

Hearing on the Nomination of:

David F. Heyman

**To be Assistant Secretary of the
United States Department of Homeland Security**

**Before the
United States Senate Committee
on Homeland Security and Governmental Affairs**

May 13, 2009

2:30pm

342 Dirksen Senate Office Building

**Statement of David F. Heyman
before the
Senate Homeland Security and Governmental Affairs Committee
on his nomination to serve as
Assistant Secretary of the Department of Homeland Security**

May 13, 2009

Good Afternoon Mr. Chairman, Ranking Member Collins, Members of the Committee. I am deeply honored by the President's nomination, Secretary Napolitano's support and the opportunity to appear before you today.

I am also honored to be introduced by Admiral Loy and Chief Lanier.

As a Commandant of the US Coast Guard, and the first Deputy Secretary of the Department of Homeland Security, Admiral Loy is one of our nation's finest public servants. I have learned a great deal from him, perhaps most important - that underlying all good policy, and programs, are good people. Thank you, Jim.

Chief Lanier is an exceptional leader. I have worked with her since before she became Chief on a number of homeland security issues. She is entrepreneurial, hungry for new ideas, determined, and gets the job done. She also keeps all of us who work and live in our nation's capital safe. Thank you for that, Chief.

There are a number of friends and family here with us today that I'd also like to thank. I am blessed by the large number of whom are here today, and I would like to introduce and recognize a few of them. My wife, Victoria, is an extraordinary professional in international development in her own right, taking her to places we care deeply about—Pakistan, India, and North Africa to name a few. She is my joy and my love, and the

mother of our eight-week old son, Henry, who she is holding. The world is ever brighter because they are here.

My parents are here. They came to Washington in the 1960s, riding a wave of excitement when President Kennedy was elected. My father joined the Alliance for Progress and the State Department where he worked for twenty-five years. Both of my parents have devoted their lives to public service, to serving the nation and their community, to strengthening our democracy, improving education, housing, and to the betterment of the lives of youth and seniors in our communities. My father used to say when I was young that public service was an honorable calling. He is right. And my parents inspired me to hear that calling. I am so glad that they could be with us today.

Mr. Chairman, Senator Collins, let me also thank you, your Committee Members, and staff, for the exceptional leadership of this Committee and in helping to protect our country. Whether it is the creation of DHS or in its reform post-Katrina, your foresight, vision and leadership has been constant throughout difficult times.

I came to Washington nearly fifteen years ago to work in public policy. Before doing so I worked in the private sector for nearly a decade as a systems programmer building computer systems, doing supply-chain management, for the government and industry. When the Berlin Wall fell, I led my company's efforts to set up one of the first offices in Russia, an effort that unwittingly set me on a path to Washington. Whether it was negotiating export controls with the State Department, setting up a first internet link, or teaching former communist employees the benefits of merit-based pay, I learned of the extraordinary influence of science and technology in national security and international affairs and I sought out ways in which I could help.

Since then, I have had the privilege and challenge of serving this nation at the highest levels of government—at the White House, forging policy within the federal interagency policy-making community and at the Department of Energy, doing the same within a large complex organizational bureaucracy.

As a senior advisor within the Executive Office of the President and for a Cabinet Secretary, I have led efforts to reform government, develop new programs, shape agency budgets, and forge national policy among competing interests and stakeholders. I have been honored to represent our government in international fora, in bilateral negotiations, and have helped to manage the federal government's response to an international crisis.

More recently, I was recruited by former Deputy Secretary of Defense John Hamre to support the efforts of one of our nation's leading think tanks in international security, following the attacks on the United States in September 2001. As the founding director and manager of the homeland security program at the Center for Strategic and International Studies, I established a new program to help shape policies on the most important security matters of the times and helping provide the best advice to policymakers on a range of homeland security matters, from prevention and protection to response and recovery.

I hope my work has been helpful to this Committee over the years.

Many years ago, this Committee recognized that there was disorganization in the federal bureaucracy and sought to organize it by bringing together 22 agencies into one Department of Homeland Security. In the aftermath of Katrina, this Committee recognized that the initial goal of bringing all of those disparate missions together had not been fully realized—certainly not realized as you had hoped. The Secretary lacked a central staff and structure to chart Department-wide strategy and policy, which could then be carried out in a coordinated way by the many components of the Department. As you know, one of the post-Katrina reforms was the creation of the Office of Policy.

I sit here today recognizing there is still much to do, and many of your priorities still to accomplish. In the realm of homeland security, we may face challenges—naturally-occurring disasters and deliberate attacks—so large, they require the full force of our nation—of our cities, states, and federal government—to come together to respond. We face a continuing terrorist threat that is both nimble and dynamic. It exploits the seams

of our society, operating in the gaps between bureaucratic notions of foreign and domestic, state and federal, civil and military. To counter these threats, I believe we must have in place a truly national homeland security enterprise—one that is as agile and seamless as those who seek to harm us, and as capable and responsive as needed to prevent, protect against, and, if needed, rapidly recover from all hazards, natural and deliberate.

If I am confirmed, I will work every day to meet these challenges, and to help develop a national culture of preparedness that focuses on building more self-reliant communities and individuals. We must institute a greater real-time situational awareness capacity, which means better information sharing consistent with privacy and civil liberties. We need also need to institute a national risk-based planning capability. And we must extend and bolster our capacity at home, by working closely with our international partners abroad.

The place to pursue this work is at the Department of Homeland Security. We must start by forging one department, one enterprise, with a shared vision and integrated results-based operations to support that mission. I know the Secretary is deeply committed to this, and, if confirmed, I will support her and the Department in every way I can.

The Office of Policy will be central to achieving this goal. I believe the Policy Office is the Secretary's think tank—the ideas that will lead the nation will come from there. It is also the one place where the Department's many components must come together. The Assistant Secretary for Policy, therefore, serves as both the principal staff assistant and advisor to the Secretary and the Deputy Secretary for all matters on the formulation and articulation of homeland security strategy and policy, and the chief policy integrator, as well.

The struggle against al Qaeda and other violent extremist ideologies is a struggle of ideas. We must in the years ahead through our ideas, our actions, and our example as a nation, defeat and marginalize those who seek us harm. As such, the Department of Homeland Security must remain fully committed to its mission of keeping America and

Americans safe, and we must do so while protecting the laws, values and principles that define this great country. In this regard, I believe that protecting privacy and civil liberties is not only a core American value, not only a Constitutional requirement, but it is essential if DHS is to fulfill its mission of engaging the public as a partner.

I am excited by the prospect of contributing to this endeavor, if confirmed. I believe there is no higher Constitutional duty, nor greater calling than to protect this country, and to ensure that all Americans can live and thrive in a world free from fear or want. I am humbled by the tasks before us, but emboldened by those I have already met at the Department and throughout the streets of America who keep watch over us. I pledge, if confirmed, to work with this Committee, our government, and the American people in every way I can.

And I look forward to your questions. Thank you.