in history. Secretary Chertoff, after consultation with the Congressional Advisory Committee, authorized the Secret Service to protect Obama. At the time, presidential candidate Senator Hillary Clinton already received protection, due to her status as former first lady.



## May 2008:

### Director Sullivan Presents Annual Valor and Lifesaving Awards

On Tuesday, May 20, 2008, the Secret Service recognized the efforts of eight special agents at a Lifesaving and Valor Awards ceremony at the Secret Service's Memorial Headquarters Building. The United States Secret Service Valor Award was established in 1973 to honor Secret Service personnel who have demonstrated outstanding courage and voluntary risk of personal safety.

At the ceremony, Director Sullivan praised the courage of the honorees. "The Secret Service is a unique institution in that we must be prepared for worst case scenarios at every moment, everyday. Our people must face the threat of violence, injury and other crises while protecting our nation's leaders, and while carrying out our expanded investigative mission," Director Sullivan said. "All of our agents and officers are specially trained for worst case scenarios, but it is up to them as individuals to use good judgment, quick-thinking and put their training into motion when lives depend on it. Each of the individuals we honor today represents what makes our agency so highly respected throughout the world."



### New York Field Office Personnel Participate in National Missing Children's Day

On May 25, 2008, personnel from the New York Field Office participated in the 26th National Missing Children's Day. The event served as a reminder to renew efforts to reunite missing children with their families and to make child protection a national priority. The Secret Service's Forensic Services Division established the Operation Safe Kids initiative as a means of bringing safety awareness to the public.

In support of National Missing Children's Day, the New York Field Office held numerous Operations Safe Kids events in the month of May throughout New York, New Jersey and Connecticut. Operation Safe Kids promotes the safety of children by providing parents with a document containing biographical data, a current photograph and digitized, inkless fingerprints. The fingerprint card is given to the parent for safe keeping.



## June 2008:

### Secret Service Intelligence Division Rebrands to Better Reflect Capabilities

On June 2, 2008, the Secret Service's Intelligence Division officially changed its name to the Protective Intelligence and Assessment Division to better capture the wide scope of responsibilities it oversees.

On a daily basis, protective intelligence research specialists and special agents assess and evaluate dangers to Secret Service protected persons, events and facilities by analyzing information. This is done through the receipt, analysis and dissemination of protective intelligence information.

The research arm of the division, housed under the National Threat Assessment Center, consists of threat assessment specialists and research psychologists who bring scientific methodology to the study of targeted violence. Their efforts support the examination of internal protective methodology and provide an internal clinical assessment service concerning a subject's mental health and associated risk for violence.

Together, these combined investigative, analytical and behavior-based research tools enhance the Secret Service's protective intelligence program, which is vital to ensuring the success of both the protective and investigative missions of the agency.

### Rome Agents Suppress Two Counterfeit Plants

On June 3, 2008, agents from the Rome Field Office and officers with the Italian Guardia di Finanza executed a search warrant in Pomezia, Italy, that led to the suppression of two offset counterfeit U.S. currency plants. The search warrant also led to the arrests of eight Italians and the seizure of two Heidelberg printing presses, negatives, color-shifting inks, plates, Treasury seals, silk screens bearing watermarks, six pallets of green and black ink, 250 pounds of cotton and pulp mixture and \$250,000 in counterfeit \$100 and \$50 dollar Federal Reserve Notes.

### Secret Service Sends Personnel to the Ninth Annual Women in Federal Law Enforcement Training Conference

From June 23 – 26, 2008, the Ninth Annual Women in Federal Law

Enforcement Training Conference was held in Tampa, Florida. The Secret Service sent 29 representatives, including recruitment specialists, to the four-day symposium and workshop.

Director Sullivan attended the event, and gave informal remarks to Secret Service personnel in attendance on the state of the agency.



## July 2008:

### Keith L. Prewitt Appointed Deputy Director of the United States Secret Service

On July 16, 2008, Director Sullivan announced the appointment of Keith L. Prewitt to the position of Deputy Director. Mr. Prewitt is a 25-year veteran of the Secret Service and, prior to his appointment, served as the Assistant Director of the Office of Protective Research.

“Keith’s lengthy Secret Service career and his expertise in the areas of not only our dual mission of investigations and protection, but also his demonstrated leadership in the realms of training and critical infrastructure are valuable assets that will help guide our agency,” Director Sullivan said in a statement upon Mr. Prewitt’s promotion.



### In Secret Service-Led Investigation, Digital Currency Business E-Gold Pleads Guilty to Money Laundering and Illegal Money Transmitting Charges

On July 22, 2008, the U.S. Department of Justice announced that E-Gold, Ltd., an Internet-based digital currency business, and its three principal directors and owners, pleaded guilty to criminal charges relating to money laundering and the operation of an illegal money transmitting business.

“This case illustrates the success of the Secret Service’s longstanding commitment to its mission of safeguarding the nation’s critical financial infrastructure,” said Assistant Director for Investigations Michael Stenger. “We will continue to pursue criminals seeking to use the Internet and new technologies to commit fraud wherever they are.” The successful investigation, which was led by the Secret Service, was the result of close cooperation with the Federal Bureau of Investigation.

### Training Center Holds 2008 Combined Curriculum Conference

The James J. Rowley Training Center (RTC) hosted the Uniformed Division and Special Agent Curriculum Conference from July 22 – 25, 2008.

Participants and panelists looked at possible ways to improve and strengthen the basic training for incoming agents and officers, maintaining the state-of-the-art training that Uniformed Division and special agent recruits need to accomplish the Secret Service mission.

Program managers and officials from across the Secret Service looked at several critical curriculum areas to identify current trends and update course information. Members of the training staff at RTC compiled a list of suggested changes for review by management. The RTC holds curriculum reviews on an annual basis.



## Secret Service Director Receives Award from National Organization of Black Law Enforcement Executives at Annual Conference

Director Sullivan and Deputy Director Prewitt with Secret Service conference attendees at the 2008 NOBLE awards presentation. Photo courtesy of NYPD.



On Wednesday, July 30, 2008, Secret Service Director Mark Sullivan was presented with the National Organization of Black Law Enforcement Executives (NOBLE) Presidential Award at the organization's 32nd Annual Conference in New York City. The award recognized Director Sullivan for his "commitment to minority recruitment and retention." The Director, Deputy Director Keith Prewitt and a number of Secret Service employees attended the annual conference.

## August 2008:

### Indictments Announced in Ongoing Secret Service Network Intrusion Investigation

On August 5, 2008, indictments were unsealed in Boston and San Diego against 11 individuals in a Secret Service-led investigation into what is believed to be the largest hacking and identity theft case ever prosecuted in the United States. The high-profile cyber investigation uncovered the theft and sale of more than 40 million credit and debit card numbers from nine major U.S. retailers. The defendants—three are U.S. citizens, one is from Estonia, three are from Ukraine, two are from the People's Republic of China, one is from Belarus and one individual is only known by an online alias—were charged with numerous crimes, including conspiracy, computer intrusion, fraud and identity theft.

"These significant arrests were the result of ongoing cooperation among investigators throughout the Secret Service and our domestic and international law enforcement partners," Director Sullivan said. "We continue to effectively address evolving criminal methods and transcend borders by combining our investigative resources."



### Secret Service Opens Office in Amman, Jordan

The Amman Resident Office opened on August 18, 2008 at the U.S. Embassy in Amman, Jordan. The office is responsible for the Secret Service's liaison efforts with law enforcement counterparts throughout the region as it relates to the agency's core investigative jurisdictions and the ever-increasing international travel by Secret Service protectees. The Amman Resident Office maintains contacts with partner agencies in Jordan, Israel, Syria, Saudi Arabia, Kuwait, Iraq and Oman among others.

## Democratic National Convention Held in Denver, Colorado

From August 25 – 28, 2008, the Secret Service ensured the protection for the Democratic National Convention, the first of two political conventions held in 2008. As a National Special Security Event, designated as such on April 23, 2007, the Secret Service was the lead federal law enforcement agency responsible for the planning, coordination and implementation of security operations at these events, which not only included ensuring the safety of the presidential and vice presidential candidates and former Presidents, but the two venues—the Pepsi Center and INVESCO Field at Mile High—and all of the attendees.



Photo courtesy of AFP

## Secret Service's Forensic Services Division Receives Award for Support of Operation Safe Kids

On August 26, 2008, the National Center for Missing and Exploited Children (NCMEC), presented the Forensic Services Division with a plaque for the Secret Service's participation in NCMEC's "Take 25" campaign.

The goal of the NCMEC "Take 25" campaign is to heighten awareness of children's safety issues. With a focus on prevention, the campaign encourages parents, guardians and other trusted adult role models to spend 25 minutes a day talking to kids and teaching them ways to be safe.

The Secret Service supports the "Take 25" campaign nationally through its Operation Safe Kids program, and currently maintains 44 portable Live Scan units specifically designed to fingerprint children through the program.



## September 2008:

### Republican National Convention Held in Saint Paul, Minnesota

From September 1 – 4, 2008, the Secret Service provided protection for the Republican National Convention at the Xcel Energy Center in Saint Paul. The



preparation for any NSSE is a cooperative effort. No one federal, state, or local agency alone can carry out the measures necessary to secure the event. According to Saint Paul Police Chief John Harrington, partnerships are key: “The Saint Paul Police Department and the United States Secret Service are the lead agencies assigned to this event. At the same time, we are very fortunate to have other partners who will be critical to ensuring a safe and successful convention.”

### 63rd Annual United Nations General Assembly Held in New York City

Every fall, the United Nations General Assembly (UNGA) takes place in New York City and requires extensive Secret Service support to provide protection for the hundreds of visiting foreign dignitaries who attend.

From September 23 – October 3, 2008, the Secret Service implemented protective details for 116 foreign heads of state/heads of government and 58 spouses who attended the 2008 UNGA.



## Director Visits FLETC

In September, Director Sullivan visited the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia. While on campus, the Director and Uniformed Division Chief Curtis Eldridge met with SATC and UDTC classes in training, including UDTC #198 (pictured).

The Director also attended the FLETC “Honor Graduate of the Year” presentation ceremony. The award for 2007 was presented to Special Agent Georg Wagner of the Chicago Field Office.



## Congress Authorizes Protection of Former Vice Presidents

On September 26, 2008, President Bush signed legislation authorizing the Secret Service to provide six months of protection to former Vice Presidents as they leave office. Beginning with Vice President Cheney, former Vice Presidents, their spouses and their children under the age of 16 will be entitled to the extended protection. The Secretary of Homeland Security may extend the length of protection if the situation warrants.



# Protection



Tonight, more than 70,000 people will hop on public buses or private shuttles, find their way through a maze of closed-off streets and finally stand in line to go through the tightest security Invesco Field at Mile High has ever seen.

But Secret Service officials say they are confident that everything will run smoothly for Sen. Barack Obama's (D-Ill.) acceptance speech, though spokesman Malcolm Wiley conceded that lines might be long.

"Everybody understands the historical significance of this event.

It's not lost on the Secret Service.

It's not lost on the agencies we work with," Wiley said, later adding, "The thing is, it's not an uncommon type of event for the Secret Service."

Roll Call, August 28, 2008,  
Secret Service Ready for the Crush

## A Proud Tradition of Protection

After the assassination of President William McKinley in 1901, Congress directed the Secret Service to protect the President of the United States. In the last century, the number of protectees and the scope of the mission of Secret Service protectees have expanded in response to emerging threats.

Today, the Secret Service is authorized by law to protect:

- The President, the Vice President (or other individuals next in order of succession to the Office of the President), the President-elect and Vice President-elect
- The immediate families of the above individuals
- Former Presidents and their spouses for their lifetimes, except when the spouse remarries. In 1997, Congressional legislation became effective limiting Secret Service protection to Presidents elected to office after 2000 and their spouses for a period of not more than 10 years from the date the former President leaves office
- Children of former Presidents until age 16
- Visiting heads of foreign states or governments and their spouses traveling with them, other distinguished foreign visitors to the United States, and official representatives of the United States performing special missions abroad
- Major presidential and vice presidential candidates and their spouses within 120 days of a general presidential election
- Other individuals as directed by the President
- National Special Security Events

## How Protection Works

The Secret Service is world-renowned for the physical protection it provides to the nation's highest elected leaders and other government officials. Adding to the protective environment are the Special Operations Division's Airspace Security Branch, Counter Sniper Team, Emergency Response Team, Canine Explosive Detection Unit, Counter Assault Team, Counter Surveillance Unit and the Magnetometer Operations Unit.

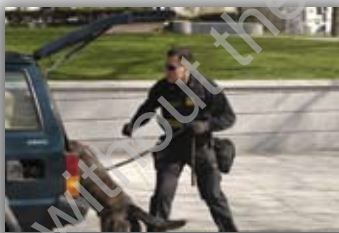


To safeguard Secret Service protectees, the agency does not generally publicly discuss the specific types and methods of its security operations. In general, however, permanent protectees, such as the President and first lady, have protective details of special agents permanently assigned to them. Temporary protectees, such as candidates and foreign dignitaries, are staffed with special agents on temporary assignment from Secret Service field offices. Most former presidents are entitled to lifetime Secret Service protection. However, as a result of legislation enacted in 1997, President George W. Bush will be the first president to have his protection limited to 10 years after he leaves office.

## Protective Accomplishments Summary

In FY2008, the U.S. Secret Service:

- Achieved a 100 percent success rate in safe arrivals and departures for all protectees
- Provided protection during 5,141 travel stops for domestic protectees and 2,100 travel stops for visiting foreign dignitaries
- Staffed protective presidential campaign details for 1,607 protection days
- Provided protection during 135 overseas trips by protectees
- Successfully designed and implemented security plans for three National Special Security Events and five other major events; provided credentialing and other security assistance during Super Bowl XLII
- Constructed comprehensive security plans for the four presidential and vice presidential debates
- Prepared security plans for the 63rd Annual United Nations General Assembly, including protective detail staffing plans for 116 heads of state/heads of government and 58 spouses
- Successfully screened 2.84 million people at campaign-related events using Uniformed Division officers, Transportation Security Administration security officers and more than 3,500 magnetometers (metal detectors)
- Successfully screened more than 1.5 million people at events attended by the President, Vice President and other Secret Service protectees, including nearly 900,000 visitors to the White House complex
- Established staffing and logistical requirements for the George W. Bush Protective Division; identified special agents to staff the protective detail shifts
- Screened nearly one million pieces of mail and other materials through the White House Mail Screening Facility



# FY2008: A Year of Unprecedented Protective Demands

## Historic Presidential Campaign

The 2008 presidential campaign was the first in more than 50 years where no incumbent President or Vice President was running for office. The 2008 campaign also marked the earliest the Secret Service assumed protection for any presidential candidate. The Secret Service initiated protection of Senator Barack Obama on May 3, 2007, at the direction of Secretary Chertoff, after his consultations with the Presidential Advisory Committee described in statute. In April 2008, Republican presidential candidate Senator John McCain requested and began receiving Secret Service protection.

The personnel, advance work and resources needed to create safe, secure environments for candidates and their families are extensive. The Secret Service's domestic and internationally-based investigative field office staffs are the backbone that enable the protective details to conduct their operations efficiently with little lead time. These personnel provide invaluable assistance to the protective details through their consistent professional relationships with local, state and other federal law enforcement partners in their respective districts.



Photo courtesy AFP



Photo courtesy AP

### Protective Visits

**Total Number  
of Visits:  
2,046**

#### Protective Visits by Candidate

Senator Obama	785
Senator Clinton	404
Mrs. Obama	174
Senator McCain	228
Mrs. McCain	179
Senator Biden	73
Mrs. Biden	32
Governor Palin	37
Mr. Palin	36

### Protection Days

**Total Number of  
Protective Days:  
1,607**

#### Protection Days by Candidate

Senator Obama	517
Senator Clinton	195
Mrs. Obama	242
Senator McCain	157
Mrs. McCain	157
Senator Biden	39
Mrs. Biden	32
Governor Palin	33
Mr. Palin	33

\* Includes number of days and visits from the initiation of candidate protection through the end of FY2008. Each visit typically consists of between 3-8 sites.



Photo courtesy AP



Photo courtesy Columbia Daily Tribune

This liaison function is essential for proper coordination of protective operations because these types of visits often involve multiple districts. In addition, the field agents provide the bulk of the logistical support that turns an operational plan on paper into a functional plan on the ground. In FY2008:

### Security Screening

- 2.84 million members of the public screened by magnetometers
- Uniformed Division officers collaborated with Transportation Security Administration security officers for campaign screening operations
- More than 17,000 name checks completed in support of the DNC, RNC and presidential/vice presidential debates

### Training

- 1,810 Secret Service personnel trained for campaign protective details and related activities
- U.S. Immigration and Customs Enforcement personnel trained to support certain campaign operations
- Department of Defense personnel trained to assist with campaign communications needs

## Candidate and Spouse Protection

<b>Barack Obama</b>	Declared candidacy on February 10, 2007 Began receiving Secret Service protection on May 3, 2007
<b>Michelle Obama</b>	The Secret Service initiated protection for Mrs. Obama on February 2, 2008 as a result of a Presidential Memorandum signed on January 29, 2008
<b>Hillary Clinton</b>	Declared candidacy on January 20, 2007 Previously received protection as former first lady Increased protective measures consistent with her candidacy began on November 29, 2007
<b>John McCain</b>	Began receiving Secret Service protection April 27, 2008
<b>Cindy McCain</b>	Began receiving Secret Service protection April 27, 2008
<b>Joseph Biden</b>	Began receiving Secret Service protection August 23, 2008
<b>Jill Biden</b>	Began receiving Secret Service protection August 23, 2008
<b>Sarah Palin</b>	Began receiving Secret Service protection August 29, 2008
<b>Todd Palin</b>	Began receiving Secret Service protection August 29, 2008

# National Special Security Events

The Secret Service is mandated to lead the planning, coordination and implementation of operational security plans at designated National Special Security Events (NSSEs).

The Secret Service carries out its responsibilities by relying on a core strategy which leverages partnerships with all participating law enforcement, security, and public safety officials.

In FY2008, the Secret Service successfully secured three NSSEs: the State of the Union Address and two political nominating conventions. Over the last 10 years, the Secret Service has overseen the operational security planning for 27 NSSEs.

## 2008 State of the Union Address

January 28, 2008

Secret Service protectees included the President, Vice President, First Lady Laura Bush, Mrs. Lynne Cheney, Secretary Michael Chertoff, Senator Hillary Clinton, Senator Barack Obama and high-ranking White House officials.

## Democratic and Republican National Conventions

August and September 2008

The Democratic National Convention (DNC) and the Republican National Convention (RNC) were the 26th and 27th NSSEs held, respectively.

The DNC was designated a National Special Security Event on April 23, 2007. The convention was held from August 25 – 28, 2008 in Denver, Colorado at the Pepsi Center. The final night of the convention, when Senator Obama accepted the nomination, took place at INVESCO Field at Mile High, where more than 80,000 people attended.

The Republican National Convention was designated an NSSE on March 5, 2007, and was held from September 1 – 4 in Saint Paul, Minnesota at the Xcel Energy Center.

The Secret Service designated senior special agents to serve as event security coordinators for both the DNC and RNC. These coordinators worked with their Federal Bureau of Investigation and Federal Emergency Management Agency counterparts, as well as with state and local law enforcement officials to develop comprehensive security plans for these events. Each of the event coordinators also received media training well in advance of the conventions, which served the agency in relaying critical information to the Secret Service's many important audiences.

The Secret Service also assigned specially-trained personnel to identify and mitigate cyber security risks at both conventions.

In Denver and Saint Paul, the Secret Service established executive steering committees comprised of a host of federal, state and local law enforcement and public safety partners. The NSSE structure is built around the concept that every partner agency brings individual and unique expertise to the operational security plan.

*The preparation for any NSSE is a cooperative effort. No one federal, state or local agency alone can carry out the measures necessary to secure the event. Only through intense planning, communication and training can an event of this magnitude be secured successfully. The expertise of each participating law enforcement, public safety and military agency is critical to the success of the coordinated security plan. A variety of training initiatives are conducted in advance to include simulated attacks and medical emergencies, inter-agency tabletop exercises, and field exercises.*





## 2008 Democratic National Convention

August 25 – 28, 2008

The Secret Service:

- Secured the Pepsi Center from August 25 – 27, 2008; secured INVESCO Field on August 28, 2008
- Produced 18,000 credentials for law enforcement/public safety personnel and 6,500 parking placards
- Screened approximately 35,000 individuals per day using Uniformed Division officers and Transportation Security Administration security officers; screened 80,000 spectators during the event at INVESCO Field
- Utilized Uniformed Division canine explosive detection teams
- Utilized Secret Service Counter Sniper and Counter Assault Teams

### The Denver Executive Steering Committee

- Secret Service
- Federal Bureau of Investigation
- Federal Emergency Management Agency
- United States Attorney's Office
- Denver Police Department, Fire Department and Department of Safety
- Colorado Department of Public Safety
- Denver Office of Emergency Management
- Colorado State Patrol
- Colorado Homeland Security Advisor
- Denver Health Medical Center
- Kroenke Sports Enterprises (Pepsi Center)

## 2008 Republican National Convention

September 1 – 4, 2008

The Secret Service:

- Secured the 19,000 seat Xcel Energy Center from September 1 – 4, 2008
- Produced 6,500 credentials for law enforcement/public safety personnel and 2,000 parking placards
- Screened approximately 35,000 personnel per day using Uniformed Division officers and Transportation Security Administration security officers
- Utilized Uniformed Division canine explosive detection teams
- Utilized Counter Sniper and Counter Assault Teams

### The Saint Paul Executive Steering Committee

- Secret Service
- Federal Bureau of Investigation
- Federal Emergency Management Agency
- United States Attorney's Office
- Saint Paul Police Department
- Saint Paul Fire Department
- Hennepin County Sheriff's Office
- Minneapolis Police Department
- Minnesota Department of Public Safety
- Minnesota State Patrol
- Ramsey County Sheriff's Office
- Xcel Center management



## Other Special Events for FY2008

### Protection for Visiting Foreign Dignitaries

The Secret Service is mandated by law to provide protection for visiting heads of foreign states or governments and their spouses traveling with them, other distinguished foreign visitors to the United States, and official representatives of the United States performing special missions abroad.

In FY2008, the Secret Service coordinated protective measures for 944 visits of foreign heads of state/heads of government and spouses to the U.S.



Photo courtesy AFP

### The Annapolis Conference

November 27, 2007

The Annapolis Conference took place at the United States Naval Academy. With the Chesapeake Bay as a backdrop, President Bush met with world leaders to discuss peace in the Middle East. The Secret Service protected not only President Bush, but also Prime Minister Ehud Olmert of Israel, and provided a secure venue for those attending the event.

### International Monetary Fund/ World Bank Meetings

October 20 – 22, 2007

April 12 – 13, 2008

The Secret Service regularly participates in event security planning for the International Monetary Fund (IMF)/World Bank meetings each fall and spring due to the status of the IMF as a temporary foreign mission during the event.

In FY2008, the Secret Service also provided protection for the Secretary of the Treasury and the President of Armenia, who attended the fall meeting.

### Pope Benedict XVI's Visit to the United States

April 15 – 20, 2008

Pope Benedict XVI traveled to Washington, D.C., and New York City for a six-day visit in April 2008. His arrival marked the ninth papal visit to the United States. The Secret Service served as the lead federal law enforcement agency responsible for security. Along with its law enforcement partners in Washington, D.C., and New York City, the agency devised a comprehensive and multi-faceted security plan that was proven successful at every venue.

Secret Service personnel from all facets of the organization contributed significant time and effort preparing for and implementing the seamless security plans for the papal visit, which fell directly on the heels of the spring meeting of the International Monetary Fund and World Bank in Washington, D.C.

Specifically, the Secret Service:

- Coordinated security during large outdoor masses at Nationals Park in Washington, D.C., and Yankee Stadium in New York





- Secured multiple additional sites and parade routes in Washington and New York, including: Andrews Air Force Base, the Nunciature of the Holy See to the U.S., the Basilica of the National Shrine of the Immaculate Conception, The Catholic University of America, John F. Kennedy International Airport, the United Nations, Saint Joseph Parish, Saint Patrick's Cathedral, Saint Joseph Seminary and the former site of the World Trade Center
- Screened approximately 198,000 members of the public using 127 magnetometers and nearly 500 Uniformed Division officers
- Produced 8,456 credentials for law enforcement/public safety personnel and 1,205 parking placards

### North American Leaders Summit in New Orleans

April 21 – 22, 2008

In April, President Bush met with Mexican and Canadian leaders in New Orleans, Louisiana, to discuss issues of importance to all three neighboring countries. In advance of and throughout the duration of the event, the Secret Service ensured a secure environment for each of the protectees involved, which included President Bush, President Calderon of Mexico and Prime Minister Harper of Canada. Additionally, Secret Service personnel produced more than 1,400 security credentials for law enforcement and public safety personnel.



### 63rd United Nations General Assembly, New York

September 23 – October 3, 2008

Each fall, the United Nations General Assembly takes place in New York City and requires extensive Secret Service support to provide protection for the hundreds of visiting foreign dignitaries who attend. In 2008, the Secret Service:

- Staffed protective details for 116 foreign heads of state/heads of government and 58 spouses
- Developed a comprehensive security plan for the UN Complex, in conjunction with the New York Police Department and the UN Department of Safety and Security
- Provided protection for President Bush, Senator McCain, Senator Obama and Governor Palin, all of whom participated in UN-related events, including the Clinton Global Initiative, hosted by former President Clinton

## Extensive Travel by Secret Service Protectees

Despite the historic demands placed on the men and women of the Secret Service related to campaign protection during FY2008, the Secret Service continued to provide protection 24 hours a day, seven days a week, for its more than 25 permanent protectees—at home and abroad.

FY2008 saw an exceptionally large amount of travel to foreign sites. Specifically, the Secret Service provided protection for permanent and candidate protectees for 135 overseas trips encompassing more than 450 visits to various foreign countries.

Highlights include:

## Presidential Trips

- Israel, Kuwait, Bahrain, UAE, Saudi Arabia, Egypt (January 8 – 16, 2008)
- Benin, Tanzania, Rwanda, Ghana, Liberia (February 16 – 21, 2008)
- Ukraine, Romania, Croatia, Russia, Ireland (NATO Summit, March 31 – April 6, 2008)
- Israel, Saudi Arabia, Egypt (May 14 – 18, 2008)
- Slovenia, Germany, Italy, France, United Kingdom (June 6 – 19, 2008)
- Japan, South Korea (G8 Summit, July 6 – 11, 2008)
- South Korea, Thailand, China (Olympics; August 5 – 11, 2008)



Photo courtesy AP

## Vice Presidential Trips

- Iraq, Oman, Afghanistan, Saudi Arabia, Israel, Turkey (March 16 – 25, 2008)
- Ireland, Azerbaijan, Georgia, Ukraine, Italy (September 2 – 10, 2008)

## Candidate Trips

### Senator John McCain

- Canada (June 20, 2008)
- Colombia, Mexico (July 1 – 3, 2008)

### Mrs. Cindy McCain

- Japan, Singapore, Vietnam, Thailand, Cambodia, England (July 15 – 28, 2008)
- Colombia, Mexico (July 1 – 3, 2008)
- England, Belgium, Kenya, Rwanda (July 16 – 24, 2008)
- Germany, Georgia (August 25 – 27, 2008)



Photo courtesy AP

### Senator Barack Obama

- Ireland, Kuwait, Afghanistan, United Arab Emirates, Iraq, Jordan, Israel, Germany, France, United Kingdom (July 18 – 26, 2008)



Photo courtesy AP

## FY2009 Protective Operations Already Underway

The Secret Service's mandated responsibility to provide protection for so many individuals requires ongoing and advance planning to ensure their safety at all times. Events are often planned at the last minute, which requires flexibility and adaptability on the part of the many men and women who travel at a moment's notice to distant locations to work the visit. In other cases, the agency is able to devote extensive time and effort to planning events and new protective initiatives.

### Presidential and Vice Presidential Campaign Debates

#### September and October 2008

During FY2008, the Secret Service developed comprehensive security plans for the four political debates, sponsored by the Commission on Presidential Debates. Although the debates were not designated NSSes, the Secret Service engaged in extensive planning activities with federal, state and local partners in each city.

- September 26, 2008: Presidential Debate, University of Mississippi, Oxford, Mississippi
- October 2, 2008: Vice Presidential Debate, Washington University, St. Louis, Missouri
- October 7, 2008: Presidential Debate, Belmont University, Nashville, Tennessee
- October 15, 2008: Presidential Debate, Hofstra University, Hempstead, New York

### 2009 Presidential Inauguration

#### January 20, 2009

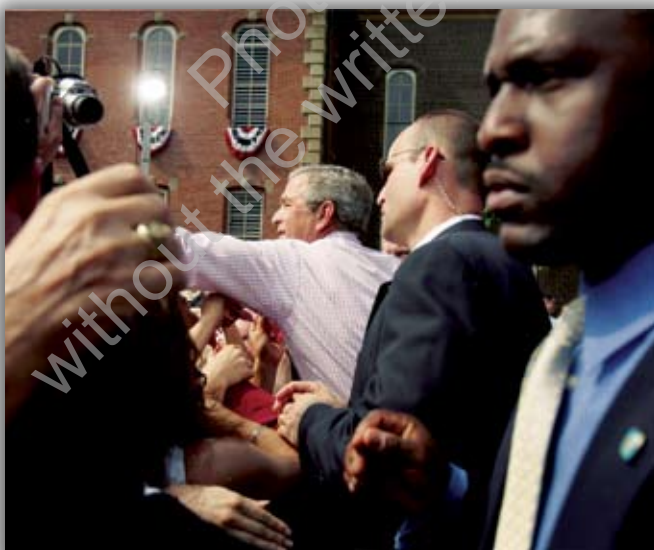
Like the presidential Inaugurations in both 2001 and 2005, the 2009 Inaugural has been designated a National Special Security Event. As such, the Secret Service and its federal, state and local partners initiated security planning activities in FY2008 in preparation for this major event.

Specifically:

- The 2009 Presidential Inauguration Executive Steering Committee and various subcommittees were established and began meeting
- The Secret Service has designated supervisory and advance team personnel to coordinate the event

### Establishment of the George W. Bush Protective Division

The Secret Service's Office of Protective Operations and various other entities are preparing to procure office space, vehicles, and other necessary equipment to establish a post-presidency protective detail for George W. Bush.



In FY2008, the Secret Service:

- Selected a number of initial personnel to staff the protective detail shifts. Additionally, the agency identified the necessary supervisory positions and initiated the internal selection process
- Created administrative position descriptions, and issued vacancy announcements
- Identified necessary vehicles, command posts, weapons and other logistical requirements



## Protection for Former Vice Presidents

On September 26, 2008, President Bush signed legislation authorizing six months of Secret Service protection to future Vice Presidents after they leave office, including Vice President Dick Cheney. The measure also provides protection to the spouse of the Vice President and their children under age 16. The Secretary of Homeland Security may extend the length of protection if the situation warrants.

Preparations to provide protection to the Vice President once he leaves office are being led by the Secret Service's Office of Protective Operations and the Vice Presidential Protective Division.

## Presidential Transition

In FY2008, well before the results of the 2008 presidential election were in, the Secret Service developed protective detail staffing plans for the President-elect and Vice President-elect.

A second necessary component of the transition planning required the Secret Service to coordinate security arrangements with the General Services Administration, the Department of Justice, the Metropolitan Police Department and others who oversee securing the office space that will house the transition offices of the President-elect and Vice President-elect prior to the Inaugural in January 2009.



## White House Mail Screening Facility

In March 2008, Director Sullivan attended the groundbreaking for the new White House Mail Screening Facility in the Metropolitan Washington, D.C., area. Throughout FY2008, construction of the new facility progressed with land grading and foundation erection work. The new facility is expected to be completed and fully operational by 2010.



# Investigations



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“Our enemies understand that America’s economy relies on uninterrupted use of the Internet—and that a devastating attack in cyberspace would be a massive blow to our economy and way of life. And so we’ve taken steps to enhance our cyber security; created a new National Cyber Security Division in this department, charged with protecting against virtual terrorism. We’ve established a Computer Emergency Readiness Team to provide 24-hour watch—so we can stop cyber attacks before they spread and cripple our economy. The United States Secret Service has established . . . Electronic Crimes Task Forces with a mission to prevent, detect, and investigate cyber attacks on our country.”

President Bush at an event honoring the fifth anniversary of the creation of the Department of Homeland Security, March 6, 2008.

## The Investigative Mission in a Changing World

The Secret Service was established as a law enforcement agency in 1865 to investigate and prevent counterfeiting. As the original guardian of the nation’s financial payment systems, the Secret Service has established a long history of protecting American consumers and industries from financial fraud. Today, the Secret Service continues this core mission by investigating violations of U.S. laws relating to currency, financial crimes, financial payment systems, computer crimes and electronic crimes. The Secret Service utilizes investigative expertise, science and technology, and partnerships to detect, prevent and investigate attacks on the U.S. financial infrastructure.

To protect the nation’s financial infrastructure by reducing losses due to counterfeit currency, financial and electronic crimes and identity theft, the Secret Service has adopted a proactive approach that utilizes advanced technologies and capitalizes on the power of task force partnerships. Computer experts, forensic specialists, investigative experts and intelligence analysts provide rapid responses and critical information in support of financial analysis, infrastructure protection and criminal investigations.

## Criminal Investigations—Counterfeiting

The Secret Service is proud of its role and success in protecting the worldwide integrity of U.S. currency. From October 2007 to August 2008, the Secret Service helped to remove more than \$103 million in counterfeit U.S. currency from circulation, arresting nearly 2,500 individuals worldwide in the process. The agency continues to adapt to the trends in counterfeiting, which have been influenced in recent years by computer-based technologies. The widespread use of personal computers and advancements in digital printing technology has provided more individuals the opportunity to manufacture a passable counterfeit note with relative ease. From October 2007 to August 2008, approximately 61 percent of the counterfeit currency passed domestically was produced using digital printing means, compared with less than one percent in FY1995.





The Secret Service's approach to protecting U.S. currency and reducing the proportion of counterfeit currency relative to the amount of genuine U.S. currency in circulation at home and abroad includes working jointly with domestic and international law enforcement partners, and conducting aggressive investigations that identify the source of the illicit production of counterfeit in order to minimize its collective economic impact.

### Project Colombia

Project Colombia (formerly Plan Colombia) is a continuation of the Secret Service's efforts to establish and support Vetted Anti-Counterfeiting Forces (VACF) in Colombia. Through training, strategy development and infrastructure improvements, the Secret Service assists Colombian authorities in targeting both small and large scale counterfeiting operations. Since its inception in 2001, Project Colombia partners have seized approximately \$221 million in counterfeit U.S. currency, arrested nearly 600 suspects, suppressed more than 75 counterfeit printing plants and reduced by 75 percent the amount of Colombia-originated counterfeit U.S. currency passed within the United States.

On October 24, 2007, members of the Colombian VACF, in coordination with the Bogota Resident Office, seized approximately \$226,000 in counterfeit \$100 Federal Reserve Notes, as well as lithographic plates bearing the front and back images of the \$100 note from a hotel room located in Cali.

On March 5, 2008, in coordination with the Bogota Resident Office, Colombian VACF officials apprehended a counterfeit currency transporter and seized more than \$9.8 million in counterfeit \$100 notes.

### Superior Quality Counterfeit

The Secret Service continues its ongoing investigation, which has national security implications for the United States. This superior quality counterfeit Federal Reserve Note was first detected in 1989. The note is of such high quality that it often goes undetected until it reaches the Federal Reserve Bank. Though collectively referred to by the media as the "Supernote," it is actually a family of different versions of \$100 and \$50 denomination counterfeit notes. Since 1989, the investigation has spanned more than 130 countries and resulted in nearly 200 arrests overseas and domestically.

### Iraq Threat Finance Cell

In FY2008, the Secret Service continued its participation in the Iraq Threat Finance Cell, which is tasked with identifying individuals and groups supporting terrorist financing, as well as insurgents seeking or supplying funding. The task force uses its interagency expertise to collect information and investigate criminal activity, particularly as it relates to the counterfeit currency and financial crimes that have dramatically increased during the Iraq War.





## Criminal Investigations—Financial Crimes

In addition to its original mandate of combating the counterfeiting of U.S. currency, the passage of federal laws in 1982 and 1984 gave the Secret Service authority for the investigation of access device fraud, including credit and debit card fraud, and parallel authority with other federal law enforcement agencies in identity crime cases. Since then, the Secret Service has also been given authority for the investigation of fraud as it relates to computers and concurrent jurisdiction with the United States Department of Justice regarding financial institution fraud. The Secret Service strives to meet these objectives by reducing the amount of financial losses resulting from electronic crimes, financial crimes, computer crimes, compromised payment systems, identity theft and other types of financial crimes. As a result, the Secret Service has evolved into an agency that is recognized worldwide for its investigative expertise and for its aggressive and innovative approach to the detection, investigation and prevention of financial crimes.

Partnerships with state, local and other federal law enforcement agencies are critical to the success of the Secret Service's dual mission. Financial crimes investigations in particular benefit from an established national network of Financial Crimes Task Forces (FCTFs), which combine the resources of the private sector and other law enforcement agencies in an organized effort to combat threats to our financial payment systems and critical infrastructures

The Secret Service currently coordinates 34 FCTFs throughout the United States.



### Secret Service Financial Crimes Task Force



## Criminal Investigations—Electronic Crimes

Following the formula for success generated by creation of the New York Electronic Crimes Task Force in 1995, the USA PATRIOT Act (2001) mandated that the Secret Service establish a nationwide network of task forces to “prevent, detect, and investigate various forms of electronic crimes, including potential terrorist attacks against critical infrastructure and financial payment systems.”

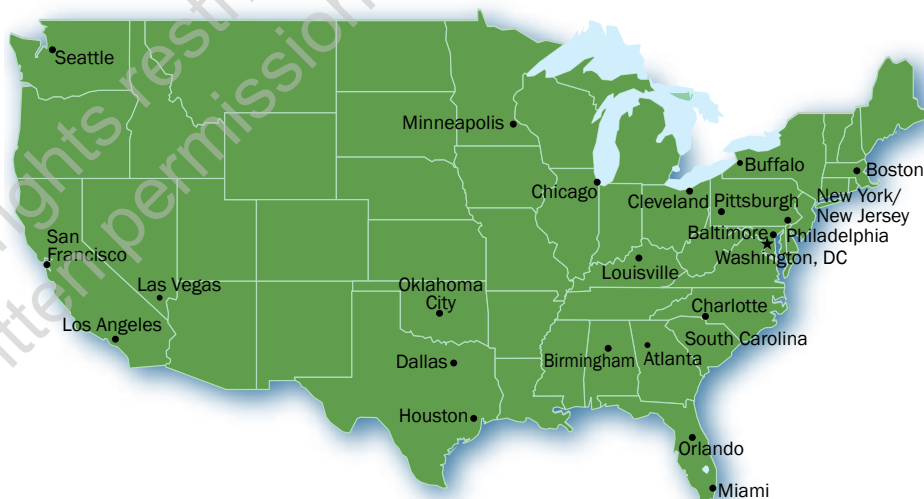


### The Secret Service Electronic Crimes Task Forces

The Secret Service Electronic Crimes Task Forces (ECTFs) leverage combined resources of academia, the private sector, and local, state and federal law enforcement in an organized effort. The combined resources allow ECTFs to identify and address potential cyber vulnerabilities before the criminal element exploits them. This proactive approach has successfully prevented cyber attacks that otherwise would have resulted in large-scale financial losses to U.S. based companies or disruptions of critical infrastructures.

To date, the Secret Service has established 24 ECTFs in many metropolitan areas throughout the United States.

### Secret Service Electronic Crimes Task Force



#### In November 2007...

... Kansas City Financial Crimes Task Force agents arrested five suspects for wire fraud, money laundering and conspiracy for their part in a complex mortgage fraud scheme resulting in \$4.2 million in fraud loss.

## The Electronic Crimes Special Agent Program

The Electronic Crimes Special Agent Program (ECSAP) was established to provide Secret Service special agents with basic and advanced forensic computer training. Agents are trained to conduct forensic examinations on electronic evidence obtained from computers and a wide range of electronic devices.

In the FY2008, more than 497 special agents and partners from local law enforcement agencies participated in training, bringing the total number of personnel trained to more than 1,200.



### In December 2007...

...following a two-month investigation, agents from the Miami Field Office's South Florida Organized Fraud Task Force executed a federal seizure warrant against \$527,890 of assets associated with the Health Group Inc. The investigation revealed that employees of Health Group Inc. fraudulently manipulated numerous physician identification numbers and more than 200 patient health identification control numbers to bill Medicare in excess of \$1.59 million. To date, the task force has seized more than \$2.5 million in illegal profits and/or proceeds linked to the investigation.

...Houston Field Office agents arrested 13 suspects for violation of Texas statutes governing theft and money laundering. This two-year investigation by Houston and the Harris County (TX) District Attorney's Office identified an organized group involved in an elaborate mortgage fraud scheme resulting in the fraud loss of \$5.6 million. Twenty-four additional suspects have been indicted and future arrests are pending.

...Washington Field Office Metro Area Fraud Task Force and Internal Revenue Service Criminal Investigative Division agents arrested a suspect for bank fraud, money laundering, tax evasion, wire fraud, racketeering and conspiracy. This investigation began when the Washington Field Office was contacted by a major national bank regarding two elaborate bank and mortgage fraud schemes. The initial investigation identified an organized group that compromised bank customers' account information, using the details to withdraw nearly \$1 million in funds. Further investigation linked the same group to several straw buyers, sellers, loan processors, mortgage brokers, appraisers, builders, and escrow officers involved in a rampant mortgage fraud scheme throughout the Washington, D.C., area. To date, the fraud loss associated with the mortgage fraud scheme exceeds \$5.5 million.

## The National Computer Forensics Institute

The National Computer Forensics Institute initiative is the result of a partnership between the Secret Service, the Department of Homeland Security (DHS) and the state of Alabama. The goal of this facility is to provide a national standard of training for a variety of electronic crimes investigations. Unveiled in 2007 and opened in FY2008, this training facility builds upon the success of the Secret Service Electronic Crimes State and Local Program. Funded primarily by DHS, the institute offers state and local law enforcement



officers the training necessary to conduct computer forensics examinations, respond to network intrusion incidents and conduct basic electronic crimes investigations. It also serves as a force multiplier, providing the Secret Service with a support team of highly trained state and local officers who are equipped to investigate the continually evolving arena of electronic crimes.



Since opening on May 19, 2008, the National Computer Forensic Institute has conducted 12 classes, trained 259 state and local police officials, prosecutors, and judges from 43 states, including:

- Three Basic Investigation of Computer Crime classes have been completed; 67 state and local law enforcement officials attended these classes
- Three Network Intrusion classes have been completed; 48 state and local law enforcement officials attended these classes
- Two Basic Recovery of Computer Evidence classes have been completed; 48 state and local law enforcement officials attended these classes

### In January 2008...

...agents from the Honolulu Field Office uncovered a significant identity theft and counterfeit identification manufacturing operation in Kapolei, Hawaii. Investigation revealed that the suspect compromised approximately 3,000 identities, with a total fraud loss exceeding \$1 million dollars.

...agents from the Houston and San Antonio Field Offices arrested a suspect for access device fraud, wire fraud and other charges. This undercover investigation originated in August 2006 when the Houston Electronic Crimes Task Force was contacted by an investigator from an encryption software supplier for DirecTV's satellite broadcasts in North America. Company officials detailed an ongoing fraud scheme where unknown suspects altered satellite receivers and key cards to allow non-paying subscribers to freely intercept satellite signals for personal use. To date, the fraud losses attributed to this case's activities exceed \$1 million dollars.

...following a seven-week investigation, the Providence Resident Office arrested two suspects for wire fraud, conspiracy and other charges. The investigation began when the office received information from the United States Attorney's Office that Mixitforme, an online electronics company, had deceived approximately 100 victims into fraudulent electronic purchase orders ranging from \$77 to \$2.3 million, but failed to render services for payments received. Agents executed search warrants resulting in the seizure of 43 computers and two servers and identified additional suspects in the scheme. To date, the fraud loss associated with this investigation exceeds \$14 million.

...a suspect pled guilty to bank fraud following an investigation into a commercial loan fraud scheme by the Raleigh Resident Office. The suspect fraudulently obtained more than \$22 million in business loans from local banks during a 15-year period beginning in 1990. To date, the fraud loss associated with this case exceeds \$17 million.

- One Advance Forensics Training class has been completed; 24 state and local law enforcement officials attended this class
- Two classes for prosecutors were completed and one class for judges has been completed; 48 state and local prosecutors and 24 state and local judges attended these classes

### In March 2008...

... San Antonio agents arrested an individual for counterfeiting violations. The San Antonio Police Department contacted the San Antonio Field Office for assistance after the suspect was arrested for possession of \$400 in counterfeit notes. Agents and police officers recovered computer equipment, U.S. currency templates and \$257,560 in counterfeit notes in a search of the suspects residence.

### Cell Phone Forensic Laboratory

Because of the widespread use of cell phones, PDAs and pagers in modern society, many crimes involve a mobile communications device as an “evidence container.” Indeed, digital evidence recovered from mobile communications devices is critical to the protection and the criminal investigation components of the Secret Service mission. The Cell Phone Forensic Laboratory at the University of Tulsa, opened in April 2008. It provides a facility that continually researches new devices, operating systems and cell phone technologies. The facility develops techniques, tools and training to support ECSAP agents, as well as the entire Secret Service and U.S. law enforcement community.

### Forensic and Investigative Support

The Secret Service is home to an advanced forensic laboratory, which includes the world’s largest ink library. Secret Service forensic analysts examine evidence, develop investigative leads and provide expert courtroom testimony. The lab is accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board. Forensic examiners analyze questioned documents, fingerprints, false identification documents, credit cards and other related forensic science areas. Examiners also are responsible for coordinating photographic and graphic production, as well as video, audio and image enhancement services. Much of the technology and techniques utilized by examiners is exclusive to the Secret Service.

### In May 2008...

...agents arrested five individuals in a case involving nearly \$6.8 million in counterfeit currency. Over the last several years, the Los Angeles Field Office has pursued an investigation into prolific digital counterfeit notes being widely distributed nationwide. In April and May, agents conducted buy-through, surveillance operations and trash-pulls which identified a suspected printing location in Lawndale, California. A federal search warrant was executed at the residence, where multiple computers and printers, and more than \$1 million in fully or partially produced counterfeit \$100 and \$20 notes were seized.

In FY2008, speaker recognition technology developed with input from the Secret Service was recognized by the National Institute of Standards and Technology Language Recognition Evaluation. The Forensic Speaker Recognition project, a partnership between the Secret Service, DHS’s Command, Control and Interoperability Division and the Massachusetts Institute of Technology Lincoln Laboratory, developed a cutting-edge suite of software tools that automate labor intensive parts of speech analysis and compare speaker language and dialect features that equip forensic examiners with unprecedented capabilities—reducing analyses completion rates by half.



## In June 2008...

...as part of a joint investigation with the Drug Enforcement Administration and the Manhattan District Attorney's Office, New York Field Office agents arrested 12 suspects for violations of New York laws governing grand larceny, identity theft, and criminal possession of forged instruments, forgery devices and stolen property. This investigation targeted an organized Dominican group engaging in narcotics trafficking and credit card fraud. To date, the fraud loss associated with this investigation is approximately \$10 million dollars.

As part of the 1994 Crime Bill, Congress mandated the U.S. Secret Service to provide forensic/technical assistance in matters involving missing and exploited children. The Secret Service offers this assistance to federal, state and local law enforcement agencies and the National Center for Missing and Exploited Children. The PROTECT Act of 2003, known as the "Amber Alert Bill," gave full authorization to the Secret Service in this area.

The Secret Service's investigative support personnel are responsible for developing and implementing a comprehensive criminal and investigative intelligence program. The Secret Service uses its assets to provide rapid responses on investigative information relating to individuals or groups that are involved in criminal activity, which includes jurisdictions outside of the United States that impact financial institutions and the American economy. Agency specialists are routinely called upon to assist with investigations that involve threats directed at the President and Vice President of the United States.



## Operation Safe Kids

The Secret Service established the Operation Safe Kids initiative to promote the safety of children by providing parents with a document containing biographical data, a current photograph and digitized, inkless fingerprints. The document is given to the parent for safe keeping and can be a vital tool if a child goes missing. In FY2008, the Secret Service hosted nearly 80 Operation Safe Kids events, providing parents with identification documents for more than 10,000 children.

## Most Wanted Program

The Secret Service Most Wanted Program assists field agents in locating and apprehending fugitives in the most significant Secret Service cases by placing wanted persons on the SecretService.gov public internet Web site. In FY2008, 15 new cases were highlighted on the Most Wanted Web page. Eleven of the fugitives featured on the Web site were captured.



## In July 2008...

...agents from the Miami Field Office's South Florida Organized Fraud Task Force executed a federal seizure warrant on the primary SunDay Medical Services, Inc. bank account and seized nearly \$711,000 in proceeds resulting from identity theft, access device fraud and health care fraud. This case was brought to the task force in January 2008 by U.S. Department of Health & Human Services Office of Inspector General.

...the Czech National Police, in cooperation with the Frankfurt Resident Office, apprehended two suspects in Prague, Czech Republic wanted in connection with a New York based investigation. For the last several years, the New York Field Office's Electronic Crimes Task Force, in cooperation with the Manhattan District Attorney's Office, has investigated the activities of Western Express, a New York based digital currency transmittal service responsible for the laundering more than \$15 million in illicit profits and proceeds generated from a variety of financial crimes and other illegal activities. In October, New York task force, in coordination with other Secret Service ECTFs throughout the country, executed simultaneous arrest and search warrants in three states. Twelve suspects were arrested and counterfeit credit card plants were suppressed. In addition, more than \$1 million dollars has been seized in connection with this investigation and the fraud losses attributed to the group exceeds \$4 million dollars.

## Dignitary Protection Seminars

In furthering understanding of the agency's dual mission in FY2008, the Secret Service sponsored nine annual Dignitary Protection Seminars in Washington, D.C., for more than 200 senior state and local police officials, U.S. Attorneys, district attorneys and foreign law enforcement counterparts. These seminars bring together command-level law enforcement personnel from throughout the United States for intensive instruction from Secret Service personnel and area experts. Seminar participants observe and participate in exercises that demonstrate the concepts used by the Secret Service to fulfill both its investigative and protective missions, and some of the techniques used to put those concepts into operation.





# Mission Support and Human Capital





“To me, a culture of preparedness also means a continued eye towards training and re-training our people. From being here today and talking with so many of you, it is obvious the Secret Service places a great deal of emphasis on, and pride in, making sure its personnel receive the finest and most advanced law enforcement training in the world.”

Secretary Michael Chertoff,  
on his visit to the Secret  
Service’s James J. Rowley  
Training Center,  
February 21, 2008

The men and women of the United States Secret Service are the agency’s most important and valued resource. Simply stated, they make it possible for the agency to accomplish its dual protective and investigative mission.

## Protective Research: Supporting the Mission

The Office of Protective Research (OPR) is comprised of three divisions that directly support both the protective and investigative mission of the Secret Service. The Protective Intelligence and Assessment Division, the Information Resources Management Division and the Technical Security Division are staffed and run by a cadre of special agent and technical personnel. In addition to these divisions, OPR is responsible for the Chief Information Officer program, and was instrumental in the development of the Enterprise Transformation Task Force and the Investment Governance process. Together, the Office of Protective Research provides the intelligence and technical expertise for the Secret Service.



## Protective Intelligence and Assessment Division

The protection of individuals, facilities and designated special events goes beyond well-armed agents. As part of the Secret Service’s core objective of preventing an incident before it occurs, the Protective Intelligence and Assessment Division (PID) engages in a multifaceted approach to support protective operations through the analysis of information, investigation of threats, assessment of risk and dissemination of protective intelligence.

On a daily basis, PID receives information from multiple sources that range from concerned citizens, to state, local and federal law enforcement, as well as the U.S. armed forces and the intelligence community. Once received, protective intelligence research specialists and special agents assess, analyze and evaluate this information in relation to the protective mission

During FY2008, PID protective intelligence research specialists reviewed hundreds of thousands of classified messages, produced approximately 900 protective intelligence assessments, gave 250 briefings and managed more than 5,200 protective intelligence matters.



through various risk assessment methodologies, resulting in an interpretive appraisal regarding the potential exposure to danger for those individuals, facilities or events protected by the Secret Service. Designed to characterize the threat environment relative to each protected interest, specialists review elements intrinsic to that protected interest, recent intelligence and situational developments to arrive at a judgment of dangerousness.

Once completed, the results of this analysis, or “protective intelligence,” are disseminated to Secret Service executive management and operational components through published assessments and meticulous advance work, with the goal of providing greater operational awareness and understanding of the threat environment. This supports efforts to mitigate threats to Secret Service protected interests from single individuals and/or collusive groups.

FY2008 further represented an extraordinary period for PID due to an historically early presidential campaign primary season; the high volume of foreign and domestic travel for the President, Vice President and other protectees; significant foreign travel by presidential candidates and their spouses; the 2008 Beijing Olympics; and the visit of Pope Benedict XVI to Washington and New York. In addition, PID played an integral role in preparing for the Democratic and Republican National Conventions, as well as the presidential and vice presidential debates.

## **FY2008: Expanding the Protective Intelligence Field**

In FY2008, The Secret Service, through the National Threat Assessment Center (NTAC), established the Protective Intelligence Clinical Assessment Program (PICAP) to support field offices through case consultation on protective intelligence investigations, field-

### **Exceptional Case Study Project**

The Exceptional Case Study Project (ECSP) is an operational analysis of the thinking and behavior of individuals who have assassinated, attacked or approached to attack a prominent person of public status in the United States. It employs an incident-focused, behaviorally-based analytical approach consisting of a systematic analysis of investigative reports, criminal justice records, medical records and other source documents, as well as in-depth interviews with subjects.

Most importantly, the findings of the ECSP indicated that there is no “profile” of the assassin, but rather, identified a common set of “attack related behaviors” exhibited by the subjects. The findings also suggested that mental illness is not critical to determining dangerousness; however, the ability and capacity to develop and execute a plan is much more significant.

Based on the findings of the initial phase of the ECSP, the Secret Service implemented significant policy changes in protective intelligence investigations. NTAC developed key investigative questions and training materials which provide a framework for law enforcement to utilize in conducting threat assessment investigations at the federal, state and local levels.

based training on mental health concepts and professional liaison with the mental health community. Some of PICAP's services include: consultation on investigations regarding factors that may mitigate or exacerbate a subject's risk of violence; assistance in understanding mental health diagnoses and associated behaviors; and liaison with local mental health practitioners.

The National Threat Assessment Center (NTAC), which is housed under PID, applies a scientific approach to threat assessment within the Secret Service and shares its findings with law enforcement and public safety partners.

As a result of NTAC's previous research into attacks on public officials, public figures and in schools, the Secret Service provides relevant information and advice to law enforcement and other professionals who are charged with investigating and/or preventing targeted violence. NTAC also collaborates with experts in the fields of stalking, domestic violence and targeted workplace violence. The Secret Service provides this information nationwide through threat assessment seminars, formal presentations and several publications, and offers assistance to organizations interested in developing threat assessment programs.

In FY2008, NTAC representatives traveled throughout the country to conduct more than 35 training sessions, reaching a total of nearly 7,000 people. Included in these trainings were:

- 20 Safe School Initiative trainings for 6,172 attendees in 14 states and Canada
- 15 Exceptional Case Study Project trainings for 770 attendees in three states and the District of Columbia

This protective intelligence approach—sound scientific methodology, thorough investigation and well-informed analysis and evaluation of danger or risk—as implemented by the Protective Intelligence and Assessment Division, represents the Secret Service's commitment to the prevention of targeted violence towards Secret Service protected interests.



## Major NTAC Research Projects

### The Insider Threat Study

In January 2008, NTAC released the final two reports of the Insider Threat Study (ITS). Beginning in 2002, NTAC partnered with Carnegie Mellon University's Computer Emergency Response Team (CERT) Program to conduct the study, which also received financial support from the Department of Homeland Security's Science and Technology Directorate. The ITS examined organizational insiders—current, former or contract employees—who perpetrated harm to their organizations via a computer or system/network for purposes of intellectual property theft, fraud and acts of sabotage. The focus of the study was to identify and analyze insiders' physical, social and online behaviors that may be detectable prior to an incident. The goal was to develop information to help private industry, government and law enforcement better understand, detect and ultimately prevent harmful insider activity by

enhancing their threat assessment processes. Findings from the ITS underscore the importance of organizations' technology, policies and procedures in securing their networks against insider threats.

Incidents of illicit insider cyber activity are of concern to the Secret Service because they often involve criminal activity the agency investigates to include financial fraud, computer fraud, electronic crimes, identity theft and computer-based attacks on the nation's financial, banking and telecommunications infrastructure. Insider incidents may impact not only the targeted organization but also industries, critical infrastructure sectors and national security.

## The Safe School Initiative

In FY2008, following a recommendation in the "Report to the President on Issues Raised by the Virginia Tech Tragedy," issued in June 2007, NTAC initiated a study, in partnership with the U.S. Department of Education and the Federal Bureau of Investigation, to investigate incidents of targeted violence at institutions of higher education.

In 2002, the Secret Service completed the Safe School Initiative (SSI), a study of school shootings and other school-based attacks. Conducted in collaboration with the U.S. Department of Education, researchers engaged in an extensive review of police records, school records, court documents and other source materials, and interviewed shooters involved in U.S.-based school shootings. The focus of the study was on developing information about the school shooters' pre-attack behaviors and communications.

The SSI study found that school shootings are typically thought out and planned in advance. The findings from the study suggest that some school attacks may be preventable, and that students can play an important role in prevention efforts. Using the study's findings, the Secret Service and Department of Education modified the Service's threat assessment approach for use in schools in order to give school and law enforcement professionals tools for investigating threats in schools, managing situations of concern and creating safe school climates.

## Bystander Study

This study, which was published in FY2008, serves as a follow-up to the Safe School Initiative. In collaboration with the Department of Education and McLean Hospital, a Harvard Medical School affiliate, NTAC interviewed friends, classmates, siblings and others who learned of school shooters' ideas and plans prior to their incidents. The goal of the study was to provide information to school



Story by Jay Rey. Courtesy of The Buffalo News.

administrators and educators regarding possible barriers that may prevent children who have information about a potential incident from reporting that information to a responsible adult.

## Information Resources Management Division

The Information Resources Management Division (IRMD) develops and manages information technology to support the protective and investigative missions of the Secret Service. This division is responsible for computer technology, network services, computer security and telecommunications support. While most of its employees are based in Washington, D.C., employees outside of Washington also provide computer and telecommunication support to the major field offices of the Secret Service. IRMD employees located in Washington and throughout the country are regularly deployed in support of protective events such as NSSEs and the annual United Nations General Assembly in New York.

The four major components of IRMD are:

- Customer Solutions
- Applications Development
- Communications
- Information Technology (IT) Infrastructure



### Key IRMD Accomplishments for FY2008

- IRMD performed extensive research and analysis to select a critical intelligence system as the prototype for reengineering Secret Service systems. The objective is for all Secret Service systems to provide users with greater flexibility and efficiency. One way of achieving this goal is to develop service oriented application architecture to allow systems to use common data thus eliminating redundancy and reducing errors.
- The Secret Service is undergoing widespread change that lends itself to the development of a data warehouse to allow for merging of information across multiple divisions to provide high-level decision makers with relevant data. In FY2008, IRMD partnered with various divisions and subdivisions, including the Office of Human Resources and Training, the Management and Organization Division and the Criminal Investigative Division to develop a plan for creating a data warehouse and business intelligence prototype to provide accurate operational performance measures.
- IRMD provided the telecommunications support for the historic U.S. visit of Pope Benedict XVI, which included establishing communications, enforcing security protocols and ensuring the deployment of uninterrupted information technology.
- The Communications subdivision of IRMD provided radio, telephone, video teleconferencing, video wall, wireless, satellite and telecommunications support for the Democratic and Republican





National Conventions. While both events required responding to overwhelming logistical challenges, IRMD teams successfully supported the Multi-Agency Communication Centers, credentialing centers, event sites, airports, hospitals, motorcades, all security rooms and other centers integral to the operational security of the events. IRMD also deployed equipment for use at the United Nations General Assembly and the presidential debates.

## Technical Security Division

The Secret Service's Technical Security Division (TSD) develops and employs the technology necessary to fulfill the Secret Service's protective and investigative missions in today's challenging environment. Every day, TSD provides a technically secure environment for the President and Vice President at the White House, the Vice President's residence and wherever the President and Vice President may be temporarily located during travel.

In its protective role, TSD personnel continually monitor and assess hazards or potential threats to protectees and facilities secured by the Secret Service. Technical threats are defined as explosive, chemical or biological, radiological, fire/life safety and structural. As these threats are identified, TSD deploys appropriate countermeasures to eliminate or mitigate their impact upon Secret Service interests.

### On a Daily Basis, the Technical Security Division

- Provides technical/physical protection for all designated Secret Service protectees by ensuring a safe environment.
- Identifies threats or hazards at any given site, permanent or temporary, and implements countermeasures.
- Maintains permanent facilities through the expertise of highly trained physical security specialists. As the originating architects of the security systems, they provide daily maintenance, and spearhead all upgrades, research, and development efforts.
- Physical security specialists and special agents assigned to TSD perform protective advances in order to provide protection from technical threats, for the President and Vice President.
- Engineers and scientists work with the Department of Homeland Security's Science and Technology directorate to enhance existing technical programs and develop new protective countermeasures.
- Provides the Secret Service with in-house expertise by recruiting professionals from the civilian and military workforce, who not only have training, but experience in electronics, physical security systems, explosive ordnance, fire/life safety and various other disciplines in technical security.
- Surveys Secret Service facilities to ensure they provide optimum security and safety for employees.

Investigative support provided by TSD is accomplished by developing, procuring and deploying state-of-the-art surveillance technologies in the field. TSD personnel perform installations and retrieval of equipment and train investigative personnel on how best to use the technology.

TSD is also responsible for developing and managing the Secret Service's emergency preparedness programs including the Critical Infrastructure Program (CIP) and the Continuity of Operations Program (COOP). The establishment of a strong, proactive CIP enhances the Secret Service's ability to continue its operations during emergencies and disasters, therefore supporting the more critical mission of continuity of government. COOP is part of the comprehensive government program that ensures the survival of the country's constitutional form of government and the continuity of essential government functions within each agency.

During FY2008, TSD carried out a number of critical functions. Due to operational security sensitivities, the following is a limited sampling of accomplishments for FY2008:

### Residential Security:

- Repaired and maintained security equipment at protective sites

### White House Security:

- Implemented new state-of-the-art room alarms/monitoring systems
- Installed advanced communications/security infrastructure to new White House security posts
- Repaired and replaced access control system hardware on the White House complex

### Criminal Investigations:

- Provided technical support for criminal investigations
- Assisted with surveillance of criminal activity

## Chief Information Officer Program

The primary role of the Chief Information Officer (CIO) Program, which falls under the Office of Protective Research, is to provide strategic guidance to the agency regarding the application of information technology in support of the Secret Service's dual mission. The CIO Program also is responsible for long range enterprise architecture planning, as well as IT policy formulation and enforcement.



## Enterprise Transformation Task Force

In FY2008, the CIO Program, in partnership with the Secret Service business-area chiefs, established the Enterprise Transformation Task Force. Led by the Chief Management Officer, this team, working with employees from the stakeholder divisions, has been identified and tasked by the Director and executive staff to begin the process of modernizing and transforming the Secret Service enterprise architecture. This multi-year strategic project encompasses evaluating, restructuring and redefining all Secret Service IT systems, business processes, organizational structure and human resource needs, in order to effectively engage and carry out the paramount mission of the Secret Service in the 21st century.

## Investment Governance Council

The Investment Governance Council (IGC), a critical component of the Secret Service's governance framework, became fully functional in FY2008.

The objective of the IGC is to ensure alignment between Secret Service mission needs, plans, architectures and resources. The IGC is designed to provide additional transparency in decision making and ensure significant investments are based on prioritized needs, best business practices and applicable policies.

The IGC and its supporting committees—Science and Technology Review Committee, Information Technology Review Committee and Human Capital Review Committee—are responsible for the comprehensive review and decision recommendations concerning all significant capital investments. Decisions include investment selection decisions as well as monitor-and-control decisions associated with current investments. Investments considered by the IGC include projects and proposals regarding science and technology, information technology, operations, maintenance, workforce sizing, training, logistics and facilities.



## Human Capital: Enabling the Mission

*"I am often asked how it is that we are able to succeed at what we are charged to do, given the scope of our important dual mission. The answer lies in our people. The strength of the Secret Service has been, and always will be, its diverse and talented workforce."*

**Director Mark Sullivan**  
April 23, 2008

The Secret Service, through the Office of Human Resources and Training (HRT), strives to recruit, develop and retain a highly-specialized and dedicated workforce to fulfill mission critical requirements. Creating a superior workforce, supported by a progressive human capital structure that enables employees to achieve the dual mission, is necessary for meeting the challenges of the 21st century.

### James J. Rowley Training Center

The James J. Rowley Training Center (RTC) is comprised of almost 500 acres of land, six miles of roadway and 31 buildings. The protective, investigative and specialized tactical and executive/managerial training conducted at RTC is unique among federal law enforcement instructional entities.

The Secret Service provides a wide range of courses designed for its personnel to pursue throughout their careers. A core curriculum for special agents, Uniformed Division officers, special officers and physical security



specialists is offered at RTC. In a single year, hundreds of training recruits undergo extensive training in firearms marksmanship, use-of-force/control tactics, emergency medical techniques, financial crimes detection, physical/site/event protection and water survival. In addition, scores of veteran law enforcement, executive/managerial, administrative and technical personnel are offered comprehensive curriculum of specialized and technology-based training courses throughout their careers.

Advanced computer-driven methodologies enable RTC to reach beyond its Washington, D.C., metropolitan facilities to provide distance-learning education to personnel in the Secret Service's domestic and international field offices.

The Secret Service also supports its valued law enforcement partners by offering protective security, financial crimes, specialized tactical and weapons training to other federal, state and local law enforcement personnel from across the country.



**Number of Employees in the Secret Service**

## FY2008: Advanced Training Initiatives

### Investigations

During FY2008, the Rowley Training Center created enhanced investigative scenarios to support new training initiatives including Range 3000, a computerized interactive training system used to train recruits in real world reactionary scenarios.



### Protection

The Secret Service trained 20 campaign protective details within a six month period. This training included:

- Field training in 12 major field offices throughout the country
- Protective shift deployment training
- Motorcade security and survival combined training



### Firearms

Approximately 2,300 firearms re-qualifications were conducted per month. There were a total of 27,600 firearms re-qualifications done for FY2008.



### FY2008 Agent/Uniformed Division Classes

RTC successfully coordinated and scheduled the following classes:

- 143 special agents in seven training classes (600 hours each)
- 149 Uniformed Division officers in seven training classes (459 hours each)

## Recruitment Goals and Initiatives

For FY2008, the Secret Service hired 169 special agents, 149 Uniformed Division officers and 129 full-time administrative, professional and technical (APT) personnel (APT figure is through August 30, 2008). The projected hiring goal for FY2008 was 168 special agents, 192 UD officers and 125 APT personnel.

On average, one out of ten applicants initially interviewed completed the entire process and was offered a position as a special agent or a Uniformed Division officer.

### FY2008 Recruitment Strategies

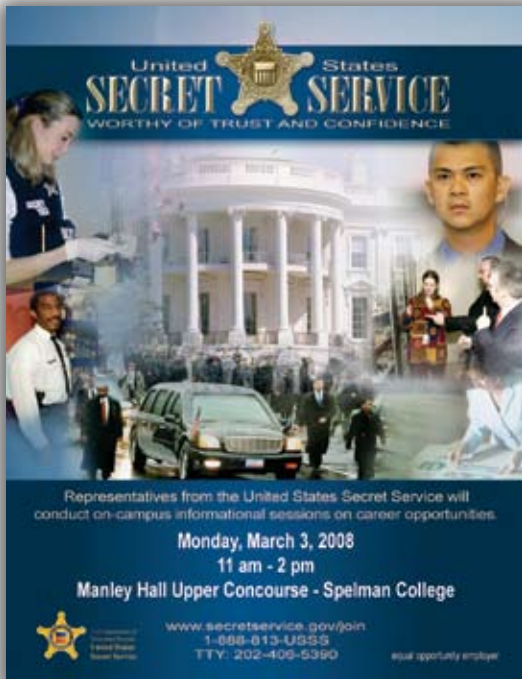
Recruitment of qualified applicants with diverse backgrounds and skills is a top priority and an important strategic component of the Secret Service's long-term goals.

In November 2007, the recruitment programs under the Security Clearance Division and the Personnel Division were reassigned to a combined Recruitment Program reporting to the office of the Assistant Director within the Office of Human Resources and Training (HRT). This realignment provided the strategic positioning to maximize workforce planning, diversity, minority and specialized skill recruiting, as well as assess program results.

While recruitment and outreach is conducted through field offices, the Recruitment Program oversees the overall coordination of recruiting initiatives and targeted outreach.

In FY2008, the Secret Service implemented the following initiatives to achieve agency recruitment goals:

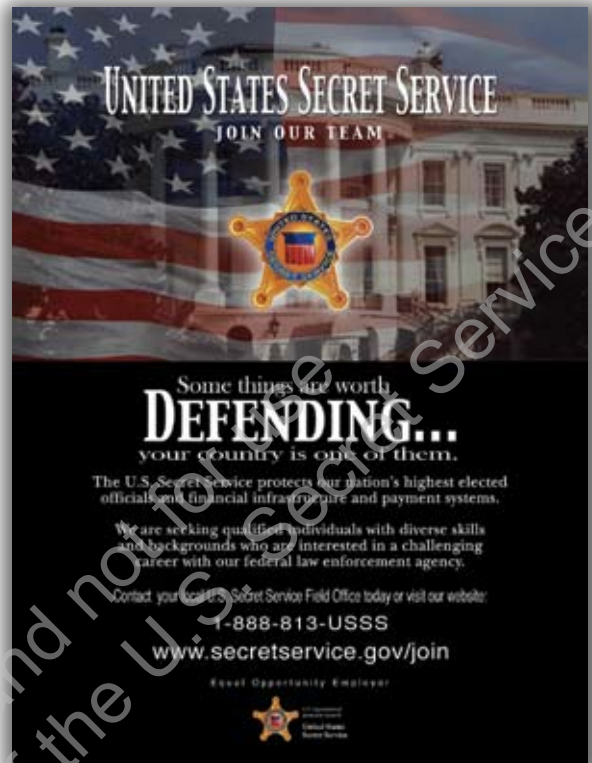
- HRT hosted a two-day recruitment and hiring workshop for field office and Uniformed Division recruitment representatives. The goal of the workshop was to provide guidance on hiring policies, security clearance processes, and outline the Secret Service recruitment and hiring goals for fiscal years 2008-2012.
- With the assistance of the Information Resources Management Division, a college alumni directory was created, allowing employees to be called upon to recruit at their alma maters



**During FY2008**, the Secret Service used a number of innovative approaches to reaching a wider recruitment pool, including:

- Advertising on subways, buses and railways in Philadelphia, New York and Boston
- Placing Secret Service advertisements on the front cover of the Bowie Baysox Playbill and staffing recruitment tables during Bowie Baysox games
- Advertising on water bottles sold at Aberdeen IronBirds games

- The Secret Service conducted nationwide special agent and Uniformed Division officer testing events. These events feature a streamlined process designed to place a significant number of highly qualified applicants into the system at one time. Components of the events include: application submission, written test administration, a thorough employment briefing, an initial interview and scheduling of a panel interview for a later date.
- The Secret Service established a partnership with the White House Initiative for Tribal Colleges and Universities to assist the agency in creating and maintaining a working relationship with more than 35 recognized institutions
- The Secret Service initiated an agency-wide strategy for conducting college and university career counselor and staff presentations. The initiative helps career counselors at colleges and universities become more familiar with the duties and responsibilities of the Secret Service and to relay this knowledge to their students.
- The Secret Service created an agency-wide program for conducting high school law enforcement symposiums. The program provides high school students and administrators with information on the duties and responsibilities of the Secret Service and other law enforcement agencies.
- In a joint effort to enhance recruiting and benefit the James J. Rowley Training Center practical exercises, the Secret Service invited local university criminal justice students to participate in training exercises. The students are given a tour of the facility, receive a thorough briefing on the Secret Service and serve as “general public” in training scenarios.
- The Secret Service created “Everyone’s a Recruiter” cards for use by employees that include descriptions of qualifications and benefits for special agent/Uniformed Division officer/administrative, professional and technical employees, as well as Secret Service contact information
- Secret Service recruiters attended more than 300 nationwide career fair events. Thirty-four percent of the events targeted minority applicant pools
- The Secret Service continued traditional publicity strategies for advertising employment opportunities with the agency in diversity publications, as well as on the radio, in newspapers and online
- In an effort to reach a wider audience, the Secret Service partnered with congressional offices to conduct four recruitment events at 28 colleges, universities and high schools. These events were targeted to areas where there is a high minority population, as well as minority-serving institutions.



# FY2008 Target Recruitment Areas

## National Diversity Conferences

In FY2008, the Secret Service continued to place a priority on attending and networking at recruitment fairs, and advertising at diversity conferences, specifically:



- Women in Federal Law Enforcement (WIFLE)
- National Organization of Black Law Enforcement (NOBLE)
- National Association for the Advancement of Colored People (NAACP)
- Explorers Conference
- National Urban League Conference
- National Asian Police Officers Association (NAPOA)
- Hispanic American Police Command Officers Association (HAPCOA)
- National Native American Law Enforcement Association (NNALEA)
- World Congress and Exposition on Disability
- Congressional Black Caucus

## Colleges and Universities

In FY2008, the Secret Service carried out the following recruitment initiatives on college campuses nationwide:

- Conducted on-campus employment information sessions for students
- Distributed letters, brochures and other publications that provide information on Secret Service careers to Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), all-women's colleges and universities and Native American higher education institutions
- Worked with the Washington, D.C.-based organization Partnership for Public Service, which promotes federal recruiting on college campuses
- Continued advertising career opportunities in campus newspapers
- Established cooperative education agreements with minority colleges and universities
- Encouraged and coordinated regularly with field offices in community recruiting efforts at minority institutions within their respective districts
- Hosted a Secret Service Employment Opportunities Symposium for Washington, D.C., area faculty and administrators of career centers at HBCUs and women's colleges
- Created and distributed college recruitment posters to HBCUs, HSIs and additional colleges and universities with diverse populations of women, Native American and Asian/Pacific Islander students. The poster promotes the Secret Service as an employer of choice to students from these institutions.
- Visited Washington, D.C., Virginia, Maryland, Pennsylvania and West Virginia community colleges and technical schools to establish partnerships with campus career planning offices

## Military Recruitment

In FY2008, the Secret Service carried out the following strategies for recruiting former military personnel:

- Designated a military program manager to establish and maintain relationships to ensure the agency remains competitive in attracting individuals from this applicant pool
- Conducted employment opportunities briefings through military Transition Assistance Programs (TAP) and Army Career Alumni Programs (ACAP) throughout the country
- Developed military-specific recruitment posters, depicting current Secret Service employees who have prior military experience
- Attended nationwide job fairs on military bases and job fairs sponsored by military affiliated organizations
- Advertised employment opportunities on military Web sites
- Distributed Secret Service recruitment letters, brochures and display easels to the military career assistance programs and the United Service Organization (USO)
- In partnership with the Navy/Marine transition program, the Secret Service implemented the “White Hats to White House” initiative, an effort that recruits transitioning Navy and Marine Corps members to the Secret Service’s Uniformed Division
- Administered written examinations and applicant processing on military bases for the Uniformed Division officer position



In FY2008, 15 on-base events were held, testing a total of 153 individuals; 136 of the applicants passed the testing and 97 of those continued in the hiring process.

<b>October 2007</b>	Camp Lejeune, NC Anacostia Naval Air Station, DC
<b>December 2007</b>	Coronado Naval Base, CA 29 Palms Naval Base, CA Camp Pendleton, CA
<b>January 2008</b>	Ft. Hood, TX
<b>February 2008</b>	Bethesda Naval Air Station, MD
<b>March 2008</b>	Quantico Marine Base, VA
<b>April 2008</b>	Ft. Bragg, NC
<b>May 2008</b>	Ft. Carson, CO Camp Lejeune, NC
<b>June 2008</b>	Norfolk Naval Base, VA
<b>July 2008</b>	Camp Pendleton, CA Quantico Marine Base, VA

## Disability/Disabled Veterans Recruitment

In FY2008, the Secret Service carried out the following initiatives to reach disabled Americans interested in working for the agency:

- As part of the Operation Warfighter Program<sup>1</sup>, the Secret Service provided bi-monthly employment briefings to severely injured service members at the Walter Reed Army Medical Center in Washington, D.C.
- Participated on a Department of Labor recruitment team to interview college students with disabilities. Students were interviewed at five universities in Ohio and Pennsylvania.
- Attended career fairs targeting disabled candidates
- Partnering with the Department of Veterans Affairs Benefits Administration's Vocational Rehabilitation and Employment Office (VR&E). The VR&E is a national employment resource that provides military service members the opportunity to obtain work experience through on-the-job training, apprenticeships, and non-paid work experiences.
- Attended career events at Gallaudet University in Washington, D.C.

## Uniformed Division Officer Recruitment Strategies

In FY2008, additional strategies and initiatives were implemented to assist recruiters in achieving the agency's hiring goals for the Uniformed Division:

- Extended the Uniformed Division recruitment duties to Delaware, Pennsylvania, West Virginia, North Carolina and southern New Jersey, with the goal of providing support to areas and offices within reasonable commuting distances to Washington, D.C.
- Placed radio and newspaper advertisements in cities where recruiting events were held
- Administered monthly examinations in Washington, D.C.
- Provided employment information sessions to Washington, D.C., area community colleges
- Created the Officer Recruitment Bonus and Administrative Leave Initiative. This initiative offers incentives for new recruits in the form of a recruitment bonus and administrative leave for relocation, utilizing existing authorizations.
- Created regional Uniformed Division recruiter assignments in the Boston, Cleveland, Richmond, and Miami field offices
- Implemented the Applicant Call Back Initiative. This provides Uniformed Division applicants the opportunity to speak with current employees regarding job opportunities, pay and quality of life issues.



<sup>1</sup> Operation Warfighter is a temporary assignment program for members of the Military Services who are undergoing treatment or rehabilitation at Walter Reed Army Medical Center. Operation Warfighter, which is an unpaid volunteer assignment, will provide severely injured Military Service members the opportunity to explore their employment interests, develop job skills, and gain valuable federal government work experience that will help prepare them for the future.

- Established a mentoring program designed to offer assistance to new hires
- Carried out monthly employment briefings at Washington, D.C., area military transition assistance sessions
- Placed Uniformed Division recruitment advertisements in military newspapers

## A Longstanding Commitment to Diversity

The Secret Service is committed to promoting a positive work environment that is free of harassment and discrimination. Diversity is the strength of the Secret Service workforce and the agency is committed to ensuring that its employees are reflective of the public they serve. Within the federal law enforcement community, the Secret Service has been at the forefront of diversity issues, and in 1987 was one of the first agencies to establish a diversity management training curriculum.

### Agency-wide Diversity Management Program

The Diversity Management Program develops and implements strategies to promote and maximize the potential of a diverse workforce in a rapidly changing and increasingly competitive environment. The program directs workforce planning and productivity improvement as it progresses from traditional efforts to broad programs and initiatives designed to attract and retain a quality workforce.

Several times each year, the Diversity Management Program hosts its Conference on Cultural Diversity and Inclusion for employees within the special agent, Uniformed Division, administrative, professional and technical ranks. Specifically designed to address diversity issues within the agency, these interactive conferences institutionalize dialogue between management and employees at all organizational levels.

The Secret Service's commitment to a diverse and inclusive workplace spearheaded the beginning of the Diversity Management Program's 21st Century Initiative. This initiative required an extensive review process of the current diversity training conferences, and the formulation and implementation of strategic actions, including providing more diversity training for supervisory personnel and increasing external involvement in the private sector's women and minority organizations. This will enable the Secret Service to develop a stronger platform for enhancing its multicultural competencies and place the agency in the forefront for gaining additional information on emerging diversity trends.

### Diversity Training

In FY2008, 267 employees, including 210 supervisors, were trained at the Conference on Cultural Diversity and Inclusion. The three-day course encompasses interactive diversity training as well as presentations from the Ombudsman Program, Equal Employment Opportunity Office, Affirmative Employment Programs and the Employee Assistance Program.



The Secret Service's Diversity Management Program works to:

- Recruit a workforce reflective of the nation's diversity
- Improve diversity through outreach programs to broaden applicant pools
- Retain a diverse workforce that maximizes utilization of human capital
- Ensure accountability of managers for improving diversity within their organizational elements
- Educate managers/supervisors of skills needed to manage a diverse workforce to reduce number of complaints by their employees
- Identify best practices for inclusion
- Develop training programs that are responsive to employees' career development

## Online Training

All Secret Service employees are required to complete the computer-based course “Preventing Workplace Harassment” to understand their rights and responsibilities relating to workplace harassment. By the end of FY2008, more than 5,900 Secret Service employees have taken this course.

In addition to this required course, all employees may take up to 17 additional online courses on diversity, sexual harassment and equal employment opportunity issues that are designed for both supervisors and their staffs.

## External Minority Training Conferences

In order to achieve an organizational culture that recognizes the value of a diverse workforce, Director Sullivan encourages employees to attend the national minority law enforcement training conferences, which are held annually. The Secret Service not only attends in a recruitment capacity, but also in a networking capacity, sharing knowledge and insight specific to the issues facing employees in this unique dual mission agency.

In FY2008, 125 Secret Service employees attended the following diversity conferences:

- **HAPCOA** – Hispanic American Police Command Officers Association. Established in 1973, this is the oldest and largest association in the U.S. of Hispanic American command officers from law enforcement and criminal justice agencies at the municipal, county, state and federal levels. Through HAPCOA, law enforcement representatives from around the country address the challenges of selection, promotion and retention of Hispanic American men and women in professional law enforcement and the criminal justice system. In 2008, a Secret Service employee was elected president of HAPCOA.
- **NAPOA** – National Asian Peace Officers’ Association. Their mission is to unite into one national organization peace officers from diverse organizations regardless of religion, sex, race, creed, color, national origin or age.
- **NNALEA** – National Native American Law Enforcement Association. The mission of NNALEA is to promote and foster mutual cooperation between American Indian law enforcement officers, agents, personnel, their agencies, tribes, private industry and the general public. The Secret Service has long supported NNALEA, which was founded, in part, by agency employees.
- **NOBLE** – National Organization of Black Law Enforcement Executives. This is a public service organization committed to providing solutions related to law enforcement issues and concerns, as well as to the ever-changing needs of the nation’s communities. Director Sullivan was presented with the NOBLE Presidential Award at the organization’s 32nd Annual Conference in July, 2008 for his commitment to minority recruitment and retention.
- **WIFLE** – Women in Federal Law Enforcement. WIFLE promotes gender equity through its leadership education center that provides training, research, scholarships, awards and networking opportunities in partnership with law enforcement agencies, its members and sponsors.



Director Sullivan speaks at the 32nd Annual NOBLE Conference in New York City. Photo courtesy of NYPD.





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