

# ***“Privatizing Homeland Security”***

***National Defense University  
“Outsourcing National Security”  
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# Panel Members

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- ❑ Admiral James Plehal - *Business Liaison, Private Sector Office, DHS*
- ❑ Nancy J. Gunderson - *Director, Acquisition Operations Branch, Office of Acquisition Management, Federal Emergency Management Agency, DHS*
- ❑ Daniel P. O'Brien - *Director, Battelle*
- ❑ Samuel Brinkley - *VP, Homeland and International Security Services Office, Wackenhut Services, Inc.*

# ***Presentation Overview***

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- ❑ National Security Environment
- ❑ Homeland Security and Homeland Defense
- ❑ Challenges and Benefits of Privatizing / Outsourcing
- ❑ Discussion Topics

# National Security Environment- Security Assessment

## ❑ Natural Disasters

- Earthquake
- Flood, Tornadoes
- Wildfire
- Health and Disease



Foiled JFK plot,  
 June 2007



## ❑ Transnational threats will be the most pressing

- Terrorists will seek to:
  - *Attack Americans and Western Allies at home and abroad*
  - *Inflict mass casualties or cause mass panic through CBRN means (e.g., CBRN weapons or conversion of civilian infrastructure or transport into WMD)*

## ❑ Nation-state threats will continue

- “Traditional” ballistic and cruise missile threats
- Rogue states employing asymmetric means



# ***Homeland Security Strategic Goals***

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- ❑ Prevent and disrupt terrorist attacks
- ❑ Protect Americans, critical infrastructure, and key resources
- ❑ Respond to and recover from incidents
- ❑ Strengthen the foundation to ensure long-term success



# Homeland Security

**Homeland security** is a 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.

*National Strategy for Homeland Security (October 2007)*

## Homeland Security Mission Areas

Intelligence and Warning

Domestic Counterterrorism

Border & Transportation  
Security

Defending against  
Catastrophic Threats

Protecting Critical  
Infrastructures & Key Assets

Emergency Preparedness &  
Response

# ***National Preparedness Guideline***

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## □ **15 National Planning Scenarios:**

- Highlights the scope, magnitude, and complexity of plausible catastrophic terrorist attacks, disasters, and other emergencies

## □ **Targeted Capabilities List:**

- The Target Capabilities List (TCL) provides guidance on specific capabilities and levels of capability that Federal, State, local, and Tribal entities will be expected to develop and maintain

## □ **Universal Task List:**

- The Universal Task List (UTL) provides a menu of tasks from all sources that may be performed in major events
- Critical tasks require coordination among multiple entities during a major event in order to minimize the impact on lives, property, and the economy



# DoD's Roles and Responsibilities

## ❑ **Lead:** Defend the United States from direct attack

- DoD executes its military missions that deter and defeat attacks upon the US, our populations and defense critical infrastructure
- Combat Air Patrols, Maritime Intercepts, Missile Defense



## ❑ **Support:** Provide Defense Support of Civil Authorities

- When Federal, State, and local capacity is overwhelmed or unique capabilities are needed
- Natural Disasters and CBRNE Consequence Management
  - *Katrina, SoCal Wildfires*
  - *Southwest Border support*



## ❑ **Enable:** Improve partner capabilities

- Increase capabilities of local, State and Federal first responders to improve homeland security
- “Internationalize” homeland defense through security cooperation



# ***Challenges of Privatizing / Outsourcing***

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## **❑ Ensuring core governmental tasks are not outsourced**

- Loss of US government expertise

## **❑ Determining Standard Criteria**

- Appropriateness, Legality, Lethality, Readiness, Risk, and Cost

## **❑ Dependability / Reliability / Sustainability**

- Day to Day operations
- Major Natural Disaster
- Weapon of Mass Destruction (CBRNE) attack

***Scope and Scale***

## **❑ Foreign Acquisition (Export Control)**

- Committee on Foreign Investment in the United States (CFIUS)
- Dubai Ports and Fairchild Semiconductor

## **❑ US Government competing with Private Sector** (Economy Act / OMB Circular A-76)

# ***Benefits of Privatizing / Outsourcing***

- ❑ **Demand Driven – Surge Capacity**
  - Primary provider of the Nations goods and services - responsive capabilities
  
- ❑ **Allows U.S. Government to focus on Core Tasks**
  - Strategic planning, stewards of government funds, specific military and security tasks
  
- ❑ **Fielding Scientific and Technological advances**
  - Rapid technology change to help secure the homeland
  
- ❑ **Private Sector is a Key Partner in National Homeland Security effort**
  - Operates 85% of Nation's critical infrastructure
  - Conduct threat and vulnerability assessments
  
- ❑ **Cost Effectiveness (?)**
  
- ❑ **Outsourcing is good for U.S. economy – (U.S. citizens')**

Exploit America's strengths - capacity for innovation, flexibility, and efficiency

# ***Discussion Topics***

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- ❑ How can we better leverage the Private Sectors abilities in Homeland Security?**
- ❑ What Homeland Security Functions and Tasks should not be considered for Privatization and Outsourcing?**
- ❑ Privatization and outsourcing have been around for more than a decade. Have legislation and USG policies kept pace with the changes currently in practice?**
- ❑ What is unique about Homeland Security that does not apply to other Mission Areas (international versus domestic)?**

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Back up

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***“It is tempting to believe that the calm here at home after September the 11th means that the danger to our country has passed... The danger has not passed. Here in America, we’re living in the eye of a storm. All around us, dangerous winds are swirling, and those winds could reach our shores at any moment.”***

**- President George W. Bush, May 2007**

