

Homeland Security Advisory Council



Quadrennial Review Advisory Committee

Final Report

27 May 2010

Executive Summary

This report summarizes the observations and recommendations of the Homeland Security Advisory Council's (HSAC) Quadrennial Review Advisory Committee (QRAC), which was established to provide advice to the Department of Homeland Security (DHS) throughout the Quadrennial Homeland Security Review (QHSR) process. The QRAC met nine times during the period from December 2008 through December 2009. QRAC progress reports were made to the HSAC in public session on June 5, 2009, and February 3, 2010. In the nine QRAC meetings the Committee received detailed information from DHS leadership regarding the review process design, analysis, and interim conclusions; individual QRAC members provided independent feedback and advice throughout the course of these discussions. This document focuses on the product of the review, the QHSR Report, with particular emphasis on its alignment with statutory guidance.

The QRAC observed that the QHSR Report describes an enterprise-level vision for the national homeland security enterprise and provides a necessary foundation for follow-on planning efforts. Given the diversity and complexity of the enterprise, the relative immaturity of this national mission, and the fact that this was the first-ever quadrennial review, the Report understandably focuses on the need for unity of purpose across the diverse stakeholder communities to drive the unity of effort required for mission success. The Report re-frames the homeland security mission and re-sets the strategic context through the definition of new core mission areas together with associated strategic outcomes, goals and objectives. In short, the Report delivers on critical statutory mandates, but falls short in some areas.

Based on its review of the QHSR Report, the QRAC generated three over-arching recommendations:

- I. Define and operationalize the strategic framework -- Security, Resilience, and Customs and Exchange -- by prescribing priorities and establishing clear linkage to the key strategic outcomes for each core mission area and aligning subordinate goals and objectives;
- II. Map goals to objectives for each core mission area and key stakeholder communities so as to delineate their respective roles and responsibilities; and,
- III. Translate the goals and objectives for each mission area into measurable outcomes and establish meaningful near-, mid-, and long-term targets to drive alignment of the Department's priorities, structures, systems, and resources.

These recommendations, which are described more completely in the final section of this report, target areas in which the QRAC identifies critical next steps that build on the foundation established in the Report.

Background

The QRAC was established as a subcommittee of the HSAC to provide recommendations and advice to the Secretary of the Department of Homeland Security (DHS) during the Quadrennial Homeland Security Review (QHSR), which was mandated by section 707 of the Homeland Security Act of 2002 (as amended) (Appendix A). The QRAC served as an objective forum in which committee members shared independent advice in the form of ideas and feedback on key issues and questions that arose throughout the QHSR process. The QHSR culminated in a report that was delivered to Congress on 1 February 2010; this document provides key observations of the QRAC with respect to that report and the process by which it was prepared.

The QRAC is comprised of a diverse and representative membership that brought a wide range of experience and expertise to the task. A committee member list is provided in Appendix B.

The QRAC met nine times during the period from December 2008 through December 2009. Meeting agendas are summarized in Appendix C. During these meetings the Committee received detailed information from DHS leadership and the DHS Office of Strategic Plans, which administered the QHSR, regarding the review process design, analysis, and interim conclusions. QRAC members provided independent advice on working documents beginning with the Terms of Reference and continuing through the analysis and leadership review phases of the QHSR. The QRAC also participated in the public portion of the review—the “National Dialogues on the QHSR”—which was conducted by DHS in partnership with the National Academy for Public Administration.

This document was completed subsequent to public release of the QHSR Report and summarizes the views of the QRAC with regard to the contents of the Report. The framework for this summary derives from the QHSR authorizing legislation.

QHSR Report Contents

Statutory language delineates broad categories, ranging from threats considered to Departmental response, to be addressed in the QHSR Report. The QRAC observed that the Report focused primarily on creation of a strategic framework together with mission-level goals and objectives to foster unity of effort across the national homeland security enterprise; subsequent efforts, some of which are underway, are expected to address in greater detail issues relating to Departmental alignment with the national homeland security strategy. Given the diversity and complexity of the national homeland security enterprise, the relative immaturity of the mission, and the limited time available for the QHSR process, the QRAC concluded that the QHSR Report provides a necessary foundation for these follow-on efforts. The paragraphs that follow summarize the QRAC assessment of the QHSR Report with respect to each of the categories called out in the statute.

Appendix B of the QHSR Report describes the review process and the main body of the Report summarizes the results of that process. During the review, DHS made a concerted effort and employed a variety of mechanisms to engage the diverse public and private sector stakeholder communities across the national homeland security enterprise, as indicated by¹:

Each report...shall include —
(A) The results of the quadrennial homeland security review;

- 231 Study Group participants from 42 DHS Components/Offices;
- 37 Interagency Policy Committee (IPC)/Sub-IPC meetings involving 294 participants from 26 Federal departments and agencies;
- Solicitation of 118 stakeholder associations and receipt of 43 white papers;
- Receipt of more than 3,000 comments from participants across 3 National Dialogues on the QHSR; and,
- Convening an Executive Committee of senior leadership from stakeholder associations to provide feedback directly to Secretary Napolitano on QHSR results.

While not privy to the details of all inputs received, the QRAC concluded that the QHSR Report represents a synthesis of review results that is designed to “set forth a shared vision of homeland security in order to achieve unity of purpose”² across the homeland security enterprise.

¹ QHSR Report: Figure B-1. Constituency Participation in the QHSR, page B-1.

² QHSR Report: Executive Summary, page vii.

Section II of the QHSR Report addresses threats in the context of a description of the current security environment and notes that homeland security “must be firmly embedded in and linked to broader national security concerns.”³ Thus, national homeland security interests are linked explicitly to broader national interests, which are discussed in the Report. Specific threats and hazards that challenge U.S. interests are described, together with an array of long-term trends that shape the operating environment for the homeland security mission. *The QRAC concluded that the QHSR Report provides a balanced description of major challenges, including threats, to U.S. interests from a homeland security perspective. The report does, however, need to further define the essential elements and governance requirements of a comprehensive risk management framework to enable assessment and prioritization of the threats described.*

(B) A description of the threats to the assumed or defined national homeland security interests that were examined for the purposes of that review;

The bulk of the QHSR Report is devoted to definition of a new strategic framework for homeland security and delineation of critical missions together with priorities for each. Five strategic outcomes are identified for each mission; mission-level goals and objectives provide a basis for subsequent stakeholder development of subordinate strategies. *The QRAC concluded that the QHSR Report describes a national strategy for homeland security that includes planning guidance for use by stakeholder communities across the homeland security enterprise; this recognition of the importance of long-term planning is an encouraging development for the nascent national enterprise.*

(C) The national homeland security strategy, including a prioritized list of the critical homeland security missions of the Nation;

The QHSR Report traces the roots of homeland security “to concepts that originated with the founding of the Republic,”⁴ bolstering the rationale for moving beyond the terrorism-centric definition and strategy put forth in the immediate aftermath of 9/11. The strategic framework sets forth three key concepts—Security, Resilience, and Customs and Exchange—as a general foundation. This construct is inclusive in that it acknowledges the dependencies that exist among stakeholder communities. The construct also makes clear the tensions that exist within and between mission components—e.g. secure the border while expediting and enforcing lawful trade, travel, and immigration. *The QRAC observed that follow-on work is needed to communicate and operationalize this foundational construct.*

In framing homeland security, the Report describes the complexity of the enterprise and acknowledges that “no single entity is responsible for or directly manages all aspects of the enterprise.”⁵ In doing so, the Report implicitly acknowledges the

³ QHSR Report: II. Today’s Security Environment, page 5.

⁴ QHSR Report: III. Defining and Framing Homeland Security, p. 14.

⁵ Ibid, p. 13.

distribution of responsibility that will make difficult the achievement of effort that is required for mission success. *The QRAC observed that follow-on work is needed to detail and cascade enterprise-wide mission-level goals and objectives defined in the Report down to specific public and private sector stakeholder communities in order to foster unity of effort. The nature of the enterprise and the wide diversity of threats that must be addressed require a systems understanding of our capabilities, and how and at what stage they can be most effectively employed against to prevent or mitigate threats.*

The QHSR Report acknowledges that “hundreds of thousands of people from across the Federal Government, State, local, tribal, and territorial governments, the private sector, and other nongovernmental organizations are responsible for executing”⁶ the homeland security missions. In its Appendix A the Report includes a summary of roles and responsibilities of key stakeholders across the enterprise; the information was derived from existing statutes, Presidential directives, and other authorities, as well as from the National Infrastructure Protection Plan and the National Response Framework. The Report does not provide a mapping of these roles and responsibilities to the homeland security missions delineated in the main body, as would be

(D) A description of the interagency cooperation, preparedness of Federal response assets, infrastructure, budget plan, and other elements of the homeland security program and policies of the Nation associated with the national homeland security strategy, required to execute successfully the full range of missions called for in the applicable national homeland security strategy referred to in subsection (b)(1) and the homeland security mission areas outlined under subsection (b)(2);

required to deliver the content requested in the statute. Instead, the Preface acknowledges that the Report is intended to provide “a basis for a deeper review of the many programs and budgets required to execute the full range of homeland security missions.”⁷ *The QRAC concluded that the QHSR Report represents a useful and necessary first step toward delivering the content requested in statute; further work is required to deconflict and potentially supplement existing policies and directives to include the mapping of roles and responsibilities.*

The QHSR Report states that “an important “bottom-up” review of DHS was begun in November 2009 that will look to align the Department’s programmatic activities and organizational structure with the mission sets and goals identified in the QHSR. That review is scheduled to be completed in the first

(E) An assessment of the organizational alignment of the Department with the applicable national homeland security strategy referred to in subsection (b)(1) and the homeland security mission areas outlined under subsection (b)(2), including the Department’s organizational structure, management systems, budget and accounting systems, human resources systems, procurement systems, and physical and technical infrastructure;

⁶ QHSR Report: IV. Overview of the Homeland Security Missions, page 19.

⁷ QHSR Report: Preface, page v.

calendar quarter of 2010.”⁸ The Report provides a basis for the bottom-up review, but because the goals and objectives are defined from an enterprise perspective it does not levy explicit requirements on DHS components. *The QRAC concluded that a gap remains between the contents of the QHSR Report and the guidance required to enable DHS to assess organizational alignment and refine strategic priorities and benchmarks. The “bottom-up” review must be completed and reported out promptly so that the activities and structure can be aligned with mission sets and goals, or the QHSR Report will languish.*

The QHSR Report does not discuss the status of cooperation among Federal agencies, but it does acknowledge the need to “strengthen the ability of Federal departments and agencies to support homeland security missions.”⁹ *The QRAC observes that in order to assess cooperation among Federal agencies with respect to homeland security it will be necessary to map the respective roles and responsibilities outlined in Appendix A of the Report to the missions, goals, and objectives delineated in Section V. This needs to be accomplished as soon as possible in order for the QHSR Report to be meaningful and worthwhile.*

(F) A discussion of the status of cooperation among Federal agencies in the effort to promote national homeland security;

The QHSR Report does not discuss the current status of inter-governmental cooperation, but it does highlight actions needed to continue the maturation and strengthening of the homeland security enterprise. Section VI of the report contains an array of objectives derived from already-known issues that impede achievement of unity of effort across the enterprise. *The QRAC observes that because of the diffuse and persistent nature of many of the issues, follow-on work is needed to build the unity of purpose that is a necessary prelude to unity of effort. And a precursor to that exercise is sharper delineation of the respective roles and responsibilities of the entities comprising the homeland security enterprise.*

(G) A discussion of the status of cooperation between the Federal Government and State, local and tribal governments in preventing terrorist attacks and preparing for emergency response to threats to national homeland security;

The QHSR Report includes assumptions concerning the security environment¹⁰ that influenced identification and prioritization of the mission-level goals and objectives. It also sets forth in Section III a new strategic framework that includes concepts not

(H) An explanation of any underlying assumptions used in conducting the review; and

⁸ QHSR Report: Preface, page v.

⁹ QHSR Report: Section VI. Maturing and Strengthening the Homeland Security Enterprise, page 73.

¹⁰ QHSR Report: Section II. Today’s Security Environment, page 9.

previously considered as core to the homeland security mission space. Finally, the Report frames the QHSR as “the beginning of a multi-step process”¹¹ that is required to help Congress “better understand the resource and organizational implications of an evolving strategic view of homeland security.”¹² *The QRAC concluded that while the QHSR Report does not completely address expectations levied in statute, given the complexity and relative immaturity of the national homeland security enterprise, the Report does deliver an essential prelude to the needed enterprise-wide planning efforts.*

QRAC Recommendations

The QHSR Report documenting the results of the first quadrennial homeland security review represents an important milestone in maturation of the mission and provides a sound foundation for the important work that must follow. Based on its review of the Report, the QRAC offers the below three recommendations that focus on areas in which the QHSR Report requires additional follow up work.

I. Define and operationalize the strategic framework—Security, Resilience, and Customs and Exchange—by prescribing priorities and establishing clear linkage to the key strategic outcomes for each core mission area and aligning subordinate goals and objectives.

The QHSR Report identifies three keys – Security, Resilience, and Customs and Exchange -- as the foundation for a comprehensive approach to homeland security, but it does not explicitly link the concepts to the outcomes, goals, and objectives that follow. Taken individually, these concepts aid in the formulation of strategies to achieve the key outcomes for each core mission area. Taken collectively, the concepts form a holistic framework in order to prioritize strategies to effectively manage risks across the diverse spectrum of threats to homeland security interests. While the QHSR Report makes clear the need to execute core missions in a way that integrates and balances these concepts, most goals and objectives are stated in absolute terms and leave unresolved the issue of measuring mission success. A unified enterprise framework is needed to underpin resource allocation as well as strategy execution by stakeholders distributed across the homeland security enterprise.

II. Map goals to objectives for each core mission area and key stakeholder communities so as to delineate their respective roles and responsibilities.

The QHSR Report delivers the basis for an enterprise-wide vision of homeland security that is intended to foster unity of purpose; a vital next step is the

¹¹ QHSR Report: Preface, page v.

¹² QHSR Report: Preface, page v.

delineation of key roles and responsibilities for individual goals and objectives to generate unity of effort. A comprehensive mapping is needed to enable assessment of the current state of cooperation and coordination between all public and private sector stakeholder communities, to identify potential gaps and/or conflicts in current policies and directives from an enterprise perspective, and to underpin follow-on planning efforts. The mapping must make clear the responsibilities governmental, non-governmental, and private sector entities, as well as those of individuals, families and communities. In addition, such a mapping would be of value in analyzing the results of the already underway “bottom-up” review of the Department of Homeland Security to assess departmental alignment with the goals and objectives defined in the Report.

III. Translate the goals and objectives for each mission area into measurable outcomes and establish meaningful near-, mid-, and long-term targets to drive alignment of the Department’s priorities, structures, systems, and resources.

Although responsibilities for the homeland security mission are distributed throughout the national enterprise, the Department of Homeland Security has a unique role as the federal agency charged with the mission by statute. As the principal author of the QHSR Report, it is incumbent on the Department to lead the charge toward homeland security mission success through optimal allocation of all available resources against prioritized mission outcomes.

Appendix A: QHSR Statute

TITLE XXIV--MISCELLANEOUS PROVISIONS

SEC. 2401. QUADRENNIAL HOMELAND SECURITY REVIEW.

(a) Review Required - Title VII of the Homeland Security Act of 2002 is amended by adding at the end the following:

SEC. 707. QUADRENNIAL HOMELAND SECURITY REVIEW.

(a) Requirement-

(1) QUADRENNIAL REVIEWS REQUIRED- In fiscal year 2009, and every 4 years thereafter, the Secretary shall conduct a review of the homeland security of the Nation (in this section referred to as a 'quadrennial homeland security review').

(2) SCOPE OF REVIEWS- Each quadrennial homeland security review shall be a comprehensive examination of the homeland security strategy of the Nation, including recommendations regarding the long-term strategy and priorities of the Nation for homeland security and guidance on the programs, assets, capabilities, budget, policies, and authorities of the Department.

(3) CONSULTATION- The Secretary shall conduct each quadrennial homeland security review under this subsection in consultation with-- (A) the heads of other Federal agencies, including the Attorney General, the Secretary of State, the Secretary of Defense, the Secretary of Health and Human Services, the Secretary of the Treasury, the Secretary of Agriculture, and the Director of National Intelligence; (B) key officials of the Department; and (C) other relevant governmental and nongovernmental entities, including State, local, and tribal government officials, members of Congress, private sector representatives, academics, and other policy experts.

(4) RELATIONSHIP WITH FUTURE YEARS HOMELAND SECURITY PROGRAM- The Secretary shall ensure that each review conducted under this section is coordinated with the Future Years Homeland Security Program required under section 874.

(b) Contents of Review- In each quadrennial homeland security review, the Secretary shall--

(1) delineate and update, as appropriate, the national homeland security strategy, consistent with appropriate national and Department strategies, strategic plans, and Homeland Security Presidential Directives, including the National Strategy for Homeland Security, the National Response Plan, and the Department Security Strategic Plan;

(2) outline and prioritize the full range of the critical homeland security mission areas of the Nation;

(3) describe the interagency cooperation, preparedness of Federal response assets, infrastructure, budget plan, and other elements of the homeland security program and policies of the Nation associated with the national homeland security strategy, required to execute successfully the full range of missions called for in the national homeland security strategy described in paragraph (1) and the homeland security mission areas outlined under paragraph (2);

(4) identify the budget plan required to provide sufficient resources to successfully execute the full range of missions called for in the national homeland security strategy described in paragraph (1) and the homeland security mission areas outlined under paragraph (2);

(5) include an assessment of the organizational alignment of the Department with the national homeland security strategy referred to in paragraph (1) and the homeland security mission areas outlined under paragraph (2); and

(6) review and assess the effectiveness of the mechanisms of the Department for executing the process of turning the requirements developed in the quadrennial homeland security review into an acquisition strategy and expenditure plan within the Department.

(c) Reporting-

(1) IN GENERAL- Not later than December 31 of the year in which a quadrennial homeland security review is conducted, the Secretary shall submit to Congress a report regarding that quadrennial homeland security review.

(2) CONTENTS OF REPORT- Each report submitted under paragraph (1) shall include--`

(A) the results of the quadrennial homeland security review;`

(B) a description of the threats to the assumed or defined national homeland security interests of the Nation that were examined for the purposes of that review;`

(C) the national homeland security strategy, including a prioritized list of the critical homeland security missions of the Nation;`

(D) a description of the interagency cooperation, preparedness of Federal response assets, infrastructure, budget plan, and other elements of the homeland security program and policies of the Nation associated with the national homeland security strategy, required to execute successfully the full range of missions called for in the applicable national homeland security strategy referred to in subsection (b)(1) and the homeland security mission areas outlined under subsection (b)(2);`

(E) an assessment of the organizational alignment of the Department with the applicable national homeland security strategy referred to in subsection (b)(1) and the homeland security mission areas outlined under subsection (b)(2), including the Department's organizational structure, management systems, budget and accounting systems, human resources systems, procurement systems, and physical and technical infrastructure;`

(F) a discussion of the status of cooperation among Federal agencies in the effort to promote national homeland security;`

(G) a discussion of the status of cooperation between the Federal Government and State, local, and tribal governments in preventing terrorist attacks and preparing for emergency response to threats to national homeland security;`

(H) an explanation of any underlying assumptions used in conducting the review; and`

(I) any other matter the Secretary considers appropriate.`

(3) PUBLIC AVAILABILITY- The Secretary shall, consistent with the protection of national security and other sensitive matters, make each report submitted under paragraph (1) publicly available on the Internet website of the Department.`

(d) Authorization of Appropriations- There are authorized to be appropriated such sums as may be necessary to carry out this section.'

(b) Preparation for Quadrennial Homeland Security Review-

(1) IN GENERAL- During fiscal years 2007 and 2008, the Secretary of Homeland Security shall make preparations to conduct the first quadrennial homeland security review under section 707 of the Homeland Security Act of 2002, as added by subsection (a), in fiscal year 2009, including--(A) determining the tasks to be performed;(B) estimating the human, financial, and other resources required to perform each task;(C) establishing the schedule for the execution of all project tasks;(D) ensuring that these resources will be available as needed; and(E) all other preparations considered necessary by the Secretary.

(2) REPORT- Not later than 60 days after the date of enactment of this Act, the Secretary shall submit to Congress and make publicly available on the Internet website of the Department of Homeland Security a detailed resource plan specifying the estimated budget and number of staff members that will be required for preparation of the first quadrennial homeland security review.(c) Clerical Amendment- The table of sections in section 1(b) of such Act is amended by inserting after the item relating to section 706 the following new item: `Sec. 707. Quadrennial Homeland Security Review.'

Appendix B: QRAC Membership

Quadrennial Review Advisory Committee (QRAC) of the Homeland Security Advisory Council (HSAC) Department of Homeland Security

Frank J. Cilluffo	(Chair) Associate Vice President, George Washington University and Director, Homeland Security Policy Institute
Norm Augustine	(Co-Chair) Retired Chair and CEO, Lockheed Martin Corporation
Ruth David	(Co-Chair) President and CEO, Analytic Services, Inc.
Joel Bagnal	President, Detica, Inc.
Jim Carafano	Assistant Director and Senior Research Fellow, The Heritage Foundation
Carol DiBattiste	Senior Vice President Privacy, Security, Compliance and Government Affairs, LexisNexis Group
Louis Freeh	Senior Managing Partner, Freeh Group International
Susan Ginsburg Institute	Director, Mobility and Security Program, Migration Policy Institute
David Heyman	Director and Senior Fellow, Homeland Security Center for Strategic & International Studies
“Dutch” Leonard	Professor, Kennedy School of Government, Harvard University
Kenneth Rapuano	Director for Systems & Policy, The MITRE Corporation
Jim Schwartz	Fire Chief, Arlington County
Walt Slocombe	Attorney, Caplan & Drysdale, Chartered
Ellis Stanley	Director of Western Emergency Management Services, Dewberry
Seth Stodder	President and CEO, Palindrome Strategies, LLC
Bert Tussing,	Professor and Director, Homeland Defense and Security Issues, US Army War College
Rajeev Venkayya	Director, Global Health Delivery, The Bill and Melinda Gates Foundation
Emily Walker	Consultant, Former 9/11 Commission. Member, London, GB
Lawrence Wein	Professor of Management Science, Stanford University
Joe White	Senior Vice President of Chapter Operations, American Red Cross
John “Skip” Williams	Provost and Vice President for Health Affairs, School of Medicine, George Washington University
Glen Woodbury	Director, Center for Homeland Defense and Security, Naval Post Graduate School
Staff:	
Alan Cohn	Deputy Assistant Secretary, Office of Policy Strategic Plans
Kristen McCone	Policy Analyst, Office of Policy Strategic Plans
Charles Adams	QRAC Designated Federal Official

Appendix C: QRAC Meeting Agendas

December 8, 2008

Introductions - Jeff Stern, Executive Director of the Homeland Security Advisory Counsel (HSAC)

Federal Advisory Committee Act (FACA), Overview for New Members - Georgia Abraham, DHS Committee Management Officer

Ethics Briefing - Maureen Gilmore, Office of General Counsel, Ethics

DHS 101 Presentation - Chad Sweet, DHS Chief of Staff (COS)

Swearing In of New Members by DHS COS Chad Sweet

QHSR Process and Role of the QRAC - Alan Cohn, DAS DHS Office of Policy/Strategic Plans (OSP)

QHSR Overview and Discussion - Alan Cohn, DAS OSP

February 23, 2009

Welcome - Jeff Stern, Executive Director, HSAC

Overview of the last meeting - QRAC Chairs: Ruth David, Frank Cilluffo, Norm Augustine

Update on the last two months: transition briefings and the way forward – Alan Cohn, DAS OSP

Discussion on the Study Plan - Alan Cohn, DAS OSP

Committee process discussion - QRAC Chairs

DHS Secretary Napolitano, Discussion with the QRAC

Discussion on Mission Sets & Outcomes - Alan Cohn, DAS OSP

Conclusion & Next Steps - Alan Cohn, DAS OSP

May 4, 2009

Welcome - Jeff Stern, Executive Director, HSAC

Overview of the last meeting - QRAC Chairs

Update on the QHSR and PSD-1 - Alan Cohn, DAS OSP

DHS Deputy Secretary Lute, Discussion with the QRAC

Discussion on Technology Options for the QHSR - QRAC Chairs

Terms of Reference (TOR) Discussion - Alan Cohn, DAS OSP

Discussion of QRAC involvement in QHSR Study Groups - Alan Cohn, DAS OSP and QRAC Chairs

Conclusion & Next Steps - Alan Cohn, DAS OSP

July 21, 2009

Welcome - Alan Cohn, DAS OSP

Overview of previous meeting - QRAC Chairs

Update on the QHSR and In Progress Reviews - Alan Cohn, DAS OSP

Discussion on QHSR-QDR integration and overlap - Christine Wormuth, Principal Deputy Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs

Briefing by National Academy of Public Administration on public outreach to stakeholders - Lena Trudeau, Vice President, Kathleen Harrington, Project Director and Dan Munz, Sr. Research Associate

Analytic Approach Presentation - Alan Cohn, DAS OSP

Analytic Approach Discussion - QRAC Chairs

Conclusion & Next Steps - Alan Cohn, DAS OSP

August 10, 2009

Welcome and Overview of the Meeting - QRAC Chairs

Update on QHSR: Meetings with Senior Leadership, IPR #3, Outreach Efforts and White House Engagement - Alan Cohn, DAS OSP

National Dialogue - QRAC Chairs

Briefing on the Analytic Test - Alan Cohn, DAS OSP

Briefing by the Risk Assessment Study Group - Tina Gabbrielli, Director Office of Risk Management and Analysis

Discussion on the Narrative of the QHSR - David Heyman, A/S DHS Policy

Conclusion & Next Steps - Alan Cohn, DAS OSP

September 10, 2009

Welcome and Overview of the Meeting - QRAC Chairs

Update on QHSR: IPR #4, National Dialogue, White House and Senior Leadership Engagement, Executive Committee Plans and Final Clearance Process - Alan Cohn, DAS OSP

Analytic Test Results – Dr. Penrose Albright and Dr. Holly Dockery, Subject Matter Experts

Homeland Security Planning and Capabilities Briefing - Robert Pond, USCG and Robert Tuohy, Homeland Security Studies and Analysis Institute, Chairs of the Capabilities work group

What is Homeland Security? Setting the Strategic Principles - Alan Cohn, DAS OSP

Operationalizing Resiliency - Alan Cohn, DAS OSP

Conclusion & Next Steps - Alan Cohn, DAS OSP

October 8, 2009

Welcome and Overview of the Meeting - QRAC Chairs

Update on QHSR: IPR #5, National Dialogue, Revised Timeline - Alan Cohn, DAS OSP

Preliminary QHSR Results Overview Brief - Alan Cohn, DAS OSP

Discussion: Strategic Outcomes and QHSR Decision making - Alan Cohn, DAS OSP

The Draft QHSR Report - Alan Cohn, DAS OSP

Determining Homeland Security Capabilities/Force Planning - Mitch Crosswait, Deputy Director, Strategic Requirements

Bottom up Review (BUR) - John Whitley, Director, Program Analysis & Evaluation

Next Steps - Mitch Crosswait, Deputy Director, Strategic Requirements

November 9, 2009

Welcome and Overview of the Meeting - QRAC Chairs

Update on QHSR: Senior Leadership Meetings, Revised Timeline, Executive Committee - Alan Cohn, DAS OSP

Updated QHSR Results Overview Brief - Alan Cohn, DAS OSP

Presentation on Risk Methodology - Alan Cohn, DAS OSP

Discussion with DHS Deputy Secretary Jane Holl Lute and Assistant Secretary Heyman

Roll-Out Discussion - QRAC Chairs

Next Steps for the QRAC - QRAC Chairs and Alan Cohn, DAS OSP

December 8, 2009

Welcome and Overview of the Meeting - QRAC Chairs

Update on QHSR: Revised Timeline, Executive Committee, and Clearance Process - Alan Cohn, DAS OSP

Discussion of the QHSR Results - Alan Cohn, DAS OSP

Presentation on the Final Results of Stakeholder Outreach, National Academy of Public Administration - Lena Trudeau, Vice President, Dan Munz, Sr. Research Associate

Roll Out Discussion - QRAC Chairs and Alan Cohn, DAS OSP

Next Steps for the QRAC - QRAC Chairs

Roll Out Discussion with the DHS Deputy Secretary Jane Holl Lute