

## DEPARTMENT OF HOMELAND SECURITY

Washington, DC 20528

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SECRETARY OF HOMELAND SECURITY  
Deputy Secretary  
Chief of Staff

MICHAEL CHERTOFF  
PAUL A. SCHNEIDER, *Acting*  
CHAD SWEET

### Directorates:

#### *Federal Emergency Management Agency*

Administrator  
Deputy Administrator/Chief Operating Officer  
Deputy Administrator, National Preparedness  
Assistant Administrator, Disaster Operations  
Assistant Administrator, Disaster Assistance

R. DAVID PAULISON  
HARVEY E. JOHNSON  
CORY GRUBBER, *Acting*  
GLENN CANNON  
DAVID GARRATT, *Acting*

#### *Management*

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

PAUL A. SCHNEIDER  
DONALD G. BATHURST  
BRAY BARNES, *Acting*  
CHARLES ARMSTRONG, *Acting*  
THOMAS ESSIG  
JERRY WILLIAMS  
DAVID NORQUIST

#### *National Protection and Programs*

Under Secretary  
Deputy Under Secretary  
Assistant Secretary, Infrastructure  
Assistant Secretary, Cyber Security and  
Communications  
Assistant Secretary, Intergovernmental  
Programs

ROBERT JAMISON  
SCOTT CHARBO  
ROBERT STEPHAN  
GREG GARCIA

ANNE PETERA

#### *Policy*

Assistant Secretary  
Special Adviser, Asylum and Refugee Affairs  
Executive Director, Homeland Security  
Advisory Council

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

Director, Immigration Statistics  
Assistant Secretary, Office of International  
Affairs

MICHAEL HOEFER  
PAUL ROSENZWEIG, *Acting*

Assistant Secretary, Private Sector Coordination  
Assistant Secretary, Strategic Plans

ALFONSO MARTINEZ-FONTS  
ERIC FAGERHOLM, *Acting*

#### *Science and Technology*

Under Secretary  
Director, Operations Analysis  
Director, Corporate Communications  
Director, Interagency Programs

JAY M. COHEN  
ERVIN KAPOS  
DANIEL DAYTON  
RANDALL ZELLER

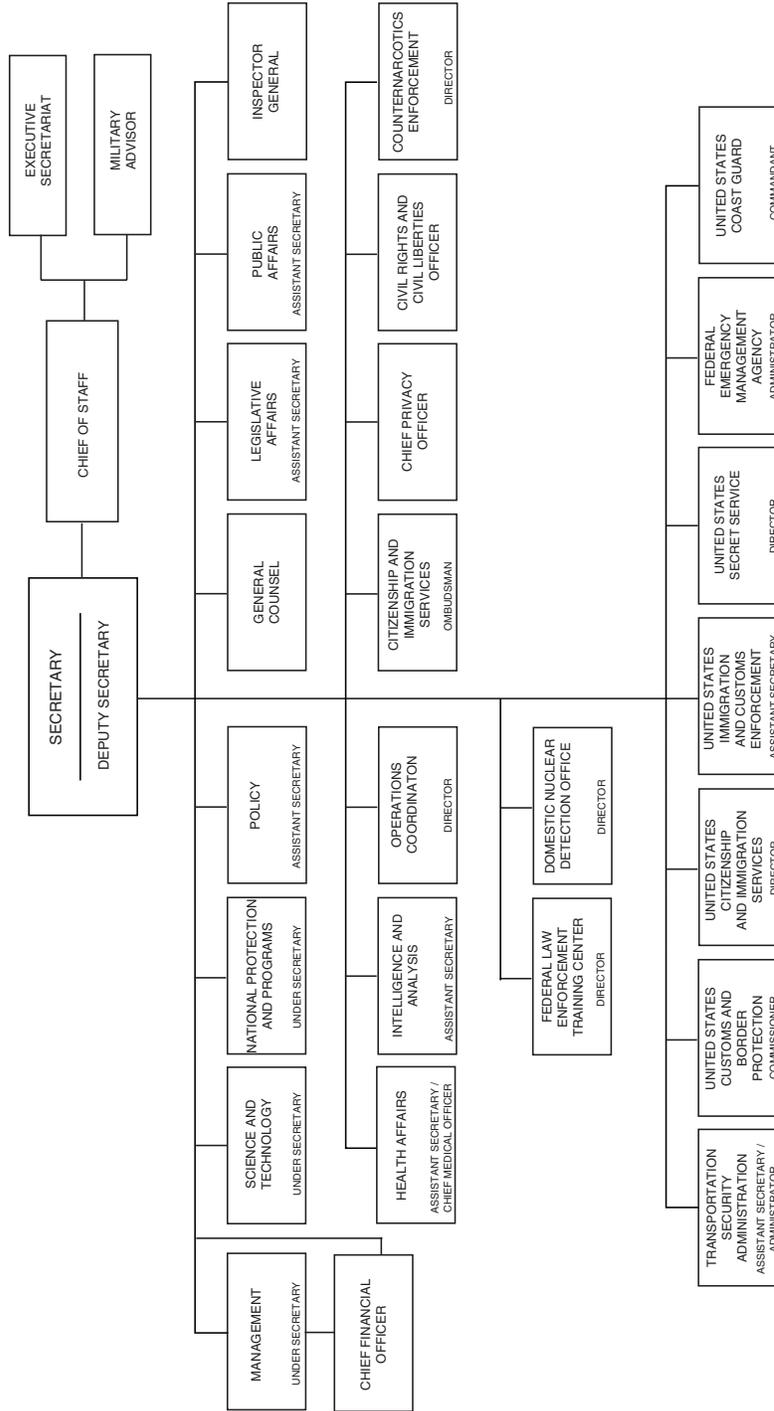
Director, International Programs	LILIA RAMIREZ
Director, Strategy, Policy, and Budget	RICHARD WILLIAMS
Director, Test and Evaluation and Standards	GEORGE RYAN
Director, Business Operations, Services, and Human Capital	DOUGLAS M. SMITH
Director, Special Programs	KEVIN KIRSCH
Director, Innovation/Homeland Security Advanced Research Projects Agency	ROGER MCGINNIS
Director, Research	STARNES WALKER
Director, Transition	RICH KIKLA
<b>Components:</b>	
Director, United States Citizenship and Immigration Services	JONATHAN SCHARFEM, <i>Acting</i>
Ombudsman, United States Citizenship and Immigration Services	TED GONG
Civil Rights and Civil Liberties Officer	DANIEL W. SUTHERLAND
Commandant, United States Coast Guard	THAD W. ALLEN
Director, Office of Counternarcotics Enforcement	UTTAM DHILLON
Commissioner, Customs and Border Protection	W. RALPH BASHAM
Director, Domestic Nuclear Detection Office	VAYL OXFORD
Executive Secretary, Executive Secretariat	FRED L. SCHWIEN
Director, Federal Law Enforcement Training Center	CONNIE L. PATRICK
General Counsel	GUS P. COLDEBELLA, <i>Acting</i>
Coordinator, Gulf Coast Region Recovery and Rebuilding	DOUGLAS O'DELL
Assistant Secretary, Office of Health Affairs and Chief Medical Officer	JEFFREY W. RUNGE
Assistant Secretary, United States Immigration and Customs Enforcement	JULIE L. MYERS
Inspector General	RICHARD L. SKINNER
Under Secretary, Office of Intelligence and Analysis	CHARLES E. ALLEN
Assistant Secretary, Office of Legislative Affairs	DON KENT
Senior Military Adviser	DANIEL LLOYD
Director, Office of Operations Coordination	ROGER T. RUFÉ, JR.
Chief Privacy Officer	HUGO TEUFEL III
Assistant Secretary, Office of Public Affairs	J. EDWARD FOX
Director, United States Secret Service	MARK J. SULLIVAN
Assistant Secretary, Transportation Security Administration	KIP HAWLEY
White House Liaison	LAURA FULLERTON

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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). The Department came into existence on January 24, 2003, and is administered under the supervision and direction of the Secretary of Homeland Security.

**DEPARTMENT OF HOMELAND SECURITY**



### 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 recovery system. Within the Office, there are multiple offices that contribute to the overall homeland security mission.

### Directorates

**Federal Emergency Management Agency** Federal Emergency Management Agency (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.

### National Protection and Programs

**Directorate** The Directorate for National Protection and Programs safeguards our critical information systems, borders, seaports, bridges, and highways by working with State, local, and private sector partners to identify threats, determine vulnerabilities, and target resources toward the greatest risks. Its functions include strengthening national risk management efforts for critical infrastructure and defining and advancing homeland security protection initiatives.

**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 coordinating Departmentwide policies, programs, and planning; developing and communicating policies across multiple components of the homeland security network; and providing the basis and direction for Departmentwide strategic planning and budget priorities.

### 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 to develop and deploy systems to prevent, detect, and mitigate the consequences of chemical, biological, radiological, nuclear, and explosive attacks; develop equipment, protocols, and training procedures for response to and recovery from those attacks; enhance the Department's and other Federal, State, local, and tribal agencies technical capabilities to fulfill their homeland security-related functions; and develop technical standards and establish certified laboratories to evaluate homeland security and emergency responder technologies for SAFETY Act certification.

## Components

### **United States Citizenship and Immigration Services**

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

### **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 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.

**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.

### **Office of Counternarcotics Enforcement**

The Office coordinates Federal policy and operations on interdicting the entry of illegal drugs into the United States and tracking and severing connections between illegal drug trafficking and terrorism.

### **United States Customs and Border**

**Protection** 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 is responsible for developing a global nuclear detection architecture and acquiring and supporting the deployment of a domestic nuclear detection system to report any attempt to

use nuclear or radiological material against the United States. The office also works to enhance the nuclear detection efforts of Federal, State, territorial, tribal, and local governments and the private sector to ensure a coordinated response to such threats.

**Executive Secretariat** The Executive Secretariat supports the Office of the Secretary, disseminates information and written communications within the Department, and develops, implements, and manages business processes for written communications and briefing materials. It also facilitates and manages communications with Federal agencies, the Homeland Security Council, the National Security Council, and other White House executive offices.

### **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.

**Chief Financial Officer** The Chief Financial Officer oversees all financial management activities relating to the programs and operations of DHS, develops and maintains an integrated accounting and financial management system, and is responsible for financial reporting and internal controls.

**Office of General Counsel** The Office of General Counsel provides legal services for homeland security-related matters and ensures that DHS activities comply with all legal requirements.

### **Office of the Federal Coordinator for Gulf Coast Rebuilding**

The Office assists the gulf coast region with long-term planning and coordinates the Federal Government's response to rebuild the gulf coast region devastated by Hurricanes Katrina and Rita.

**Office of Health Affairs** The Office is responsible for providing incident management guidance, coordinates the Department's bio defense activities, and ensures a unified approach to medical preparedness. The Office also develops and maintains workforce protection and occupational health standards for DHS employees.

**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 on the Nation's border and for economic, transportation, and infrastructure security.

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

**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 Legislative Affairs** The Office serves as the 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.

**Senior Military Advisor** The Senior Military Advisor is responsible for providing counsel to the Secretary and department components relating to the facilitation, coordination, and execution of policy, procedures, and preparedness activities and operations between DHS and the Department of Defense.

**Office of Operations Coordination** The Office coordinates operational issues throughout the Department, integrates internal and external operations, conducts incident management, and facilitates staff planning and execution.

**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 Department's mission.

**Office of Public Affairs** The Office develops and implements a communications strategy and advises the Secretary and other DHS officials on how to effectively communicate issues and priorities of public interest.

**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).**