

## DEPARTMENT OF HOMELAND SECURITY

Washington, DC 20528

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SECRETARY OF HOMELAND SECURITY  
Deputy Secretary  
Chief of Staff

MICHAEL CHERTOFF  
MICHAEL P. JACKSON  
JOHN F. WOOD

### Directorates:

#### *Federal Emergency Management*

Under Secretary  
Director, Mitigation Division  
Director, Preparedness Division  
Director, Response Division

R. DAVID PAULISON  
DAVID MAURSTAD  
GIL JAMIESON, *Acting*  
MICHAEL LOWDER, *Acting*

#### *Management*

Under Secretary  
Chief Administrative Services Officer  
Chief Human Capital Officer  
Chief Information Officer  
Chief Procurement Officer  
Chief Security Officer

(VACANCY)  
DONALD G. BATHURST  
GREGG PRILLAMAN  
SCOTT CHARBO  
ELAINE C. DUKE  
DWIGHT M. WILLIAMS

#### *Policy*

Assistant Secretary  
Special Adviser, Asylum and Refugee Affairs  
Executive Director, Homeland Security  
Advisory Council  
Director, Immigration Statistics  
Assistant Secretary, Office of International  
Affairs  
Assistant Secretary, Policy  
Assistant Secretary, Private Sector Coordination  
Assistant Secretary, Strategic Plans

STEWART A. BAKER  
IGOR V. TIMOFEYEV  
DOUGLAS L. HOELSCHER

MICHAEL HOEFER  
CRESENCIO ARCOS

(VACANCY)  
ALFONSO MARTINEZ-FONTS  
RANDY BEARDSWORTH

#### *Preparedness*

Under Secretary  
Assistant Secretary, Cyber Security and  
Telecommunications  
Administrator, United States Fire  
Administration  
Executive Director, Office of Grants and  
Training  
Assistant Secretary, Infrastructure Protection  
Chief Medical Officer  
Director, Office for National Capital Region  
Coordination  
Director, Office of State and Local  
Government Coordination

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(VACANCY)  
CHARLIE DICKINSON, *Acting*  
TRACY A. HENKE  
ROBERT B. STEPHAN  
JEFFREY W. RUNGE  
THOMAS J. LOCKWOOD  
CHESTER LUNNER, *Acting*

*Science and Technology*

Under Secretary Director, Homeland Security Advanced Research Projects Agency	JEFFREY W. RUNGE, <i>Acting</i> (VACANCY)
Director, Plans, Programs and Requirements Director, Research and Development Director, Office of Systems Engineering and Development	KIRK E. EVANS MAUREEN MCCARTHY JOHN J. KUBRICKY
<b>Components:</b>	
Director, United States Citizenship and Immigration Services	EMILIO T. GONZALEZ
Ombudsman, United States Citizenship and Immigration Services	PRAKASH I. KHATRI
Officer, Civil Rights and Civil Liberties Commandant, United States Coast Guard Director, Office of Counternarcotics Enforcement	DANIEL W. SUTHERLAND THAD W. ALLEN UTTAM DHILLON
Commissioner, Customs and Border Protection Director, Domestic Nuclear Detection Office Executive Secretary, Executive Secretariat Director, Federal Law Enforcement Training Center	W. RALPH BASHAM VAYL OXFORD FRED L. SCHWIEN CONNIE L. PATRICK
Chief Financial Officer General Counsel Coordinator, Gulf Coast Region Recovery and Rebuilding	DAVID L. NORQUIST PHILIP J. PERRY DONALD E. POWELL
Assistant Secretary, United States Immigration and Customs Enforcement Inspector General Assistant Secretary, Office of Intelligence and Analysis	JULIE L. MYERS RICHARD L. SKINNER CHARLES E. ALLEN
Assistant Secretary, Office of Legislative and Intergovernmental Affairs Senior Military Adviser Director, Office of Operations Coordination Chief Privacy Officer	PAMELA J. TURNER TIMOTHY S. SULLIVAN (VACANCY) MAUREEN COONEY, <i>Acting</i>
Assistant Secretary, Office of Public Affairs Director, United States Secret Service Assistant Secretary, Transportation Security Administration White House Liaison	BRIAN R. BESANCENEY MARK J. SULLIVAN EDMUND S. HAWLEY ERIC M. LECKEY

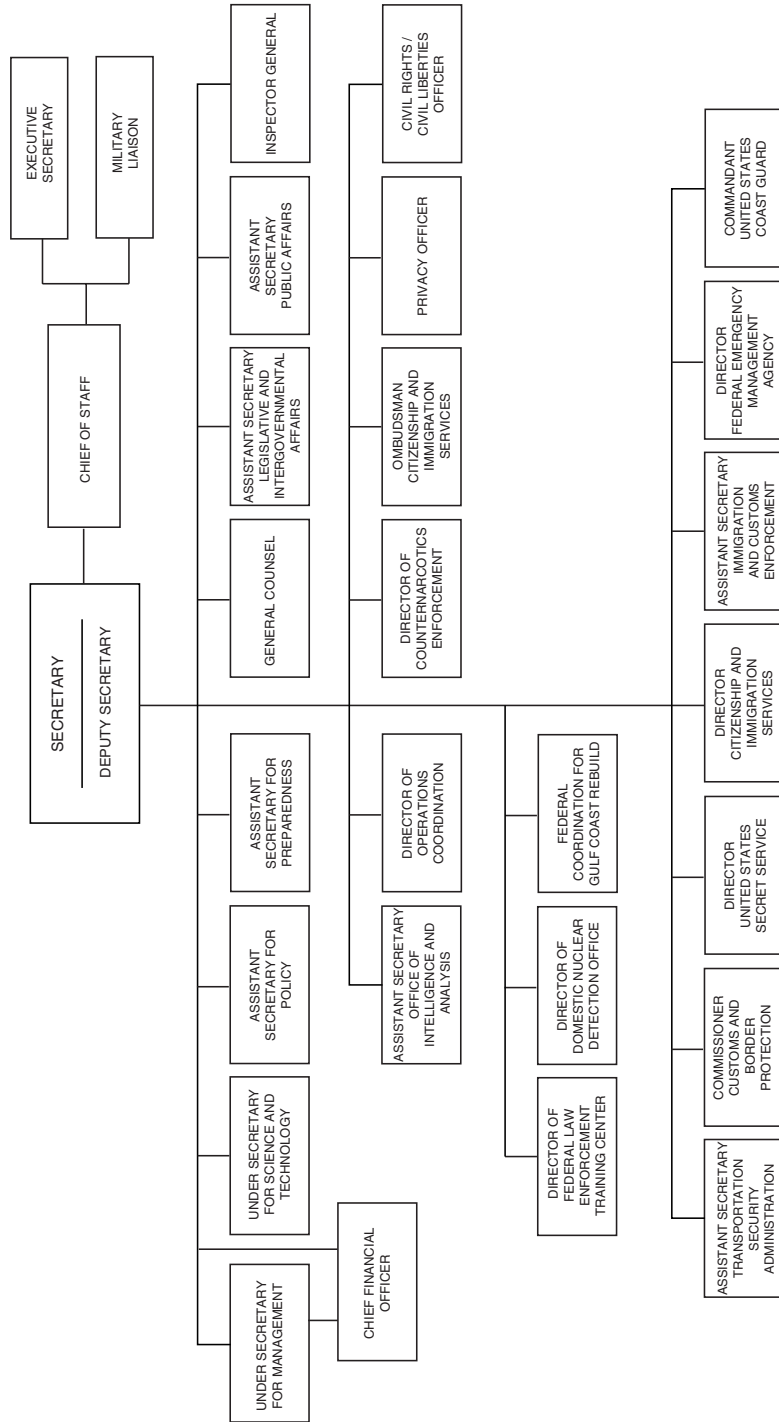
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*The Department of Homeland Security leads the unified national effort to secure America. It will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the Nation. The Department will ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce.*

The Department of Homeland Security (DHS) was established by the Homeland Security Act of 2002, (6 U.S.C. 101 note). Pursuant to this legislation, the Department came into existence on

January 24, 2003, and is administered under the supervision and direction of the Secretary of Homeland Security. It was created to do the following:

**DEPARTMENT OF HOMELAND SECURITY**



- identify and understand threats, assess vulnerabilities, determine potential impacts, and disseminate timely information to our homeland security partners and the American public;

- detect, deter, and mitigate threats to our homeland;

- safeguard our people and their freedoms, critical infrastructure, property, and the economy of our Nation from acts of terrorism, natural disasters, or other emergencies;

- lead, manage, and coordinate the national response to acts of terrorism, natural disasters, or other emergencies;

- lead national, State, local, and private sector efforts to restore services and rebuild communities after acts of terrorism, natural disasters, or other emergencies; and

- serve the public effectively by facilitating lawful trade, travel, and immigration.

The National Strategy for Homeland Security and the Homeland Security Act of 2002 served to mobilize and organize our Nation to secure the homeland from terrorist attacks. This exceedingly complex mission requires a focused effort from our entire society if we are to be successful. To this end, one primary reason for the establishment of the Department was to provide the unifying core for the vast national network of organizations and institutions involved in efforts to secure our Nation.

### **Office of the Secretary**

**Secretary** The Secretary is charged with developing and coordinating a comprehensive national strategy to strengthen the United States against terrorist threats or attacks. In fulfilling this effort, the Secretary will advise the President on strengthening U.S. borders, providing for intelligence analysis and infrastructure protection, improving the use of science and technology to counter weapons of mass destruction, and creating a comprehensive response and recovery division.

The Office of the Secretary oversees activities with other Federal, State, local, and private entities as part of a collaborative effort to strengthen our

borders, provide for intelligence analysis and infrastructure protection, improve the use of science and technology to counter weapons of mass destruction, and to create a comprehensive response and recover system. Within the Office, there are multiple offices that contribute to the overall homeland security mission.

**Chief Privacy Officer** The privacy officer works to minimize the impact on the individual's privacy, particularly the individual's personal information and dignity, while achieving the mission of the Department.

### **Office for Civil Rights and Civil Liberties**

The Office provides legal and policy advice to Department leadership on civil rights and civil liberties issues, investigates and resolves complaints, and provides leadership to DHS Equal Employment Opportunity Programs.

**Office of Inspector General** The Inspector General is responsible for conducting and supervising audits, investigations, and inspections relating to the programs and operations of the Department, recommending ways for the Department to carry out its responsibilities in the most effective, efficient, and economical manner possible.

### **Citizenship and Immigration Services**

**Ombudsman** The Ombudsman provides recommendations for resolving individual and employer problems with United States Citizenship and Immigration Services in order to ensure national security and the integrity of the legal immigration system, increase efficiencies in administering citizenship and immigration services, and improve customer service.

### **Office of Legislative and**

**Intergovernmental Affairs** The Office serves as primary liaison to members of Congress and their staffs, the White House and Executive Branch, and to other Federal agencies and governmental entities that have roles in assuring national security.

### **Office of the Federal Coordinator for**

**Gulf Coast Rebuilding** The Office was created to help assist the gulf coast region with long-term planning and coordinating the Federal Government's

response to rebuild the gulf coast region devastated by Hurricanes Katrina and Rita.

## Directorates

### Federal Emergency Management

Federal Emergency Management (FEMA) is responsible for leading the effort to prepare the Nation for all hazards and effectively manage Federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the National Flood Insurance Program.

**Management Directorate** The Directorate for Management is responsible for budget, appropriations, expenditure of funds, accounting and finance; procurement; human resources and personnel; information technology systems; facilities, property, equipment, and other material resources; and identification and tracking of performance measurements relating to the responsibilities of the Department.

The Directorate for Management ensures that the Department's employees have well-defined responsibilities and that managers and their employees have effective means of communicating with one another, with other governmental and nongovernmental bodies, and with the public they serve.

**Policy Directorate** The Policy Directorate develops and integrates policies, planning, and programs in order to better coordinate the Department's prevention, protection, response, and recovery missions. It is also responsible for the following functions:

- leading coordination of Departmentwide policies, programs, and planning, which will ensure consistency and integration of missions throughout the entire Department;
- providing a central office to develop and communicate policies across multiple components of the homeland security network and strengthens the Department's ability to maintain policy and operational readiness needed to protect the homeland;

- providing the foundation and direction for Departmentwide strategic planning and budget priorities;
- bridging multiple headquarters' components and operating agencies to improve communication among DHS entities, eliminate duplication of effort, and translate policies into timely action; and

- creating a single point of contact for internal and external stakeholders that will allow for streamlined policy management across the Department.

**Preparedness Directorate** The Directorate for Preparedness bolsters our Nation's security through a multilayered system of preparedness measures based on risk assessment and management. Working with State, local, and private sector partners, the Directorate identifies threats, determines vulnerabilities, and targets resources where risk is greatest. Through grants and training on both national and local levels, the Directorate fosters a layered system of protective measures to safeguard our borders, seaports, bridges and highways, and critical information systems. It is responsible for the following functions:

- consolidating preparedness assets across the Department;
- facilitating grants and oversees nationwide preparedness efforts by supporting first responder training, citizen awareness, public health, infrastructure and cyber security and ensures proper steps are taken to protect high-risk targets;
- focusing on cyber security and telecommunications; and
- addressing threats to our Nation's public health through the Chief Medical Officer, who coordinates preparedness efforts against biological attacks.

- The Directorate is also responsible for infrastructure protection, training and exercises, the U.S. Fire Administration, and the Office of National Capitol Region Coordination.

### Science and Technology Directorate

The Directorate for Science and Technology is the primary research and development arm of the Department. The Directorate provides Federal, State, and local officials with the technology

and capabilities to protect the homeland. Its strategic objectives are as follows:

- developing and deploying state-of-the-art, high-performance, low-operating-cost systems to prevent, detect, and mitigate the consequences of chemical, biological, radiological, nuclear, and explosive attacks;

- developing equipment, protocols, and training procedures for response to and recovery from chemical, biological, radiological, nuclear, and explosive attacks;

- enhancing the technical capabilities of the Department’s operational elements and other Federal, State, local, and tribal agencies to fulfill their homeland security-related functions;

- developing methods and capabilities to test and assess threats and vulnerabilities, preventing technology surprise, and anticipating emerging threats;

- developing technical standards and establishing certified laboratories to evaluate homeland security and emergency responder technologies, and evaluating technologies for SAFETY Act (6 U.S.C. 101 note) certification; and

- supporting U.S. leadership in science and technology.

### Components

**United States Citizenship and Immigration Services** The United States Citizenship and Immigration Services is responsible for the administration of immigration and naturalization adjudication functions and establishing immigration policies and priorities.

**United States Coast Guard** The Coast Guard protects the public, the environment, and U.S. economic interests in the Nation’s ports and waterways, along the coast, on international waters, or in any maritime region, as required, to support national security.

**Customs and Border Protection** The United States Customs and Border Protection is responsible for protecting our Nation’s borders in order to prevent terrorists and terrorist weapons from entering the United States, while

facilitating the flow of legitimate trade and travel.

### **Domestic Nuclear Detection Office**

The Office works to enhance the nuclear detection efforts of Federal; State; territorial; tribal; and local governments; and the private sector; and to ensure a coordinated response to such threats.

### **Federal Law Enforcement Training Center**

The Center provides career-long training to law enforcement professionals from 81 Federal agencies, and State, local, and international law enforcement agencies to help them fulfill their responsibilities safely and proficiently.

### **United States Immigration and Customs Enforcement**

Immigration and Customs Enforcement is the largest investigative arm of DHS. It is responsible for identifying and shutting down vulnerabilities in the Nation’s border and for economic, transportation and infrastructure security.

### **Office of Intelligence and Analysis**

The Office is responsible for using information and intelligence from multiple sources to identify and assess current and future threats to the United States.

### **Office of Operations Coordination**

The Office is responsible for monitoring the security of the United States on a daily basis and coordinating activities within DHS and with Governors, Homeland Security advisors, law enforcement partners, and critical infrastructure operators in all 50 States and more than 50 major urban areas nationwide.

### **United States Secret Service**

The Secret Service protects the President and other high-level officials and investigates counterfeiting and other financial crimes, including financial institution fraud, identity theft, and computer fraud; and computer-based attacks on our Nation’s financial, banking, and telecommunications infrastructure.

### **Transportation Security Administration**

The Transportation Security Administration protects the Nation’s transportation systems to ensure freedom of movement for people and commerce.

**Sources of Information**

**Electronic Access** Additional information about the Department of

Homeland Security is available electronically through the Internet at [www.dhs.gov](http://www.dhs.gov).

**For further information concerning the Department of Homeland Security, contact the Office of Public Affairs, Department of Homeland Security, Washington, DC 20528. Phone, 202-282-8000. Internet, [www.dhs.gov](http://www.dhs.gov).**