

Homeland Security Advisory Council (HSAC)



*Overview and
Information*

Section 1

Overview of the HSAC

Objectives and Scope of HSAC Activities

HSAC shall provide organizationally independent, strategic, timely, specific and actionable advice to the Secretary and senior leadership on matters related to homeland security. HSAC serves strictly as an advisory body with the purpose of providing advice upon the request of the Secretary. HSAC advice to the Secretary may encompass:

- A. **Strategy and Policy:** Recommendations for the development of strategies and policies that will further the Department's ability to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, or other emergencies.
- B. **Leadership and Coordination:** Recommendations on improving the Department's leadership and coordination, internally across the Department, externally across the Federal Government, and among state, local, tribal governments, first responders, the private and non-profit sectors, academia, and research communities.
- C. **Management and Implementation:** Recommendations on the development and implementation of specific programs or initiatives to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, or other emergencies.
- D. **Evaluation and Feedback:** Recommendations on the efficiency and effectiveness of Department of Homeland Security (DHS) programs to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, or other emergencies.

Excerpt from HSAC Charter

Section 2

Current Membership

The Homeland Security Advisory Council's membership currently stands at 28 members.

Membership is drawn from experts in the following fields:

- ◆ Police, fire, emergency medical services and public works;
- ◆ Public health and hospital managers;
- ◆ State, local, and tribal officials;
- ◆ National policy makers;
- ◆ Experts in academia and the research community;
- ◆ Leaders from the private sector;
- ◆ Owners and operators of critical industries, resources, and infrastructure.



HOMELAND SECURITY ADVISORY COUNCIL

Membership Roster

William Webster	(Chair) Retired Partner, Milbank, Tweed, Hadley & McCloy LLP
Bill Bratton	(Vice-Chair) Police Commissioner, City of New York
Art Acevedo	Chief of Police, Austin Police Department, Texas
Stephen Adegbite	Senior Vice President, Enterprise Information Security Program Oversight & Strategy, Wells Fargo & Co
John Allen	General (Ret.), U.S. Marine Corps
Thad Allen	Executive Vice President, Booz Allen Hamilton Inc.
Norman Augustine	Retired Chairman and CEO, Lockheed Martin Corporation
Chuck Canterbury	National President, Fraternal Order of Police
Richard Danzig	Chairman of the Board of Directors of the Center for a New American Security
Ruth David	President and CEO, Analytic Services Inc.
Paul Goldenberg	President and CEO, Cardinal Point Strategies, LLC
Lee Hamilton	Director, Center on Congress, Indiana University
Jane Harman	President and Director, Woodrow Wilson Center
Elizabeth "Liz" Holtzman	Co-Chair, Herrick's Government Relations Practice
Jim Jones	Chairman/CEO, ManattJones Global Strategies, LLC
Gary Kelly	Chairman/CEO, Southwest Airlines
Carie Lemack	Cofounder, Global Survivors Network and Families of September 11
Wilson "Bill" Livingood	President and Partner, Livingood Advisors, LLC
Jane Holl Lute	President/CEO, Cyber Security Council
John Magaw	Consultant, Domestic and International Security
Walter McNeil	Past President, International Association of Chiefs of Police
Bonnie Michelman	Director of Security, Massachusetts General Hospital
Jeff Moss	Founder of Black Hat and DEF CON Conferences
Annise D. Parker	Mayor, City of Houston TX
Chuck Ramsey	Commissioner, Philadelphia Police Department
Harold Schaitberger	General President, International Association of Fire Fighters
Ali Soufan	Chairman and Chief Executive Officer, The Soufan Group LLC
Lydia Thomas	Retired President and CEO, Noblis, Inc.


Section 3

Foreign Fighter Task Force



Homeland Security

MEMORANDUM FOR: Judge William H. Webster
Chairman
Homeland Security Advisory Council

FROM: Secretary Johnson 

SUBJECT: Homeland Security Advisory Council
Tasking of the Foreign Fighter Task Force

I request that the Homeland Security Advisory Council establish a Task Force to provide ongoing recommendations on the foreign fighter threat and its impact on our homeland security following a comprehensive briefing from the Department. This Task Force will provide recommendations on the topics outlined below, first through an interim report, and then on a standing basis thereafter. As the Council is comprised of senior level officials from local and federal government, academic experts, and community leaders, the Council is uniquely positioned to provide actionable expertise to policymakers, governments, faith-based and civic organizations and communities. Subject to your views, I would request that Advisory Council members Paul Goldenberg and Ali Soufan serve as co-chairs of this task force. The Foreign Fighter Task Force should address, among other closely related topics, the following subjects:

- 1) **Design strategies to prevent Americans from joining foreign fighting efforts abroad:** What strategies should the Department of Homeland Security employ to effectively discourage and prevent individuals from being inspired to violence and becoming a foreign fighters? What strategies can be employed to communicate and educate members of the public to raise national awareness of this terrorist threat? Should the Department better leverage the existing "If You See Something, Say Something™" public awareness campaign? And if so, how?
- 2) **Examine whether current border, immigration, and transportation security policies appropriate in addressing the return of foreign fighters?** What can the Department of Homeland Security do to ensure we are aware of returning foreign fighters? Which key partners can help address the return of foreign fighters? Are there intervention techniques that can be employed by the Department and its partners to

neutralize returning foreign fighters? At the National level, are we leveraging existing capacity appropriately to address the foreign fighter issue? Do current policies support the necessary domestic and international partnerships to mitigate the foreign fighter threat? What legislative or regulatory changes, if any, are necessary to create the framework to address the return of foreign fighters?

- 3) **Recommend strategies to effectively prevent individuals, returning from foreign fighting experiences, from engaging in violence within their communities:** Community leaders, parents, educators, mental health providers, and local law enforcement are most effective at identifying, detecting, intervening and ultimately preventing potential motivation to acts of violence. If ideologically motivated individuals cannot be stopped from engaging in foreign fighter activity, what can the Department of Homeland Security do to ensure these individuals do not engage in violence within their communities upon re-entry into American communities? What research, known examples of the behavior of returned persons, communication, outreach, and training, can be coordinated with community leaders, parents, educators, mental health providers, and state and local partners to address the foreign fighter issue?

Should you have any questions, please contact Ben Haiman, Deputy Executive Director of the Homeland Security Advisory Council, Office of Policy, U.S. Department of Homeland Security at (202) 380-8615.

93.929, Center for Medical Rehabilitation Research; 93.209, Contraception and Infertility Loan Repayment Program, National Institutes of Health, HHS).

Dated: November 13, 2014.

Michelle Trout,

Program Analyst, Office of Federal Advisory Committee Policy.

[FR Doc. 2014-27349 Filed 11-17-14; 8:45 am]

BILLING CODE 4140-01-P

DEPARTMENT OF HOMELAND SECURITY

[Docket No. DHS-2014-0063]

Homeland Security Advisory Council—New Tasking

AGENCY: The Office of Policy, DHS.

ACTION: Notice of task assignment for the Homeland Security Advisory Council.

SUMMARY: The Secretary of the Department of Homeland Security (DHS), Jeh Johnson tasked his Homeland Security Advisory Council (HSAC) to establish a subcommittee entitled the Foreign Fighter Task Force on Thursday, October 29, 2014. The Foreign Fighter Task Force will provide ongoing recommendations to the Homeland Security Advisory Council on the foreign fighter threat and its impact on our homeland security.

This notice informs the public of the establishment of the Foreign Fighter Task Force and is not a solicitation for membership.

FOR FURTHER INFORMATION CONTACT: Ben Haiman, Deputy Executive Director, Homeland Security Advisory Council and Director, Foreign Fighter Task Force at 202-447-3135 or Ben.Haiman@hq.dhs.gov.

SUPPLEMENTARY INFORMATION: The Homeland Security Advisory Council provides organizationally independent, strategic, timely, specific, and actionable advice and recommendations for the consideration of the Secretary of the Department of Homeland Security on matters related to homeland security. The Homeland Security Advisory Council is comprised of leaders of local law enforcement, first responders, state and local government, the private sector, and academia.

Tasking: The Foreign Fighter Task Force will develop findings and recommendations in the following topic areas: (1) What strategies can the Department of Homeland Security employ to prevent Americans from joining foreign fighting efforts abroad? (2) Examine whether current border, immigration, and transportation security policies are appropriate in addressing

the return of foreign fighters. (3) Recommend strategies to effectively prevent individuals, returning from foreign fighting experiences, from engaging in violence within their communities.

Schedule: The Foreign Fighters Task Force's findings and recommendations will be submitted to the Homeland Security Advisory Council for their deliberation and vote during its upcoming public meetings. Once the report(s) are voted on by the Homeland Security Advisory Council, they will be sent to the Secretary for his review and acceptance. The Foreign Fighter Task Force findings and recommendations will be submitted to the Homeland Security Advisory Council, first through an interim report, then on a standing basis thereafter following the publication of this tasking on the listed date.

Dated: November 12, 2014.

Mike Miron,

Director, Homeland Security Advisory Council, DHS.

[FR Doc. 2014-27201 Filed 11-17-14; 8:45 am]

BILLING CODE 9110-9M-P

DEPARTMENT OF THE INTERIOR

Office of the Secretary

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Proposed Renewal of Information Collection: 1090-0008, E-Government Web Site Customer Satisfaction Survey (Formerly American Customer Satisfaction Index (ACSI) E-Government Web Site Customer Satisfaction Survey)

AGENCY: Office of Strategic Employee and Organization Development, Federal Consulting Group, Interior.

ACTION: Notice and request for comments.

SUMMARY: The Department of the Interior, as part of its continuing effort to reduce paperwork and respondent burden, invites the general public and other Federal Agencies to take this opportunity to comment on proposed and/or continuing information collections, as required by the Paperwork Reduction Act of 1995, Public Law 104-13 (44 U.S.C. 3506(c)(2)(A)). Currently, the Federal Consulting Group within the Department of the Interior is soliciting comments concerning the E-Government Web site Customer Satisfaction Survey used by numerous Federal agencies to continuously assess and improve their Web sites.

DATES: Consideration will be given to all comments received by January 20, 2015.

ADDRESSES: Written comments may be submitted to the Federal Consulting Group, Attention: Richard Tate, 1849 C St NW., MS MIB 2256, Washington, DC 20240-0001. Comments may also be sent by facsimile to (202) 513-7686, or via email to Richard_Tate@ios.doi.gov. Individuals providing comments should reference Web site Customer Satisfaction Surveys.

FOR FURTHER INFORMATION CONTACT: To request additional information or copies of the form(s) and instructions, please write to the Federal Consulting Group (see contact information in the **ADDRESSES** section above).

SUPPLEMENTARY INFORMATION:

Title: E-Government Web site Customer Satisfaction Survey (Formerly American Customer Satisfaction Index (ACSI) E-Government Web site Customer Satisfaction Survey)

OMB Control Number: 1090-0008

Abstract: The proposed renewal of this information collection provides a means to consistently assess, benchmark and improve customer satisfaction with Federal Agency Web sites within the Executive Branch. The Federal Consulting Group of the Department of the Interior serves as the executive agent for this methodology and has partnered with ForeSee Results, Inc., to offer this assessment to Federal Agencies.

ForeSee Results is a leader in customer satisfaction and customer experience management on the web. Its methodology (Customer Experience Analytics or CXA) is a derivative of the most respected, credible, and well-known measure of customer satisfaction in the country, the American Customer Satisfaction Index (ACSI). This methodology combines survey data and a patented econometric model to precisely measure the customer satisfaction of Web site users, identify specific areas for improvement and determine the impact of those improvements on customer satisfaction and future customer behaviors.

The ForeSee CXA methodology is the only cross-agency methodology for obtaining comparable measures of customer satisfaction with Federal Government Web sites. The ultimate purpose of this methodology is to help improve the quality of goods and services available to American citizens, including those from the Federal Government.

The E-Government Web site Customer Satisfaction Surveys will be completed subject to the Privacy Act of 1974, Public Law 93-579, December 31, 1974 (5 U.S.C. 522a). The agency information



Homeland Security Advisory Council Foreign Fighters Task Force

Membership Roster

Name	Title, Organization
Paul Goldenberg (Co-Chair)	President and CEO, Cardinal Point Strategies
Ali Soufan (Co-Chair)	Chairman and CEO, The Soufan Group LLC
Thad Allen	Executive Vice President, Booz Allen Hamilton Inc.
Salam Al-Marayati	President, Muslim Public Affairs Council
Norman Augustine	Retired Chairman and CEO, Lockheed Martin Corporation
Ruth David	President and CEO, Analytic Services Inc.
Ronald Haddad	Chief of Police, Dearborn Police Department
Elizabeth Holtzman	Co-Chair, Herrick's Government Relations Practice
Jim Jones	Chairman/CEO, ManattJones Global Strategies, LLC
Jane Holl Lute	President/CEO, Cyber Security Council
Mary Marr	Founder and President, Christian Emergency Network
Michael Masters	Executive Director, Homeland Security and Emergency Management, Cook County, Illinois
Jeff Moss	Founder of Black Hat and DEFCON Conferences
Chuck Ramsey	Commissioner, Philadelphia Police Department
Lydia Thomas	Former President/CEO, Noblis, Inc.
William Webster	Ex Officio - Homeland Security Advisory Council Chair - Retired Partner, Milbank, Tweed, Hadley & McCloy LLP



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



Co-Chair
President and CEO,
Cardinal Point
Strategies, LLC

Paul Goldenberg is President and CEO of Cardinal Point Strategies (CPS), LLC, a strategic advisory and business intelligence consulting firm. Mr. Goldenberg also serves as the National Director of the Secure Community Network, the nation's first faith-based information sharing analysis center recognized by DHS as the national model. Mr. Goldenberg's public career includes more than two decades as the first State Chief of the Office of Bias Crimes and Community Relations in New Jersey leading the nation's first full time State Attorney General's effort focusing on hate crimes and ethnic terrorism, Director of the nation's 6th largest county social service and juvenile justice system, and as a law enforcement official leading investigation efforts for cases in domestic terrorism, political corruption, and organized crime. From 2004-2009, Mr. Goldenberg played a key role in setting policy for the legislation and investigation of ethnic terrorism and hate crimes in his role as senior law enforcement advisor to the Organization for Security and Cooperation in Europe (OSCE). In the course of his law enforcement career, Mr. Goldenberg received South Florida's most distinguished citation for valor: Officer of the Year, an honor presented after serving as lead agent in one of South Florida's longest term undercover assignments



Co-Chair
Chief Executive Officer
The Soufan Group
LLC.

Ali Soufan is the Chief Executive Officer of The Soufan Group LLC. Mr. Soufan is a former FBI Supervisory Special Agent who investigated and supervised highly sensitive and complex international terrorism cases, including the East Africa Embassy Bombings, the attack on the USS Cole, and the events surrounding 9/11. Mr. Soufan served on the Joint Terrorist Task Force and with the FBI's New York Office, where he coordinated both domestic and international counterterrorism operations. Mr. Soufan is the author of The New York Times Top 10 Bestseller, "The Black Banners: The Inside Story of 9/11 and the War Against al Qaeda" and a recipient of the Ridenhour Book Prize.



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



Ex-Officio
Retired Partner,
Milbank, Tweed,
Hadley, and
McCloy LLP

William H. Webster (HSAC Chair) served as the Director of the Central Intelligence Agency (CIA) from 1987 to 1991. Prior to his service as CIA Director, he served as Director of the Federal Bureau of Investigation (FBI) and as a Judge on the U.S. Court of Appeals for the Eighth Circuit. Judge Webster has been awarded the Distinguished Intelligence Medal, Presidential Medal of Freedom, and the National Security Medal. Following his tenure as CIA Director, Judge Webster worked with the law firm Milbank, Tweed, Hadley, & McCloy.



Retired Commandant,
U.S. Coast Guard

Admiral Thad W. Allen serves as an Executive Vice President at Booz Allen Hamilton, Inc. and the leader in the firm's Departments of Justice and Homeland Security business in the civil market. He is known for his expertise in public-private sector collaborative efforts in addressing governmental regarding the future direction of law enforcement and homeland security. In May 2010, Allen completed his distinguished thirty-eight year career in the U.S. Coast Guard as its 23rd Commandant. In 2010, President Barack Obama selected Allen to serve as the National Incident Commander for the unified response to the Deepwater Horizon oil spill in the Gulf of Mexico. Prior to his assignment as Commandant, Allen served as Coast Guard Chief of Staff. During his tenure in that position, he was designated Principal Federal Official for the US government's response and recovery operations in the aftermath of Hurricanes Katrina and Rita. Additionally, Admiral Allen was the first recipient of the Homeland Security Distinguished Service Medal and has been awarded three Coast Guard Distinguished Service Medals and the Legion of Merit. Allen also currently serves as a director on the Coast Guard Foundation and Partnership for Public Service.



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



President, Muslim
Public Affairs
Council

For the past 24 years, Salam has had the opportunity to speak to congregations at community-sponsored events, temples, synagogues, churches, high schools, and college campuses. He has written extensively on Islam, human rights, democracy, Middle East politics, the Balkan Crisis, and the Transcaucus conflict.

His articles and interviews have appeared on such prominent newspapers as The Wall Street Journal, The Los Angeles Times, The Christian Science Monitor, The LA Daily News, The Chicago Tribune, The San Francisco Chronicle and USA Today. He has appeared on radio and TV talk shows, including The Dennis Miller Show, Tonight with Deborah Norville, Politically Incorrect, and has been featured on C-SPAN and NBC. Salam has also been deeply involved in interfaith activities.

Salam served as co-chair of the Interfaith Coalition to Heal Los Angeles, which formed as a result of the Los Angeles uprising in the Summer of 1992. Salam also works as an advisor to several political, civic and academic institutions seeking to understand the role of Islam and Muslims in America and throughout the world.



Retired Chairman
and CEO,
Lockheed Martin
Corporation

Norman Augustine is the former Chairman and CEO of Lockheed Martin Corporation. Mr. Augustine served as Assistant Director of Defense Research and Engineering in the office of the Secretary of Defense and both Assistant Secretary and Under Secretary of the Army, consecutively. In 1997, Mr. Augustine joined the faculty of the Princeton University School of Engineering and Applied Science and served as a lecturer with the rank of professor until 1999. Mr. Augustine was a member of the Hart-Rudman Commission and was awarded the National Medal of Technology by President Clinton, as well as being five times honored with the Defense Civilian Distinguished Service Medal.



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



President and CEO,
Analytic Services, Inc.

Ruth A. David is President and Chief Executive Officer of Analytic Services Inc., a nonprofit corporation that operates the Homeland Security Institute, a federally funded research and development center sponsored by the Department of Homeland Security and ANSER, which supports national security missions. Before assuming her current position in 1998, Dr. David was Deputy Director for Science and Technology at the Central Intelligence Agency (CIA). Previously, she served in several leadership positions at Sandia National Laboratories, where she began her professional career in 1975.



President and CEO,
Analytic Services, Inc.

Mary Marr, Founder and President of the Christian Emergency Network, is a nationally recognized leader in the Christian community. Her expertise in equipping the Church to prepare and respond to emergencies large and small, coupled with her ability to network national and local organizations, is unprecedented. Mary is an accomplished educator, author, radio broadcaster and conference speaker.

Over the past ten years, Mary has equipped the Christian community to harness their emergency and security response capabilities in order to effectively collaborate, both locally and nationally, with emergency managers and law enforcement. Her media and network experience led her to develop the nation's largest Christian emergency and security-focused communications portal. As a result, the Department of Homeland Security invited Mary to participate in the DHS Homeland Security Advisory Committee Countering Violent Extremism Task Force (CVE). The CVE Task Force helped to form the National Strategy on Empowering Local Partners to Prevent Violent Extremism.



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



Former
Congresswoman,
Co-Chair of
Herrick's
Government
Relations Practice.

Congresswoman Elizabeth "Liz" Holtzman is a former Representative for New York (Brooklyn) who sat in the 93rd to 96th Congress. While in office, she served on the House Judiciary Committee during the Watergate incident. Prior to entering office, she practiced law and managed parks and recreation as Assistant to New York City Mayor John Lindsay. She also cofounded the Brooklyn Women's Political Caucus. She was subsequently elected District Attorney of Kings County (Brooklyn), the only woman ever elected DA in New York City, in which she served for eight years. In May 2013, Secretary of Defense Chuck Hagel appointed Liz to the Response Systems to Adult Sexual Assault Crimes Panel. Elizabeth Holtzman currently serves as the co-chair of Herrick's Government Relations Practice.



Chairman and CEO,
MANATT Jones
Global Strategies

Ambassador James Jones is the Chairman and CEO of ManattJones Global Strategies. Ambassador Jones served as U.S. Ambassador to Mexico from 1993 to 1997. Ambassador Jones also served as President at Warnaco International and Chairman and CEO of the American Stock Exchange in New York from 1989 to 1993. As a member of the U.S. House of Representatives from Oklahoma (1973-1987), he was Chairman of the House Budget Committee and Ranking Member of the House Ways and Means Committee. Ambassador Jones was only 28 years old when President Lyndon Johnson selected him as Appointments Secretary, the position presently titled Chief of Staff.



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



President and CEO,
Cyber Security
Council And Former
Deputy Secretary of
Homeland Security

Jane Holl Lute is currently the President and CEO of the Council on CyberSecurity and the former Deputy Secretary of the Department of Homeland Security. Previously, Ms. Lute was Assistant Secretary-General for Peacekeeping Operations at the United Nations with responsibilities for comprehensive personnel, finance, and logistical support to mount, direct, and sustain UN field-based peace operations world-wide. A retired officer from the U.S. Army, Ms. Lute holds a PhD in Political Science from Stanford University and a J.D. from Georgetown University Law Center.



Chief of Police,
Dearborn Police
Department

Ronald Haddad Ronald Haddad is the current police chief of the Dearborn Police Department in Michigan. He formerly was the deputy chief of the Detroit Police Department, and is a law enforcement professional of 34 years. Haddad has an extensive career both on the front lines and in police administration, has outstanding leadership experience, and has far-reaching community involvement.

Haddad began his career with the Detroit Police Department in 1973 and retired in January 2007 as deputy chief of the northwestern district. During his career, he also had been deputy chief of the eastern operations bureau in charge of seven precincts, and deputy chief in charge of homeland security. In addition, among his many other responsibilities, he had commanded the 11th precinct and held executive lieutenant



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



Executive Director,
Homeland Security &
Emergency
Management for Cook
County, Illinois

Michael Masters is the Executive Director of Homeland Security & Emergency Management for Cook County, Illinois. Appointed to this position in May 2011 by Cook County Board President Toni Preckwinkle, Masters is responsible for coordinating and maintaining the Homeland Security and Emergency Management System across Cook County, involving both first responder and public sector agencies as well as partners in the non-profit and private sectors. Cook is the second largest county in the Country – touching 5.4 million residents and encompassing 134 municipalities and 30 townships as well as numerous unincorporated areas stretching 940 square miles.

Prior to accepting this appointment, Masters served as the Chief of Staff for the Chicago Police Department, during which time he helped to direct the policy, operations and strategy of the second largest local law enforcement agency in the United States. Masters' prior appointments and responsibilities include serving as an assistant to Chicago Mayor Richard M. Daley for public safety during which time he oversaw public safety policy and operations for the City of Chicago. He also served as a liaison to the Chicago Police and Fire departments and the Chicago Office of Emergency Management and Communications.



Chief Security Officer,
Internet Corporation
for Assigned Names
and Numbers
(ICANN)

Jeff Moss is the Former Chief Security Officer for the Internet Corporation for Assigned Names and Numbers (ICANN). He is also the founder and Director of Black Hat and DEFCON Computer Hacker Conferences. Prior to Black Hat, Mr. Moss was a director at Secure Computing Corporation where he helped establish the Professional Services Department in the United States, Asia, and Australia. Mr. Moss has also worked for Ernst & Young, LLP in their Information System Security division.



FOREIGN FIGHTER TASK FORCE MEMBERSHIP BIOGRAPHIES



Police Commissioner,
City of Philadelphia,
Pennsylvania

Charles H. Ramsey is the Commissioner of the Philadelphia Police Department. He leads the fourth largest police department in the nation with over 6,500 sworn members and 830 civilian members. Commissioner Ramsey brings over forty years of knowledge, experience and service in advancing the law enforcement profession in three different major city police departments, beginning with Chicago, then Washington, DC, and now Philadelphia. In 2007, Commissioner Ramsey was a security consultant to the Washington, D.C. Convention Center and the United States Senate Sergeant of Arms. Commissioner Ramsey headed a prominent group of law enforcement professionals to review the state of Iraqi police forces for a report to the United States Congress, an effort which garnered international attention and praise.



Retired Partner &
CEO
Noblis, Inc.

Lydia Thomas is the former President and Chief Executive Officer of Noblis, Inc. Prior to Noblis, Dr. Thomas was with MITRE Corp. where she held a series of technical and management positions spanning the areas of energy, environment, health, and communication systems. Dr. Thomas is a member of the Council on Foreign Relations. Dr. Thomas also served as the Vice Chair of the Board of Trustees, Chair of the Committee on Academic Affairs and on the Advisory Board of the Research and Technology Campus of The George Washington University. Dr. Thomas holds a Doctor of Philosophy in Cytology from Howard University, 1973; a Master of Science in Microbiology from

Section 4

Summary of Key Recommendations

Summary of Key Recommendations

Border Infrastructure Task Force November 2012

This report provides recommendations for enhancing border crossing infrastructure on our southern and northern borders and establishing predictable and equitable mechanisms for project design, financing and implementation by public/private partnerships. This task force addresses: Developing a regulatory framework for public/private partnerships; as well as designing mechanisms to enhance investments.

Task Force on CyberSkills October 2012

In this report, the Department's Task Force on CyberSkills proposes far-reaching improvements to enable DHS to recruit and retain the cyber-security talent it needs. At the same time, the report proposes ways to boost the nation's overall ability to develop professionals with the advanced cyber-security skills needed to protect the information, systems, and networks that enable effective and secure operation of government and commercial elements of critical national infrastructure.

Sustainability and Efficiency Task Force September 2012

A Second Sustainability and Efficiency Task Force was tasked and it outlines a strategy through which DHS can adopt sustainable practices, decrease reliance on foreign oil, limit contribution to climate change, and address fiscal concerns in a way that strengthens the DHS mission and enhances the overall security of the nation.

Faith-based Security and Communications Advisory Committee May 2012

This task force explored current and potential security information sharing opportunities and methods between DHS and FBOs. The Committee will address how DHS can better support local security officers and organizations efforts to keep FBOs communities safe, secure, and resilient while providing recommendations to the HSAC for consideration.

Community Resilience Task Force June 2011

Resilience was identified in the 2010 Quadrennial Homeland Security Review Report as one of three foundational elements essential to a comprehensive approach to homeland security; the report also defines "Ensuring Resilience" as one of five missions of the Department.

Quadrennial Homeland Security Committee May 2010

This report summarizes the observations and recommendations of the HSAC Quadrennial Review Advisory Committee, which was established to provide advice to the DHS throughout the Quadrennial Homeland Security Review process.

Countering Violent Extremism Working Group May 2010

The intent of this report is to focus on *Best Practices*, *Information Sharing* and *Training and Other Support* to offer recommendations that are best suited to counter violent extremism.

Sustainability and Efficiency Task Force February 2010

This report outlines a strategy through which the Department of Homeland Security (DHS) can adopt sustainable practices, decrease reliance on foreign oil, limit contribution to climate change, and address fiscal concerns in a way that strengthens the DHS mission and enhances the overall security of the nation.

Summary of Key Recommendations Cont'd

Southwest Border Task Force September 2009

Addressed bi-national issues on southwest border and enhanced CBP, ICE and PLCY/OIA efforts to secure our border while facilitating cross-border commerce.

Homeland Security Advisory System September 2009

Produced a foundational document on which new National Terrorism Advisory System (NTAS) is based.

Top Ten Challenges Facing the Next Secretary of Homeland Security September 2008

This report was comprised to be presented to the next Secretary of Homeland Security (Napolitano) so that she may better understand the ten strategic challenges that will be faced by the Department for the years to come.

Essential Technology Task Force June 2008

The Task Force provided recommendations for acquiring technologies critical to meeting the Department's mission of maintaining a robust, flexible, and resilient homeland security capacity when both threat and technologies are rapidly changing.

The Administration Transition Task Force January 2008

This report provides recommendations and best practices for the Department and its various homeland security partners to execute an efficient and effective administration transition. The report will also be shared with each presidential nominee in order to help prepare the incoming administration. The main objective of the ATTF report is to advocate strategies and policies that will strengthen operational continuity of the full spectrum of national homeland security operations.

Secure Borders Open Doors Advisory Committee January 2008

This task force was comprised of both Federal and State representatives that worked to obtain further information and provide recommendations to better understand and strengthen the laws and regulations for Public Diplomacy and International Outreach, Visa Policy and Processing, Ports of Entry, Metrics and Critical Success Factors all tied in with the International Travel Statistics.

Future of Terrorism Task Force January 2007

The goal of this task force was to assess future threats to the United States over the next five years; strategically fine-tune departmental structures and processes to meet those threats; and recommend how to better engage and prepare the American public for present and future challenges.

Homeland Security Culture Task Force January 2007

This report endeavors to provide specific and implementable recommendations to assist the Secretary and the Department's leaders in creating and sustaining an energetic, dedicated, and empowering mission-focused organization: one that leverages, focuses, strengthens and synergizes the multiple capabilities of its components and empowers them to continuously improve the Department's operational capacities and the security of the Nation.

Critical Infrastructure Task Force January 2006

The objective of this report by the CITF is to advance national policies and strategies that will foster the development of more resilient critical infrastructures. The recommendations leveraged the foundation built by prior and ongoing Critical Infrastructure Protection programs, but assert that a future focus on resilience would establish a more appropriate basis for risk-based decision-making.

Summary of Key Recommendations Cont'd

Lessons Learned Info Sharing Initiative: Homeland Security Intelligence Requirements Process December 2005

This task force identifies the lack of a formal intelligence requirements process as a missing critical component within the Nation's domestic intelligence sharing framework. Intelligence requirements are the specific gaps in on-hand intelligence that need to be filled for an agency or entity to conduct its prevention and preparedness efforts effectively.

Homeland Security Information Sharing between Government and the Private Sector August 2005

Private Sector controls the great majority of the nation's critical infrastructure, effective cooperation between the Federal Government – particularly the Department of Homeland Security – and the Private Sector is essential to protecting those assets from terrorist attack. Nowhere is that cooperation more vital than in the area of information sharing. This task force assessed the issues with current information sharing between public and private sectors and recommended amendments to the current laws and regulations.

Weapons of Mass Effect Task Force June 2005

The United States is vulnerable to massive loss of life and economic devastation from the covert or terrorist delivery of a weapon of mass effect. This Task Force assessed *The Threat*, *The general Observations*, and addressed the *Critical Deficiencies* associated with WME's.

Homeland Security Intelligence and Information Fusion April 2005

Homeland security intelligence/information fusion is the overarching process of managing the flow of information and intelligence across levels and sectors of government and the private sector to support the rapid identification of emerging terrorism-related threats and other circumstances requiring intervention by government and private-sector authorities.

Intelligence and Information Sharing Initiative December 2004

Defines the appropriate role for state, tribal, local, and private sector entities in the collection, analysis, dissemination, and use of this intelligence/information – and how those efforts should be coordinated with those of the Federal Counterterrorism Community.

Task Force on State and Local Homeland Security Funding June 2004

With America being at war with well organized, highly motivated, capable, and implacable foes committed to attacking our homeland it is imperative that this Task force addresses the complex Federal, State, Local, and Tribal Homeland Security Grants process.

Homeland Security Lexicon Program March 2004

The English language forms the foundation of all coordinated effort within the scope of American Society; thus it is imperative that the portions of the English language associated with Homeland Security awareness, prevention, protection, response, and recovery efforts be as descriptive, accurate, precise, and as widely understood as possible.

Homeland Security Award Program February 2004

The Creation of the *National Award for Homeland Security Excellence* is consistent with the Presidents "National Strategy for Homeland Security," the "*Statewide Template Initiative*" (STI) and the Departments mission of building a secure Homeland.