



Homeland Security

June 3, 2009

Raymond C. Scheppach
Executive Director
National Governors Association
444 North Capitol Street
Washington, DC 20001

Dear Mr. Scheppach:

The Department of Homeland Security (DHS) is conducting the first Quadrennial Homeland Security Review (QHSR), which will establish the foundation for homeland security activities over the next four years. The QHSR is one of my highest strategic priorities in 2009 and will culminate in a report to Congress at the end of the year with specific recommendations for the way forward.

Homeland Security is more than just a Cabinet Department of the Federal Government. It is a distributed and decentralized network of Federal Departments and Agencies; state, local, and tribal governments; non-governmental organizations; communities; and citizens. For that reason, stakeholder input and engagement throughout the QHSR is vital to its success. I view the QHSR as an opportunity for unprecedented collaboration and partnership across the homeland security stakeholder community. As a first step towards this objective, I invite you to provide your input on any or all of the focus areas of the review:

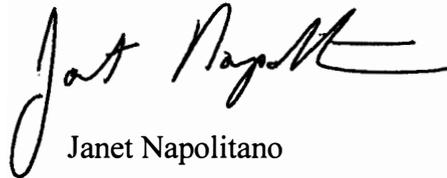
1. Counterterrorism and Domestic Security Management
2. Securing Our Borders
3. Smart and Tough Enforcement of Immigration Laws
4. Preparing for, Responding to, and Recovering from Disasters
5. Maturing and Unifying DHS and the Homeland Security Enterprise

Spanning each of these focus areas are what I call my themes for homeland security: Collaboration, Science and Technology, Efficiency, and International Engagement. These themes must guide everything we do, and I welcome your thoughts on how they should inform the QHSR focus areas.

Mr. Raymond C. Scheppach
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Please refer to the attached documents for more specific information regarding the QHSR and how to add your association's perspectives to this national dialogue. If you have any questions, please direct them to QHSR@dhs.gov. Thank you for your participation in the Department's first quadrennial review of homeland security.

Yours very truly,



Janet Napolitano

Enclosures

Submitting Quadrennial Homeland Security Review Input

The Department of Homeland Security (DHS) has considered how to best achieve robust and substantive stakeholder engagement in the Quadrennial Homeland Security Review (QHSR), given a primary challenge: the homeland security community is so vast that physically convening *representative and inclusive* study groups that are also able to work efficiently and effectively is virtually impossible. Fortunately, new Internet-based tools facilitate substantive engagement while also harnessing the “wisdom of crowds” to arrive at more holistic and robust solutions. Given the nature of our mission, the homeland security community must be at the forefront of efforts at all levels of government to leverage these technologies in pursuit of better public policies.

DHS will be seeking stakeholder input for the QHSR in two primary ways: solicitation of thoughts, positions, or ideas on all of the study areas at the outset of the review, and creation of an online collaborative portal where stakeholders will have the opportunity to add their perspectives on the key questions, concepts, or ideas under consideration by QHSR study groups. In doing so, DHS intends to create a true national dialogue on homeland security.

DHS welcomes stakeholder recommendations, ideas, and position papers (either pre-existing or new) on the QHSR generally or guided by the parameters of the study plan set forth below. These papers should clearly identify the study topic being addressed, and succinctly articulate the association’s position or perspective(s) on the issue.

The QHSR study areas are as follows:

1. Counterterrorism and Domestic Security Management: This study area includes transportation system security, critical infrastructure protection, cyber security, and weapons of mass destruction (WMD) protection.
2. Securing Our Borders: This study area includes facilitating the lawful flow of people and goods through our ports of entry, while securing the borders and approaches to the United States against smuggling and trafficking of people, money, drugs, and weapons.
3. Smart and Tough Enforcement of Immigration Laws: This study area includes comprehensive approaches to welcoming legal immigrants and administering the lawful immigration system while protecting against dangerous people entering the country and pursuing tough, effective enforcement of immigration laws.
4. Preparing for, Responding to, and Recovering from Disasters: This study area includes all elements of an all-hazards emergency management system.
5. Maturing and Unifying DHS and the Homeland Security Enterprise: This study area includes three separate studies:
 - DHS Strategic Management
 - Homeland Security National Risk Assessment
 - Homeland Security Planning and Capabilities

For each of the four mission areas (Counterterrorism and Domestic Security Management, Securing Our Borders, Enforcing Smart and Tough Immigration Laws, and Preparing for, Responding to, and Recovering from Disasters), please consider three basic questions:

1. What are the goals, objectives, and key indicators of success in each of these mission areas?
2. How do current Presidential directives, national strategies, and other Federal homeland security documents align to, and advance, these goals and objectives?
3. Is there confusion over roles and responsibilities, either among Federal Agencies, or among stakeholders, within these mission areas?

The fifth focus area, Maturing and Unifying DHS and the Homeland Security Enterprise, will look at three issues: DHS Strategic Management; Homeland Security National Risk Assessment; and Homeland Security Planning and Capabilities. For these studies, please consider the following questions:

1. What is the purpose of a homeland security national risk assessment?
2. What methodology or process should be used to assess homeland security risk at a national level?
3. Should there be one risk assessment process or multiple processes?
4. What is the best process for homeland security planning? Should there be a single homeland security planning process, or should there be national planning standards?
5. How can we best define homeland security capabilities? How can we best set national targets for homeland security capabilities? How can we best build and sustain national homeland security capabilities? How can we best measure and assess national homeland security capabilities?

DHS highly values stakeholder input on these topics. **Input should be submitted via email to QHSR@dhs.gov by June 26, 2009.** Though the DHS team cannot respond to each submission received, all of the papers will be used to inform the analysis of the study groups considering these issues. The papers will give them the benefit of stakeholder insights at the outset of the review. The subject line should read: "QHSR: [Insert Your Organization's Name]". Please include a signed Copyright License Form when submitting materials via email. The form is enclosed and is formatted to allow for your "digital" signature. This signed copyright license form will provide DHS the non-exclusive authority to use the materials submitted for the QHSR.

For further information, please refer to the QHSR webpage, <http://www.dhs.gov/qhsr>. In the days to come, further information will be posted regarding how the Department and the study teams will engage in the online national dialogue with stakeholders during the course of the QHSR. In addition, as the study progresses, individual and organizations may be called upon for input in specific topic areas.

**Quadrennial Homeland Security Review (QHSR)
Copyright License Form**

The Department of Homeland Security (DHS) is directed by the “Implementing Recommendations of the 9/11 Commission Act of 2007” to conduct a Quadrennial Homeland Security Review (QHSR) in fiscal year 2009 and every four years thereafter and report on the results of the first QHSR to Congress no later than December 31, 2009. The QHSR will describe overarching strategy and policy for the homeland security enterprise for the next four years.

Homeland security involves a distributed and decentralized network of Federal departments and agencies, State, local, and tribal governments, non-governmental organizations, communities, and citizens (collectively, the stakeholders). The input of this diverse stakeholder group will be an integral component of the review. As part of the stakeholder outreach, DHS is requesting its major stakeholder associations to submit recommendations, ideas, or position papers addressing specified areas of study for the review. Stakeholders who are interested in submitting materials must complete this copyright license form to provide DHS the legal authority to reproduce, copy, display or prepare derivatives versions of the materials submitted.

Accordingly, I, _____, grant the United States of America, as represented by the Department of Homeland Security (DHS), permission to use materials I submit for the QHSR as described herein.

I grant to DHS and the Government of the United States of America or those acting on its behalf, a paid-up, nonexclusive, irrevocable, worldwide license in the materials submitted for the QHSR to reproduce, prepare derivative works, distribute copies to the public, and perform publicly and display publicly by or on behalf of the Government.

I hereby hold harmless the Government of the United States of America and those acting on its behalf for governmental purposes from any and all claims which arise out of or are in any way connected with such use of the materials, including any rights of privacy or publicity.

I acknowledge that I will not receive any compensation for the use of such materials.

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Signature: /john smith/ Date: 05/20/2009

Signatory's Name: John Smith

Signatory's Position: Attorney of record

Privacy Act Statement

Authority: Implementing Recommendations of the 9/11 Commission Act of 2007, (the "9/11 Act"), Pub. L. No. 110-53, 121 Stat. 266, 543, section 2401, (Aug. 3, 2007).

Principal Purpose: The Department of Homeland Security (DHS) will use this information as stakeholder source material for purposes of conducting the Quadrennial Homeland Security Review (QHSR) required by the 9/11 Act.

Routine Uses: This information will primarily be used by DHS as source material for the QHSR or other DHS purpose, and may be disclosed to the Government Printing Office or other publishing offices for production of a final document; to the news media and the public, unless it is determined that release of the specific information would constitute an unwarranted invasion of personal privacy; to the Department of Justice for the purpose of representing DHS or any officer, employee, or member of the Department in pending or potential litigation to which the record is relevant and necessary to the litigation; to a Congressional office from the record of an individual in response to an inquiry from the Congressional office made at the request of that individual; to the National Archives and Records Administration for records management inspections conducted under the authority of 44 U.S.C. §§ 2904 and 2906; to contractors, grantees, experts, consultants, students, and others performing or working on a contract, service, grant, cooperative agreement, or other assignment for the Federal Government, when necessary to complete an agency function related to this system of records; and to the National Archives and/or other government libraries in order to respond to inquiries about DHS.

Disclosure: Voluntary; however, failure to provide the requested information may preclude participation in the QHSR process.