

Statement for the Record

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Before the

**United States House of Representatives, Committee on Homeland Security
Subcommittee on Management, Investigations, and Oversight**

“The Quadrennial Homeland Security Review”

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Chairman Carney, Ranking Member Rogers, and distinguished members of the Committee, I am pleased to appear before you today to discuss how the Department of Homeland Security (DHS) is conducting the Quadrennial Homeland Security Review (QHSR).

Scope

Section 2401 of the *Implementing Recommendations of the 9/11 Commission Act of 2007*, Pub. L. 110-53, directed the Secretary of Homeland Security (the Secretary) to “conduct a review of the homeland security of the Nation.” The Secretary is required to deliver a report on this review to the Congress by the close of Calendar Year 2009, and every four years thereafter. During this review process, the Secretary will comprehensively examine the homeland security enterprise; make recommendations regarding the Nation’s long-term homeland security strategy and national priorities; and provide recommendations to address the challenges facing key programs, assets, capabilities, budget, policies, and authorities of DHS. The quadrennial review efforts will help support departmental continuity through the upcoming change of administration by informing the transition

teams and the incoming Administration on longer-term challenges facing the Department; the Department's long term resource planning; strategic decision-making challenges; and other issues critical to improving the Nation's homeland security posture.

Approach

The Department is taking an iterative and collaborative approach to the QHSR that builds on previous work by intra-Departmental and interagency partners, as well as acknowledged experts in homeland security and related fields. The QHSR assessment is divided into four major areas of study, focusing on key areas for review as described in the implementing legislation. The four major study areas are: 1) a strategic assessment of homeland security missions, functions, and objectives; 2) an assessment of the homeland security readiness posture; 3) a review of DHS organizational alignment and Planning, Programming, Budgeting and Execution (PPBE) mechanisms; and 4) an exploration of current DHS program issues and challenges.

The Department has cast a wide and inclusive net to collect the thoughts and writings of many in the homeland security community and related fields who have dedicated themselves to considering the core issues of the QHSR. For the strategic assessment, the Department is examining long-term planning documents developed by the Intelligence Community, and will utilize the DHS Office of Intelligence and Analysis' forthcoming Homeland Security Threat Assessment in assessing long-term trends. The Department is reviewing national efforts to develop and implement the National Strategy for Homeland Security, the National Preparedness Guidelines, the National Response Framework, the National Incident Management System, the Integrated Planning System and the National

Homeland Security Plan. The Department is also reviewing academic and policy working papers, such as the Center for Strategic and International Studies' Beyond Goldwater-Nichols IV Report, *Managing the Next Catastrophe: Ready (or Not)?*, the Center for American Progress's report *Safe at Home*, and the expansive work associated with the Center for the Study of the Presidency's Project on National Security Reform.

With respect to the readiness assessment, the Department will be reviewing current assessments, such as the Federal Preparedness Report, the State Preparedness Reports, the National Critical Infrastructure and Key Resources Report, as well as the Department of Defense's Capabilities-Based Assessment for Homeland Defense and Civil Support, Quadrennial Roles and Missions Review, and similar studies. In a parallel and supporting effort, the Department has begun conducting facilitated intra-Department QHSR working group sessions to solicit and capture the concerns and recommendations of the DHS components, and is examining both new and existing interagency policy groups to serve as forums for discussion of quadrennial review topics. The Department is also investigating the use of new technologies to reach the wide number of non-DHS homeland security stakeholders, including State and local governments, private sector and non-governmental organizations, academic and research institutions, and others.

For our review of DHS organizational alignment and Planning, Programming, Budgeting and Execution (PPBE) mechanisms, the Department will capitalize on efforts by the DHS Management Directorate and Office of Policy to design and implement an integrated business process to link strategic goals, objectives, and requirements to investment

planning and budgeting. The Department will also look to ongoing efforts to develop a Risk Assessment Process for Informed Decision-making (RAPID) to inform the strategic prioritization of homeland security investment, as well as other efforts by the Department's Office of Risk Management and Analysis. The exploration of current DHS program issues and challenges will build off of documents and analysis currently being developed for the Department's transition efforts, as well as analysis done this year as part of the Management Directorate's revitalized program review and investment review processes.

Progress

The Department is making good progress in implementing the steps laid out in the QHSR Resource Report. The Department has established an intra-Departmental QHSR working group consisting of approximately 30 to 40 staff representing all major offices and operational components within DHS to discuss quadrennial review-related topics. In an effort to focus effort and limit disruption to the components, this group meets for periodic, facilitated seminars that allow for cross-component discussion of existing studies and newly-generated thought papers. In addition to this QHSR-specific group, the Department will also use existing cross-Departmental councils and bodies to discuss specific aspects of the quadrennial review, such as the development of an Integrated Risk Management Framework for DHS and the strengthening of the Department's PPBE structure.

The Department understands the importance of involving interagency partners in the QHSR process, as the review is meant to examine the entire breadth of the homeland

security enterprise. The Department is working through existing federal policy coordinating committees in developing interagency documents that will form part of the quadrennial review process, and will continue to look to those bodies, or similar bodies, as the quadrennial review progresses. These strategy and policy bodies include the Department of Defense, the Department of State, the Department of Health and Human Services, the Department of Justice, the Department of the Treasury, the Department of Transportation, the Intelligence Community, and others. The Department will also look to these bodies to ensure consistency and harmonization among the various defense, homeland security, intelligence, and related reviews currently being conducted.

The Department is also in the process of developing a working group to provide advice on the quadrennial review under the auspices of the Homeland Security Advisory Council. This carefully selected group will consist of individuals from industry, academia, think tanks, and other advisory groups. The demographics of the committee will provide a wide range of viewpoints, affiliations, and backgrounds to ensure as much diversity as possible on how the homeland security mission should be defined and executed. In order to reach a broader community of homeland security stakeholders, the Department is examining technologies such as the Homeland Security Information Network, the Lessons Learned Information System, and wiki-based discussion forums as potential vehicles for broader discussion of QHSR-related topics.

For its core team, the Department has designated the Office of Strategic Plans, within the DHS Office of Policy, as the administrating office of the QHSR. As Deputy Assistant

Secretary for Policy (Strategic Plans) and head of the Office of Strategic Plans, I serve as the Director of the QHSR. I have designated a QHSR Chief of Staff and maintain a core team of analysts and advisors within the Office of Strategic Plans for the QHSR, which will be supplemented by additional staff from the DHS Management Directorate's Office of Program Analysis and Evaluation. In addition, the QHSR is leveraging subject-matter expertise within the rest of the DHS Office of Policy to develop issue papers on a myriad of topics pertinent to the QHSR. These pre-decisional working papers will focus on a variety of homeland security-related topics. These papers, and others solicited from the homeland security community, will be used as a basis for discussion and further QHSR work. By using focused, short-term efforts, we are maximizing our internal analytical capability for the QHSR without severely impacting the ongoing day-to-day work of DHS components and headquarters staff, as well as our interagency and intergovernmental partners.

The Department has made limited use of contractor support on the QHSR. The bulk of policy analysis for the QHSR will be conducted by government staff in the DHS Office of Policy, throughout the Department, and from our interagency and intergovernmental partners. However, we use external experts to provide outside perspectives, avoid tunnel vision, and encourage a broader range of options. The Department also uses contract support to conduct analysis on discrete subjects within the larger scope of inquiry. The contract support used to date has been focused on specialized tasks that provide a catalog of existing strategies, policies and directives that govern the homeland security community, and a breakdown of homeland security missions and functions. These

preliminary working papers will form the basis for larger discussions and analysis by government staff and external partners, and ultimately will be used by government staff to conduct more in-depth analysis and develop recommendations for senior leadership.

Resources

The Department has requested \$1.65 million to support the QHSR in FY2009. The Office of Policy requested \$1.5 million and the remaining \$0.150 million was requested by the Office of the Chief Financial Officer for one full-time equivalent (FTE).

As discussed above, the Department is committed to producing an internally analyzed and researched document to the maximum extent possible. However, outside assistance, including the support of contractors and federally-funded research and development centers that have a wealth of homeland security knowledge and experience, is essential to accomplish the QHSR goal of an unbiased and objective review of the entire homeland security landscape. We ask that the Committee support our efforts and our FY2009 funding request, and not constrain those resources in a manner that would prevent us from utilizing contractors and federally-funded research and development centers to assist in conducting baseline analysis as part of the larger review effort.

Conclusion

Preparing the first Quadrennial Homeland Security Review is a tremendous opportunity and a tremendous challenge. It is a unique opportunity to step back from the Department's essential work of the past five years, and our Nation's work over the past seven years that has been aimed at closing security gaps and addressing immediate

challenges, and look in a more long-term manner at the threats and challenges that we face. The Department of Homeland Security is committed to producing a QHSR that will point the way towards a more secure Nation. To that end, we will require the support of many others, including Congress, to succeed.

Thank you for your kind attention. I am happy to answer any questions you may have.