



## Homeland Security – Talking Points & Takeaways

**Homeland Security is National Security.** Threats such as terrorism, natural disasters, and disease do not respect national borders. President Obama understands this reality. In 2009, he absorbed the Homeland Security Council into the National Security Council, and views homeland security as a critical component of national security.

**Preventing terrorism is one of many Homeland Security priorities.** Although the Department of Homeland Security was created from the ashes of 9/11, homeland security also includes border security, cyber-security, and emergency preparedness (for natural disasters, epidemics, disease, etc.).

**Our emergency relief team needs to be staffed with professionals, not politicians.** FEMA's poor response to Hurricane Katrina is largely due to the fact that the man President Bush appointed to be FEMA's leader – Michael Brown – was a political supporter with no emergency management experience. This is a stark contrast to President Clinton and President Obama, who both appointed men who had led state-level emergency management departments.

**The Department of Homeland Security is a work in progress, and it's a job we have to get right.** More than 20 federal agencies fall under the Department of Homeland Security, adding up to a workforce of 215,000. The sheer size of DHS, combined with the variety of tasks it undertakes, means that the department will need to develop better management and organizational practices.

## What is Homeland Security?

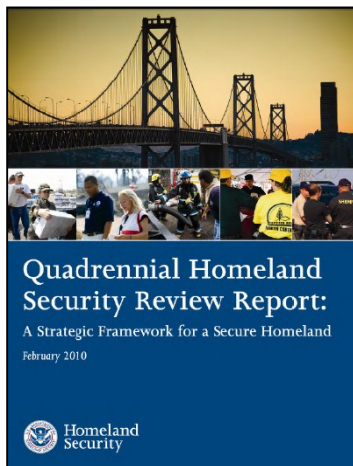
Under the Bush Administration, the Department of Homeland Security brought a host of duties under one roof--from Federal Emergency Management to the Coast Guard. But the term "Homeland Security" meant almost exclusively terrorism prevention, neglecting other threats and missions of the organizations under DHS.



*"The concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism and minimize the damage and recover from attacks that do occur." The National Strategy for Homeland Security, 2007.*

The Quadrennial Homeland Security Review (QHSR) of 2010 presents a broader view of homeland security linked to the full range of threats facing US territory, from terrorism to border security & cyber-security.

## America's Five Homeland Security Missions:



1. Preventing Terrorism and Enhancing Security
2. Securing and Managing our Borders
3. Enforcing and Administering our Immigration Laws
4. Safeguarding and Securing Cyberspace
5. Ensuring Resilience to Disasters

## Department of Homeland Security – Creation



**President Bush Reluctant to Create New Agency.** Prior to 9/11, the Hart-Rudman Commission had proposed the creation of a “National Homeland Security Agency,” and the idea gained further attention and support in Congress. After 9/11, President Bush created the Office of Homeland Security within the White House. But the administration initially opposed the creation of a separate agency.



**Congress Prevails on the President.** Congressional pressure swayed the administration, and in 2002 the President proposed legislation to create the Department of Homeland Security; it was officially stood up in January 2003. The creation of DHS involved the consolidation of people, responsibilities and resources from all or part of 22 federal agencies. It was the largest government reorganization since the National Security Act of 1947.

## Department of Homeland Security – Basics

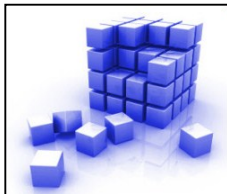


- DHS is the third largest federal agency by workforce (about 215,000 today)
- DHS has the eighth largest by budget in the federal government – \$46 billion in Fiscal Year 2010
- Only one among many components of the larger national homeland security enterprise
- No single entity is responsible for or directly manages all aspects of the homeland security missions
- In some areas, DHS possesses unique capabilities and, hence, responsibilities
- In other areas, DHS's role is largely one of leadership and stewardship

## Department of Homeland Security – Reorganization



**2005:** DHS has been plagued by poor morale since its inception, as measured by government studies. In July 2005, DHS instituted a major reorganization based on a large-scale review called the “Second Stage Review.” The restructuring created the Preparedness Directorate and the Office of Policy, and decentralized the organization from five large directorates to seven operating components, four directorates, and numerous offices and centers, all reporting directly to the Secretary.



**2007:** After Hurricane Katrina, Congress found that DHS’s focus on terrorism, along with the Division of Emergency Preparedness and Emergency Response activities between the Preparedness Directorate and FEMA, contributed to FEMA’s ineffectiveness during the Katrina response. The result was the passage of the Post-Katrina Emergency Management Reform Act (PKEMRA).

## DHS – Seven Operating Components

DHS is divided into 7 Operating Components that report directly to the DHS Secretary.



U.S. Customs and Border Protection (CBP)  
U.S. Immigration and Customs Enforcement (ICE)  
Transportation Security Administration (TSA)  
U.S. Citizenship and Immigration Services (USCIS)  
Federal Emergency Management Agency (FEMA)  
The United States Secret Service (USSS)  
United States Coast Guard (USCG)

## Homeland Security, FEMA, and Hurricane Katrina



**President Clinton:** Before 1993, the Federal Emergency Management Agency (FEMA) was regarded as an ineffective agency and a dumping ground for political cronies. President Clinton appointed James Lee Witt - a former state emergency management director in Arkansas - as FEMA director. By trimming bureaucracy, dismissing political hacks, hiring professionals, and shifting focus from nuclear attack preparedness to natural disasters, Witt turned FEMA into a highly efficient organization, recognized by Democrats and Republicans alike.

**President Bush:** When President Bush entered office, he began staffing FEMA with political allies who lacked emergency management experience. His first FEMA Director, Joe Allbaugh, was a key leader of Bush's 2000 political team. His second FEMA Director, Michael Brown—who was FEMA director when Katrina hit—was a GOP party activist who had worked for the previous decade as a commissioner with the International Arabian Horse Association.

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## Homeland Security and President Obama

**Homeland Security and National Security.** The Homeland Security Act of 2002 created the Homeland Security Council (HSC) within the Executive Office of the President. In the spring of 2009, President Obama absorbed the Homeland Security Council into the National Security Council. Since threats such as terrorism, natural disasters, and disease do not respect national borders, the administration decided to view homeland security as a critical component of national security, and to organize the federal government's ability to protect American lives and interests in accordance with that principle.



**FEMA.** President Obama took the same approach to FEMA that President Clinton had taken – go with the experts. As such, President Obama turned to an experienced emergency manager – Craig Fugate, former director of Florida's division of emergency management – as his FEMA Administrator. However, President Obama also chose to continue the Bush Administration's decision to keep FEMA within DHS.

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## President Obama – Homeland Security Priorities



**Aviation Security.** In the wake of the “Underwear Bomber” terrorist attack in December 2009, aviation security has become a top priority. DHS will spend \$800 million devoted to new technology that is being put into airports across the country.

**Border Security.** As former Governor of Arizona, DHS Secretary Janet Napolitano has a keen interest in the Southern Border. Drug-related violence in Northern Mexico has also elevated the significance of border security. Secretary Napolitano named former Justice Department “border czar” Alan Bersin as Assistant Secretary for International Affairs and Special Representative for the Southwest Border.

**Cyber-Security.** The QHSR Report designates “Safeguarding and Securing Cyberspace” as one of five critical homeland security missions. According to recent reports, Chinese and Russian hackers have been able to penetrate the US electric grid, the US Congress, and the Pentagon. This adds urgency to the need to expand cyber-security efforts. DHS’s efforts focus on protection of Federal civilian networks and private sector networks, while the Defense Department focuses on protection of Federal military networks.

**Going Local – State, Local, Tribal, and Territorial Homeland Security Activities.** Secretary Napolitano has placed a premium on supporting localized security activities. FEMA administers approximately \$4 billion in homeland security grants for state, local, tribal, and territorial governments for efforts such as fusion centers, critical infrastructure protection, individual and community preparedness, and government emergency response capability.

## Improving DHS Effectiveness for the Future

**Balancing All Threats.** Evaluate whether DHS can effectively prevent terrorist attacks within the US while addressing the range of other threats and responsibilities in the QHSR.

**DHS Structure.** Design a more effective DHS organizational structure—particularly at the headquarters level—that provides more effective business process management and department integration without diminishing the effectiveness of DHS operating components.

**Beyond the Federal Government.** Enhance state, local, tribal, territorial, nongovernmental, and private sector involvement in homeland security—as well as individual, family, and community efforts.

**Better Integration.** Develop joint operating constructs at the regional and field levels that integrate the efforts of various DHS operational components with other Federal departments and agencies, State, local, tribal, and territorial governments, and nongovernmental and private sector entities.

**Improving Management.** DHS needs to create an effective management structure that rewards individuals who demonstrate initiative and knowledge of homeland security issues. There is also a need to build a cadre of homeland security professionals and a unified culture within DHS that eliminates “stove-piping” of mission resources, and the duplication of efforts that results.

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