



The Florida Senate

Interim Project Report 2005-143

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Committee on Domestic Security

Senator Alex Diaz de la Portilla, Chair

STATE DOMESTIC SECURITY OPERATIONAL STRUCTURE

SUMMARY

The function of domestic security has become increasingly more pronounced and complex at the federal, state and local levels over the past three years. In Florida, this constant change has been addressed, as the need has arisen, through already-in-place government entities. The components of Florida's domestic security and response capacity have evolved from the state's initial response to terrorist attacks on United States homeland soil in the Fall of 2001.

The United States government was reorganized in March, 2003, to reflect a heightened focus on the efforts to fight terrorism. The Department of Homeland Security was created to address a broad spectrum of prevention, preparedness, response and recovery issues.

Florida continues to do an excellent job of operational management of the various components of prevention, preparedness, response and recovery efforts, as evidenced by its remarkable ability to perform these functions in an "all-hazards" approach to the five tropical systems that landed in Florida during the Summer of 2004.

The Florida Department of Law Enforcement (FDLE), Department of Emergency Management (DEM), Department of Health (DOH), Department of Agriculture and Consumer Services (DOACS) and other agencies have done well in adapting current operations and developing groups such as the Regional Domestic Security Task Forces, the State Working Groups and the Domestic Security Oversight Board to provide guidance to the state's domestic security efforts. The Chief of Domestic Security Initiatives designation was created by statute, within FDLE, with the responsibilities of that position currently spread across many program offices to accommodate workload, while other domestic security functions are specifically charged

to agencies such as the Department of Health and the Division of Emergency Management.

It is important for Florida's continued success to clearly define the roles and responsibilities of the Executive branch in managing the state's domestic security policies, strategies and budget-making processes.

This report makes recommendations regarding the codification of a domestic security advisory council, and the clear definition of the structure of the domestic security function within state government.

BACKGROUND

In November 2003, this committee published Interim Project Report 2004-146 "State Domestic Security Oversight and Regional Domestic Security Task Forces." The following report, Interim Project Report 2005- 143: "State Domestic Security Operational Structure" will build on the Background and Findings of that report. For this reason, the Interim Project Report 2004-146 is incorporated by reference.

The nation has now passed the third anniversary of the 2001 attacks on America.¹ After three years, every state, the territories and the District of Columbia, have developed strategies and operational mechanisms to prevent, prepare for, respond to, and recover from terrorist attacks. Each of these entities has developed unique structures to address the needs and capabilities of their individual governments. Each of these entities must interact with the federal government in the implementation of strategies, funding initiatives and policy coordination. In addition, these entities must interact with each of the local governments in their jurisdiction, providing

¹ September 11, 2001 and October 2001 terrorist attacks in New York, Washington, D.C., Pennsylvania and Boca Raton, Florida.

“pass-through” funding from federal sources, coordinating regional strategies and working to assure Mutual Aid Preparedness.

Federal Homeland Security Structure

On March 1, 2003, the federal government was operationally re-aligned to create a new Department of Homeland Security (DHS).² The new department now incorporates all or part of the functions of 22 federal agencies, including the U.S. Coast Guard (USCG), the Customs Service, the Transportation Security Administration (TSA), the Immigration and Naturalization Service (INS), the Federal Protective Service (FPS), the Office of Domestic Preparedness (ODP), the Federal Law Enforcement Training Center (FLETC), the U.S. Secret Service, the National Incident Protection Center (NIPC – FBI), the agricultural import and entry inspection functions of the Department of Agriculture, the National Bio-Weapons Defense Analysis Center, the Nuclear Assessment Program, the Federal Emergency Management Agency (FEMA), the National Domestic Preparedness Office, the Domestic Emergency Support Team, the Metropolitan Medical Response System (MMRS), the functions of the Public Health Emergency Preparedness Program, the National Disaster Medical System, the Office of Emergency Preparedness, the Strategic National Stockpile (SNS), the Nuclear Incident Response Team, and the Plum Island Animal Disease Center.

The Department of Homeland Security has taken on responsibility for the corresponding federal funding and grant programs for these entities, including the Office of Domestic Preparedness (ODP) Urban Area Security Initiative (UASI), the Federal Port Security Grant Program (through TSA), the Fire-Administration grants, all FEMA grants and programs, Metropolitan Medical Response System grants (MMRS), and programs such as the Transportation Worker Identification Card (TWIC) prototype that is ongoing at Florida’s public seaports. The first Department of Homeland Security Budget was signed into law on October 1, 2003 for federal fiscal year 2004. The budget authority for \$37.4 billion was approved and became operational immediately. The ffy 2005 Department of Homeland Security Budget, with \$40.7 billion in budget authority for mandatory and discretionary programs and projects was approved in October 2004. Bio-

terrorism grants and Hospital Preparedness and Response grants continue to be administered by the Department of Health and Human Services , while the Department of Justice maintains jurisdiction over several law enforcement grants such as the Byrne and COPS program.

The Department of Homeland Security is a cabinet level agency with a secretary and four directorates.³ Each directorate is overseen by an under secretary and various assistant secretaries. The four directorates are: Information Analysis and Infrastructure Protection, Science and Technology, Border and Transportation Security, and Emergency Preparedness and Response. State and local agencies must interact with each of these directorates on various programs and projects. Each state is assigned a liaison through the Office of Domestic Preparedness (ODP) in the Border and Transportation Security Directorate. This liaison officer works with state and local governments to implement federal mandates through grant programs and to assure compliance with federal requirements. Each state is required to designate a point of contact for the Department and a State Administering Agency (SAA) to receive and disburse ODP grant awards. In Florida, the designated Homeland Security Advisor is the Director of the Office of Investigations and Forensics Science within the Florida Department of Law Enforcement (FDLE). The designated State Administering Agency is the Department of Community Affairs, Division of Emergency Management (DEM). Florida law designates the Executive Director of the FDLE as the Chief of Domestic Security Initiatives (CDSI).⁴

Florida Domestic Security Structure

In the hours and days following the initial attacks on America in September 2001, it became increasingly clear that Florida was a major component in the terrorists’ planning operation. Fifteen of the nineteen identified attackers lived or stayed in Florida during the year preceding the attack. Many of them attended commercial flight schools here and the majority of them had legally obtained Florida driver’s licenses or identification which they used to facilitate free movement around the United States by airline passage or rental vehicles. This early knowledge of Florida’s central role sparked a very high level of concern and quick action by the state’s executive and legislative leadership. This concern

² Department of Homeland Security Plan, November 25, 2002, pursuant to Section 1502 of the Department of Homeland Security Act of 2002.

³ Ibid.

⁴ S. 943.0311(1), F.S.

was further heightened in October 2001 when Florida experienced an anthrax attack in Boca Raton.

On September 11, 2001, Governor Jeb Bush issued Executive Order #2001-262, which required increased security, intelligence and investigative operations, activated the State Emergency Operations Center, and assigned specific tasks to the Executive Director of FDLE, the Interim Director of the Division of Emergency Management, and the Florida National Guard. Under the Executive Order, FDLE was given operational authority to coordinate and direct law enforcement resources and other resources of all state, regional and local government agencies as needed to protect the state from terrorist attacks. That operational authority over all law enforcement remained in effect for the duration of the original declared emergency (60 days).⁵ The Executive Director of FDLE was designated as the Incident Commander for this emergency. The (Interim) Director of the Division of Emergency Management⁶ was designated as the State Coordinating Officer and the Governor's authorized representative to lead all available operational support to the Incident Commander and to assume a long list of delegated authorities to operate the state under emergency conditions.⁷ The Florida National Guard was activated and placed under the direction of the State Coordinating Officer. In addition, the Governor directed FDLE and DEM to make an immediate assessment of vulnerabilities and possible threats and response capabilities throughout the state and to bring forward action recommendations based on that assessment. The assessment was completed and it put forth 26 action items for the Governor's review.⁸

On October 11, 2001, Governor Bush issued Executive Order #2001-300, incorporating by reference Executive Order #2001-262, which remained in effect, and directing state agencies to take specific actions based on the recommendations made by multi-disciplinary working groups, which

⁵ E.O. 2001-262 was subsequently extended by E.O. 2001-334, which was extended by E.O. 2002-01, E.O. 2002-82 and E.O. 2002-138, before being allowed to expire on June 7, 2002.

⁶ In September 2001, Craig Fugate was serving as Interim Director of the Division of Emergency Management. Subsequent to the emergency declaration, the Governor appointed Mr. Fugate to the position of Division Director.

⁷ Governor's Executive Order #2001-262, September 11, 2001.

⁸ "Strengthening Domestic Security in Florida; Strategic Plan and Funding Strategy, October 2001."

developed, under the direction of FDLE and DEM, the assessment document, "Strengthening Domestic Security in Florida; Strategic Plan and Funding Strategy, October 2001."

Executive Order #2001-300 directed FDLE to organize Regional Domestic Security Task Forces (RDSTF) in the seven FDLE regions, and to include representatives of FDLE, DEM, the Department of Health (DOH) and "any available and appropriate county and local officials," on the task forces. The task forces were charged with coordinating domestic security efforts among local, state, and federal resources to ensure efforts were not fragmented or duplicated; coordinating appropriate training for local and state agencies; coordinating the collection and dissemination of investigative and intelligence information; and facilitating responses to terrorist attacks. RDSTFs were given discretionary authority to incorporate other related objectives to account for the variety of conditions and resources in each region. The Executive Director of FDLE was given authority to appoint a chair and co-chair of each region, the co-chair to be the Regional Director of each FDLE region.

In addition, FDLE and DEM, in conjunction with the RDSTFs and various state entities responsible for establishing training standards for law enforcement, fire, emergency management technicians and other first responders, were charged with identifying appropriate training criteria and material and initiating training of all law enforcement, fire, EMT and other first responders to effectively respond to terrorist incidents. FDLE and DEM were charged with identifying all available funding sources for providing basic protection equipment, prioritizing the need for specific equipment, recommending the most effective distribution, and finally, purchasing and distributing the equipment upon receipt of funding.

FDLE was given the task of establishing a dedicated statewide domestic security intelligence database for use, under security restrictions, by all Florida law enforcement agencies. Further, FDLE was required to initiate the assessment of the vulnerabilities of critical state infrastructure assets, as contained in the October 2001 document,⁹ and in cooperation with the Public Service Commission, to procure the services of a qualified entity to assist in that assessment. In addition, FDLE, the Attorney General, local law enforcement agencies, and all

⁹ Ibid.

other appropriate public and private entities, were directed to continue to aggressively combat hate-driven acts against groups that may be targeted as a result of terrorist acts.

Executive Order #2001-300 directed the Department of Highway Safety and Motor Vehicles to continue to research methods to reduce fraudulent issuance of driver's licenses and identification cards. DHSMV was assigned the duties of immediately beginning the electronic sharing of identification information with FDLE and other criminal justice agencies, issuing 30-day temporary permits when necessary to verify an applicant's identity, limiting the duration of a Florida driver's license to the duration of an applicant's pertinent INS documents, providing additional training on foreign document verification, and retention of electronic copies of all foreign documents used to establish identity, along with enhancement of auditing and quality control to maintain security.

The Executive Order directed the Department of Health (DOH) to take the following immediate measures: enhance communications capabilities (web-based disease outbreak & communications network, e-reporting of state and county epidemiological outbreak analyses, electronic transmission of lab results for biological or chemical agents), ensure preparedness of DOH for chemical or biological attack (dedicated biological scientists at appropriate locations), stockpile necessary treatments and pharmaceuticals, develop and staff a statewide epidemiological intelligence system, develop and implement comprehensive preparedness and response training programs for state, regional and local officials, and coordinate all activities related to the preparation for and response to biological and chemical attacks with the designated Chief of Domestic Security Initiatives.

Perhaps the most significant action in Executive Order #2001-300 was the Governor's appointment of the Executive Director of FDLE to serve as, or appoint a member of FDLE to serve as, the Chief of Domestic Security Initiatives (CDSI) for the State of Florida. The Governor cited the Commissioner's responsibility as Director of the Florida Mutual Aid Plan¹⁰ as the reason for the new designation of CDSI. FDLE was designated as the agency responsible for coordinating collection of specific implementation proposals based on the October

2001¹¹ assessment. The CDSI was given authority to collect, coordinate and prioritize recommended domestic security efforts from all affected agencies, entities and parties. The CDSI was required to compile, from all affected groups, a detailed listing of short-term efforts that could be accomplished without legislative authorization or funding; long-term efforts that could be accomplished with and without legislative authorization or funding; and efforts requiring involvement of, or coordination with, federal or international authorities. In addition, the CDSI was charged with preparing a prioritized list of recommendations and proposals, including projects that needed immediate funding, in a report to the Governor, Speaker and Senate President no later than November 1, 2001. This directive specifically required taking all necessary actions to maximize federal funding to support the state plan. All agencies were directed to cooperate with the CDSI in preparation of the report. The CDSI was directed to work with House and Senate committees in making all necessary information available for legislative consideration of domestic security initiatives and concerns.

The Governor created the "Florida Domestic Security Advisory Panel," made up of eleven gubernatorially appointed community leaders who were to serve as advisors to the Governor, the CDSI and the Legislature by providing and evaluating recommendations to combat terrorism.

The Legislature passed Senate Bill 24-C during the November 2001 Special Session. Senate Bill 24-C, now codified as Chapter 2001-365, Laws of Florida, implemented, by statute,¹² portions of the structure detailed in the Governor's Executive Orders #2001-262 and #2001-300. The bill created the position of Chief of Domestic Security Initiatives within FDLE and codified the Regional Domestic Security Task Force structure. The legislation did not address the formation of the Governor's "Domestic Security Advisory Panel," nor did it address the long-term state strategic management of the domestic security function across federal, state and local government agencies and programs.

The "Domestic Security Advisory Panel" was appointed by the Governor in 2001 and met several times before being allowed to disband. It never actually functioned as a strategic oversight body.

¹¹ "Strengthening Domestic Security in Florida; Strategic Plan and Funding Strategy, October 2001."

¹² Chapter 943, F.S.

¹⁰ S. 23.1231, F.S.

The assumption across government was that due to the designation of the Executive Director of FDLE as Chief of Domestic Security Initiatives, the state's strategic management function would be led by FDLE, with support from other agencies such as DEM, DOH, DOACS and CFO-Fire Marshal. No specific process or structure was defined to maintain long-term strategic planning, policy and budget decisions.

As discussed in this committee's previous report, Senate Interim Project Report 2004-146, FDLE determined that it would need interagency consensus and support to perform the duties related to domestic security, now codified in Chapter 943, Florida Statutes. For this reason, a new oversight panel, generally known as the "State Domestic Security Oversight Board" (DSOB) was called together to assist FDLE in managing the new domestic security function and responsibilities. This panel has held regular sessions since November 2001 and has served as a "sounding board" for actions recommended by FDLE to the Governor and Legislature, but has never been formally constituted nor recognized as a state board or advisory council. The DSOB has brought together many local, state and federal agencies across multiple preparedness and response disciplines, but it cannot take definitive action in its current form.

In 2004, the FDLE Executive Director appointed a small working group to determine what appropriate course of action should be taken to recommend proper constitution of this panel. The working group recommended support of legislation to codify the panel and proposed adoption of by-laws which would establish the group as an Advisory Council to the CDSI, the Governor and/or the Legislature. The DSOB has adopted these proposals and will make recommendations to the Governor.

While the Domestic Security Oversight Board has been used as a vehicle for reaching consensus among agencies and private entities involved in the state's domestic security planning activities, day-to-day operational management of the process has continued to be performed by FDLE and DEM.

The Division of Emergency Management serves as the State Administering Agency, responsible for receiving and disbursing the vast majority of federal grant money for domestic security. DEM is a part of the Department of Community Affairs, but the Division Director has a unique working relationship

with the Governor by virtue of his role as the State Coordinating Officer for declared emergencies.¹³ DEM staff serves a vital role in administering all of the contracts for local and state agencies relative to federal grants for domestic security. DEM has a limited number of "Full-Time Equivalents (FTE)" employees dedicated to this function.

The Department of Health administers the federal bioterrorism and hospital response planning grants from CDC and HRSA through the Emergency Coordinating Office and the Office of Public Health Preparedness. The Department of Agriculture and Consumer Services has created an Office of Bioterrorism Preparedness to address domestic security issues and functions. Other agencies, such as CFO – Fire Marshal, DHSMV, the Department of Education and the Department of Environmental Protection interact with various federal agencies on domestic security program and funding issues in their normal course of business.

Since September 2001, the State of Florida has developed an operational preparedness and response capability using already defined roles of various state and local agencies. The state's ability to prepare for and respond to natural disasters was repeatedly tested and affirmed in 2004, as the operational structure withstood a 55 day Level 1 Emergency Operations Center activation for the period encompassing Tropical Storm Bonnie, the state's primary election and Hurricanes Charley, Frances, Ivan and Jeanne. All involved state agencies operated at full capacity in cooperation with other agencies under the provisions of the State Emergency Management Act. Many of the resources available for the hurricane response effort were actually provided for through domestic security grant funding.¹⁴

While an all-hazards approach to emergency response is generally accepted at the state and national level, it is important to differentiate between other types of disasters and terrorist incidents. Terrorist incidents potentially constitute acts of war, and draw an immediate presence and response from

¹³ Chapter 252, F.S.

¹⁴ Deployed EDICS Communications Systems, Urban Search and Rescue equipment and trained teams, DOF Incident Command teams, Law Enforcement Command Vehicles, Decontamination Equipment, Mass Casualty trailer and PPE medical equipment and supplies which had been purchased from domestic security grants and funding sources.

federal civilian and military agencies. At a minimum, a terrorist act must be seen as a criminal action, which requires a forensic response from law enforcement, aside from normal crisis management activities. Unlike criminals, terrorists target horrific attacks against entities, or ways of life that they perceive to be evil. Generally, such activists are educated, aware community members who are willing to make personal sacrifices for the protection of their beliefs and lifestyles.¹⁵

Defending against terrorism requires an understanding of the rationale and methods of operation of the persons willing to perpetrate such action. In addition, our state and nation's top priority is to prevent terrorist activity. The prevention of, and preparation for terrorist incidents require enhanced, specialized intelligence and information sharing across a broad spectrum of local, state and federal agencies, including law enforcement, health, agriculture, transportation, educational facilities and private entities responsible for critical infrastructure security.

While some view the common components of crisis management, such as emergency responders, law enforcement and health care agencies as having specific, separate responsibilities in a disaster, the implementation of a successful security plan requires the complete integration of those critical components in an overarching strategy that accounts for the prevention, protection, response and recovery responsibilities unique to terrorist incidents. In designing such an integrated strategy, it is important to ensure the physical security, economic security and societal stability of our state and nation in a heightened state of readiness.

Recognition of the responsibility to provide domestic security represents a cultural change that affects all levels of government. The creation of the federal Department of Homeland Security and the establishment of homeland security functions in each of the states across the nation are a direct result of this cultural change. As our state and nation move forward, it is important to recognize that change has occurred, and it appears to be permanent. Governments must define and address appropriate long-term strategic and operational plans for this new reality. States have arrived at the point where it is necessary and appropriate to review the structures

that have been applied to domestic security strategic management and to determine the proper course for the future of this new, critical function of government.

METHODOLOGY

Interviews were conducted with the FDLE Homeland Security Advisor, the Chief of the FDLE Office of Domestic Preparedness, the Administrator of FDLE Office of Policy and Planning, the FDLE Chief of Staff, the Director of the Division of Emergency Management, the Commissioner of Agriculture, the Assistant Commissioner of Agriculture, the DOACS Director of the Office of Bio-Terrorism Preparedness, the DOACS Director of Law Enforcement, the Secretary of the Department of Health, the State Fire Marshal, the Executive Director of DHSMV, and RDSTF and State Working Group members from various regions and disciplines across the state.

In addition, staff reviewed the homeland security governmental structures in 25 other states and interviewed the Assistant to the Governor for Commonwealth Preparedness of Homeland Security for Virginia and staff in the Office of Homeland Security in the Office of the Governor of Pennsylvania.

Staff has attended RDSTF, DSOB and SWG meetings and exercises on a regular basis over the past three years.

FINDINGS

Florida has created a domestic security preparedness and response capability that has proven to be operationally sound. As the state enters the fourth year of domestic security operations, a clear, long-term, strategic management process has not been formalized in statute. The Domestic Security Oversight Board, Regional Domestic Security Task Forces and State Working Groups are all vital components of an overall management structure, but none of these groups function as the administrative lead for the mission. The Florida Department of Law Enforcement, Division of Emergency Management, Office of the Attorney General, Department of Health, Department of Agriculture and Consumer Services, Office of Chief Financial Officer – Fire Marshal, Department of Education, Department of Environmental Protection, Department of Highway Safety and Motor Vehicles and other state agencies have taken on domestic security operational

¹⁵ "Profiling TERRORISTS," *Intersec: The Journal of International Security*, Volume 14, Issue 10, p.p. 310-312, October 2004..

requirements as additional workload issues for their respective agencies, and have performed well.

It has become clear over time that domestic security will continue to be a major governmental responsibility. The federal government has made provisions for this function by creating the Department of Homeland Security. Many states have created new structures within their governments to manage this function. Some states have actually created Homeland Security Departments to mirror the federal structure.¹⁶ Florida has been successful at responding to federal funding and program requirements through already-in-place agency operations.

After interviewing personnel from each of the lead agencies, staff has determined that agency leadership recognizes the positive steps that Florida has taken as a national leader in preparedness and response. Several pointed to the state's hurricane response as an indicator of operational readiness. While all indicate that Florida has done a good job so far, there is general agreement that improvements can be made and that a clearer definition of structure and process is needed. Strategic goal setting, policymaking and the budgeting process are areas which may need more definition. Strategic management has been assumed by FDLE through the function of the Chief of Domestic Security Initiatives, but operational management has been disbursed across many program offices in various agencies across state government.

Some states have created state departments for the security function. Other, smaller states have created divisions or offices of homeland security within existing emergency management or law enforcement agencies. In Indiana, the Lieutenant Governor, within the Office of the Governor, has homeland security responsibilities, while Michigan and Rhode Island have placed these responsibilities in the Office of the Adjutant General within their state's National Guard.

Of the states that border Florida, Georgia has a Director of Homeland Security within the Office of the Governor and Alabama has a Department of Homeland Security.

The evolution of Florida's ability to prepare for and respond to terrorist incidents has been dramatic. The process continues to evolve. Progress-to-date has

been very good, and the state's regional task forces and state working groups continue to do excellent work. As the state moves forward, there must be a mature, robust, and recognizable strategy for domestic security, which provides clear definition of the roles and responsibilities of all partners in the process. Failure to define a concise structure for management of the domestic security function creates the potential risk of allowing the state's policy-making and strategic direction to be driven by the federal budget process and programmatic decisions made at the federal level. Florida has already experienced several situations where the state's unique conditions did not match federal guidelines.¹⁷ As the federal process and programs continue to proliferate and apply pressure to the implementation realities in Florida, it is important that the state's policy-makers and executive branch leadership remain involved in a manner that is clearly defined and recognized across all levels of government.

RECOMMENDATIONS

- 1) Codify the Domestic Security Oversight Council as an advisory council that provides the Governor and Legislature with information and recommendations to be used in the development of domestic security policies, strategies and budgets.
- 2) Define a clear statutory structure for the executive branch role and responsibility in the management and direction of the state's domestic security policies, strategies and budget-making process.

¹⁶ See attached chart of state homeland security structures.

¹⁷ USCG final regulations implementation, 33 C.F.R., Port Security, Governor's letter to Commandant Thomas Collins, November 14, 2003; ongoing discussion with ODP regarding governance and budget approval authority for UASI's within state borders, ODP response letter, September 3, 2004.

State	U.S. Census Pop. Est. July 1, 2003	Homeland Security Function/Director
California	35,484,453	Governor's Office – Homeland Security Advisor, Office of Homeland Security
Texas	22,118,509	Governor's Office – Director of Homeland Security
New York	19,190,115	Cabinet–Level Director of Public Security– Reports to Governor
Florida	17,019,068	FDLE – Chief of Domestic Security Initiatives
Illinois	12,653,544	Task Force - Governor Appoints Chair – Reports to Governor's Deputy Chief of Staff
Pennsylvania	12,365,455	Governor's Office – Office of Homeland Security
Ohio	11,435,798	Department of Public Safety – Division of Homeland Security
Michigan	10,079,985	Assistant Adjutant General – Reports to Governor & Adjutant General
Georgia	8,684,715	Director of Homeland Security – Reports directly to Governor
New Jersey	8,638,396	Office of Counter-Terrorism – Department of Law & Public Security
North Carolina	8,407,248	Cabinet–Level – Director of Department of Crime Control & Public Safety
Virginia	7,386,330	Governor's Office – Assistant to the Governor for Commonwealth Preparedness
Massachusetts	6,433,422	Department of Emergency Management
Indiana	6,195,643	Lt. Governor – Chair of Counter-Terrorism and Security Council, Homeland Security Liaison
Tennessee	5,841,748	Governor's Office of Homeland Security
Maryland	5,508,909	Governor's Office – Office of Homeland Security
Alabama	4,500,752	Department of Homeland Security – Director of Homeland Security
Louisiana	4,496,334	Office of Governor – Military Department
South Carolina	4,147,152	SLED – Law Enforcement
Connecticut	3,483,372	Department of Homeland Security – Director
Mississippi	2,881,281	Office of Homeland Security/Department of Public Safety
Maine	1,305,728	Cabinet-Level Homeland Security Advisor to Governor – State DOD, Veterans Affairs & Emergency Management Department
New Hampshire	1,287,687	Office of Emergency Management
Rhode Island	1,076,164	Adjutant General – National Guard
Delaware	817,491	Department of Emergency Management
Vermont	619,107	State Police

Note: Review was conducted by choosing states with large populations and states in the southeastern United States. In the course of the review, staff spoke with Office of Homeland Security in the Pennsylvania Office of the Governor. That office was performing a similar review of northeastern states, which it shared with this committee. The combined efforts of these reviews are represented in this chart.