



Homeland Security

Dale Shippley
ARMADA, Ltd.
23 Clairedun Dr.
Powell, OH 43065

Dear Dale Shippley:

As we conclude development of the Fiscal Year (FY) 2012-2016 budget, we have now completed the third and final stage of developing and launching a new strategic framework for DHS and the nation's homeland security enterprise. As such, let me thank you for your contribution to and participation in the inaugural Quadrennial Homeland Security Review (QHSR). As you know, the effort to develop and draft the QHSR was a substantial undertaking, requiring participation from Department of Homeland Security leaders and subject matter experts, representatives of several White House offices, many Federal departments and agencies, and partners and stakeholders from state, local, territorial, and tribal governments, nongovernmental organizations, the private sector, and academia. Your contributions to these efforts have helped to build and realize a new vision for America, of a nation that is safe, secure, and resilient against terrorism and other hazards.

The QHSR was an intensive 18-month process that resulted in the QHSR Report, which outlines the strategic framework to guide the activities of participants in homeland security towards common ends. The QHSR Report provides the homeland security complement to the *National Security Strategy* (2010). As a follow-on to the QHSR, DHS undertook the Bottom Up Review (BUR) to align the Department's programmatic activities and organizational structure with the mission sets and goals identified in the QHSR. The QHSR and BUR, in turn, have informed the DHS FY12-16 budget and corresponding 2012-2016 Fiscal Years Homeland Security Program. By describing a forward-looking homeland security vision for the Nation and the requisite set of key mission areas, goals, objectives, and outcomes, the QHSR will serve as a roadmap for driving DHS strategy, policy, programming, and resource allocation.

In gratitude for your efforts, please accept the enclosed reproduction of the QHSR Report cover. I sincerely appreciate the time and effort you have put into the QHSR. We are a stronger nation because of these efforts.

Sincerely,

A handwritten signature in cursive script, appearing to read "David Heyman".

David Heyman
Assistant Secretary for Policy