

Introduction to Homeland Security

Chapter 4

Governmental Homeland Security Structures

The Department of Homeland Security (DHS)

- A massive agency with approximately 230,000 employees
- Manages a multi-billion dollar budget and an ambitious list of tasks and goals
- Handles a wide range of program areas
- 87,000 government jurisdictions at all government levels with homeland security responsibilities



DHS (cont.)

- Culmination of an evolutionary legislative process that began largely in response to criticism that **increased federal intelligence inter-agency cooperation could have prevented the September 11th terrorist attacks**



DHS (cont.)

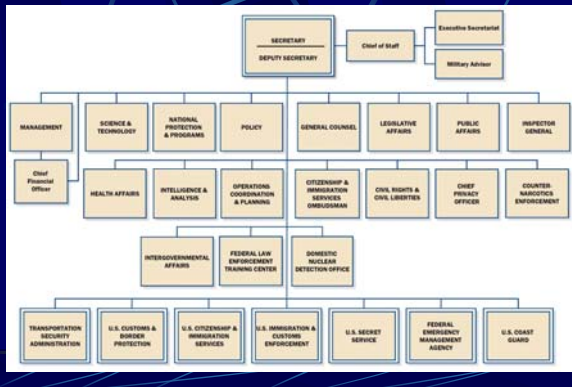


• Ultimately failed in an attempt to incorporate many of the intelligence gathering and investigative law enforcement agencies, such as:

- National Security Agency (NSA)
- Federal Bureau of Investigation (FBI)
- Central Intelligence Agency (CIA)

• With the absorption of FEMA into DHS, the Director of FEMA lost access to the president

Organizational Chart



Gov't. Executive Ranks: A Quick Guide

- Secretary
- Deputy Secretary
- Under Secretary
- Assistant Secretary
- Administrator

DHS Reorganization

- DHS has been reorganized several times since its creation
 - Reorganized in July 2005 by DHS Secretary Michael Chertoff
 - Reorganized again following Hurricane Katrina
 - May be reorganized more following the results of the 2011 QHSR



Office of the Secretary

- Cabinet-level position
- Manages overall departmental operations
- Sets the direction for:
 - Intelligence analysis and infrastructure protection
 - Improved use of science and technology to counter weapons of mass destruction
 - Creation of comprehensive response and recovery initiatives

Privacy Office

- Minimizes DHS mission impact on the privacy of individuals
- Personal information and dignity
- Privacy remains a major concern of citizens' advocacy groups
- The first to be statutorily-required

Office of Civil Rights and Civil Liberties

- Provides legal and policy advice to DHS leadership on civil rights and civil liberties
- Investigates and resolves complaints
- Provides leadership to Equal Employment Opportunity Programs

Office of the Inspector General

- Has dual reporting responsibilities
 - DHS Secretary
 - Congress
- Conducts and supervises audits, investigations, and inspections
- Recommends ways for DHS to carry out its responsibilities in the most effective, efficient, and economical manner possible
- IG appointed by the President and requires Senate confirmation

Citizenship and Immigration Ombudsman

- Helps resolve individual and employer problems with USCIS
- Major concern of employers, especially in the agriculture and construction industries
- Improves the DHS/Foreign Citizenship Applicant interface

Legislative Affairs

- The primary liaison to:
 - Members of Congress and their staff
 - White House and Executive Branch
 - Other federal agencies and governmental entities
- Key to ensuring the accurate and effective sharing of information between the department and other key government agencies involved in homeland security

General Counsel

- DHS legal team
- Works to integrate the efforts of approximately 1,700 lawyers positioned throughout the Department into what they term to be an “effective, client-oriented, full-service legal team”

Public Affairs

- Ensures the public and press are informed of the department's activities and priorities
- Serves as the lead PIO during a national-level disaster or emergency event
- Primary point of contact for the media, outside organizations, and the public seeking general DHS information

Counternarcotics Enforcement

- Serves as the primary policy advisers to DHS for department-wide counternarcotics issues
- Develops policies that unify DHS counternarcotics activities
- Coordinates efforts to monitor and combat connections between illegal drug trafficking and terrorism

Executive Secretariat

- Ensures that all DHS officials are included in the correspondence drafting and policymaking process through a managed clearance and control system

Military Advisor's Office

- Provides sound military advice to the Secretary and other executive staff

Intergovernmental Affairs

- The primary point of contact with other government agencies at all government levels (including federal, state, local, and tribal governments)
- Integrates the work of DHS with that of each of these other entities in their national security efforts

Preexisting Offices Moved into DHS in 2002


- Several agencies that existed elsewhere in the federal govt. prior to 9/11 were transferred into DHS
 - USCG
 - USSS
 - FEMA*
 - FLETC*

U.S. Coast Guard

- Mission remains unchanged, including:
 - Ports, waterways, and coastal security
 - Drug interdiction
 - Aids to navigation
 - Search and rescue
 - Living marine resources
 - Defense readiness
 - Migrant interdiction
 - Marine environment protection
 - Ice operations
 - Other law enforcement



USCG (cont.)



- Lead agency for maritime safety and security
- Funding and personnel increased over pre-DHS levels
 - 42,389 military
 - 7,867 civilian
 - 2010 budget - \$10.1 billion
 - Accounts for 19% of DHS budget


U.S. Secret Service



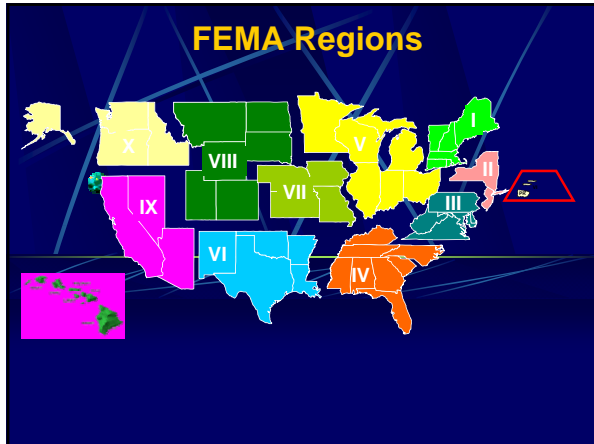
- Mission to remain unchanged, including:
 - Protect the President and senior executive personnel
 - Protect the country's currency and financial infrastructure
 - Provide security for designated national events





Federal Emergency Management Agency (FEMA)



- Responsible for:
 - Ensuring that the US mitigates and is prepared for all types of disasters
 - Managing the federal response and recovery efforts following declared disasters, **including terrorist attacks**
 - Administering the National Flood Insurance Program (NFIP)
- 7,382 full-time employees
 - Also maintains ~4,000 standby disaster assistance employees
- 10 regional offices



FEMA (cont.)



- Through the Disaster Relief Fund, FEMA provides individual and public assistance to disaster-affected families and communities
- Administers hazard mitigation programs, and the DHS and USFA grant programs
- Administers the **National Incident Management System (NIMS)**
- Holds disaster response leadership role through the **National Response Framework (NRF)**
- Funds/administers Citizen Corps

Federal Law Enforcement Training Center (FLETC)

- Serves as the government's principal provider of Federal law enforcement personnel training
- Provides training for more than 81 Federal agencies that carry enforcement responsibilities
- Provides training and technical assistance to State and local law enforcement entities
- Plans, develops, and presents training courses and practical exercise applications related to international law enforcement training
- Currently operates four training sites:
 - Glynco, GA
 - Artesia, NM
 - Charleston, SC
 - Cheltenham, MD




Transportation Security Admin. (TSA)



- Created two months after 9/11 terrorist attacks in recognition of failures in private security systems
- Placed overall aviation transportation security under the direction/responsibility of the federal government
 - Aviation and Transportation Security Act
- Protects transportation systems to ensure freedom of movement for people, goods, and services

TSA (cont.)



- TSA focus:
 - Identifying risks to the transportation sector
 - Prioritizing them
 - Managing them to acceptable levels
- Aviation focus has expanded to include:
 - Intercity bus
 - Railroads
 - Ferry travel
- In dollars and staff, primary focus clearly remains on aviation



TSA (cont.)

- Airline security
 - Must ensure screening of all aviation passengers and baggage
 - Federalized and privatized screeners and technology
 - 43,000 screeners
 - 453 commercial and privatized airports
 - 12.5 million tons of cargo
 - 9.7 million shipped on cargo planes
 - 2.8 million shipped on commercial passenger planes



TSA (cont.)

- TSA Paradox
 - Trying to ensure the freedom of movement of people and commerce while preventing the same for terrorists

TSA (cont.)

- US surface transportation systems
 - Buses – 775 million passengers
 - Mass transit – 9 billion passengers
 - 140,000 miles of railroad
 - 3.8 million miles of roads
 - 2.2 million miles of pipeline
 - Nearly 800,000 daily HazMat shipments (95% by truck)



New Offices and Directorates

- DHS maintains three multifunctional divisions (directorates)
 - Directorate for National Protection and Programs
 - Directorate for Science and Technology
 - Directorate for Management

Directorate for National Protection and Programs (NPP)

- Purpose is to:
 - Strengthen national risk management efforts for critical infrastructure
 - Design and synchronize DHS-level doctrine for homeland security protection initiatives that entail aggressive coordination internally w/in DHS, in planning and integration work across the federal government, and with state, communities, and the private sector
 - Provide management support and direction for US-VISIT (US Visitor & Immigrant Status Indicator Technology)

NPPD (cont.)

- Works to improve cyber-security and communications system resilience
- Interacts with the private sector and with state and local government leaders to ensure the full range of Department-wide programs and policies are effectively integrated

NPPD Offices

- The Office of Cybersecurity and Communications (CS&C), including:
 - The National Communications System
 - The National Cyber Security Division
 - The Office of Emergency Communications.
- The Office of Infrastructure Protection (OIP)
- The Federal Protective Service (FPS)
- The Office of Risk Management and Analysis (RMA)
- United States Visitor and Immigrant Status Indicator Technology (US-VISIT)

Directorate for Science and Technology (S&T)

- Provides leadership for directing, funding, and conducting research, development, test, and evaluation (RDT&E), and procurement of technologies and systems that can:
 - Prevent the importation of chemical, biological, radiological, nuclear and related weapons and material
 - Help the nation protect against and respond to terrorist threats

Directorate for Management

- 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
 - Identification and tracking of performance measurements relating to the of the responsibilities of the Dept.
 - All immigration stats of the Bureau of Border Statistics and the Bureau of Citizenship and Immigration Services

Office of the Inspector General (OIG)

- Serves as an independent objective inspection, audit, and investigative body that safeguards public tax dollars by:
 - Promoting effectiveness, efficiency, and economy in DHS programs and operations and;
 - Preventing and detecting fraud, waste, abuse and mismanagement in such programs and operations

US Citizenship and Immigration Services (USCIS)



- Facilitates legal immigration for people seeking to enter, reside, or work in the U.S.
 - Responsible for “ensuring the delivery of the right immigration benefit to the right person at the right time, and no benefit to the wrong person.”
- Three priorities to accomplish this task:
 - 1) Eliminating the immigration application backlog
 - 2) Improving customer service
 - 3) Enhancing national security

USCIS



- Six Strategic Goals:
 - Strengthen immigration system security and integrity
 - Effective immigration benefit and information services
 - Support immigrants' integration and participation in American civic culture
 - Promote flexible and sound immigration policies and programs
 - Strengthen the infrastructure supporting the USCIS mission
 - Operate as a high-performance organization that promotes a highly talented workforce and a dynamic work culture
- Former Immigration & Naturalization Service (INS)

US Customs and Border Protection (CBP)

- Protects the borders, at and between official ports of entry
- Ensures all persons and cargo entering the U.S. do so both legally and safely
- Prevents cross-border smuggling
- Ensure proper traveler/immigrant documentation
- Prevent illegal export of currency or stolen goods
- Container Security Initiative (CSI)
- Air and Marine Operations Division



Immigration and Customs Enforcement (ICE)

- Enforces federal immigration and customs laws
 - Largest investigative arm of DHS
- Detects vulnerabilities and prevents violations that threaten national security
- Offices include:
 - *Investigations*
 - *International Affairs*
 - *Detention and Removal Operations*
 - *Secure Communities/Comprehensive Identification and Removal of Criminal Aliens Program*
 - *Intelligence*
 - *Principal Legal Advisor*

Office for Policy

- Leads coordination of Department-wide policies, programs, and planning
- Provides a central office to develop and communicate policies across multiple HS network components
- Provides the foundation and direction for Department-wide strategic planning and budget priorities
- Improves communication among departmental entities, and eliminates duplications of effort
- Creates a single point of contact for stakeholders

Office of Policy - Components

- Office of Policy Development
- Office of Strategic Plans
- State and Local Law Enforcement
- Office of International Affairs
- Office of Immigration Statistics
- Private Sector Office
- Homeland Security Advisory Council

Office of Health Affairs (OHA)

- Coordinates all DHS medical activities to ensure appropriate preparation for and response to incidents having "medical significance"
- Serves as the principal medical advisor for the:
 - DHS Secretary
 - FEMA Administrator
- Leads the dept.'s biodefense activities
- Works w/partner agencies to ensure medical readiness for catastrophic incidents
- Supports the DHS mission through dept.-wide standards and best practices for the occupational health and safety of employees

Office of Intelligence & Analysis (I&A)

- Responsible for using the info & intel obtained from the various sources throughout the federal gov't. to identify & assess current & future threats to the US
- Ensures that info obtained from all relevant DHS field offices is fused w/info from throughout the intel community to produce intel reports (and other products) for officials who require them both inside and outside of DHS

Office of Operations Coordination

- Responsible for monitoring US security on a daily basis and coordinating activities w/in DHS and with:
 - Governors
 - Homeland Security Advisors
 - Law enforcement partners
 - Critical infrastructure operators

Office of Operations Coordination (cont.)

- Also oversees the National Operations Center (NOC)
 - The NOC collects and collates info from >35 federal, state, local, and private sector agencies
 - Provides real-time situational awareness and monitoring
 - Coordinates incidents and response activities
 - Issues (in conjunction w/I&A) advisories and bulletins concerning threats to homeland security, as well as specific protective measures

Office of Operations Coordination - NOC (cont.)

- NOC is always operational
- Coordinates info-sharing to help:
 - To deter, detect, and prevent terrorist acts
 - To manage domestic incidents

Domestic Nuclear Detection Office (DNDO)

- Works to:
 - Enhance the nuclear detection efforts of federal, state, and local govts and the private sector
 - Ensure a coordinated response to such threats
 - Improve the capability of the US govt. to detect and report unauthorized attempts to import, possess, store, develop, or transport nuclear or radiological material for use against the nation, and to further enhance this capability over time

DNDO Objectives

- Develop a global nuclear detection /reporting architecture
- Develop, acquire, and support a domestic nuclear detection and reporting system
- Characterize detector system performance
- Establish situational awareness through information sharing and analysis
- Establish operation protocols to ensure detection leads to effective response
- Conduct transformational research and development
- Establish a National Technical Nuclear Forensics Center

Chertoff Reorganization Plan

- On 13 July 2005 DHS Secretary Chertoff released a 6-point agenda to reorganize DHS to streamlining its efforts
 - Better manage risk in terms of threat, vulnerability and consequence;
 - Prioritize policies and operational missions according to this risk-based approach;
 - Establish a series of preventive and protective steps that would increase security at multiple levels

Focus of the 6-Point Agenda

- Increase overall preparedness, particularly for catastrophic events
- Create better transportation security systems to move people and cargo more securely and efficiently
- Strengthen border security and interior enforcement and reforming immigration processes
- Enhance information sharing
- Improve financial management, human resource development, procurement and information technology within the department
- Realign the department's organization to maximize mission performance

6-Point Agenda Policy Initiatives

- New approach to securing borders
- Restructuring the current immigration process to enhance security and improve customer service
- Reaching out to State homeland security officials to:
 - improve information exchange protocols
 - refine the Homeland Security Advisory System (HSAS)
 - support State and regional data fusion centers
 - address other topics of mutual concern
- Investing in DHS personnel by providing professional career training and other development efforts

Post-Katrina Emergency Management Reform Act (PKMRA)

- Terrorism focus maintained at the expense of preparedness & response to other hazards
- FEMA & DHS criticized
- PKEMRA
 - Established new DHS leadership positions
 - Moved functions into FEMA
 - Created and reallocated functions to other components within DHS
 - Amended the Homeland Security Act

Other Agencies Participating in Community-Level Funding

The White House	Department of the Treasury
US Department of Agriculture	Director of National Intelligence
Department of Commerce	Department of Energy
Department of Education	Department of Housing and Urban Development
Environmental Protection Agency	Department of the Interior
Department of Justice	Department of Transportation
Department of State	Corporation for National and Community Service
Department of Defense	NRF Participating Agencies
Department of Health and Human Services	

Other Agencies Participating in Community-Level Funding

- USA Freedom Corps
 - Corporation for National and Community Service
 - AmeriCorps
 - Senior Corps
 - Learn and Serve America
 - Citizen Corps Programs
 - Citizen Corps Councils (CCC)
 - Community Emergency Response Teams (CERT)
 - Volunteers in Police Service (VIPS)
 - Medical Reserve Corps (MRC)
 - Neighborhood Watch Program
 - Fire Corps

Activities by State and Local Organizations

- State and local governments have expended considerable human and financial resources to secure their jurisdictions from the perceived threat of terrorism, almost entirely without federal compensation
- States, counties, and cities, through their associations, have addressed both their own need to increase public safety for their constituents and the federal government responsibility to help them to fulfill this mission (USCM, NLC, NACo, NGA)

Private Sector

- 9/11 attacks impacted businesses heavily
- Two perspectives of efforts:
 - Direct involvement of private sector in disaster preparedness/response coordinated with DHS
 - Self reassessment of the private sector through BCP and corporate crisis management
- DHS expectations of the private sector (in the National Strategy)
- NIPP – private infrastructure components

Expectations of DHS from the Private Sector

- 85% of the infrastructure of US is owned or managed by the private sector
- 9/11 attacks impacted thousands of private businesses across the US and the world
- The WTC attacks have led to a reassessment among the private sector relative to the value and necessity of investing in contingency planning and crisis and disaster management, especially relative to terrorism

Information Sharing and Analysis Centers (ISACs)

- Established by the owners/operators of national critical infrastructure to better protect their networks, systems, and facilities
- Serve as central points to gather, analyze, sanitize, and disseminate private-sector information to both industry and DHS
- Analyze and distribute information received from DHS to the private sector
- Seek two-way trusted information sharing program between ISAC entities and the DHS
- Provide cleared industry expertise to assist DHS in evaluating threats and incidents

Terrorism Risk Insurance

- Terrorism Risk Insurance Act of 2002 (TRIA)
- US Government pledged to pay excessive insured payouts for participating agencies in the event of a major terrorist disaster
- Extended in 2007 to last until 2014
- 2007 version of the Act allows for domestic terrorism
- US Government has taken the role of re-insurer
