

Senior Leadership

The First Five Years: 2003 – 2008



Homeland
Security

History Office

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Introductory Note

This document, prepared by the Department of Homeland Security History Office, presents information about the organization of the department and its senior leadership for the five years between its establishment on January 24, 2003, and the end of Fiscal Year 2008 on September 30, 2008. Senior leaders are listed hierarchically within the department: secretary, deputy secretary level, under secretary level, and assistant secretary level. Over the past five years, some positions that were originally established under the Homeland Security Act of 2002 (Public Law 107-296) have been modified, elevated, or abolished by subsequent legislation or executive orders.

For most entries, the effective date of incumbency for presidential appointees requiring Senate approval is the date of Senate confirmation. Some of the first incumbents were designated to act or received a recess appointment to their position by the President while waiting for their confirmation or presidential appointment; that date is noted with the actual confirmation or appointment date provided parenthetically.

For secretarial appointees and presidential appointees whose positions did not require Senate approval, the effective date of incumbency may be the appointment date or the date on which the official joined the department. Officials often assumed office days or weeks after their initial confirmation or appointment. A position change resulting from reorganization uses the effective date of the reorganization.

The last date of tenure may be the date referenced in a letter of resignation to the Secretary, the date a senior official was confirmed to another position, or the last day the official was on the department payroll.

There may be acting officials in charge for periods ranging from days to months. Under the Federal Vacancies Reform Act, vacancies of presidentially appointed and Senate confirmed individuals are filled by the First Assistant (deputy) or as designated by the President. In other instances, there is no indication of an acting official and a time gap is evident.

Department of Homeland Security Leaders as of September 30, 2008

- Secretary, Michael Chertoff
- Deputy Secretary, Paul A. Schneider
- Chief of Staff, Chad Sweet
- Executive Secretary, Fred L. Schwien
- Military Advisor, Rear Admiral Daniel B. Lloyd
- General Counsel (Acting), Gus P. Coldebella
- Administrator of Federal Emergency Management Agency (FEMA), R. David Paulison
- Under Secretary for Management, Elaine C. Duke
 - Chief Administrative Officer, Donald Bathurst
 - Chief Financial Officer, David L. Norquist
 - Chief Human Capital Officer, Thomas D. Cairns
 - Chief Information Officer, Richard Mangogna
 - Chief Procurement Officer, Thomas Essig
 - Chief Security Officer, Jerry Williams
- Under Secretary for National Protection and Programs Directorate, Robert D. Jamison
 - Assistant Secretary for Cybersecurity and Communications, Gregory Garcia
 - Assistant Secretary for Infrastructure Protection, Robert B. Stephan
 - Assistant Secretary for Intergovernmental Programs, Anne P. Petera
- Assistant Secretary for Policy, Stewart A. Baker
 - Assistant Secretary for International Affairs, Carol A. Haave
 - Assistant Secretary for Policy Development, Richard C. Barth
 - Assistant Secretary for the Private Sector Office, Alfonso Martinez-Fonts
 - Assistant Secretary for State and Local Law Enforcement, Edmund M. "Ted" Sexton
- Under Secretary for Science and Technology, Jay M. Cohen
- Under Secretary for Intelligence and Analysis / Chief Intelligence Officer, Charles E. Allen
- Director of the U.S. Citizenship and Immigration Services (Acting), Jonathan "Jock" Scharfen
- Commandant of the U.S. Coast Guard, Admiral Thad W. Allen
- Commissioner of the U.S. Customs and Border Protection, W. Ralph Basham
- Assistant Secretary for U.S. Immigration and Customs Enforcement, Julie L. Myers
- Director of the U.S. Secret Service, Mark J. Sullivan
- Assistant Secretary/Administrator for Transportation Security Administration, Edmund "Kip" Hawley
- Citizenship and Immigration Services Ombudsman, Michael T. Dougherty
- Officer for Civil Rights and Civil Liberties, Daniel W. Sutherland
- Director of the Office of Counternarcotics Enforcement, Uttam Dhillon
- Director of the Domestic Nuclear Detection Office, Vayl Oxford
- Director of the Federal Law Enforcement Training Center, Connie L. Patrick
- Federal Coordinator for the Recovery and Rebuilding of Gulf Coast Region, Douglas O'Dell
- Assistant Secretary for Health Affairs/Chief Medical Officer (Acting), Dr. Jon R. Krohmer
- Inspector General, Richard L. Skinner
- Assistant Secretary for Legislative Affairs, Lee C. Morris
- Director of the Office of Operations Coordination, Roger T. Rufe, Jr. (USCG, Ret.)
- Chief Privacy Officer, Hugo Teufel III
- Assistant Secretary for Public Affairs, J. Edward Fox
- Director of the National Cybersecurity Center, Rod Beckstrom

I. Secretary of Homeland Security

The Homeland Security Act of 2002 (Public Law 107-296) established the Department of Homeland Security as a Cabinet-level department, headed by a Secretary of Homeland Security. Appointed by the President with the consent of the Senate, the Secretary has the authority to perform all functions vested in the Department, which include overseeing activities with other federal, state, local, and private entities as part of a collaborative effort to strengthen the 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 system. The Secretary delegates these functions between a Deputy Secretary, five Under Secretaries, a General Counsel, and not more than twelve Assistant Secretaries.

The Department of Homeland Security, particularly the Office of the Secretary, was officially established on January 24, 2003, in accordance with a reorganization plan submitted by President George W. Bush on November 25, 2002. The Secretary began to appoint officials and plan for the transfer of the agencies and components that were to become an official part of the department on March 1, 2003.

<i>Thomas J. “Tom” Ridge</i>	January 24, 2003 (January 22, 2003) ¹ – February 1, 2005
<i>Admiral James M. Loy (USCG, Ret.) (Acting)</i>	February 2, 2005 – February 14, 2005
<i>Michael Chertoff</i>	February 15, 2005 –

¹ DHS becomes operational (Confirmed by the Senate).

II. Deputy Secretary of Homeland Security

The Homeland Security Act of 2002 established the deputy secretary as the secretary's first assistant and acting secretary in the incumbent's absence. The deputy secretary serves also as the chief operations officer for the department, overseeing the implementation of various department-wide initiatives.

<i>Gordon R. England</i>	January 27, 2003 (January 30, 2003) ² – September 26, 2003
<i>Admiral James M. Loy (USCG, Ret.)</i>	November 25, 2003 – March 1, 2005
<i>Michael P. Jackson</i>	March 10, 2005 – October 26, 2007
<i>Paul A. Schneider (Acting)</i>	October 27, 2007 – June 4, 2008
<i>Paul A. Schneider</i>	June 4, 2008 –

² Designated by the President (Confirmed by the Senate).

Administrator, Federal Emergency Management Agency

The Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) returned most preparedness powers to the Federal Emergency Management Agency (FEMA) and renamed the Under Secretary for Federal Emergency Management as the Administrator of FEMA, effective March 31, 2007. The Act also elevated the Administrator to the same level of authority as a Deputy Secretary. Additionally, the President may designate the Administrator to serve as a member of the Cabinet in the event of natural disasters, acts of terrorism, or other man-made disasters.

R. David Paulison

March 31, 2007 –

III. Under Secretaries for Homeland Security

The Homeland Security Act of 2002 established five Under Secretaries at a level immediately below the Deputy Secretary. Each Under Secretary oversees a directorate. The initial five directorates of the department were Border and Transportation Security, Emergency Preparedness and Response, Information Analysis and Infrastructure Protection, Management, and Science and Technology. Additionally, the Director for Citizenship and Immigration Services and the Commissioner of Customs and Border Protection hold a position equivalent to an Under Secretary. The Commandant of the Coast Guard and the Director of the Secret Service transferred to the department with their positions and responsibilities intact.

Over the department's history, titles and functions have changed. These changes are noted under each position.

Under Secretary for Border and Transportation Security

Established by the Homeland Security Act of 2002, the Under Secretary for Border and Transportation Security was responsible for preventing the entry of terrorists into the United States; securing the borders, territorial waters, ports, terminals, waterways, and air, land, and sea transportation systems; carrying out immigration enforcement functions; administering customs laws; conducting agricultural inspection functions; all while “ensuring the speedy, orderly and efficient flow of lawful traffic and commerce.”

The Homeland Security Act delegated to the Under Secretary the responsibilities of the United States Customs Service, the Transportation Security Administration (TSA), the Federal Protective Service, the Federal Law Enforcement Training Center (FLETC), and the Office for Domestic Preparedness (ODP), as well as the inspection and law enforcement responsibilities of the Immigration and Naturalization Service (INS).

The Commissioner of Customs and Border Protection, the Administrator of the Transportation Security Administration, the Assistant Secretary for Policy and Planning, the Assistant Secretary for Immigration and Customs Enforcement, and the Director of the Office for Domestic Preparedness reported to the Under Secretary.

Effective October 1, 2005, the position was abolished with the implementation of the Second Stage Review (2SR) reorganization. The responsibilities of the position transferred to various direct reports to the Secretary of Homeland Security, including U.S. Immigration and Customs Enforcement, U.S. Customs and Border Protection, the Transportation Security Administration, and the Preparedness and Policy Directorates.

Asa Hutchinson

Randy Beardsworth (Acting)

January 23, 2003 – March 1, 2005

March 1, 2005 – September 30, 2005

**Under Secretary for Emergency Preparedness and Response
Director, Federal Emergency Management Agency**

Effective April 1, 1979, President Jimmy Carter issued Executive Order 12127, creating the Federal Emergency Management Agency (FEMA) as a Cabinet-level agency. On July 20, 1979, Executive Order 12148 consolidated the emergency functions of the Federal Insurance Administration, the National Fire Prevention and Control Administration, the National Weather Service Community Preparedness Program, the Federal Preparedness Agency of the General Services Administration; the Federal Disaster Assistance Administration activities from the Department of Housing and Urban Development (HUD); and the Defense Civil Preparedness Agency from the Department of Defense into FEMA.

The Homeland Security Act of 2002 transferred FEMA to the new Emergency Response and Preparedness Directorate within the Department of Homeland Security on March 1, 2003. The Under Secretary for Emergency Preparedness and Response also served as the Director of FEMA.

The Under Secretary was responsible for helping to ensure the effectiveness of emergency response to terrorist attacks, major disasters, and other emergencies; providing the federal government's response to such emergencies; aiding the recovery from terrorist attacks and major disasters; and developing a comprehensive national incident management system, consolidating existing government plans into a single national response plan, and developing inter-operative communications technology.

In addition to FEMA, the Homeland Security Act also transferred the Integrated Hazard Information System from the National Oceanic and Atmospheric Administration (NOAA) in the Department of Commerce, renaming the system FIRESAT; the National Domestic Preparedness Office from the FBI; Domestic Emergency Support Teams from the Department of Justice; and the Office of Emergency Preparedness and the Strategic National Stockpile from the Department of Health and Human Services. In 2004, the Project Bioshield Act transferred the Strategic National Stockpile back to the Department of Health and Human Services.

The Second Stage Review (2SR) reorganization, effective October 1, 2005, abolished the Emergency Preparedness and Response Directorate, transferred preparedness responsibilities to a new Preparedness Directorate, and made FEMA a direct report to the Secretary of Homeland Security. In April 2006, the Director of FEMA became the Under Secretary for Federal Emergency Management, providing a Senate-confirmed leader for FEMA. The title change did not alter any of the response functions of FEMA.

Michael D. Brown

January 27, 2003³ – September 12, 2005

R. David Paulison (Acting)

September 12, 2005 – May 25, 2006

³ Having previously been confirmed by the Senate in his position as Deputy Director for FEMA, Brown was appointed as Under Secretary under a provision of the Homeland Security Act that provides that reconfirmation is not required for "any officer whose agency is transferred to the Department pursuant to this act and whose duties following such transfer are germane to those performed before such transfer." The date given for Brown is the date of designation.

**Under Secretary for Federal Emergency Management
Director, Federal Emergency Management Agency**

On April 4, 2006, Secretary Michael Chertoff notified Congress that he replaced the position of the Under Secretary for Emergency Preparedness and Response with the Under Secretary for Federal Emergency Management. This title change did not abolish any functions or create any new programs. The Under Secretary maintained the parallel title of Director of FEMA and preparedness functions remained within the Preparedness Directorate.

Effective March 31, 2007, the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) renamed the Under Secretary as the Administrator of the Federal Emergency Management Agency (FEMA) and elevated the position to the Deputy Secretary level.

R. David Paulison

May 26, 2006⁴ – March 30, 2007

⁴ Confirmed by the Senate.

Under Secretary for Information Analysis and Infrastructure Protection

Established by the Homeland Security Act of 2002, the Information Analysis and Infrastructure Protection Directorate (IAIP), led by an Under Secretary, was responsible for accessing, receiving, and analyzing law enforcement information, intelligence information, and other information from agencies of the federal government, state, and local government agencies to identify threats to the United States. The Under Secretary for Information Analysis and Infrastructure Protection also assessed vulnerabilities of key resources and national critical infrastructure and identified priorities for protective measures, developing a comprehensive national plan for securing key resources and critical infrastructure. The Under Secretary administered the Homeland Security Advisory System.

The Homeland Security Act also provided for two positions subordinate to the Under Secretary: the Assistant Secretary for Information Analysis and the Assistant Secretary for Infrastructure Protection.

The Second Stage Review (2SR) reorganization, effective October 1, 2005, abolished the Information Analysis and Infrastructure Protection Directorate and replaced it with the Preparedness Directorate. The intelligence and information analysis functions transferred to the Assistant Secretary for Intelligence and Analysis / Chief Intelligence Officer, who reported directly to the Secretary. The Assistant Secretary for Infrastructure Protection transferred to the Preparedness Directorate. Additionally, all state and local grants and associated activities from IAIP transferred to the Office of Grants and Training in the Preparedness Directorate.

Lt. Gen. Frank Libutti, USMC (Ret.)

June 23, 2003 – February 1, 2005

Lt. Gen. Patrick M. Hughes, USA (Ret.) (Acting)

February 2, 2005 – March 15, 2005

Col. Robert B. Stephan, USAF (Ret.) (Acting)

April 8, 2005 – September 30, 2005

Under Secretary for Preparedness

The Second Stage Review (2SR) reorganization, effective October 1, 2005, created the Preparedness Directorate in the place of the former Information Analysis and Infrastructure Protection Directorate. The Under Secretary was responsible for assessing and prioritizing policies and operations to enhance the department's and the country's preparedness for a natural disaster or terrorist attack. The new directorate incorporated all preparedness functions, including the U.S. Fire Administration and the Training and Radiological Emergency Preparedness Program from the Emergency Preparedness and Response Directorate; all grant-related functions from the Office of State and Local Government Coordination and Preparedness; and the Office of National Capital Region Coordination from the Office of the Secretary. The Assistant Secretary for Infrastructure Preparedness was transferred to the new directorate. The reorganization also created two new positions within the directorate: Chief Medical Officer and the Assistant Secretary for Cyber Security and Telecommunications.

The Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) required DHS to transfer almost all of the responsibilities of the Under Secretary for Preparedness to the Federal Emergency Management Agency, save for the Chief Medical Officer, the National Communications System, the National Cybersecurity Division, and the Office of Infrastructure Protection. The subsequent department-wide reorganization renamed the Under Secretary position as the Under Secretary for National Protection and Programs.

Col. Robert B. Stephan, USAF (Ret.) (Acting)

October 1, 2005 – December 18, 2005

George Foresman

December 19, 2005 – March 30, 2007

Under Secretary for National Protection and Programs

The department-wide reorganization in response to the Post-Katrina Emergency Management Reform Act of 2006 created the National Protection and Programs Directorate (NPPD) in the place of the Preparedness Directorate. Effective March 31, 2007, the new directorate works to reduce risks through an integrated approach that encompasses both physical and virtual threats and their associated human elements. The directorate consists of the Office of Cybersecurity and Communications, the Office of Infrastructure Protection, the Office of Intergovernmental Programs, the Office of Risk Management and Analysis, and US-VISIT.

George Foresman

March 31, 2007 – May 9, 2007

Robert D. Jamison (Acting)

May 9, 2007 – September 4, 2007

Robert D. Jamison

December 19, 2007 –

Under Secretary for Management

Created by the Homeland Security Act of 2002, the Under Secretary for Management is responsible for the budget, appropriations, expenditures of funds, accounting and finance; procurement; human resources and personnel; information technology and communications systems; facilities, property, and equipment; the identification and tracking of performance measures; grants programs; the transition and reorganization process; and internal audits.

The Chief Administrative Officer, Chief Information Officer, Chief Procurement Officer, and Chief Security Officer report directly to the Under Secretary. The Chief Financial Officer reports to both the Under Secretary for Management and the Secretary.

<i>Janet Hale</i>	January 27, 2003 (March 6, 2003) ⁵ – May 26, 2006
<i>Scott Charbo (Acting)</i>	May 26, 2006 – December 8, 2006
<i>Paul A. Schneider</i>	December 9, 2006 – June 4, 2008
<i>Elaine C. Duke</i>	June 27, 2008 –

⁵ Designed by the President (Confirmed by the Senate).

Under Secretary for Science and Technology

The Homeland Security Act of 2002 established an Under Secretary for Science and Technology (S&T), responsible for developing a national policy to coordinate the federal government's civilian efforts to develop countermeasures to chemical, biological, radiological, nuclear, and other terrorist threats, in addition to conducting research and development within the department itself. Additionally the legislation transferred to the directorate the Chemical, Biological, Radiological, and Nuclear Countermeasures Programs and parts of the Environmental Measurements Laboratory from the Department of Energy, the National Bioweapons Defense Analysis Center from the Department of Defense, and Plum Island Animal Disease Center from the Department of Agriculture.

In 2005, radiological and nuclear responsibilities were transferred from the S&T Directorate to the Domestic Nuclear Detection Office (DNDO).

Dr. Charles E. McQueary

March 19, 2003 – March 25, 2006

Dr. Jeffrey W. Runge (Acting)

March 25, 2006 – August 2, 2006

Rear Adm. Jay M. Cohen, USN (Ret.)

August 3, 2006 –

**Under Secretary for Intelligence and Analysis
Chief Intelligence Officer**

On August 3, 2007, Congress passed the Implementing the Recommendations of the 9/11 Commission Act of 2007 (Public Law 110-53). The Act elevated the Assistant Secretary for Intelligence and Analysis to the position of an Under Secretary. The new Under Secretary maintains the title and responsibilities of the Chief Intelligence Officer to gather, analyze, and disseminate information from field operations and other parts of the intelligence community to appropriate parties within the federal government, states, local government, and private sector partners.

Charles E. Allen

August 3, 2007 –

Director, U.S. Citizenship and Immigration Services

The Homeland Security Act of 2002 created the Bureau of Citizenship and Immigration Services and transferred the immigration services functions of the Immigration and Naturalization Service (INS), formerly in the Department of Justice, to the new Department of Homeland Security. The Director establishes national immigration services policies and priorities, including adjudications of immigration visa petitions, naturalization petitions, and asylum and refugee applications. Effective August 6, 2004, DHS removed the term “Bureau” from the title and renamed the office the United States Citizenship and Immigration Services.

<i>Eduardo Aguirre, Jr.</i>	February 6, 2003 (June 19, 2003) ⁶ – June 16, 2005
<i>Michael Petrucelli (Acting)</i>	June 17, 2005 – July 25, 2005
<i>Emilio T. Gonzalez</i>	December 21, 2005 – April 18, 2008
<i>Jonathan “Jock” Scharfen (Acting)</i>	April 21, 2008 –

⁶ Designated by the President (Confirmed by the Senate).

Commissioner, U.S. Customs and Border Protection

The Homeland Security Act of 2002 transferred the Customs Service, led by the Commissioner of the Customs Service, from the Treasury Department to the new Department of Homeland Security. A reorganization plan, submitted by the president to Congress on January 30, 2003, renamed the Customs Service and divided its functions between the new Bureau of Customs and Border Protection (CBP) and Bureau of Immigration and Customs Enforcement (ICE), with Treasury retaining the power to delegate customs revenue functions. The newly established CBP became a part of the Border and Transportation Security Directorate on March 1, 2003. The Commissioner assumed responsibility for the border and port of entry functions of the Customs Service and received the inspections functions of the Immigration and Naturalization Service (INS), along with the Border Patrol. CBP also received the agricultural inspections function of the Department of Agriculture. The Department of Treasury retained the power to delegate customs revenue functions.

The Second Stage Review (2SR) reorganization abolished the Border and Transportation Security Directorate, making the Commissioner a direct report to the Secretary. Effective March 31, 2007, the department renamed the Bureau as U.S. Customs and Border Protection.

Robert C. Bonner

Deborah Spero (Acting)

W. Ralph Basham

September 19, 2001 (March 1, 2003)⁷ – November 23, 2005

November 23, 2005 – May 25, 2006

May 26, 2006 –

⁷ Confirmed by the Senate as Commissioner of the U.S. Customs Service (Transferred to DHS as the Commissioner of the Bureau of Customs and Border Protection).

Commandant, United States Coast Guard

The U.S. Coast Guard traces its historical roots back to the 1789 creation of the U.S. Lighthouse Service and the 1790 Revenue Service. On January 28, 1915, the Revenue Cutter Service and Life-Saving Service merged to form the U.S. Coast Guard. The Coast Guard enforces applicable federal laws on the high seas and waters subject to U.S. jurisdiction. Additionally, the Coast Guard is a military department, required to maintain a state of readiness to function as a specialized service in the Navy during a time of war. The Homeland Security Act of 2002 transferred the Coast Guard from the Department of Transportation to the new Department of Homeland Security as a distinct entity, maintaining its responsibilities.

The title Commandant dates to a 1908 when the title “Captain-Commandant” was established in the Revenue Cutter Service. Once Coast Guard officers could attain flag rank, the prefix “Captain” was no longer used. Currently, the incumbent is appointed to a four-year term by the President and may be reappointed. The Commandant must be appointed from officers on the active duty promotion list serving above the grade of captain with at least ten years of active service as a commissioned officer of the Coast Guard. The Commandant holds the rank of Admiral while serving in this position.

Adm. Thomas Collins, USCG

May 30, 2002 – May 25, 2006

Adm. Thad Allen, USCG

May 25, 2006 –

Director, United States Secret Service

Created in 1865 to suppress counterfeit currency, the United States Secret Service enforces U.S. laws relating to financial crimes, including fraud and counterfeiting. The Secret Service also is responsible for the security of the President, Vice President, and other dignitaries and designated individuals, as well as the White House. The Homeland Security Act of 2002 transferred the Secret Service as a distinct and separate entity from the Department of the Treasury to the Department of Homeland Security on March 1, 2003, and subsequent appropriations legislation require that DHS may not alter the Secret Service.

W. Ralph Basham

January 27, 2003 – May 26, 2006

Mark J. Sullivan

May 31, 2006 –

IV. Assistant Secretaries of Homeland Security and Direct Reports

The Homeland Security Act of 2002 established the position of Assistant Secretary of Homeland Security and provided for up to twelve Assistant Secretaries. Some positions may not have been originally established at the Assistant Secretary level but are now so designated; likewise, some positions that were originally established at the Assistant Secretary level have been elevated or no longer exist.

The Homeland Security Act of 2002 also established positions at the Assistant Secretary level that do not have the designation of Assistant Secretary: the General Counsel and the Inspector General. The Act also created several positions that are appointed by the President: the Chief Information Officer, the Chief Human Capital Officer, the Chief Financial Officer, and the Officer for Civil Rights and Civil Liberties. Additional positions requiring presidential appointment either with or without the consent of the Senate have been created since the passage of the Homeland Security Act, including the Director of the Domestic Nuclear Detection Office, the Director of the Office of Counternarcotics Enforcement, and the Federal Coordinator for Gulf Coast Rebuilding.

Additionally, a number of senior leaders are appointed by and report directly to the Secretary.

Assistant Secretary for Policy

The Second Stage Review (2SR) reorganization, effective October 1, 2005, created the Office of Policy, led by an Assistant Secretary. The Secretary has requested that Congress pass legislation to elevate the position to an Under Secretary. Appointed by the President with confirmation by the Senate, the Assistant Secretary for Policy coordinates policies, programs, and planning across the department, performing functions formerly held by entities within the Office of the Secretary and the abolished Border and Transportation Security and Information Analysis and Infrastructure Protection Directorates. The Assistant Secretary for Policy oversees the Assistant Secretary for Policy Development, the Director of the Office of Immigration Statistics, the Assistant Secretary for the Private Sector, the Assistant Secretary for International Affairs, the Assistant Secretary for State and Local Law Enforcement, and the Homeland Security Advisory Council.

Stewart A. Baker

October 7, 2005 –

Assistant Secretary for Policy Development

Created by the Second Stage Review (2SR) reorganization, the Assistant Secretary for Policy Development coordinates the identification, development, and implementation of the Department's policy objectives among departmental components. Appointed by the Secretary, the Assistant Secretary also serves as principal representative for the department in promoting policies before the White House and other Cabinet agencies and works with foreign governments and institutions, stakeholders in the affected private sector industries, think tanks, and media to identify potential concerns and solutions. The Assistant Secretary assumed many of the functions of the Assistant Secretary for Border and Transportation Security Policy and Planning.

Elaine Dezenski (Acting)

October 1, 2005 – March 31, 2006

Paul Rosenzweig (Acting)

March 31, 2006 – August 28, 2006

Richard C. Barth, Ph.D.

August 28, 2006 –

Special Assistant to the Secretary for the Private Sector

The Homeland Security Act of 2002 created the position of the Special Assistant to the Secretary within the Office of the Secretary. The Special Assistant created and fostered strategic communications among the department, other federal agencies, and businesses, trade associations, and other non-governmental organizations that make up the private sector. The Special Assistant became the Assistant Secretary for the Private Sector after the Second Stage Review (2SR) reorganization.

Alfonso Martinez-Fonts

January 30, 2003 – September 30, 2005

Assistant Secretary for the Private Sector Office

The Second Stage Review (2SR) reorganization, effective October 1, 2005, converted the position of the Special Assistant to the Secretary for the Private Sector to the Assistant Secretary for the Private Sector within the Policy Directorate. Appointed by the Secretary, the Assistant Secretary maintains the same responsibilities as the Special Assistant.

Alfonso Martinez-Fonts

October 1, 2005 –

Assistant Secretary for Strategic Plans

The Second Stage Review (2SR) reorganization, effective October 1, 2005, created the Office of Strategic Plans. Appointed by the Secretary, the Assistant Secretary for Strategic Plans developed a department-wide planning structure and implementation strategies for use by department leadership and ensures that the department's budget and other plans reflect strategic priorities.

The Assistant Secretary position was eliminated on January 2, 2008. The Deputy Assistant Secretary for Policy (Strategic Plans) currently leads the Office of Strategic Plans.

<i>Randy Beardsworth</i>	October 1, 2005 – September 29, 2006
<i>Capt. Eric Fagerholm, USCG (Ret.) (Acting)</i>	September 30, 2006 – January 2, 2008

Director of the Office of International Affairs

The Homeland Security Act of 2002 created the position of Director of the Office of International Affairs within the Office of the Secretary. The Director advanced information and education exchange with other nations to promote research and development, first responder training and collaboration of experts on terrorism and managed international activities within the department. The Director became the Assistant Secretary for International Affairs after the Second Stage Review (2SR) reorganization.

<i>Cresencio "Cris" Arcos</i>	June 30, 2003 – September 30, 2005
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Assistant Secretary for International Affairs

The Second Stage Review (2SR) reorganization, effective October 1, 2005, renamed the position of Director of the Office of International Affairs as the Assistant Secretary for International Affairs. The Office of International Affairs moved from the Office of the Secretary to the Office of Policy. Appointed by the Secretary, the Assistant Secretary maintains the responsibilities of the Director of the Office of International Affairs.

<i>Cresencio "Cris" Arcos</i>	October 1, 2005 – October 13, 2006
<i>Paul Rosenzweig (Acting)</i>	October 13, 2006 – July 21, 2007
<i>Marisa R. Lino</i>	July 22, 2007 – February 25, 2008
<i>Paul Rosenzweig (Acting)</i>	February 25, 2008 – July 7, 2008
<i>Carol A. Haave</i>	July 8, 2008 –

Assistant Secretary for State and Local Law Enforcement

The Implementing the Recommendations of the 9/11 Commission Act of 2007 (Public Law 110-53) established an Office of State and Local Law Enforcement within the Office of Policy. Appointed by the Secretary, the Assistant Secretary for State and Local Law Enforcement coordinates department-wide policies relating to the role of state and local law enforcement in preventing, preparing for, protecting against, and responding to natural disasters, acts of terrorism, and other man-made disasters within the United States and serves as the department's chief liaison with state and local law enforcement partners.

<i>Edmund M. "Ted" Sexton</i>	January 20, 2008 –
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Administrator of the Transportation Security Administration

On November 19, 2001, the Aviation and Transportation Security Act of 2001 (Public Law 107-71) created the Transportation Security Administration (TSA) in the Department of Transportation, headed by the Under Secretary of Transportation for Security. TSA protects the nation's transportation systems. Early mandates included the hiring, training, and retention of security screening personnel at all airports and developing policies, strategies, and plans for dealing with threats to transportation security. John Magaw served as the first Under Secretary/Administrator for TSA.

The Homeland Security Act of 2002 transferred TSA in its entirety from the Department of Transportation to the Border and Transportation Security Directorate in the Department of Homeland Security, requiring that it remain a distinct entity for two years. Effective March 1, 2003, TSA became a part of the Department of Homeland Security. The Under Secretary of Transportation for Security at the time of transfer remained at the head of TSA as the Administrator.

<i>Adm. James M. Loy, USCG (Ret.)</i>	November 18, 2002 (March 1, 2003) ⁸ – November 25, 2003
<i>Rear Adm. David M. Stone, USN (Ret.) (Acting)</i>	December 4, 2003 – July 22, 2004

Assistant Secretary/Administrator, Transportation Security Administration

In 2004, the Administrator of the Transportation Security Administration (TSA) took on the additional title of Assistant Secretary for the Transportation Security Administration, retaining the responsibilities and title of Administrator.

Effective October 1, 2005, the Second Stage Review (2SR) reorganization abolished the Border and Transportation Security Directorate. Appointed by the President and confirmed by the Senate, the Assistant Secretary/Administrator now reports directly to the Secretary.

<i>Rear Adm. David M. Stone, USN (Ret.)</i>	July 22, 2004 – June 3, 2005
<i>Col. Kenneth S. Kasprisin, USA (Ret.) (Acting)</i>	June 4, 2005 – July 21, 2005
<i>Edmund "Kip" Hawley</i>	July 22, 2005 –

⁸ Confirmed by the Senate as Under Secretary of Transportation for Security (Transferred to DHS as Administrator of the Transportation Security Administration).

Assistant Secretary for U.S. Immigrations and Customs Enforcement

The Homeland Security Act of 2002 established a Bureau of Border Security within the Border and Transportation Security Directorate. The January 30, 2003, reorganization plan changed the name to the Bureau of Immigration and Customs Enforcement (ICE) and outlined its functions in further detail. Appointed by the President with confirmation by the Senate, the Assistant Secretary assumed responsibility for interior law enforcement functions previously held by the Immigration Naturalization Service (INS), including the detention and removal program, the intelligence program, and the investigations program. The reorganization also transferred the Federal Protective Service and the law enforcement missions of the Customs Service to ICE.

The Second Stage Review (2SR) reorganization abolished the Border and Transportation Security Directorate, making ICE a direct report to the Secretary. On March 31, 2007, the department changed the name of the Bureau of Immigration and Customs Enforcement to U.S. Immigration and Customs Enforcement.

Michael J. Garcia
John Clark (Acting)
Julie L. Myers

March 11, 2003 (November 25, 2003)⁹ – September 5, 2005
 September 6, 2005 – January 3, 2006
 January 4, 2006 (December 19, 2007)¹⁰ –

Assistant Secretary for Cyber Security and Telecommunications

In the early days of the department, the National Cybersecurity Division in the Information Analysis and Infrastructure Protection Directorate oversaw the department's efforts to secure infrastructure against potential cyber terrorist threats. Effective, October 1, 2005, the Second Stage Review (2SR) reorganization created the position of Assistant Secretary for Cyber Security and Telecommunications within the new Preparedness Directorate. The secretary-appointed Assistant Secretary collected, analyzed, and coordinated access to information related to potential cyber terrorist threats and supported telecommunications infrastructure to meet mission-critical national security.

Gregory Garcia

September 18, 2006 – March 30, 2007

Assistant Secretary for Cybersecurity and Communications

The Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) created the position of Assistant Secretary for Cybersecurity and Communications with responsibilities similar to those of the existing Assistant Secretary for Cyber Security and Telecommunications. In a department-wide reorganization in response to the Post-Katrina Emergency Management Reform Act, effective March 31, 2007, the renamed Office of Cybersecurity and Communications transferred from the abolished Preparedness Directorate to the new National Protection and Programs Directorate.

Gregory Garcia

March 31, 2007 –

⁹ Designated by the President (Confirmed by the Senate).

¹⁰ Recess appointment (Confirmed by the Senate).

Chief Medical Officer

The Second Stage Review (2SR) reorganization, effective October 1, 2005, created the position of Chief Medical Officer within the Preparedness Directorate. The Chief Medical Officer coordinates medical issues throughout the department and works with officials at the Department of Health and Human Services and the Department of Agriculture to improve coordination of government medical preparedness efforts.

The Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) transferred most of the Preparedness Directorate to the Federal Emergency Management Agency, but specifically did not include the Chief Medical Officer. The Act also statutorily established the position, requiring presidential appointment and confirmation by the Senate.

Dr. Jeffrey W. Runge

September 5, 2005 – March 30, 2007

Assistant Secretary for Health Affairs / Chief Medical Officer

In response to the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295), the Secretary implemented a department-wide reorganization, effective March 31, 2007, creating the Office of Health Affairs (OHA). The Office is led by the Chief Medical Officer, who also holds the position of Assistant Secretary, with presidential appointment and confirmation by the Senate. In addition to the responsibilities of Chief Medical Officer, the Assistant Secretary leads departmental biodefense activities, including the Bioshield and BioWatch programs (transferring to OHA from the Science and Technology Directorate) and the National Biosurveillance Integration System (transferring to OHA from the Office of Infrastructure Protection); coordinates contingency planning, medical readiness of first responders, weapons of mass destruction incident management support, and medical preparedness grant coordination; and provides policy, standards, requirements, and metrics for the Department's occupational health and safety programs.

Dr. Jeffrey W. Runge (Acting)

March 31, 2007 – December 18, 2007

Dr. Jeffrey W. Runge

December 19, 2007 – August 2, 2008

Dr. Jon Krohmer (Acting)

August 2, 2008 –

Director of the Office of State and Local Government Coordination

The Homeland Security Act of 2002 created the Office of State and Local Government Coordination (SLCG) within the Office of the Secretary. Appointed by the Secretary, the Director oversaw and coordinated departmental programs for and relationships with state and local governments. On March 26, 2004, the department consolidated the Office of State and Local Government Coordination with the Office for Domestic Preparedness to create the Office of State and Local Government Coordination and Preparedness (SLGCP). The Director continued to perform coordination functions within SLGCP.

The Second Stage Review (2SR) reorganization, effective October 1, 2005, dissolved the Office of State and Local Government Coordination and Preparedness, creating the Office of Grants and Training, the Office of Legislative and Intergovernmental Affairs, and maintaining the Office of State and Local Government Coordination in the new Preparedness Directorate. The SLGC coordinated with state, local and tribal first responders, state homeland security advisors and emergency management coordination.

Joshua Filler

February 10, 2003 – November 5, 2005

Chet Lunner (Acting)

November 7, 2005 – March 30, 2007

Assistant Secretary for Intergovernmental Programs

On March 31, 2007, the Office of State and Local Government Coordination merged with the Office of Intergovernmental Affairs from the Office of Legislative and Intergovernmental Affairs to form the Office of Intergovernmental Programs (IGP) in the National Protection and Programs Directorate (NPPD). Headed by an Assistant Secretary appointed by the Secretary, the Office of Intergovernmental Programs coordinates the department's interaction with state, local, tribal, and territorial governments.

Chet Lunner (Acting)

March 31, 2007 – April 16, 2007

Anne P. Petera

April 17, 2007 –

Assistant Secretary for Infrastructure Protection

The Homeland Security Act of 2002 created the position of Assistant Secretary for Infrastructure Protection within the Information Analysis and Infrastructure Protection Directorate. Appointed by the President, the Assistant Secretary facilitates and conducts vulnerability assessments of critical infrastructure; assists governments and private sector stakeholders to develop protection strategies, programs, training, and best practices activities that reduce vulnerability; and develops and maintains a comprehensive national plan for securing key resources and critical infrastructure, which became known as the National Infrastructure Protection Plan (NIPP).

The Second Stage Review (2SR) Reorganization, effective October 1, 2005, transferred the Office of Infrastructure Protection from the abolished Information Analysis and Infrastructure Protection Directorate to the new Preparedness Directorate. The position retained its responsibilities.

The department-wide reorganization, effective March 31, 2007, in response to the Post-Katrina Management Reform Act of 2006 (Public Law 109-295) abolished the Preparedness Directorate and transferred the Office of Infrastructure Protection to the new National Protection and Programs Directorate, retaining all of the Office's functions and responsibilities. The Implementing Recommendations of the 9/11 Commission Act of 2007 (Public Law 110-53) reconfirmed the position of Assistant Secretary for Infrastructure Protection and its responsibilities in the wake of the abolishment of the Information Analysis and Infrastructure Protection Directorate.

Robert Liscouski

April 4, 2003 – February 1, 2005

Thomas DiNanno (Acting)

February 2, 2005 – April 7, 2005

Col. Robert B. Stephan, USAF (Ret.)

April 8, 2005 –

Assistant Secretary for Legislative Affairs

Established with the creation of the department in 2003, the Assistant Secretary for Legislative Affairs developed and advanced the department's legislative agenda, acting as the Secretary's direct representative to Congress, through establishing and maintaining congressional relations, developing departmental protocols for interaction with Congress, and contributing to the formulation and communication of the department's strategic message.

Pamela J. Turner

March 10, 2003 – September 30, 2005

Assistant Secretary for Legislative and Intergovernmental Affairs

The Second Stage Review (2SR) reorganization, effective October 1, 2005, created the Office of Legislative and Intergovernmental Affairs. The Assistant Secretary maintained the responsibilities of the Office of Legislative Affairs and assumed responsibility for the Office of Intergovernmental Affairs, comprised of federal, state, local, and tribal government liaison elements of the Office of State and Local Government Coordination and Preparedness not transferred to the Preparedness Directorate.

Pamela J. Turner

October 1, 2005 – May 31, 2006

Donald H. Kent, Jr.

December 11, 2006 – March 30, 2007

Assistant Secretary for Legislative Affairs

A department-wide reorganization, effective March 31, 2007, in response to the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295), again separated the Office of Legislative Affairs and the Office of Intergovernmental Affairs, transferring the Office of Intergovernmental Affairs to the Office of Intergovernmental Programs in the National Protection and Programs Directorate. The Assistant Secretary retains the title and the congressional liaison responsibilities of the Assistant Secretary of Legislative Affairs as established in 2003.

Donald H. Kent, Jr.
Lee C. Morris

March 31, 2007 – September 12, 2008
September 15, 2008 –

Assistant Secretary for Public Affairs

The Assistant Secretary for Public Affairs develops and implements DHS messages regarding homeland security; oversees the website, secretarial events, public outreach, and media relations; and coordinates with regional and component offices.

Susan Neely
Brian Besanceney
Cynthia Bergman (Acting)
J. Edward Fox

January 30, 2003 – February 14, 2005
February 16, 2005 – July 28, 2006
July 29, 2006 – April 10, 2007
April 11, 2007 –

Director of the National Cyber Security Center

On January 8, 2008, President George W. Bush issued Homeland Security Presidential Directive 23 (HSPD-23), creating the National Cyber Security Center (NCSC), led by a director. The NCSC coordinates cybersecurity efforts and improves situational awareness and information sharing across the federal government.

Rod Beckstrom

March 7, 2008 –

Assistant Secretary for Border and Transportation Security Policy and Planning

The Assistant Secretary for Border and Transportation Security Policy and Planning was established in 2003 and reported to the Under Secretary for Border and Transportation Security (BTS), developing border and transportation security policy, strategic plans and performance measures, and serving as a liaison between BTS and other directorates. The Assistant Secretary was appointed by the President and confirmed by the Senate.

The position ceased to exist on October 1, 2005, when the Second Stage Review (2SR) reorganization abolished the Border and Transportation Security Directorate. The reorganization transferred most of the Assistant Secretary's powers to the Office of Policy.

C. Stewart Verdery
Elaine Dezenski (Acting)

June 19, 2003 – March 4, 2005
March 5, 2005 – September 30, 2005

Assistant Secretary for Information Analysis

The Homeland Security Act of 2002 created the position of the Assistant Secretary for Information Analysis within the Information Analysis and Infrastructure Protection Directorate. Appointed by the President, the Assistant Secretary identified and assessed the nature and scope of terrorist threats and coordinated with other members of the intelligence community to ensure appropriate exchanges of information.

The Second Stage Review (2SR) Reorganization abolished the Information Analysis and Infrastructure Protection Directorate and established a new Office of Intelligence and Analysis.

Paul Redmond

March 18, 2003 – June 30, 2003

William Parrish (Acting)

July 3, 2003 – November 16, 2003

Lt. Gen. Patrick M. Hughes, USA (Ret.)

November 17, 2003 – March 15, 2005

Karen Morr (Acting)

March 16, 2005 – September 17, 2005

Assistant Secretary for Intelligence and Analysis / Chief Intelligence Officer

The Second Stage Review (2SR) Reorganization, effective October 1, 2005, established the Office of Intelligence and Analysis, led by an Assistant Secretary who also served as the department's Chief Intelligence Officer. The Assistant Secretary gathered, analyzed, and disseminated information from field operations and other parts of the intelligence community to appropriate parties within the federal, state, local, and tribal governments, and private sector partners.

In August 2007, Congress passed the Implementing Recommendations of the 9/11 Commission Act of 2007 (Public Law 110-53), elevating the position to the Under Secretary for Intelligence and Analysis.

Charles E. Allen

September 18, 2005 – August 2, 2007

Assistant Secretary for Programs, Plans, and Budgets

The Assistant Secretary for Programs, Plans, and Budgets in the Science and Technology Directorate developed and implemented strategic plans and program portfolios within the directorate. The Assistant Secretary was appointed by the President with confirmation by the Senate.

The Second Stage Review (2SR) reorganization, effective October 1, 2005, abolished the Assistant Secretary position and transferred its responsibilities to the Director of the Office of Plans, Programs, and Requirements.

Dr. Penrose C. "Parney" Albright

October 3, 2003 – July 1, 2005

Director of the Office for Domestic Preparedness

Authorized by the 1998 Appropriations Act (Public Law 105-119), the Department of Justice created the Office for Domestic Preparedness (ODP) to develop and administer training and equipment assistance programs to prepare state and local emergency response agencies for possible terrorist attacks.

The Homeland Security Act of 2002 transferred ODP from the Department of Justice to the Border and Transportation Security (BTS) Directorate of the new Department of Homeland Security, requiring that the Director be nominated by the president and confirmed by the Senate.

On March 26, 2004, the creation of the Office of State and Local Government Coordination and Preparedness (SLGCP) consolidated the Office for Domestic Preparedness with the Office of State and Local Government Coordination (SLGC). The Director of the Office for Domestic Preparedness became the Executive Director of the Office of State and Local Government Coordination and Preparedness.

C. Suzanne Mencer

October 3, 2003 – March 25, 2004

Executive Director of the Office of State and Local Government Coordination and Preparedness

On March 26, 2004, the department consolidated the Office for Domestic Preparedness (ODP) and the Office of State and Local Government Coordination to form the Office of State and Local Government Coordination and Preparedness. The Director of the ODP became the Executive Director of the new office. In addition to fulfilling the responsibilities of ODP and SLGC, the new office assumed responsibility of grant award functions formerly supervised by the Under Secretary for Emergency Preparedness and Response and the Administrator of the Transportation Security Administration, including port security, firefighter assistance grants, and emergency management planning grants.

The Second Stage Review (2SR) reorganization, effective October 1, 2005, dissolved the Office of State and Local Government Coordination and Preparedness. Elements of the Office responsible for grants training and exercises were renamed the Office of Grants and Training within the new Preparedness Directorate. Elements of the Office that coordinated with state, local, and tribal first responders, state homeland security advisors and emergency management coordinators remained in the Office of State and Local Government Coordination within the Preparedness Directorate. Elements of the Office of State and Local Government Coordination and Preparedness not transferred to the Preparedness Directorate became the Office for Intergovernmental Affairs within the Office of Legislation and Intergovernmental Affairs.

C. Suzanne Mencer
Matt Mayer (Acting)

March 26, 2004 – January 31, 2005

February 1, 2005 – January 3, 2006

Assistant Secretary for Grants and Training

The Second Stage Review (2SR) reorganization dissolved the Office of State and Local Government Coordination and Preparedness, creating the Office of Grants and Training within the Preparedness Directorate, to be led by an Assistant Secretary appointed by the President and confirmed by the Senate. The Office of Grants and Training provided training, planning, and execution of exercises, technical assistance, and other support to assist states and local jurisdictions to prevent, respond to, and recover from acts of terrorism, as well as administering grant funds for the purchase of equipment and training.

The Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) transferred most of the Preparedness Directorate, including the Office of Grants and Training, to the Federal Emergency Management Agency. A subsequent department-wide reorganization effective March 31, 2007, renamed the Office as the Office of Grant Programs, led by an Assistant Administrator nominated by the President and confirmed by the Senate.

Tracy A. Henke

January 4, 2006¹¹ – October 31, 2006

Corey D. Gruber (Acting)

November 1, 2006 – March 31, 2007

Assistant Administrator for Grant Programs

A department-wide reorganization, effective March 31, 2007, in response to the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) transferred most of the Preparedness Directorate to the Federal Emergency Management Agency and renamed the Office of Grants and Training as the Office of Grant Programs, led by an Assistant Administrator nominated by the President and confirmed by the Senate.

W. Ross Ashley

December 19, 2007 –

General Counsel

Created by the Homeland Security Act of 2002, the General Counsel is appointed by the President with confirmation by the Senate and serves as the chief legal advisor of the department. The Office of the General Counsel plans, directs, and executes all legal activities within the department nationwide to ensure full and legally sound implementation of the department's statutory responsibilities.

Joe D. Whitley

July 31, 2003 – May 18, 2005

Philip J. Perry

June 8, 2005 – February 6, 2007

Gus Coldebella (Acting)

February 7, 2007 –

¹¹ Recess appointment.

Inspector General

The Homeland Security Act of 2002 created the Inspector General (IG) position in compliance with the Inspector General Act of 1978. Appointed by the President with confirmation by the Senate, the IG conducts and supervises audits, investigations, and inspections related 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.

<i>Clark Kent Ervin</i>	January 27, 2003 (December 26, 2003) ¹² – December 8, 2004
<i>Richard L. Skinner</i> (Acting)	December 9, 2004 – July 27, 2005
<i>Richard L. Skinner</i>	July 28, 2005 –

Chief Financial Officer

The Homeland Security Act of 2002 created the position of Chief Financial Officer (CFO). In the early days of the department, the CFO reported to the Under Secretary for Management.

The Chief Financial Officers Act of 1990 (Public Law 101-576) required that the CFO of any federal agency be appointed by the President, confirmed by the Senate, and report directly to the head of the agency. The Department of Homeland Security Financial Accountability Act (Public Law 108-330), enacted on October 16, 2004, amended the Chief Financial Officers Act to include the Department of Homeland Security. The current presidential appointee for CFO was allowed to hold the position until the Senate confirmation of a new CFO. To comply with these requirements, the CFO reports to both the Secretary and the Under Secretary for Management.

<i>Bruce Carnes</i>	March 23, 2003 – December 1, 2003
<i>Andrew Maner</i>	January 6, 2004 – March 3, 2006
<i>Eugene H. Schied</i> (Acting)	March 4, 2006 – May 25, 2006
<i>David Norquist</i>	May 26, 2006 –

Chief Human Capital Officer

The Department of Homeland Security is the first department required to have a Chief Human Capital Officer, a new position created by the Homeland Security Act of 2002 and now required in every major federal agency. Appointed by the President, the Chief Human Capital Officer supervises human resources policies and strategies for the department's workforce and reports to the Under Secretary for Management.

<i>Ronald J. James</i>	May 5, 2003 – September 1, 2005
<i>Kenneth "Gregg" Prillaman</i>	September 7, 2005 – June 9, 2006
<i>Ronald J. James</i> (Acting)	June 12, 2006 – September 16, 2006
<i>Marta Brito Perez</i>	September 17, 2006 – January 6, 2008
<i>Bray Barnes</i> (Acting)	March 24, 2008 – May 8, 2008
<i>Thomas D. Cairns</i>	May 8, 2008 –

¹² Designated by the President (Recess appointment).

Chief Information Officer

Required by the Homeland Security Act of 2002, the Chief Information Officer (CIO) oversees the design, development, and implementation of departmental information systems. The CIO is appointed by the President and reports to the Under Secretary for Management.

<i>Steven I. Cooper</i>	January 26, 2003 – April 30, 2005
<i>Scott Charbo</i>	June 20, 2005 – February 1, 2008
<i>Charles Armstrong (Acting)</i>	February 1, 2008 – April 8, 2008
<i>Richard Mangogna</i>	April 8, 2008 –

Chief Administrative Officer

The Chief Administrative Officer (CAO), initially titled the Chief of Administrative Services, supervises the delivery of administrative services to the Department of Homeland Security, including facilities acquisition and management, inventory management, records management, health and safety programs, environmental compliance, mail room, motor pool, fleet management and customer service. The Chief Administrative Officer reports to the Under Secretary for Management.

<i>J. Michael Dorsey</i>	February 15, 2003 – June 11, 2004
<i>Donald Bathurst (Acting)</i>	June 12, 2004 – August 8, 2004
<i>Donald Bathurst</i>	August 9, 2004 –

Chief Procurement Officer

The Chief Procurement Officer oversees the management, administration, and oversight of the department's acquisition, financial assistance, strategic sourcing, and competitive sourcing programs. The Chief Procurement Officer reports to the Under Secretary for Management.

<i>Gregory Rothwell</i>	July 27, 2003 – December 2, 2005
<i>Elaine C. Duke (Acting)</i>	December 5, 2005 – January 31, 2006
<i>Elaine C. Duke</i>	February 1, 2006 – October 28, 2007
<i>Thomas W. Essig (Acting)</i>	October 29, 2007 – January 9, 2008
<i>Thomas W. Essig</i>	January 10, 2008 –

Chief Security Officer

The Homeland Security Act of 2002 assigned responsibility for security to the Under Secretary of Management. On August 1, 2003, Secretary Tom Ridge established the Office of Security as a direct report to the Deputy Secretary, responsible for securing personnel, information technology and communications systems, facilities, property, equipment, and other resources. The Second Stage Review (2SR) reorganization transferred the Office of Security back to the Management Directorate, effective October 1, 2005.

<i>Jack Johnson</i>	December 12, 2003 – February 19, 2005
<i>Dwight M. Williams (Acting)</i>	February 19, 2005 – May 28, 2005
<i>Dwight M. Williams</i>	May 29, 2005 – June 1, 2007
<i>Jerry Williams (Acting)</i>	June 2, 2007 – July 30, 2007
<i>Jerry Williams</i>	July 31, 2007 –

Counternarcotics Officer / United States Interdiction Coordinator

Created by the Homeland Security Act of 2002, the Counternarcotics Officer coordinated drug interdiction policy and operations within the Department and between the Department and other federal departments and agencies. The Counternarcotics Officer was also the United States Interdiction Coordinator, a position previously held by the Commandant of the U.S. Coast Guard, working closely with the Office of National Drug Control Policy.

Roger Mackin

March 25, 2003 – October 8, 2004

Rear Adm. Ralph Utley, USCG (Ret.) (Acting)

October 25, 2004 – December 17, 2004

Director of the Office of Counternarcotics Enforcement

The Intelligence Reform and Terrorism Prevention Act of 2004 (P.L. 108-458, December 17, 2004) amended the Homeland Security Act of 2002 to require that the Director be appointed by the President and confirmed by the Senate. The incumbent is eligible to be the United States Interdiction Coordinator, but this title is not automatically conferred upon the Director. The Director of the Office of National Drug Control Policy appoints the Interdiction Coordinator, currently the Deputy Director for Supply Reduction at the Office of National Drug Control Policy.

Rear Adm. Ralph Utley, USCG (Ret.) (Acting)

December 17, 2004 – January 6, 2006

Charles “Chic” Garland, Jr. (Acting)

January 9, 2006 – May 11, 2006

Uttam Dhillon

May 12, 2006 –

Officer for Civil Rights and Civil Liberties

Created by the Homeland Security Act of 2002, the Officer for Civil Rights and Civil Liberties provides legal and policy advice to department leadership on civil rights and civil liberties issues, investigates and resolves complaints, and leads departmental Equal Employment Opportunity programs. The Officer is appointed by the President.

Daniel W. Sutherland

April 16, 2003 –

Director of the Domestic Nuclear Detection Office

The department established the Domestic Nuclear Detection Office (DNDO) to comply with Homeland Security Presidential Directive 14 (HSPD-14)/National Security Presidential Directive 43 (NSPD-43), issued by President George W. Bush on April 15, 2005. Under the Director's leadership, DNDO develops, acquires, and supports an enhanced domestic system to detect and report on attempts to import, possess, store, transport, develop, or use an unauthorized nuclear device or radiological material; coordinates nuclear detection efforts with the federal, state, local, and tribal governments and the private sector; and supports information sharing in the intelligence community.

Congress statutorily established the office in the SAFE Port Act (Public Law 109-347), on October 13, 2006, requiring that the Director be appointed by the President.

<i>Vayl Oxford</i> (Acting)	March 16, 2005 – August 8, 2005
<i>Vayl Oxford</i>	August 9, 2005 (February 15, 2007) ¹³ –

Citizenship and Immigration Service Ombudsman

Established by the Homeland Security Act of 2002, the Citizenship and Immigration Services Ombudsman serves as the customer service point of contact for U.S. Citizenship and Immigration Services (USCIS), assisting individuals and employers with reporting and resolving problems with USCIS and proposing administrative changes based on reported problems. The office is independent from USCIS and reports directly to the DHS Deputy Secretary.

<i>Prakash I. Khatri</i>	July 28, 2003 – February 29, 2008
<i>Ted Gong</i> (Acting)	February 29, 2008 – March 3, 2008
<i>Michael T. Dougherty</i>	March 3, 2008 –

Director of the Federal Law Enforcement Training Center

In the late 1960s, Congress authorized funds for planning and constructing the Consolidated Federal Law Enforcement Training Center (CFLETC). In 1970, Treasury Order #217 established the CFLETC as a bureau of the Department of the Treasury. The center was renamed as the Federal Law Enforcement Training Center (FLETC) in 1975. The Homeland Security Act of 2002 and subsequent November 25, 2002, reorganization plan transferred FLETC in its entirety to the Department of Homeland Security on March 1, 2003. The training center serves as an interagency law enforcement training facility for more than 85 federal agencies. FLETC is governed by a Memorandum of Understanding with each of its partner organizations, from all three branches of the federal government.

<i>Connie L. Patrick</i>	July 29, 2002 (March 1, 2003) ¹⁴ –
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¹³ Appointed to position by the Secretary (Appointed to position by the President).

¹⁴ Appointed (FLETC transferred to DHS).

Director of the Office of Operations Coordination

The Second Stage Review (2SR) reorganization, effective October 1, 2005, integrated elements of the Office of Infrastructure Protection and the former Office of Information Analysis to form the Office of Operations Coordination. Led by a Director, the Office conducts joint operations across the department and between public and private sector agencies and coordinates incident management and interagency planning. The Office oversees the National Operations Center (formerly the Homeland Security Operations Center), an all-hours interagency preparedness and prevention, protection, response and recovery coordination center.

<i>Brig. Gen. Matthew Broderick USMC (Ret.)</i>	October 1, 2005 – March 31, 2006
<i>Wayne Parent (Acting)</i>	April 1, 2006 – July 5, 2006
<i>Vice Adm. Roger T. Rufe, Jr., USCG (Ret.)</i>	July 6, 2006 –

Chief Privacy Officer

The Homeland Security Act of 2002 established the first statutorily mandated Chief Privacy Officer to ensure compliance with the Privacy Act of 1974. The Chief Privacy Officer works to minimize the impact on individual privacy, particularly an individual's personal information, by the department's handling of records and creation of new technological systems to achieve its mission. The Chief Privacy Officer also oversees compliance with the Freedom of Information Act (FOIA).

<i>Nuala O'Connor Kelly</i>	April 20, 2003 – September 30, 2005
<i>Maureen Cooney (Acting)</i>	October 1, 2005 – July 20, 2006
<i>Hugo Teufel III</i>	July 23, 2006 –

Chief of Staff

The Chief of Staff is responsible for the administration and management of the Secretary's staff.

<i>Maj. Gen. Bruce Lawlor, USA (Ret.)</i>	January 24, 2003 – October 17, 2003
<i>J. Duncan Campbell</i>	October 17, 2003 – February 25, 2005
<i>John F. Wood</i>	February 26, 2005 – November 22, 2006
<i>Chad Sweet</i>	November 27, 2006 –

Executive Secretary

The Executive Secretary provides direct administrative support to the Secretary and Deputy Secretary.

<i>Kenneth J. Hill</i>	January 26, 2003 – November 6, 2005
<i>Fred Schwien</i>	November 7, 2005 –

Military Advisor to the Secretary

The Military Advisor to the Secretary is responsible for advising the Secretary on matters involving coordination between the Department of Homeland Security and all branches of the military. The position was initially called the Senior Military Advisor to the Secretary.

<i>Rear Adm. Jay Carmichael, USCG</i>	June 2003 – July 20, 2004
<i>Rear Adm. Timothy Sullivan, USCG</i>	July 20, 2004 – June 14, 2006
<i>Rear Adm. Daniel B. Lloyd, USCG</i>	June 14, 2006 –

Administrator, U.S. Fire Administration

Originally created as the National Fire Prevention and Control Administration by the Federal Fire Prevention and Control Act of 1974 (Public Law 93-498), the U.S. Fire Administration transferred to the new Federal Emergency Management Agency along with the National Academy for Fire Prevention and Control in 1979. The Homeland Security Act of 2002 transferred the U.S. Fire Administration, led by a Senate-confirmed Administrator, to the Department of Homeland Security as part of the Emergency Preparedness and Response Directorate.

Effective October 1, 2005, the U.S. Fire Administration moved from FEMA to the Preparedness Directorate and retained its responsibilities. A department-wide organization, effective March 31, 2007, returned the U.S. Fire Administration to FEMA, as required by the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295).

<i>R. David Paulison</i>	November 30, 2001 (March 1, 2003) ¹⁵ – September 11, 2005
<i>Charlie Dickinson (Acting)</i>	September 12, 2005 – May 24, 2007
<i>Gregory B. Cade</i>	May 25, 2007 –

Federal Coordinator for Gulf Coast Rebuilding

In the wake of Hurricanes Katrina and Rita, President George W. Bush issued Executive Order 13390 on November 1, 2005, creating the Office of Federal Support for the Recovery and Rebuilding of the Gulf Coast Region. The presidentially appointed Federal Coordinator for Gulf Coast Rebuilding works with state and local governments, the private sector, and community leaders in the region devastated by the hurricanes to prioritize needs for the long-term rebuilding of the Gulf Coast and advises the federal government on the most effective, integrated, and fiscally responsible federal strategies for supporting a full recovery.

The department-wide reorganization in response to the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295) transferred the Office to the Federal Emergency Management Agency (FEMA). Executive Order 13390 stated that the Office would cease operations on November 1, 2008, three years from the date of its creation. President Bush's Executive Order 13463, issued on April 18, 2008, extended operations until February 28, 2009.

<i>Donald E. Powell</i>	November 1, 2005 – February 29, 2008
<i>Maj. Gen. Douglas V. O'Dell, USMC (Ret.)</i>	April 18, 2008 –

¹⁵ Confirmed by the Senate (Transferred to DHS).

Director, Office of National Capital Region Coordination

Created by the Homeland Security Act of 2002, the Office of National Capital Region Coordination serves as a liaison between the department and state, local, and regional authorities in the National Capital Region (Washington, DC, and surrounding parts of Maryland and Virginia) to prepare and assess resources to secure the homeland.

The Second Stage Review (2SR) Reorganization, effective October 1, 2005, transferred the Office to the new Preparedness Directorate, maintaining its responsibilities. A department-wide organization, effective on March 31, 2007, transferred the Office to FEMA, as required by the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295).

Michael Byrne

Ken Wall (Acting)

Thomas J. Lockwood

Christopher Geldart

March 9, 2003 – November 19, 2003

November 20, 2003 – April 29, 2004

April 30, 2004 – April 15, 2007

April 16, 2007 –

Senior Leadership, 2003-2008 (in alphabetical order)**Aguirre, Jr., Eduardo**

Director of U.S. Citizenship and Immigration Services

February 6, 2003 (June 19, 2003) – June 16, 2005

Albright, Dr. Penrose C. “Parney”

Assistant Secretary for Programs, Plans, and Budgets

October 3, 2003 – July 1, 2005

Allen, Adm. Thad

Commandant of the Coast Guard

May 25, 2006 –

Allen, Charles E.Assistant Secretary for Intelligence and Analysis /
Chief Intelligence Officer

September 18, 2005 – August 2, 2007

Under Secretary for Intelligence and Analysis /
Chief Intelligence Officer

August 3, 2007 –

Arcos, Cresencio “Cris”Director of the Office of International Affairs
Assistant Secretary for International Affairs

June 30, 2003 – September 30, 2005

October 1, 2005 – October 13, 2006

Armstrong, Charles

Chief Information Officer (Acting)

February 1, 2008 – April 27, 2008

Ashley, W. Ross

Assistant Administrator for Grants Programs

December 19, 2007 –

Baker, Stewart A.

Assistant Secretary for Policy

October 7, 2005 –

Barnes, Bray

Chief Human Capital Officer (Acting)

March 24, 2008 – May 8, 2008

Barth, Richard C.

Assistant Secretary for Policy Development

August 28, 2006 –

Basham, W. RalphDirector of the U.S. Secret Service
Commissioner of U.S. Customs and Border
Protection

January 27, 2003 – May 26, 2006

May 26, 2006 –

Bathurst, Donald

Chief Administrative Officer (Acting)

June 12, 2004 – August 8, 2004

Chief Administrative Officer

August 9, 2004 –

Beardsworth, RandyUnder Secretary for Border and Transportation
Security (Acting)

March 1, 2005 – September 30, 2005

Assistant Secretary for Strategic Plans

October 1, 2005 – September 29, 2006

Beckstrom, Rod

Director of the National Cyber Security Center

March 7, 2008 –

Bergman, Cynthia

Assistant Secretary for Public Affairs (Acting)

July 29, 2006 – April 10, 2007

Besanceney, Brian

Assistant Secretary for Public Affairs

February 16, 2005 – July 28, 2006

Bonner, Robert C.Commissioner of U.S. Customs and Border
ProtectionSeptember 19, 2001 (March 1, 2003) – November
23, 2005**Broderick, Brig. Gen. Matthew**

Director of the Office of Operations Coordination

October 1, 2005 – March 31, 2006

Brown, Michael D. Under Secretary for Emergency Preparedness and Response / Director of the Federal Emergency Management Agency (FEMA)	January 27, 2003 – September 12, 2005
Byrne, Michael Director of the Office of National Capital Region Coordination	March 9, 2003 – November 19, 2003
Cade, Gregory B. Assistant Administrator of the Federal Emergency Management Agency (U.S. Fire Administration)	May 25, 2007 –
Cairns, Thomas D. Chief Human Capital Officer	May 8, 2008 –
Campbell, J. Duncan Chief of Staff	October 17, 2003 – February 25, 2005
Carmichael, Rear Adm. Jay Military Advisor to the Secretary	June 2003 – July 20, 2004
Carnes, Bruce Chief Financial Officer (CFO)	March 23, 2003 – December 1, 2003
Charbo, Scott Chief Information Officer (CIO) Under Secretary for Management (Acting)	June 20, 2005 – February 1, 2008 May 26, 2006 – December 8, 2006
Chertoff, Michael Secretary of Homeland Security	February 15, 2005 –
Clark, John Assistant Secretary for U.S. Immigration and Customs Enforcement (Acting)	September 6, 2005 – January 3, 2006
Cohen, Rear Adm. Jay M. Under Secretary for Science and Technology	August 3, 2006 –
Coldebella, Gus General Counsel (Acting)	February 7, 2007 –
Collins, Adm. Thomas Commandant of the U.S. Coast Guard	May 30, 2002 – May 25, 2006
Cooney, Maureen Chief Privacy Officer (Acting)	October 1, 2005 – July 20, 2006
Cooper, Steven I. Chief Information Officer (CIO)	January 26, 2003 – April 30, 2005
Dezenski, Elaine Assistant Secretary for Border and Transportation Security Policy and Planning (Acting) Assistant Secretary for Policy Development (Acting)	March 5, 2005 – September 30, 2005 October 1, 2005 – March 31, 2006
Dhillon, Uttam Director of the Office of Counternarcotics Enforcement	May 12, 2006 –
Dickinson, Charlie Administrator of the U.S. Fire Administration (Acting)	September 12, 2005 – May 24, 2007
DiNanno, Thomas Assistant Secretary for Infrastructure Protection (Acting)	February 2, 2005 – April 7, 2005
Dougherty, Michael Timothy Citizenship and Immigration Services Ombudsman	March 3, 2008 –

Dorsey, J. Michael Chief Administrative Officer	February 15, 2003 – June 11, 2004
Duke, Elaine C. Chief Procurement Officer (Acting) Chief Procurement Officer Under Secretary for Management	December 5, 2005 – January 31, 2006 February 1, 2006 – October 28, 2007 June 27, 2008 –
England, Gordon R. Deputy Secretary of Homeland Security	January 27, 2003 (January 30, 2003) – September 26, 2003
Ervin, Clark Kent Inspector General (Acting) Inspector General	January 27, 2003 (December 26, 2003) – December 8, 2004 December 26, 2003 – December 8, 2004
Essig, Thomas W. Chief Procurement Officer (Acting) Chief Procurement Officer	October 29, 2007 – January 9, 2008 January 10, 2008 –
Fagerholm, Capt. Eric Assistant Secretary for Strategic Plans (Acting)	September 30, 2006 – January 2, 2008
Filler, Joshua Director of the Office of State and Local Government Coordination	February 10, 2003 – November 5, 2005
Foresman, George Under Secretary for Preparedness Under Secretary for National Protection and Programs	December 19, 2005 – March 30, 2007 March 31, 2007 – May 9, 2007
Fox, J. Edward Assistant Secretary for Public Affairs	April 11, 2007 –
Garcia, Gregory Assistant Secretary for Cyber Security and Telecommunications Assistant Secretary for Cybersecurity and Communications	September 18, 2006 – March 30, 2007 March 31, 2007 –
Garcia, Michael J. Assistant Secretary for U.S. Immigration and Customs Enforcement	March 11, 2003 (November 25, 2003) – September 5, 2005
Garland, Jr., Charles “Chic” Director of the Office of Counternarcotics Enforcement (Acting)	January 9, 2006 – May 11, 2006
Geldart, Christopher Director of the Office of National Capital Region Coordination	April 16, 2007 –
Gong, Ted Citizenship and Immigration Services Ombudsman (Acting)	February 29, 2008 – March 3, 2008
Gonzalez, Emilio T. Director of U.S. Citizenship and Immigration Services	December 21, 2005 – April 18, 2008
Gruber, Corey D. Assistant Secretary for Grants and Training (Acting)	November 1, 2006 – March 31, 2007
Haave, Carol A. Assistant Secretary for International Affairs	July 8, 2008 –

Hale, Janet Under Secretary for Management	January 27, 2003 (March 6, 2003) – May 26, 2006
Hawley, Edmund “Kip” Assistant Secretary for Transportation Security Administration / Administrator of the Transportation Security Administration	July 22, 2005 –
Henke, Tracy A. Assistant Secretary for Grants and Training	January 4, 2006 – October 31, 2006
Hill, Kenneth J. Executive Secretary	January 26, 2003 – November 6, 2005
Hughes, Lt. Gen. Patrick M. Assistant Secretary for Information Analysis Under Secretary for Information Analysis and Infrastructure Protection (Acting)	November 17, 2003 – March 15, 2005 February 2, 2005 – March 15, 2005
Hutchinson, Asa Under Secretary for Border and Transportation Security	January 23, 2003 – March 1, 2005
Jackson, Michael P. Deputy Secretary of Homeland Security	March 10, 2005 – October 26, 2007
James, Ronald J. Chief Human Capital Officer Chief Human Capital Officer (Acting)	May 5, 2003 – September 1, 2005 June 12, 2006 – September 16, 2006
Jamison, Robert D. Under Secretary for National Protection and Programs (Acting) Under Secretary for National Protection and Programs	May 9, 2007 – September 4, 2007 December 19, 2007 –
Johnson, Jack Chief Security Officer	December 12, 2003 – February 19, 2005
Kasprisin, Col. Kenneth S. Assistant Secretary for Transportation Security Administration / Administrator of the Transportation Security Administration (Acting)	June 4, 2005 – July 21, 2005
Kent, Jr., Donald H. Assistant Secretary for Legislative and Intergovernmental Affairs Assistant Secretary for Legislative Affairs	December 11, 2006 – March 30, 2007 March 31, 2007 – September 12, 2008
Khatri, Prakash Citizenship and Immigration Services Ombudsman	July 28, 2003 – February 29, 2008
Krohmer, Dr. Jon Assistant Secretary for Health Affairs / Chief Medical Officer (Acting)	August 2, 2008 –
Lawlor, Maj. Gen. Bruce M. Chief of Staff	January 24, 2003 – October 17, 2003
Libutti, Lt. Gen. Frank Under Secretary for Information Analysis and Infrastructure Protection	June 23, 2003 – February 1, 2005
Lino, Marisa R. Assistant Secretary for International Affairs	July 22, 2007 – February 25, 2008
Liscouski, Robert Assistant Secretary for Infrastructure Protection	April 4, 2003 – February 1, 2005

Lloyd, Rear Adm. Daniel B. Military Advisor to the Secretary	June 14, 2006 –
Lockwood, Thomas J. Director of the Office of National Capital Region Coordination	April 30, 2004 – April 15, 2007
Loy, Adm. James M. Administrator of the Transportation Security Administration Deputy Secretary of Homeland Security Secretary of Homeland Security (Acting)	November 18, 2002 (March 1, 2003) – November 25, 2003 November 25, 2003 – March 1, 2005 February 2, 2005 – February 14, 2005
Lunner, Chet Director of the Office of State and Local Government Coordination (Acting) Assistant Secretary for Intergovernmental Programs (Acting)	November 7, 2005 – March 30, 2007 March 31, 2007 – April 17, 2007
Mackin, Roger Counternarcotics Officer	March 25, 2003 – October 8, 2004
Maner, Andrew Chief Financial Officer (CFO)	January 6, 2004 – March 3, 2006
Mangogna, Richard Chief Information Officer (CIO)	April 8, 2008 –
Martinez-Fonts, Alfonso Special Assistant to the Secretary for the Private Sector Assistant Secretary for the Private Sector	January 30, 2003 – September 30, 2005 October 1, 2005 –
Mayer, Matt Executive Director of the Office of State and Local Government Coordination and Preparedness (Acting)	February 1, 2005 – January 3, 2006
McQueary, Dr. Charles E. Under Secretary for Science and Technology	March 19, 2003 – March 25, 2006
Mencer, C. Suzanne Director of the Office for Domestic Preparedness Executive Director of the Office for State and Local Government Coordination and Preparedness	October 3, 2003 – March 25, 2004 March 26, 2004 – January 31, 2005
Morr, Karen Assistant Secretary for Information Analysis (Acting)	March 16, 2005 – September 17, 2005
Morris, Lee C. Assistant Secretary for Legislative Affairs	September 15, 2008 –
Myers, Julie L. Assistant Secretary for U.S. Immigration and Customs Enforcement	January 4, 2006 (December 19, 2007) –
Neely, Susan Assistant Secretary for Public Affairs	January 30, 2003 – February 14, 2005
Norquist, David Chief Financial Officer (CFO)	May 26, 2006 –
O'Connor Kelly, Nuala Chief Privacy Officer	April 20, 2003 – September 30, 2005
O'Dell, Maj. Gen. Douglas V. Federal Coordinator for Gulf Coast Rebuilding	April 18, 2008 –

Oxford, Vayl

Director of the Domestic Nuclear Detection Office (Acting) March 16, 2005 – August 8, 2005

Director of the Domestic Nuclear Detection Officer August 9, 2005 (February 15, 2007) –

Parent, Wayne

Director of the Office of Operations Coordination (Acting) April 1, 2006 – July 5, 2006

Parrish, William

Assistant Secretary for Information Analysis (Acting) July 3, 2003 – November 16, 2003

Patrick, Connie L.

Director of the Federal Law Enforcement Training Center July 29, 2002 (March 1, 2003) –

Paulison, R. David

Administrator of the U.S. Fire Administration November 30, 2001 (March 1, 2003) – September 11, 2005

Under Secretary for Emergency Preparedness and Response / Director of the Federal Emergency Management Agency (Acting) September 12, 2005 – May 25, 2006

Under Secretary for Federal Emergency Management / Director of the Federal Emergency Management Agency May 26, 2006 – March 30, 2007

Administrator of the Federal Emergency Management Agency March 31, 2007 –

Perez, Marta Brito

Chief Human Capital Officer September 17, 2006 – January 6, 2008

Perry, Philip J.

General Counsel June 8, 2005 – February 6, 2007

Petera, Anne P.

Assistant Secretary for Intergovernmental Programs April 17, 2007 –

Petrucci, Michael

Director of U.S. Citizenship and Immigration Services (Acting) June 17, 2005 – July 25, 2005

Powell, Donald E.

Federal Coordinator for Gulf Coast Rebuilding November 1, 2005 – February 29, 2008

Prillaman, Kenneth “Gregg”

Chief Human Capital Officer September 7, 2005 – June 9, 2006

Redmond, Paul

Assistant Secretary for Information Analysis March 18, 2003 – June 30, 2003

Ridge, Thomas “Tom”

Secretary of Homeland Security January 24, 2003 (January 22, 2003) – February 1, 2005

Rosenzweig, Paul

Assistant Secretary for Policy Development (Acting) March 31, 2006 – August 28, 2006

Assistant Secretary for International Affairs (Acting) October 13, 2006 – July 21, 2007

February 25, 2008 – July 7, 2008

Rothwell, Gregory

Chief Procurement Officer July 27, 2003 – December 2, 2005

Rufe, Vice Adm. Roger T.

Director of the Office of Operations Coordination July 6, 2006 –

Runge, Dr. Jeffrey W.	
Chief Medical Officer	September 5, 2005 – March 30, 2007
Under Secretary for Science and Technology (Acting)	March 25, 2006 – August 2, 2006
Assistant Secretary for Health Affairs / Chief Medical Officer (Acting)	March 31, 2007 – December 18, 2007
Assistant Secretary for Health Affairs / Chief Medical Officer	December 19, 2007 – August 2, 2008
Scharfen, Jonathan “Jock”	
Director of U.S. Citizenship and Immigration Services (Acting)	April 21, 2008 –
Schied, Eugene	
Chief Financial Officer (Acting)	March 4, 2006 – May 25, 2006
Schneider, Paul A.	
Under Secretary for Management	December 9, 2006 – June 4, 2008
Deputy Secretary of Homeland Security (Acting)	October 27, 2007 – June 4, 2008
Deputy Secretary of Homeland Security	June 4, 2008 –
Schwien, Fred	
Executive Secretary	November 7, 2005 –
Sexton, Edmund M. “Ted”	
Assistant Secretary for State and Local Law Enforcement	January 20, 2008 –
Skinner, Richard L.	
Inspector General (Acting)	December 9, 2004 – July 27, 2005
Inspector General	July 28, 2005 –
Spero, Deborah	
Commissioner of U.S. Customs and Border Protection (Acting)	November 23, 2005 – May 25, 2006
Stephan, Col. Robert B.	
Assistant Secretary for Infrastructure Protection	April 8, 2005 –
Under Secretary for Information Analysis and Infrastructure Protection (Acting)	April 8, 2005 – September 30, 2005
Under Secretary for Preparedness (Acting)	October 1, 2005 – December 18, 2005
Stone, Rear Adm. David M.	
Administrator of the Transportation Security Administration (Acting)	December 4, 2003 – July 22, 2004
Assistant Secretary for Transportation Security Administration / Administrator of the Transportation Security Administration	July 22, 2004 – June 3, 2005
Sullivan, Mark J.	
Director of the U.S. Secret Service	May 31, 2006 –
Sullivan, Rear Adm. Timothy	
Military Advisor to the Secretary	July 20, 2004 – June 14, 2006
Sutherland, Daniel W.	
Officer for Civil Rights and Civil Liberties	April 16, 2003 –
Sweet, Chad	
Chief of Staff	November 27, 2006 –
Teufel III, Hugo	
Chief Privacy Officer	July 23, 2006 –

Turner, Pamela J.

Assistant Secretary for Legislative Affairs
Assistant Secretary for Legislative and
Intergovernmental Affairs

March 10, 2003 – September 30, 2005
October 1, 2005 – May 31, 2006

Utley, Rear Adm. Ralph

Counternarcotics Officer (Acting)
Director of the Office of Counternarcotics
Enforcement (Acting)

October 25, 2004 – December 17, 2004
December 17, 2004 – January 6, 2006

Verdery, C. Stewart

Assistant Secretary for Border and Transportation
Security Policy and Planning

June 19, 2003 – March 4, 2005

Wall, Ken

Director of the Office of National Capital Region
Coordination (Acting)

November 20, 2003 – April 29, 2004

Whitley, Joe D.

General Counsel

July 31, 2003 – May 18, 2005

Williams, Dwight M.

Chief Security Officer (Acting)
Chief Security Officer

February 19, 2005 – May 28, 2005
May 29, 2005 – June 1, 2007

Williams, Jerry

Chief Security Officer (Acting)
Chief Security Officer

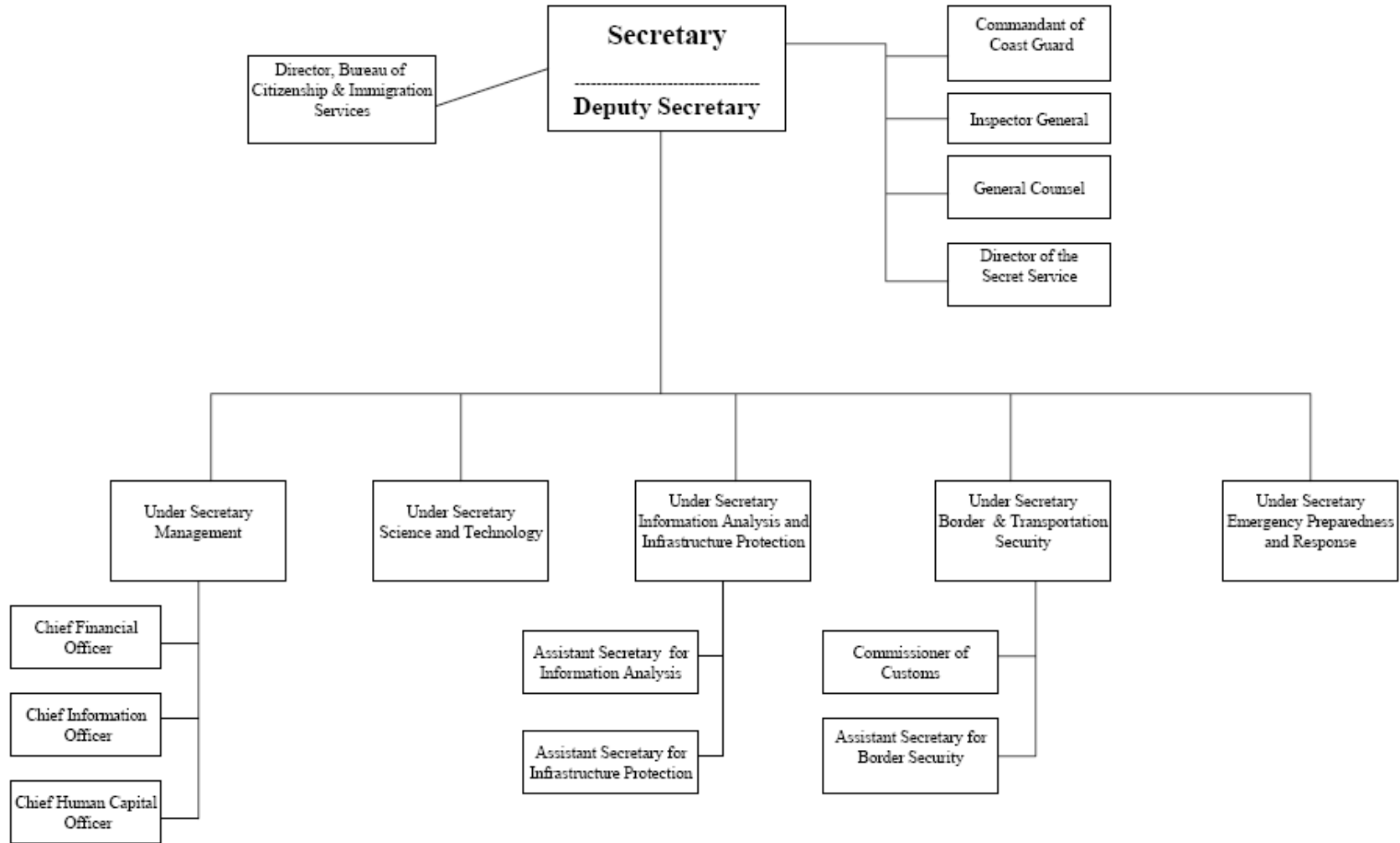
June 2, 2007 – July 30, 2007
July 31, 2007 –

Wood, John F.

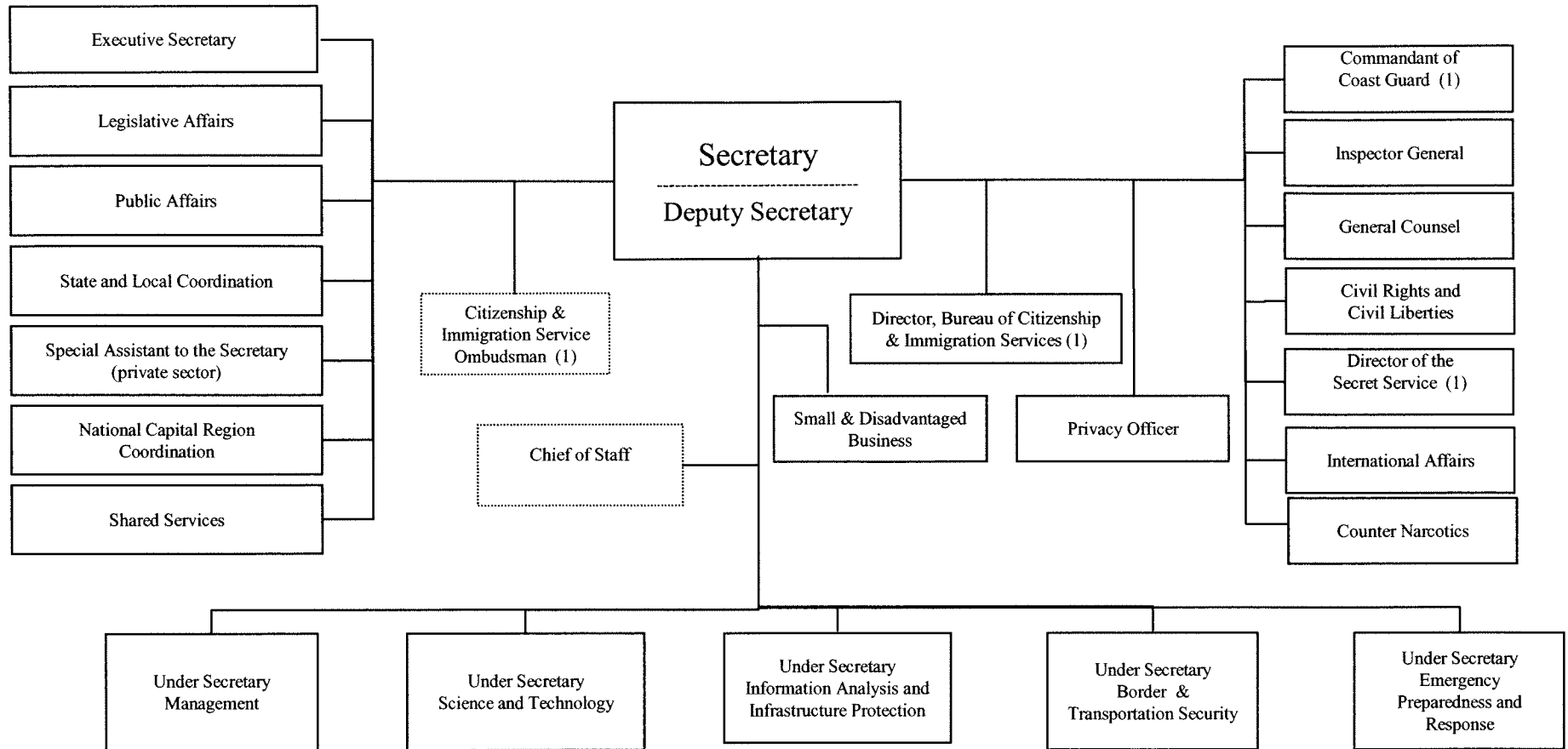
Chief of Staff

February 26, 2005 – November 22, 2006

Department of Homeland Security Organization Chart (Proposed), January 24, 2003



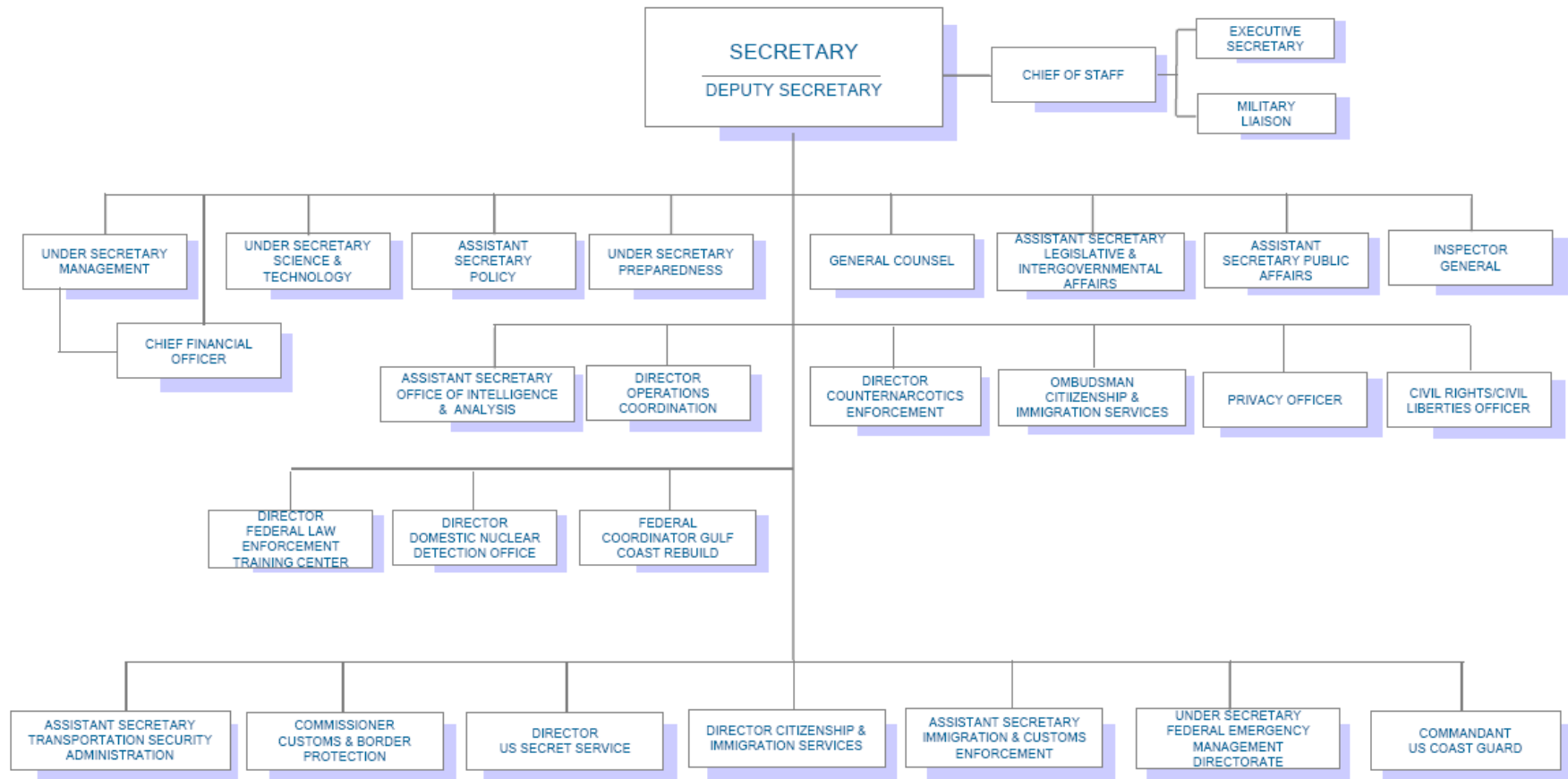
Department of Homeland Security



Note (1): Effective March 1st, 2003

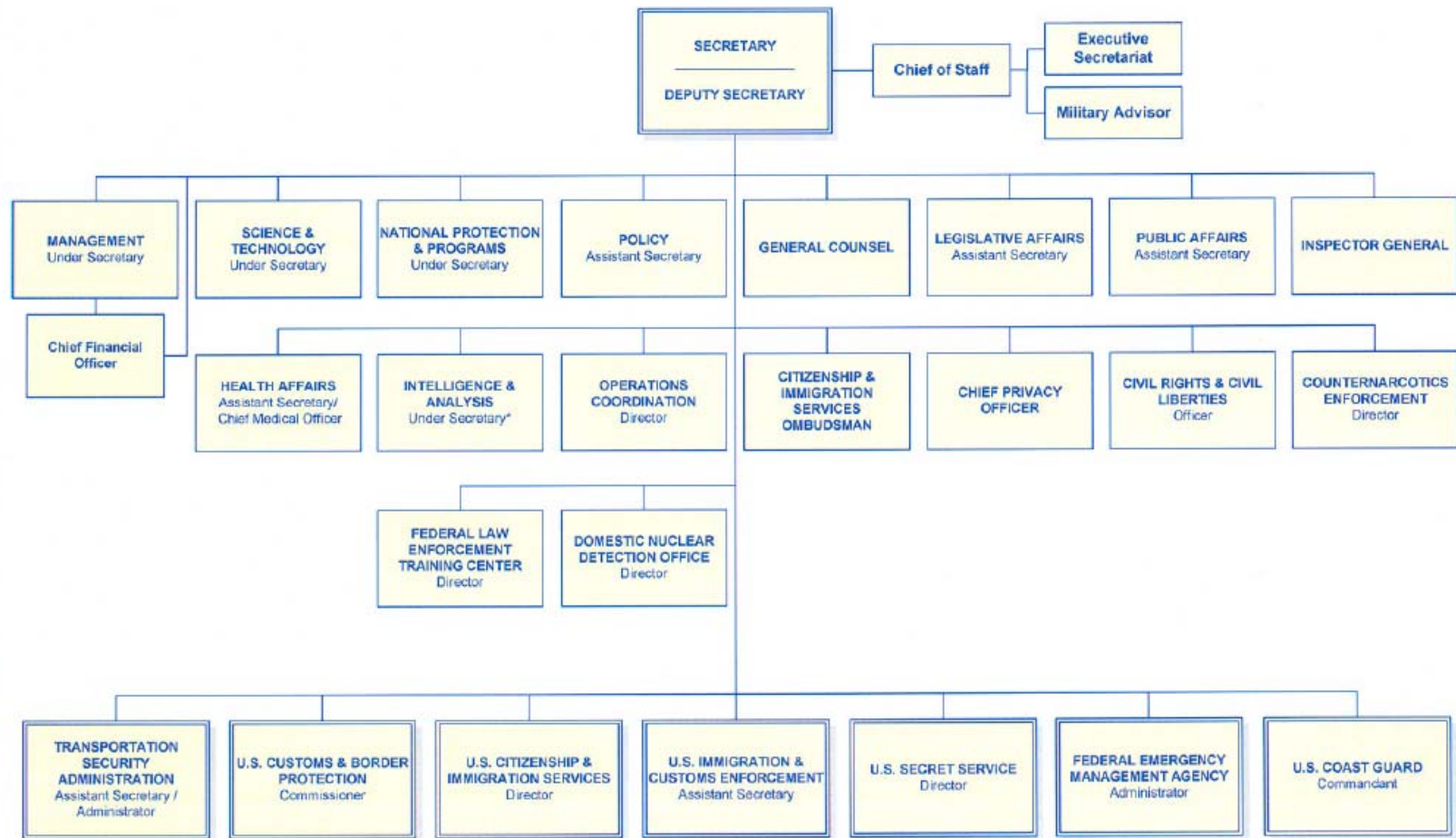
The Department of Homeland Security Organization Chart, July 2006

Reflecting Organizational Changes from the Second Stage Review (2SR) Reorganization and Changes after Hurricane Katrina

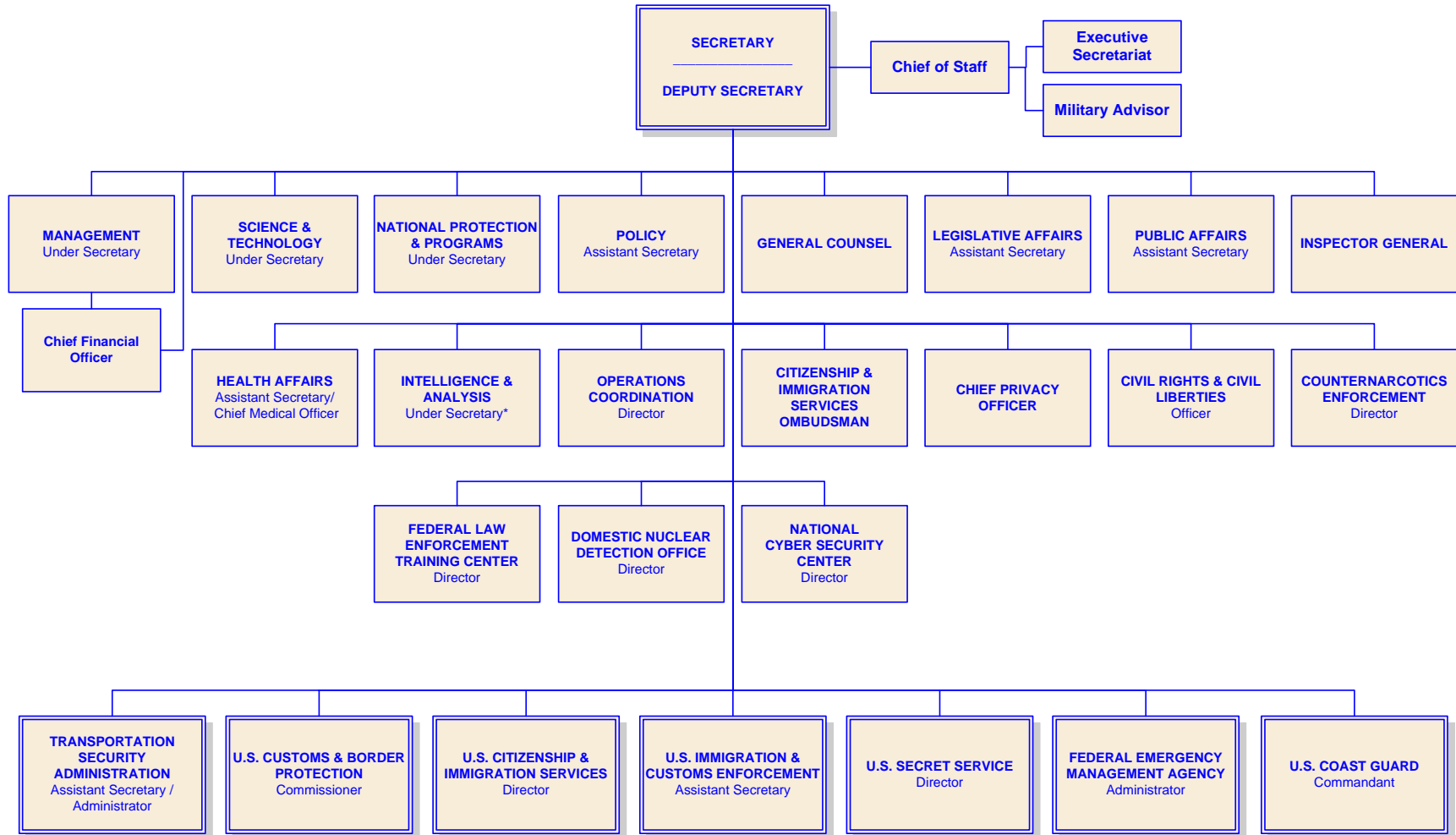


The Department of Homeland Security Organization Chart, November 2007

Reflecting Organizational Changes based on the Post Katrina Emergency Management Reform Act of 2006 and the Implementing the Recommendations of the 9/11 Commission Act of 2007



U.S. DEPARTMENT OF HOMELAND SECURITY



* Under Secretary for Intelligence & Analysis title created by Public Law 110-53, Aug. 3rd, 2007

Department of Homeland Security History Office, 2008

Written by Elizabeth C. Borja, History Associates Incorporated



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CONTACT

Laura Starr, Senior Archivist
lstar@historyassociates.com
301.279.9697





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- Chevron
- CooperVision
- Deloitte Canada
- DuPont
- Ford Motor Company
- GlaxoSmithKline
- IBM Corporation
- JP Morgan Chase & Co.
- Legg Mason & Co., LLC
- Levi Strauss & Co.
- Lockheed Martin
- Navistar
- Sentara Healthcare
- Universal Avionics

Federal Government

- American Battle Monuments Commission
- Library of Congress
- National Institutes of Health
- National Library of Medicine
- National Park Service
- National Science Foundation
- U.S. Army Corps of Engineers
- U.S. Department of Defense
- U.S. Department of Energy
- U.S. Department of Homeland Security
- U.S. Department of Justice
- U.S. Department of State
- U.S. Department of the Air Force
- U.S. Department of the Navy
- U.S. Department of the Treasury
- U.S. National Archives and Records Administration

Associations, Organizations, and Philanthropies

- American Association for Thoracic Surgery
- American Institute of Physics
- Boat Owners Association of the United States
- Carnegie Institution of Washington
- Chemical Heritage Foundation
- Civil War Trust
- Eastern State Penitentiary
- Foundation for the National Archives
- Institute of Nuclear Power Operations
- Laborers International Union of North America
- National Electrical Contractors Association
- National Football League Players Association
- SEC Historical Society
- Smithsonian Institution
- United Brotherhood of Carpenters



Museums

- Anacostia Museum and Center for African American History and Culture
- Bethel Woods Visitor's Center
- Computer History Museum
- International Spy Museum
- Las Vegas Mob Museum
- National Center for Civil and Human Rights
- National Museum of American Jewish History
- National World War I Museum and Liberty Memorial
- National World War II Museum
- New York State Museum
- Normandy American Cemetery and Memorial Visitors Center
- The Maritime Administration – American Merchant Marine Museum
- The Wills House Museum
- United States Holocaust Memorial Museum
- University Art Museum, California State University, Long Beach

Universities

- Embry-Riddle Aeronautical University
- George Washington University
- Gettysburg College
- Philadelphia University
- Pomona College
- Robert C. Byrd Center for Legislative Studies,
- Shepherd University
- Stevenson University
- University of Mississippi
- University of Oregon
- University of Virginia
- West Virginia University, Institute of Technology

State and Local Governments

- California Rural Indian Health Board (CRIHB)
- City of Riverside, California
- City of Santa Barbara, California
- Fauquier County, Virginia
- Mission La Purisima State Historic Park
- Montgomery County, Maryland, Library
- Prince William County, Virginia
- Santa Clara County, California
- Chavez and Lincoln Counties, New Mexico
- Chula Vista Public Library
- City of Ventura, California
- County of Santa Clara, CA
- Metropolitan Water District of Southern California
- New Mexico State Engineer Office