



U.S. DEPARTMENT OF HOMELAND SECURITY

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November 14, 2012

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Secretary Janet Napolitano
U.S. Department of Homeland Security
Washington, DC 20528

Dear Madame Secretary:

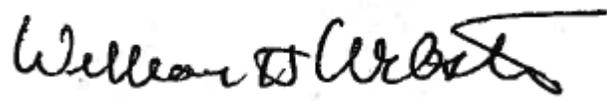
The Border Infrastructure Task Force was tasked to provide recommendations on enhancing border crossing infrastructure on our southern and northern borders and establishing predictable and equitable mechanisms for project design, financing and implementation by public/private partnerships. Specifically, the Task Force focused on the changes that would need to be made to help make public-private partnerships work as well as look at mechanisms that could be used to enhance investment.

In developing the recommendations, the Task Force met with several government and private sector experts on conference calls and at an in-person meeting, in addition to the input the individual Task Force collected and shared during the discussions. In determining the 24 recommendations listed in the report, the Task Force sought to answer the eight questions listed in the tasking.

The Task Force sought to provide recommendations that can help streamline the processes of creating public-private partnerships, with the goal of promoting continued job creation and enhancing the global economic competitiveness in the United States. Enhancing the capacity, effectiveness and efficiency of border crossing facilities and operations will expedite the processing of legitimate trade and travel, reducing both the government's costs and the total cross border trade transaction cost borne by the user.

In discussions with subject matter experts from the private sector, the Task Force found that a transparent and predictable legal and regulatory framework and a proven revenue stream are essential components in successful PPPs, whether the projects are funded entirely by private sponsors or in addition to government backing and financing. The Task Force also found that unclear approval processes could hinder a PPP proposal, especially when looking at ports of entry (POE) where two federal governments are involved.

Sincerely,

A handwritten signature in black ink, appearing to read "William Webster". The signature is fluid and cursive, with a prominent horizontal stroke at the end.

William Webster
Chair, Homeland Security Advisory Council