

EXECUTIVE SUMMARY



The purpose of the first-ever Quadrennial Homeland Security Review (QHSR) is to outline the strategic framework to guide the activities of participants in homeland security toward a common end. A safe and secure homeland must mean more than preventing terrorist attacks from being carried out. It must also ensure that the liberties of all Americans are assured, privacy is protected, and the means by which we interchange with the world—through travel, lawful immigration, trade, commerce, and exchange—are secured.

In addition, while the importance of preventing another terrorist attack in the United States remains undiminished, much has been learned since September 11, 2001, about the range of challenges we face. Hurricane Katrina, widespread international cyber attacks, the expansion of transnational criminal activities, and H1N1 influenza are examples of threats and hazards that are central to homeland security, requiring an equally wide variety of capabilities to address them.

The QHSR is not simply a discussion of the roles and responsibilities of the Department of Homeland Security (DHS).¹ The QHSR acknowledges existing relationships, roles, and responsibilities, and seeks to set forth a shared vision of homeland security in order to achieve unity of purpose. The Nation's first QHSR takes as its aim a vision for our homeland as safe, secure, and resilient against terrorism and other hazards where American interests, aspirations, and way of life can thrive.

Today's Security Environment

The accelerated flow of ideas, goods, and people around the world, while vital to supporting and advancing America's interests, also creates security challenges that are increasingly borderless and unconventional. To a greater degree than at any point in history, individuals and small groups—from nongovernmental organizations (NGOs) on the one hand to criminal networks and terrorist organizations on the other—have the ability to engage the world with far-reaching effects, including those that are disruptive and destructive.

Among the forces that threaten the United States and its interests are those that blend the lethality and high-tech capabilities of modern weaponry with the power and opportunity of asymmetric tactics such as terrorism and cyber warfare. We are

¹ Section 707 of the Homeland Security Act of 2002, as amended, requires the Secretary of Homeland Security, in each quadrennial review, to “delineate and update, as appropriate, the national homeland security strategy,” and to “outline and prioritize the full range of the critical homeland security mission areas of the Nation.”

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challenged not only by novel employment of conventional weaponry, but also by the hybrid nature of these threats. We have seen their effects on the American homeland. Moreover, we must remember that we face a determined and constantly adapting adversary. The attempted terrorist attack on Flight 253 on December 25, 2009, is a powerful illustration that terrorists will go to great lengths to try to defeat the security measures that have been put in place since 9/11.

Figure ES-1. Threats, Hazards, and Long-Term Global Challenges and Trends

Threats and Hazards	Global Challenges and Trends
<ul style="list-style-type: none"> • High-consequence weapons of mass destruction • Al-Qaeda and global violent extremism • High-consequence and/or wide-scale cyber attacks, intrusions, disruptions, and exploitations • Pandemics, major accidents, and natural hazards • Illicit trafficking and related transnational crime • Smaller scale terrorism 	<ul style="list-style-type: none"> • Economic and financial instability • Dependence on fossil fuels and the threats of global climate change • Nations unwilling to abide by international norms • Sophisticated and broadly available technology • Other drivers of illicit, dangerous, or uncontrolled movement of people and goods

Defining and Framing Homeland Security

Homeland security describes the intersection of evolving threats and hazards with traditional governmental and civic responsibilities for civil defense, emergency response, law enforcement, customs, border control, and immigration. In combining these responsibilities under one overarching concept, homeland security breaks down longstanding stovepipes of activity that have been and could still be exploited by those seeking to harm America. Homeland security also creates a greater emphasis on the need for joint actions and efforts across previously discrete elements of government and society.

Homeland security is a widely distributed and diverse—but unmistakable—national enterprise. The term “enterprise” refers to the collective efforts and shared responsibilities of Federal, State, local, tribal, territorial, nongovernmental, and private-sector partners—as well as individuals, families, and communities—to maintain critical homeland security capabilities. The use of the term connotes a broad-based community with a common interest in the public safety and well-being of America and American society that is composed of multiple actors and stakeholders

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whose roles and responsibilities are distributed and shared. As the Commander-in-Chief and the leader of the Executive Branch, the President of the United States is uniquely responsible for the safety, security, and resilience of the Nation. The White House leads overall homeland security policy direction and coordination. Individual Federal agencies, in turn, are empowered by law and policy to fulfill various aspects of the homeland security mission. The Secretary of Homeland Security leads the Federal agency as defined by statute charged with homeland security: preventing terrorism and managing risks to critical infrastructure; securing and managing the border; enforcing and administering immigration laws; safeguarding and securing cyberspace; and ensuring resilience to disasters. However, as a distributed system, no single entity is responsible for or directly manages all aspects of the enterprise.

There are three key concepts that are essential to, and form the foundation for, a comprehensive approach to homeland security:

- **Security:** Protect the United States and its people, vital interests, and way of life;
- **Resilience:** Foster individual, community, and system robustness, adaptability, and capacity for rapid recovery; and
- **Customs and Exchange:** Expedite and enforce lawful trade, travel, and immigration.

All homeland security activities must be built upon a foundation of ensuring security and resilience, as well as facilitating the normal, daily activities of society and interchange with the world.

The Homeland Security Missions

The QHSR outlines the Nation's homeland security missions, or broad areas of activity around which the homeland security enterprise is oriented. *These missions are enterprise-wide, and not limited to the Department of Homeland Security.* 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 these missions. These homeland security professionals must have a clear sense of what it takes to achieve the overarching vision.

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There are five homeland security missions. The missions and associated goals are as follows:

Mission 1: Preventing Terrorism and Enhancing Security

- Goal 1.1: Prevent Terrorist Attacks
- Goal 1.2: Prevent the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear Materials and Capabilities
- Goal 1.3: Manage Risks to Critical Infrastructure, Key Leadership, and Events

Mission 2: Securing and Managing Our Borders

- Goal 2.1: Effectively Control U.S. Air, Land, and Sea Borders
- Goal 2.2: Safeguard Lawful Trade and Travel
- Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations

Mission 3: Enforcing and Administering Our Immigration Laws

- Goal 3.1: Strengthen and Effectively Administer the Immigration System
- Goal 3.2: Prevent Unlawful Immigration

Mission 4: Safeguarding and Securing Cyberspace

- Goal 4.1: Create a Safe, Secure, and Resilient Cyber Environment
- Goal 4.2: Promote Cybersecurity Knowledge and Innovation

Mission 5: Ensuring Resilience to Disasters

- Goal 5.1: Mitigate Hazards
- Goal 5.2: Enhance Preparedness
- Goal 5.3: Ensure Effective Emergency Response
- Goal 5.4: Rapidly Recover

In addition, we must specifically focus on maturing the homeland security enterprise itself. Maturing and strengthening the homeland security enterprise includes enhancing shared awareness of risks and threats, building capable communities, fostering unity of effort, and fostering innovative approaches and solutions through leading-edge science and technology.

By defining the homeland security missions and setting prioritized goals, objectives, and strategic outcome statements for each mission, we chart a course for action over the next 4 years.