

HS Enterprise

Learning Outcomes

Careful study of this chapter will help a student do the following:

- Explain the purpose of the homeland security enterprise.
- Describe the role of DHS with respect to the homeland security enterprise.
- Identify the roles and responsibilities of different members of the homeland security enterprise.

“This Nation can protect itself. But we must all play a role—and in the commitment of each, we will secure the homeland for all.”

- 2010 Quadrennial Homeland Security Review

Introduction

9/11 marked a watershed in national security. 9/11 demonstrated the ability of small groups to wreak destructive power on a scale once only wielded by the military might of nations. Whereas national security was focused on protecting United States sovereignty among the community of nations, homeland security became necessary to protect United States citizens from the catastrophic designs of non-state actors, both foreign and domestic. This required an unprecedented level of cooperation between Federal, State, and Local law enforcement and the national security apparatus. With the addition of natural disasters to the list of catastrophic agents following Hurricane Katrina, it also required an unprecedented level of integration with the emergency response community. In order to safeguard the nation from domestic catastrophic incidents, the Department of Homeland Security must work together in close coordination with other Federal, State, and Local public and private agencies comprising the Homeland Security Enterprise.

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Homeland Security Enterprise

The Department of Homeland Security is one among many components of the Homeland Security Enterprise. In some areas, like securing borders or managing the immigration system, the Department possesses unique capabilities and, hence, responsibilities. In other areas, such as critical infrastructure protection or emergency management, the Department’s role is largely one of leadership and stewardship on behalf of those who have the capabilities to get the job done. In still other areas, such as counterterrorism, defense, and diplomacy, other Federal departments and agencies have critical roles and responsibilities, including the Departments of Justice, Defense, and State, the Federal Bureau of Investigation, and the National Counterterrorism Center. Homeland security can only be optimized when the distributed and decentralized nature of the enterprise is oriented in pursuit of common goals. [1, p. iii]

The term “enterprise” refers to the collective efforts and shared responsibilities of Federal, State, Local, Tribal, Territorial, nongovernmental, and private-sector partners—as well as individuals, families, and communities—to maintain critical homeland security capabilities. It connotes a broad-based community with a common interest in the public safety and well-being of America and American society and is

composed of multiple partners and stakeholders whose roles and responsibilities are distributed and shared. Yet it is important to remember that these partners and stakeholders face diverse risks, needs, and priorities. The challenge for the enterprise, then, is to balance these diverse needs and priorities, while focusing on shared interests and responsibilities to collectively secure the homeland. [1, p. 12]

With the establishment of homeland security, and the linking of domestic security concerns to broader national security interests and institutions, there is a temptation to view homeland security so broadly as to encompass all national security and domestic policy activities. This is not the case. Homeland security is deeply rooted in the security and resilience of the nation, and facilitating lawful interchange with the world. As such, it intersects with many other functions of government. Homeland security is built upon critical law enforcement functions, but is not about preventing all crimes or administering our Nation's judicial system. It is deeply embedded in trade activities, but is neither trade nor economic policy. It requires international engagement, but is not responsible for foreign affairs. Rather, homeland security is meant to connote a concerted, shared effort to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards where American interests, aspirations, and way of life can thrive. [1, p. 13]

Homeland security spans the authorities and responsibilities of Federal departments and agencies, State, Local, Tribal and Territorial governments, the private sector, as well as private citizens and communities. For this reason, coordination and cooperation are essential to successfully carrying out and accomplishing the homeland security missions. Documents such as the National Infrastructure Protection Plan (NIPP) and National Response Framework (NRF), as well as documents produced by the National Counterterrorism Center, spell out roles and responsibilities for various aspects of homeland security. The following discussion highlights key current roles and responsibilities of the many actors across the Homeland Security Enterprise. They are derived largely from statutes, Presidential directives, and other authorities, as well as from the NIPP and NRF. [1, pp. A-1]

President of the United States

The President of the United States is the Commander in Chief and the leader of the Executive Branch of the Federal Government. The President, through the National Security Council and the National Security Staff, provides overall homeland security policy direction and coordination. [1, pp. A-1]

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Secretary of Homeland Security

The Secretary of Homeland Security leads the Federal agency as defined by statute charged with homeland security: preventing terrorism and managing risks to critical infrastructure; securing and managing the border; enforcing and administering immigration laws; safeguarding and securing cyberspace; and ensuring resilience to disasters. [1, pp. A-1]

United States Attorney General

The Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States, or directed at United States citizens or institutions abroad, as well as for related intelligence collection activities within the United States. Following a terrorist threat or an actual incident that falls within the criminal jurisdiction of the United States, the Attorney General identifies the perpetrators and brings them to justice. The Attorney General leads the Department of Justice, which also includes the Federal Bureau of Investigation, Drug Enforcement Administration, and Bureau of Alcohol, Tobacco, Firearms, and Explosives, each of which has key homeland security responsibilities. [1, pp. A-1]

Secretary of State

The Secretary of State has the responsibility to coordinate activities with foreign governments and international organizations related to the prevention, preparation, response, and recovery from a domestic incident, and for the protection of U.S. citizens and U.S. interests overseas. The Department of State also adjudicates and screens visa applications abroad. [1, pp. A-1]

Secretary of Defense

The Secretary of Defense leads the Department of Defense, whose military services, defense agencies, and geographic and functional commands defend the United States from direct attack, deter potential adversaries, foster regional stability, secure and assure access to sea, air, space, and cyberspace, and build the security capacity of key partners. DOD also provides a wide range of support to civil authorities at the direction of the Secretary of Defense or the President when the capabilities of State and Local authorities to respond effectively to an event are overwhelmed. [1, pp. A-2]

Secretary of Health and Human Services

The Secretary of Health and Human Services leads the coordination of all functions relevant to Public Health Emergency Preparedness and Disaster Medical Response. Additionally, the Department of Health and Human Services (HHS) incorporates steady-state and incident-specific activities as described in the National Health Security Strategy. HHS is the coordinator and primary agency for Emergency Support Function (ESF) #8 – Public Health and Medical Services, providing the mechanism for coordinated Federal assistance to supplement State, local, tribal, and territorial resources in response to a public health and medical disaster, potential or actual incident requiring a coordinated Federal response, and/or during a developing potential health and medical emergency. HHS is also the Sector-Specific Agency for the Healthcare and Public Health Sector. [1, pp. A-2]

Secretary of the Treasury

The Secretary of the Treasury works to safeguard the U.S. financial system, combat financial crimes, and cut off financial support to terrorists, WMD proliferators, drug traffickers, and other national security threats. [1, pp. A-2]

Secretary of Agriculture

The Secretary of Agriculture provides leadership on food, agriculture, natural resources, rural development, and related issues based on sound public policy, the best available science, and efficient management. The Department of Agriculture (USDA) is the Sector-Specific Agency for the Food and Agriculture Sector, a responsibility shared with the Food and Drug Administration with respect to food safety and defense. In addition, USDA is the coordinator and primary agency for two Emergency Support Functions: ESF #4 – Firefighting and ESF #11 – Agriculture and Natural Resources. USDA, together with the Department of the Interior, also operates the National Interagency Fire Center. [1, pp. A-2]

Director of National Intelligence

The Director of National Intelligence serves as the head of the Intelligence Community (IC), acts as the principal advisor to the President and National Security Council for intelligence matters relating to national security, and oversees and directs implementation of the National Intelligence Program. The IC, composed of 16 elements across the U.S. Government, functions consistent with law, Executive order, regulations, and policy to support the national security-related missions of the U.S. Government. It provides a range of analytic products that assess threats to the homeland and inform planning, capability development, and operational activities of homeland security enterprise partners and stakeholders. In addition to IC elements with specific homeland security missions, the Office of the Director of National Intelligence maintains a number of mission and support centers that provide unique

capabilities for homeland security partners, including the National Counterterrorism Center (NCTC), National Counterproliferation Center, and National Counterintelligence Executive. NCTC serves as the primary U.S. government organization for analyzing and integrating all intelligence pertaining to terrorism and counterterrorism, and conducts strategic operational planning for integrated counterterrorism activities. [1, pp. A-3]

Secretary of Commerce

The Secretary of Commerce, supportive of national economic security interests and responsive to Public Law and Executive direction, is responsible for promulgating Federal information technology and cybersecurity standards; regulating export of security technologies; representing U.S. industry on international trade policy and commercial data flow matters; security and privacy policies that apply to the Internet's domain name system; protecting intellectual property; conducting cybersecurity research and development; and assuring timely availability of industrial products, materials, and services to meet homeland security requirements. [1, pp. A-3]

Secretary of Education

The Secretary of Education oversees discretionary grants and technical assistance to help schools plan for and respond to emergencies that disrupt teaching and learning. The Department of Education is a supporting Federal agency in the response and management of emergencies under the National Response Framework. [1, pp. A-3]

Secretary of Energy

The Secretary of Energy maintains stewardship of vital national security capabilities, from nuclear weapons to leading edge research and development programs. The Department of Energy (DOE) is the designated Federal agency to provide a unifying structure for the integration of Federal critical infrastructure and key resources protection efforts specifically for the Energy Sector. It is also responsible for maintaining continuous and reliable energy supplies for the United States through preventive measures and restoration and recovery actions. DOE is the coordinator and primary agency for ESF #12 – Energy when incidents require a coordinated Federal response to facilitate the restoration of damaged energy systems and components. [1, pp. A-3]

Environmental Protection Agency

The Administrator of the Environmental Protection Agency (EPA) leads the EPA, which is charged with protecting human health and the environment. For certain incidents, EPA is the coordinator and primary agency for ESF #10 – Oil and Hazardous Materials Response, in response to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials. EPA is the Sector-Specific Agency for securing the Water Sector. [1, pp. A-4]

Secretary of Housing and Urban Development

The Secretary of Housing and Urban Development is the coordinator and primary agency for ESF #14 – Long-Term Community Recovery, which provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments, nongovernmental organizations (NGOs), and the private sector to enable community recovery from the long-term consequences of extraordinary disasters.

Secretary of the Interior

The Secretary of the Interior develops policies and procedures for all types of hazards and emergencies that impact Federal lands, facilities, infrastructure, and resources; tribal lands; and insular areas. The Department of the Interior (DOI) is also a primary agency for ESF #9 – Search and Rescue, providing specialized lifesaving assistance to State, tribal, and local authorities when activated for incidents or potential incidents requiring a coordinated Federal response. DOI, together with the Department of Agriculture, also operates the National Interagency Fire Center. [1, pp. A-4]

Secretary of Transportation

The Secretary of Transportation collaborates with DHS on all matters relating to transportation security and transportation infrastructure protection and in regulating the transportation of hazardous materials by all modes (including pipelines). The Secretary of Transportation is responsible for operating the national airspace system. [1, pp. A-4]

Other Federal Agencies

Other Federal Agencies are also part of the homeland security enterprise and contribute to the homeland security mission in a variety of ways. This includes agencies with responsibilities for regulating elements of the Nation's critical infrastructure to assure public health, safety, and the common defense, developing and implementing pertinent public policy, supporting efforts to assure a resilient homeland, and collaborating with those departments and agencies noted above in their efforts to secure the homeland. [1, pp. A-4]

Critical Infrastructure Owners and Operators

Critical Infrastructure and Key Resource (CIKR) Owners and Operators develop protective programs and measures to ensure that systems and assets, whether physical or virtual, are secure from and resilient to cascading, disruptive impacts. Protection includes actions to mitigate the overall risk to CIKR assets, systems, networks, functions, or their interconnecting links, including actions to deter the threat, mitigate vulnerabilities, or minimize the consequences associated with a

terrorist attack or other incident. CIKR owners and operators also prepare business continuity plans and ensure their own ability to sustain essential services and functions. [1, pp. A-5]

Major and Multinational Corporations

Major and Multinational Corporations operate in all sectors of trade and commerce that foster the American way of life and support the operation, security, and resilience of global movement systems. They take action to support risk management planning and investments in security as a necessary component of prudent business planning and operations. They contribute to developing the ideas, science, and technology that underlie innovation in homeland security. During times of disaster, they provide response resources (donated or compensated)—including specialized teams, essential service providers, equipment, and advanced technologies—through public-private emergency plans/partnerships or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives. [1, pp. A-5]

Small Business

Small Businesses contribute to all aspects of homeland security and employ more than half of all private-sector workers. They support response efforts by developing contingency plans and working with local planners to ensure that their plans are consistent with pertinent response procedures. When small businesses can survive and quickly recover from disasters, the Nation and economy are more secure and more resilient. They perform research and development, catalyze new thinking, and serve as engines of innovation for development of new solutions to key challenges in homeland security. [1, pp. A-5]

Governors

Governors are responsible for overseeing their State's threat prevention activities as well the State's response to any emergency or disaster, and take an active role in ensuring that other State officials and agencies address the range of homeland security threats, hazards, and challenges. During an emergency, Governors will play a number of roles, including the State's chief communicator. Critical Infrastructure and Key Resource (CIKR) Owners and Operators develop protective programs and measures to ensure that systems and assets, whether physical or virtual, are secure from and resilient to cascading, disruptive impacts. Protection includes actions to mitigate the overall risk to CIKR assets, systems, networks, functions, or their interconnecting links, including actions to deter the threat, mitigate vulnerabilities, or minimize the consequences associated with a terrorist attack or other incident. CIKR owners and operators also prepare business continuity plans and ensure their own ability to sustain essential services and functions. [1, pp. A-5]

State and Territorial Governments

State and Territorial Governments coordinate the activity of cities, counties, and intrastate regions. States administer Federal homeland security grants to local and tribal (in certain grant programs) governments, allocating key resources to bolster their prevention and preparedness capabilities. State agencies conduct law enforcement and security activities, protect the Governor and other executive leadership, and administer State programs that address the range of homeland security threats, hazards, and challenges. States government officials lead statewide disaster and mitigation planning. During response, States coordinate resources and capabilities throughout the State and are responsible for requesting and obtaining resources and capabilities from surrounding States. States often mobilize these substantive resources and capabilities to supplement the local efforts before, during, and after incidents. [1, pp. A-6]

Tribal Leaders

Tribal Leaders are responsible for the public safety and welfare of their membership. They can serve as both key decision makers and trusted sources of public information during incidents. [1, pp. A-6]

Tribal Governments

Tribal Governments, which have a special status under Federal laws and treaties, ensure the provision of essential services to members within their communities, and are responsible for developing emergency response and mitigation plans. Tribal governments may coordinate resources and capabilities with neighboring jurisdictions, and establish mutual aid agreements with other tribal governments, local jurisdictions, and State governments. Depending on location, land base, and resources, tribal governments provide law enforcement, fire, and emergency services as well as public safety to their members. [1, pp. A-6]

Mayors and Other Elected Officials

Mayors and other local elected and appointed officials (such as city managers) are responsible for ensuring the public safety and welfare of their residents, serving as their jurisdiction's chief communicator and a primary source of information for homeland security-related information, and ensuring their governments are able to carry out emergency response activities. They serve as both key decision makers and trusted sources of public information during incidents. [1, pp. A-6]

Local Governments

Local Governments provide front-line leadership for local law enforcement, fire, public safety, environmental response, public health, and emergency medical services for all manner of hazards and emergencies. Through the Urban Areas Security Initiative (UASI) program, cities (along with counties in many cases) address multijurisdictional planning and operations, equipment support and purchasing, and training and exercises in support of high-threat, high-density urban areas. UASI grants assist local governments in building and sustaining homeland security capabilities. Local governments coordinate resources and capabilities during disasters with neighboring jurisdictions, NGOs, the State, and the private sector. [1, pp. A-7]

County Leaders

County Leaders serve as chief operating officers of county governments, both rural and urban. This includes supporting and enabling the county governments to fulfill their responsibilities to constituents, including public safety and security. In some States, elected county officials such as sheriffs or judges also serve as emergency managers, search and rescue officials, and chief law enforcement officers. [1, pp. A-7]

County Governments

County Governments provide front-line leadership for local law enforcement, fire, public safety, environmental response, public health, and emergency medical services for all manner of hazards and emergencies. In many cases, county government officials participate in UASIs with other urban jurisdictions to assist local governments in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats or acts of terrorism. County governments coordinate resources and capabilities during disasters with neighboring jurisdictions, NGOs, the State, and the private sector. [1, pp. A-7]

American Red Cross

The American Red Cross is a supporting agency to the mass care functions of ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services under the NRF. As the Nation's largest mass care service provider, the American Red Cross provides sheltering, feeding, bulk distribution of needed items, basic first aid, welfare information, and casework, among other services, at the local level as needed. In its role as a service provider, the American Red Cross works closely with local, tribal, and State governments to provide mass care services to victims of every disaster, large and small, in an affected area. [1, pp. A-7]

Voluntary Organizations Active in Disaster

National Voluntary Organizations Active in Disaster (National VOAD) is a consortium of approximately 50 national organizations and 55 State and territory equivalents that typically send representatives to the Federal Emergency Management Agency's National Response Coordination Center to represent the voluntary organizations and assist in response coordination. Members of National VOAD form a coalition of nonprofit organizations that respond to disasters as part of their overall mission. [1, pp. A-8]

Nongovernmental Organizations

Nongovernmental Organizations (NGOs) provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. They often provide specialized services that help individuals with special needs, including those with disabilities, and provide resettlement assistance and services to arriving refugees. NGOs also play key roles in engaging communities to integrate lawful immigrants into American society and reduce the marginalization or radicalization of these groups. [1, pp. A-8]

Community Organizations

Communities and community organizations foster the development of organizations and organizational capacity that act toward a common goal (such as Neighborhood Watch, Community Emergency Response Teams, or providing emergency food or shelter). These groups may possess the knowledge and understanding of the threats, local response capabilities, and special needs within their jurisdictions and have the capacity necessary to alert authorities of those threats, capabilities, or needs. Additionally, during an incident these groups may be critical in passing along vital incident communications to individuals and families, and to supporting critical response activities in the initial stages of a crisis. [1, pp. A-8]

Individuals and Families

Individuals and Families take the basic steps to prepare themselves for emergencies, including understanding the threats and hazards that they may face, reducing hazards in and around their homes, preparing an emergency supply kit and household emergency plans (that include care for pets and service animals), monitoring emergency communications carefully, volunteering with established organizations, mobilizing or helping to ensure community preparedness, enrolling in training courses, and practicing what to do in an emergency. These individual and family preparedness activities strengthen community resilience and mitigate the impact of disasters. In addition, individual vigilance and awareness can help communities remain safer and bolster prevention efforts. [1, pp. A-8]

Conclusion

In order to safeguard the nation from domestic catastrophic incidents requires the collective and coordinated efforts of many agencies, organizations, and individuals. While the nation looks to the Department of Homeland Security to lead the way, homeland security is an enterprise. Each of us—government, business, and individual alike—has a role to play in contributing to the collective strength of this country. [1, p. 78]

Challenge Your Understanding

The following questions are designed to challenge your understanding of the material presented in this chapter. Some questions may require additional research outside this book in order to provide a complete answer.

1. Why is a homeland security “enterprise” necessary?
2. What are the essential elements required to make the homeland security enterprise work?
3. Which member of the enterprise is responsible for overseeing their State’s threat prevention activities as well the State’s response to any emergency or disaster?
4. Which member of the enterprise serves as the head of the Intelligence Community, acts as the principal advisor to the President and National Security Council for intelligence matters relating to national security?
5. Which member of the enterprise provides sheltering, emergency food supplies, counseling services, and other vital services to support response and promote the recovery of disaster victims?
6. Which member of the enterprise provides front-line leadership for local law enforcement, fire, public safety, environmental response, public health, and emergency medical services for all manner of hazards and emergencies?
7. Which member of the enterprise is responsible for criminal investigations of terrorist acts inside the United States, or directed at United States citizens or institutions abroad, as well as for related intelligence collection activities within the United States?
8. Which member of the enterprise defends the United States from direct attack, deters potential adversaries, fosters regional stability, secures and assures access to sea, air, space, and cyberspace?
9. Which member of the enterprise is responsible for taking basic steps to prepare themselves for emergencies and understanding the threats and hazards that they may face?
10. Which member of the enterprise is the coordinator and primary agency in response to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials?