

# Ranking Member William R. Keating (D-MA) Opening Statement

## COMMITTEE ON HOMELAND SECURITY SUBCOMMITTEE ON OVERSIGHT, INVESTIGATIONS & MANAGEMENT

### ***“Is DHS Effectively Implementing a Strategy to Counter Emerging Threats?”***

Friday, February 3, 2012

Eleven years ago, the heinous attacks of September 11th served as the impetus for changing the way we approach homeland security in America.

Following that tragic day, twenty-two separate agencies, many with challenges of their own, were combined to form the Department of Homeland Security.

The Department was tasked with carrying out the strategy that defined the Nation’s homeland security agenda.

Since that time, numerous National Strategies were released and further refined through time.

Last year, the Department of Homeland Security released its first ever Quadrennial Homeland Security Review.

The framework of this document along with President Obama’s National Security Strategy – which for the first time included homeland security as an integral component of our national security -- has set the Nation on a course to address not only counterterrorism, but emerging threats such as natural disasters, climate change and Cybersecurity, as well.

Now that a more comprehensive National strategic approach is defined, what are we doing to ensure that it is carried out?

That’s the question we’re asking here today, but before we do that we must determine whether the requirements, roles, and responsibilities at the Federal, State, and local levels are properly aligned and above all that proper resources are allocated.

This past Congress, the Department of Homeland Security has suffered from significant cuts, especially at the management level.

Furthermore, the Office of Policy, which is responsible for the preparation of the QHSR and for developing and assessing the implementation of the Department’s long-term strategy, was one of the hardest hit offices in the last round of cuts.

Adding insult to injury, the Department is still without a financial management system that is integrated, functional, and up-to-date, resulting in Department-wide struggles with fund balances, improper payments, and Anti-Deficiency Act violations

Although improvements have been made, the workforce responsible for acquisition oversight is understaffed and its procurement, information technology and human capital functions remain high on GAO’s risk list.

Moreover, we are still many years and many more dollars away from finishing what was started in terms of consolidating the Department’s headquarters at St. Elizabeths.

These challenges may seem unrelated to strategy, but unless these management challenges are fixed, mission execution will suffer.