

**Hearing on the Nomination of:**

**Suzanne E. Spaulding  
To be Under Secretary of the  
United States Department of Homeland Security**

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

**September 18, 2013  
342 Dirksen Senate Office Building**

Chairman Carper, Ranking Member Coburn, and Members of the Committee,

I am honored that the President has nominated me to serve as Under Secretary for the National Protection and Programs Directorate (NPPD) at the Department of Homeland Security (DHS). DHS, and NPPD in particular, are at the forefront of the national imperative to strengthen the security and resilience of the critical infrastructure, cyber and physical, that sustains our way of life. As Acting Under Secretary of NPPD, and before that as Deputy Under Secretary, I have been privileged to work with outstanding homeland security professionals, in and outside of government, committed to the DHS mission of safeguarding the Nation.

My father, a Marine officer, and my mother, a Marine, teacher, and later Hill staffer, both instilled in me the importance of serving one's country. I took this lesson to heart and began working in government on national security issues in 1983. Though my service has been different from my parents', I have developed a deep appreciation not only for the men and women who serve our country in uniform, but also for the civilian public servants who toil each and every day to protect the Nation from myriad threats. It has been an honor to work with these public servants in both the legislative and executive branches, and I look forward to continuing that service, should I be confirmed by the Senate.

I have spent over 25 years working on national and homeland security issues at both ends of Pennsylvania Avenue, on both sides of the Capitol, and on both sides of the aisle. My work on Capitol Hill, including on both the Senate and House intelligence committees, and in the general counsel's office at the Central Intelligence Agency (CIA) focused on protecting the nation from emerging threats. In addition, I worked on several commissions focused on homeland and national security, including as Executive Director of the National Commission on Terrorism and as the Commission to Assess the Organization of the Federal Government to Combat the Proliferation of Weapons of Mass Destruction.

Like many others in government, my work on these issues took on new meaning after the September 11 attacks. The changing threat landscape meant that the Nation and government, collectively, had to prepare for new threats. As part of these efforts, I co-founded the American Bar Association's Cybersecurity Legal Task Force and was appointed by Virginia Governor Mark Warner to the Secure Commonwealth Panel, established to advise the governor and the

legislature regarding preparedness issues in the commonwealth of Virginia. My work on infrastructure protection and with State and local governments has given me a unique perspective on the central roles that cooperation and partnership play in NPPD's mission.

An important principle that underlies our work at DHS is that effective homeland security requires close collaboration with the private sector and other stakeholders, and across party lines. I have a long history of working for and with both Republicans and Democrats and I am committed to forging meaningful partnerships that transcend political affiliation. In addition, having served as an attorney in the private sector representing many owners and operators of the Nation's critical infrastructure, including as Security Counsel for the Business Roundtable, I am attuned to the concerns of many of our private sector partners. At DHS, I have increased our engagement with the private sector and other stakeholders and will continue to ensure that transparency and collaboration are guiding principles for NPPD.

Since I joined DHS as NPPD Deputy Under Secretary in 2011, I have focused on improving management processes and enhancing efficiencies by better integrating our cybersecurity, physical infrastructure protection, including federal facilities, and biometric activities. NPPD has improved its operational and management processes through various ongoing efforts, including co-location of its field forces, streamlining cross-component consequence analysis, and combining our operations centers. These efforts are critically important to the health of the organization and, if confirmed, I will continue that work in partnership with the Congress.

Though I have learned quite a bit serving with the hardworking men and women at NPPD, several important lessons stand out. First, NPPD must continue to strengthen its relationships with its government and private sector partners. The increasing interdependency between physical and cyber infrastructure and across various sectors, requires true partnerships based on trust, mutual understanding of roles and responsibilities stemming from comparative advantages, and transparency. I hope to continue building those relationships if I am confirmed. Second, privacy and transparency are fundamental pillars that underlie NPPD's mission. DHS and NPPD both have Chief Privacy Officers that oversee programs and operations to ensure that everything we do takes into account the privacy and civil liberties of all Americans. In addition, we publish detailed privacy impact assessments about our programs on the Department's website. I pledge

to continue this important work and strive towards the goals of protecting privacy and increasing transparency if I am confirmed. Finally, effective management dictates that we increase the efficiency of our operations and leverage our unique capabilities across physical and cyber infrastructure. As Deputy Under Secretary of NPPD, I oversaw the implementation of numerous management and program reforms in areas ranging from the Chemical Facility Anti-Terrorism Standards (CFATS) program to the co-location of our field forces. In addition, the work NPPD is doing to implement continuous diagnostics and mitigation (CDM) technology across the government and provide a joint assessment capability to our partners will help save money and increase efficiencies, and leverage tools across components.

Though events can often influence priorities, there are important initiatives at NPPD that I am eager to advance if confirmed. The CFATS program has steadily improved since I joined the Department as Deputy Under Secretary. While we implemented significant programmatic and management reforms to improve the program, there is still much to be done. I pledge to continue the reforms we have instituted and work to make CFATS an efficient and effective chemical facilities security program.

The rapidly growing connection between physical and cyber infrastructure requires that we think about infrastructure protection holistically and understand the potential consequences across multiple critical infrastructure sectors. If confirmed, I plan to continue efforts underway to better integrate the cyber and physical domains and focus our resources on understanding the consequences of an attack and measures to mitigate those consequences.

Building on the good work that NPPD is already doing, I pledge to strengthen relationships with our government partners and the private sector. Our Nation's security depends on strong public-private relationships. One of NPPD's most important missions is to build robust partnerships that will allow us to better serve the American people by increasing the security and resilience of the critical infrastructure upon which they rely.

Finally, none of these mission objectives can be accomplished without a capable and committed workforce. I will continue to make it a priority to empower the dedicated men and women at NPPD with a clear sense of mission and the tools they need to advance our important mission.

In addition, we must continue to recruit the best and the brightest to build our capabilities to meet the challenges we face.

I have dedicated much of my career to public service, a commitment to protecting and preserving the American ways of life, and an understanding that success requires close collaboration among all levels of government, with the private sector, and with the Congress. I have tried to incorporate these core principles into my work at DHS. I pledge to continue that same commitment, dedication and understanding to the position of Under Secretary if I am confirmed by the United States Senate.

Thank you for the opportunity to appear before you today, and I look forward to answering any questions you may have.