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OPERATIONAL INTEGRATION STAFF

I. Purpose

This directive establishes the Operational Integration Staff (I-STAFF) as the office responsible for assisting the Department Leadership Team (DLT) in the coordination and integration of cross-organizational element operational missions, activities, and programs at the headquarters level.

II. Scope

This directive applies to all DHS organizational elements (OEs). Organizational elements are defined in Management Directive 0010.1. For purposes of this directive, the term "organizational elements" does not include staff entities below the directorate or headquarters-level in the Border and Transportation Security Directorate, the Emergency Preparedness and Response Directorate, the Science and Technology Directorate, the Information Analysis and Infrastructure Protection Directorate, the Office of the Under Secretary for Management, the United States Coast Guard, or the United States Secret Service. Nothing in this directive shall be construed or interpreted to contravene the statutory authorities of individual component missions, operations, or command and control.

III. Authorities

- A. The Homeland Security Act of 2002, codified in Title 6, U.S. Code.
- B. Management Directive 0000; Subject: Organization of the Office of the Secretary of Homeland Security.
- C. Management Directive 0010.1; Subject: Management Directives System and DHS Announcements.
- D. DHS Secretary Memorandum dated December 1, 2003: Subject Formation of the Headquarters Operational Integration Staff.
- E. Memorandum of Agreement between DHS and the Department of Defense (DOD) dated September 8, 2004; Subject: DOD Personnel Support to DHS.

IV. Definitions

A. Terms used in this directive conform to those presented in Management Directive 0010.1, "Management Directives System and DHS Announcements."

B. **Departmental Leadership Team (DLT)**. The Department Leadership Team consists of the Secretary, Deputy Secretary, Chief of Staff, Under Secretary for Border and Transportation Security, Under Secretary for Emergency Preparedness and Response, Under Secretary for Information Analysis and Infrastructure Protection, Under Secretary for Management, Under Secretary for Science and Technology, Commandant of the U.S. Coast Guard, Director of the U.S. Secret Service, Director of U.S. Citizenship and Immigration Services, Executive Director of the Office for State and Local Government Coordination and Preparedness, Assistant Secretary for Public Affairs, Assistant Secretary for Legislative Affairs, the General Counsel, and others as designated by the Secretary.

C. **Homeland Security Doctrine**: Fundamental principles that guide coordinated and integrated action toward a common homeland security objective.

D. **Interagency Incident Management Group (IIMG)**. As defined in the National Response Plan (NRP), the IIMG, in concert with the Homeland Security Operations Center (HSOC), provides situational awareness, synthesizes key intelligence and operational information, frames operational courses of action/policy recommendations, anticipates evolving requirements, and provides decision support to the Secretary of Homeland Security and other national authorities during select periods of heightened alert or national-level domestic incidents.

E. **National Special Security Events (NSSEs)**. The designation process for NSSEs is established by Presidential Decision Directive 62, May 1998. When an event is designated a NSSE by the Secretary of Homeland Security, the United States Secret Service assumes responsibility for the design and implementation of the operational security plan. For NSSE purposes, the FBI is the lead for intelligence, criminal investigation of terrorist acts and threat, hostage rescue, and counterterrorism. DHS EP&R/FEMA is the lead for planning and coordination of response to and recovery from terrorist attacks and other emergencies.

F. **Principal Federal Official (PFO) Network**. The PFO Network is the cadre of trained personnel throughout the U. S. who may serve in the capacity of Principal Federal Official under the NRP. The PFO is the Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 and the NRP for Incidents of National Significance.

G. **Special Security Events**. Special Security Events are defined as significant domestic events, occurrences, activities, or meetings below the threshold of a NSSE. Special Security Events represent attractive terrorist targets for their historical, political, and/or symbolic significance, size, location, duration, media coverage, number of attendees, participation by dignitaries, proximity of critical infrastructure, or other factors.

V. Responsibilities

A. The **Operational Integration Staff (I-STAFF)** facilitates the seamless operational integration and coordination of the Department's mission by:

1. Integrating cross-OE operational and contingency planning and contributing to DHS headquarters-level strategic planning.
2. Working closely with the DLT and their staffs to ensure integration of headquarters-level operational training and exercises.
3. Providing synchronized staff support for cross-OE operational threat and incident response.
4. Enabling executive decision making during crisis situations, periods of heightened alert, and steady state cross-OE operations.
5. Coordinating DHS headquarters-level incident management.
6. Coordinating and integrating the operational aspects of cross-OE national homeland security education, training, and exercise programs in concert with the Office of State and Local Government Coordination and Preparedness (OSLGCP) and the Office of the Chief Human Capital Officer, as appropriate.
7. Coordinating the development and implementation of any approved future DHS field-level operational integration structure.
8. Coordinating requests for cross-OE operational and operationally related policy assistance from individual OEs at the DHS Headquarters level.

9. Coordinating with the Chief Financial Officer to ensure that operational plans are developed in compliance with the budgetary guidance of the CFO.

B. ***Director of the I-STAFF***. The Secretary of Homeland Security shall appoint a senior official as Director of the I-STAFF. In the performance of assigned functions and responsibilities, the Director shall report directly to the Secretary. Subject to the Secretary's oversight and guidance, the Director is responsible for the functions described in Paragraph V.A above, as well as for providing overarching supervision of subordinate elements of the I-Staff and the execution of their responsibilities as designated below. In addition, the Director is responsible for:

1. Facilitating the seamless integration and coordination of the Department's cross-OE operational missions in support of Secretarial guidance.
2. Establishing and maintaining direct liaison with DHS OEs and other departments and agencies of the Federal Government to coordinate operational planning and other activities and to provide cross-OE advice, operational analysis, contingency planning, and recommendations for Departmental action.
3. Providing cross-OE operational interface and coordination as appropriate with the Counterterrorism Security Group, Homeland Security Council, and other White House elements.
4. Coordinating comprehensive Federal Government-wide planning and operational support, in concert with other DHS OEs, and other Federal departments and agencies as appropriate, for select special security events below the NSSE threshold as designated by the Secretary.
5. Coordinating with the DHS Office of Security to ensure appropriate security policy and plans are integrated into I-STAFF operational activities.
6. Facilitating coordinated department headquarters-level efforts between DHS and the Department of Defense (DOD).

C. The ***Senior Military Advisor to the Secretary*** will be a U. S. Coast Guard Flag Officer, selected by the Secretary, who shall also serve as Deputy Director of the I-STAFF with the following additional duties and responsibilities:

1. Advise the Director and the Secretary on issues relating to the DHS relationship with DOD.

2. Facilitate the establishment of policy and procedures for integrated and coordinated DHS-DOD interagency homeland security planning and implementation.

3. Facilitate the coordination of department headquarters-level issues of mutual interest between the U. S. Coast Guard, the Office of the Secretary, and other DHS organizational elements.

4. Serve as the Senior Coast Guard Officer at DHS Headquarters.

D. **Office of the Director**: The Office of the Director provides management oversight and administrative, security and other support to the I-STAFF, as well as internal guidance and direction on priorities, policies, and programs. This office includes various special staff and support personnel.

E. **Homeland Defense Coordination Office (HDCO)**: The HDCO is a liaison staff representing DoD and is collocated with the I-Staff for administrative purposes. The primary functions of the HDCO are to serve as the on-site DOD focal point at DHS for coordinating functions and activities between DOD and DHS and to ensure an integrated, efficient, and effective approach regarding mutual interagency interests and concerns. The HDCO increases informal and formal interaction between DOD and DHS offices to ensure full, close, and prompt interagency cooperation and support. Key responsibilities include:

1. Facilitating coordination with the Assistant Secretary of Defense, Homeland Defense (ASD(HD)).

2. Facilitating and consolidating the coordination of requests for and issues surrounding DOD personnel, resources, and information sharing.

3. Addressing the compatibility and interoperability of mutual interest assets.

F. **Strategic Operational Plans and Assessments**: This functional area supports DHS headquarters-level strategic planning, programming, assessment, and integrated planning requirements, and coordinates inputs from any future approved and implemented DHS integrated field operating structure into the DHS planning, programming, and budgeting system. Key responsibilities include:

1. Providing DHS headquarters-level, cross-OE interface with the Homeland Security Council, other White House and Executive Office of the President staffs, and other federal departments and agencies concerning national operational strategies, other cross-OE operations coordination efforts, and integrated field-level goals, objectives, strategies, plans and capabilities assessments that affect the DHS mission unless specifically assigned to another headquarters OE.
2. Coordinating cross-OE inputs related to national operational strategies and other cross-OE operations efforts, programs, or initiatives.
3. Coordinating goals, objectives, strategies, plans and capabilities assessments for a future approved and implemented DHS integrated field-level operational construct.
4. Coordinating the development of an integrated headquarters and field-level operations and contingency planning process.
5. Developing and providing coordinated operations-related input, in concert with USM Program Analysis and Evaluation, into the DHS integrated planning process.
6. Ensuring consistent implementation of national-level planning and policy guidance for any future approved DHS regional or integrated field-level structure.

G. **Operations and Response**: This functional area responsibility supports DHS headquarters and field-level operational integration in response to threats and incidents. Key responsibilities include:

1. Coordinating and maintaining integrated operations and contingency plans.
2. Consolidating and maintaining an integrated national view of current capabilities and emerging needs at the national and field levels in coordination with the HSOC.
3. Planning and managing the long-term development and sustainment of the PFO network under the NRP.
4. Managing and overseeing Federal interagency Special Events designation, planning, and support coordination (below the NSSE threshold) in partnership with USSS and other appropriate DHS OEs.

5. Providing headquarters oversight of the NRP, in concert with the Emergency Preparedness and Response Directorate, to include evaluating Departmental operations and response from an integration and operational effectiveness standpoint.

6. Implementing policies and procedures, in coordination with the HSOC, that ensure a smooth, integrated transition between routine operations and contingencies at both the headquarters and field levels.

H. **Incident Management**: This functional area supports the Department Leadership Team with an immediate operational incident management capability that ensures, in coordination with the HSOC, the seamless integration of threat monitoring and strategic cross-OE operational response activities. Key responsibilities include:

1. Coordinating Department-level incident management activities, in concert with the HSOC, during situations in which the IIMG is not activated.

2. Serving as the IIMG Executive Staff; providing support to the IIMG Director; and facilitating, managing, and supervising IIMG operational, training, and exercise activities at the direction of the Director or his designee.

3. Coordinating with the HSOC, in accordance with the NRP, to provide strategic situational awareness, synthesize key intelligence and operational information, frame operational courses of action/policy recommendations, anticipate evolving requirements, and provide decision support to the Secretary of Homeland Security and other federal authorities.

4. Providing daily integrated DHS cross-OE operational interface with the Counterterrorism Security Group (CSG) and other Executive Office of the President (EOP) organizations such as the Homeland Security Council (HSC) and the National Security Council (NSC), and other federal departments and agencies.

5. Providing oversight for the integration, coordination, and execution of I-STAFF and IIMG Continuity of Operations (COOP) plans and contingency and evacuation plans.

6. Supporting selected DOD national program planning requirements.

I. **Preparedness Division:** This functional area supports the coordination management, and oversight of the cross-OE operational planning and execution aspects of national exercise, evaluation, and preparedness assessment programs and assists in the development, implementation, coordination, and integration of headquarters and integrated field-level preparedness education and training programs. Key responsibilities include:

1. Assisting the OSLGCP in the development of a comprehensive, analytically-derived, risk-and capability-based homeland security preparedness reporting system with associated goals and metrics
2. Coordinating the development of national-level homeland security doctrine.
3. Coordinating and managing DHS headquarters-level national exercises and training programs in concert with the OSLGCP, DHS headquarters OEs, and DHS field offices. While OSLGCP has overall program management responsibilities for the national homeland security exercise and training program, the I-STAFF Preparedness Division is responsible for the coordination of cross-OE operational planning and execution related to national exercise program events.
4. Coordinating and integrating cross-departmental, integrated field-level, and senior official operational input into the homeland security "lessons learned" and "best-practices" program, and facilitating the establishment and administering a process to ensure that DHS headquarters-level, cross-OE operational deficiencies are identified and corrected, and that DHS headquarters-level lessons learned are shared throughout the Department.
5. Coordinating training/exercise planning strategies for DHS headquarters OEs and integrated field elements.
6. Assisting DHS headquarters and OEs in the development and management of a senior-level homeland security professional education program.

J. **Resources and Requirements Division:** This functional area supports the development and implementation of I-STAFF resources and requirements strategies and plans, and provides the program management support required to operate and maintain any approved future DHS integrated field-level operating structure. Key responsibilities include:

1. Managing the budget, financial planning, facilities, information technology, and personnel resource requirements for the I-STAFF.

2. Supporting the development, implementation, and on-going resource and requirements oversight of any future approved DHS integrated field-level operating structure.
 - a. Providing input and recommendations on cross-OE integrated field-level operational resource requirements and reallocations through organizational element lines of authority.
 - b. Coordinating future integrated field-level input to DHS grant programs.
 - c. Coordinating future integrated field-level implementation and resource requirements (to include personnel, administrative, budget, facilities, and information technologies support) with the appropriate OEs at the DHS Headquarters level.

VI. Policy & Procedures

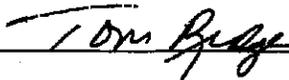
A. **Policy:**

1. Under Secretaries, heads of DHS OEs, and other DHS officials shall:
 - a. At the request of the Secretary, provide specific required support within their respective areas of responsibility to the Director of the I-STAFF, as may be necessary to carry out his assigned responsibilities and functions as defined in this directive; and
 - b. Consult and coordinate with the Director of the I-STAFF on all matters related to the responsibilities and functions cited in this directive.
2. Nothing in this directive is intended to contravene the authorities granted to DHS Under Secretaries, heads of DHS OEs, and other DHS officials in the Homeland Security Act of 2002 and other applicable legislative authorities and executive directives.

B. **Representation:** The Director of the I-STAFF or representative shall be a member of appropriate DHS councils, committees, work groups, or other activities with a cross-OE responsibility, such as the Joint Requirements Council.

C. **Procedures:** The Director of the I-STAFF shall coordinate the preparation of cross-OE operational plans, documents, execution orders, and guidance for the Secretary's signature in coordination with the Under Secretaries, heads of DHS OEs, and other DHS officials as required to accomplish all assigned responsibilities and functions.

D. **Questions:** Questions regarding directive should be addressed to the Director of the I-STAFF.



Secretary

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Date