Agency Priority Goal | Action Plan | FY 22 – Q1

Enhancing Security Monitoring Solutions

Goal Leader(s):

Ronald W. Stuart, Acting Deputy Assistant Secretary, Countermeasures Directorate, Bureau of Diplomatic Security

Tamika D. Abbott, Acting Director, Office of Security Technology, Countermeasures Directorate, Bureau of Diplomatic Security
Goal Overview

The U.S. Department of State aims to …

Update technical security countermeasures for Department of State facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. By September 30, 2023, the percent of domestic and overseas sites that have been upgraded will increase from 17% to 35%.
Goal Overview

Problem to Be Solved

- Safeguarding our U.S. embassies, consulates, and facilities abroad against harm our people or infiltration of our networks to collect sensitive data and information.

- Technological advancements by adversaries arise at a rate that can outpace current State Department technology; DOS must continually seek new and innovative ways to keep pace with constantly evolving technologies.

What Success Looks Like

- Diplomatic Security’s (DS) highly skilled security engineering personnel collaborate with inter-agency and industry partners to develop innovative security technologies and advance technical security engineering, thereby mitigating threats.
Goal target(s)

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

*Please update this column each quarter.*

<table>
<thead>
<tr>
<th>Achievement statement</th>
<th>Key indicator(s)</th>
<th>Quantify progress</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repeat the achievement statement from the goal statement on the previous slide</td>
<td>A “key performance indicator” measures progress toward a goal target</td>
<td>These values enable us (and you!) to calculate % complete for any type of target</td>
<td>When is there new data?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>By…</th>
<th>We will…</th>
<th>Name of indicator</th>
<th>Target value</th>
<th>Starting value</th>
<th>Current value</th>
<th>Update cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/30/23</td>
<td>Update technical security countermeasures for DOS facilities worldwide.</td>
<td>Percent of Security Monitoring Solution Enhancements.</td>
<td>161 (35.0%)</td>
<td>80 (17.4%)</td>
<td>89 (19.3%)</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Goal Team

**Leadership & Implementation Team**

**Senior Leads:**
Under Secretary for Management, Department of State
Assistant Secretary, Bureau of Diplomatic Security

**Team Leads:**
Deputy Assistant Secretary, Countermeasures Directorate
Director, Office of Security Technology, Countermeasures Directorate
Security Technology Resource Management
Security Technology Program and Project Management

**Survey, Design, & Enhancement Teams**

**Senior Leads:**
Director, Facility Security Engineering Division
Director, Security Systems Integration Division

**Team Leads:**
Chief, Domestic Management and Engineering Branch
Chief, Project Management and Engineering Branch
Chief, Systems Integration Monitoring Branch
Goal Strategies

There are various components that lead to the success of this project: survey, design, and enhancement.

A survey is conducted to identify the facility’s requirements. The survey results are ranked and prioritized based on need, threat level, and environmental conditions within each country.

A design is completed using the information gathered from each facility. For reporting purposes, we are measuring 100% design completion.

A facility is considered enhanced upon completion of the upgrade and the certification of all installation/integration documentation by the U.S. government official. Such technical enhancements may include perimeter security monitoring via High-Definition Security Video Systems (HD SVS) which will provide greater video resolution and enhanced nighttime visibility. World events and threats will significantly impact the prioritization of scheduled enhancement efforts.

Systematically conduct technical security assessment surveys of Department of State facilities to assess and determine system requirements for the enhancement of their security monitoring solutions.

Thoroughly document the designs of Department of State facilities’ security monitoring solution enhancements by utilizing an established and adaptable research and development process.

Continually update and upgrade Department of State facilities’ technical security countermeasures through the enhancement of security monitoring solutions.
## Key indicators

<table>
<thead>
<tr>
<th>Indicator Title</th>
<th>Current Value</th>
<th>FY 2022 Target</th>
<th>FY 2023 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Update technical security countermeasures for DOS facilities worldwide</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security Monitoring Solution Enhancements</td>
<td>89 (19%)</td>
<td>120 (26%)</td>
<td>161 (35%)</td>
</tr>
<tr>
<td>2. Conduct technical security upgrade surveys necessary to enhance the DOS</td>
<td>22</td>
<td>40</td>
<td>80</td>
</tr>
<tr>
<td>facilities’ security monitoring solutions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security Monitoring Solution Surveys</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Research, develop, and document designs for the DOS facilities’ security</td>
<td>15</td>
<td>47</td>
<td>95</td>
</tr>
<tr>
<td>monitoring solution enhancements</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Key indicators

Security Monitoring Solution Enhancements

Worldwide DOS Facilities: FY 2022 - FY 2023

Cumulative Target & Actual Totals by Quarter
Key indicators

Security Monitoring Solution Surveys

Worldwide DOS Facilities: FY 2022 - FY 2023

Target & Actual Totals by Quarter
Key indicators

Security Monitoring Solution Designs

Worldwide DOS Facilities: FY 2022 - FY 2023
Target & Actual Totals by Quarter

- FY22 Q1: Target 12, Actual 15
- FY22 Q2: Target 24, Actual
- FY22 Q3: Target 36, Actual
- FY22 Q4: Target 47, Actual
- FY23 Q1: Target 59, Actual
- FY23 Q2: Target 71, Actual
- FY23 Q3: Target 83, Actual
- FY23 Q4: Target 95, Actual
## Key milestones

<table>
<thead>
<tr>
<th>Key Milestone</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform logistics coordination activities necessary to support survey, design, and enhancement operations.</td>
<td>FY 22 Q1</td>
<td>Complete</td>
<td>All required quarterly actions were coordinated and successfully resolved in order to ensure the ongoing and upcoming upgrades or updates.</td>
</tr>
<tr>
<td>Perform oversight activities required to support survey, design, and enhancement operations.</td>
<td>FY 22 Q2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perform interagency and private-sector collaboration activities needed to support survey, design, and enhancement operations.</td>
<td>FY 22 Q3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct an internal data driven analysis to access risks and issues and to review lessons learned.</td>
<td>FY 22 Q4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perform logistics coordination activities necessary to support survey, design, and enhancement operations.</td>
<td>FY 23 Q1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perform oversight activities required to support survey, design, and enhancement operations.</td>
<td>FY 23 Q2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perform interagency and private-sector collaboration activities needed to support survey, design, and enhancement operations.</td>
<td>FY23 Q3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct an internal data driven analysis to access risks and issues and to review lessons learned.</td>
<td>FY23 Q4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DOS tracks the number of facilities that have had security monitoring system enhancements. An example of a system enhancement includes perimeter security monitoring via High-Definition Security Video Systems (HD SVS). Each facility is prioritized based on need, threat level, and environmental conditions within each country. World events, i.e., terror attacks, will significantly impact the prioritization of scheduled enhancement efforts.

The Department is following health and safety guidelines as recommended by the U.S. Centers for Disease Control and Prevention (CDC). In compliance with travel guidance, DS enhanced the security monitoring solutions of 9 facilities in FY22 Q1. Despite the travel challenges presented by COVID-19, progress continues to be made. Additionally, the teams conducted 22 surveys and completed 15 design packages. The staff and the teams continue to remain flexible and adaptive to the challenges presented by the pandemic and made great strides this past quarter in closing the gap.

As the COVID-19 pandemic continues, some security monitoring enhancement projects have been delayed or postponed until host country travel restrictions are lifted. With the expanding COVID-19 vaccine roll-out, travel restrictions are easing which has resulted in more teams being able to travel to post.
## Data accuracy & reliability

### Data Source

<table>
<thead>
<tr>
<th>Data Source</th>
<th>Accuracy</th>
<th>Reliability</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Update technical security countermeasures for DOS facilities worldwide</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Certified documentation affirming completion of enhancements by each installation/integration team.</td>
<td>High</td>
<td>High</td>
<td>Total number of enhancements completed by teams will be confirmed and aggregated in the current quarter; values are revalidated in each successive quarter.</td>
</tr>
<tr>
<td><strong>2. Conduct technical security upgrade surveys necessary to enhance the DOS facilities’ security monitoring solutions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Certified survey results submitted to the relevant Division Directors and Branch Chiefs for approval.</td>
<td>High</td>
<td>High</td>
<td>Total number of surveys performed by teams will be confirmed and aggregated in the current quarter; values are revalidated in each successive quarter.</td>
</tr>
<tr>
<td><strong>3. Research, develop, and document designs for the DOS facilities’ security monitoring solution enhancements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Authorized design packages completed by the appropriate Divisions and Branches.</td>
<td>High</td>
<td>High</td>
<td>Total number of designs prepared by teams will be confirmed and aggregated in the current quarter; values are revalidated in each successive quarter.</td>
</tr>
</tbody>
</table>
Data accuracy & reliability

Number of Facilities
There are currently 460 DOS facilities worldwide. DOS will use this baseline number to measure the percentage of facilities updated through FY23. The number of facilities may vary +/- 5 as some embassies and consulates are decommissioned and new facilities are opened.

Team Requirements – Fully Staffed / Ability to Travel
Various elements contribute to the teams’ success in achieving its goals. The teams must be able to travel, be fully staffed and trained, and have obtained a proper security clearance, passport, and visa. Failure to obtain any one of these elements can significantly affect the progress of a project. The staffing levels may vary throughout the term of a project.

As a response to the global pandemic, many countries limited travel. These travel restrictions, host country quarantine requirements, and the ongoing COVID-19 pandemic slowed the progress of scheduled enhancements throughout FY20 and FY21. As a result, DS was required to adjust project schedules.

The challenges facing the Department’s robust global supply chain have eased slightly; however, due to an increased demand and limited supply, DS experienced delays in receiving equipment from suppliers. DS continually developed creative alternative shipping methods to overcome the wide range of shipping and delivery restrictions that varied country to country.

Scope of Work / Project Schedules
The scope of work and project schedules are dependent on the size and complexity of each facility. Teams are incorporating quarantine requirements into project schedules, lengthening the time to complete a project. Reporting on the number of completed enhancements will vary by quarter.
Contributing Programs

Organizations:
- Bureau of Diplomatic Security (DS)
- Office of Security Technology (ST)

Program Activities:
- Secure U.S. foreign affairs activity in all operating environments, domestically and abroad, to advance U.S. diplomacy.
- Enhance, enact, and enforce to security standards to protect personnel, property, and information worldwide.

Regulations:

Policies:
- 1 FAM 262.1-2 (C)(3); 12 FAM 340 & 12 FAM 612 (FISMA); 12 FAH-6 H-915.3 & 12 FAH-11 H-480; HSPD-12 & relevant interagency or Undersecretary for Management policies including FIPS 201-2; and Overseas Security Policy Board standards

Other Federal Activities:
- Bureau of Overseas Buildings Operations (OBO); Bureau of Budget and Planning (BP)