

## Second Stage Review: Speech Highlights

**The Secretary's Second Stage Review is a candid top-to-bottom look at our homeland security efforts at the two-year mark.**

*"Our Department must drive improvement with a sense of urgency. Our enemy constantly changes and adapts, so we as a Department must be nimble and decisive."*

*"DHS must base its work on priorities driven by risk. Our goal is to maximize our security, but not security at any price. Our security regime must promote Americans' freedom, prosperity, mobility, and individual privacy."*

**Secretary Chertoff will announce an agenda for the future of the Department that will focus on the following six imperatives:**

- 1. Preparedness: Increase overall preparedness particularly for catastrophic events;**

*"At the outset, we must acknowledge that although we have substantial resources to provide security, these resources are not unlimited. Therefore, we as a nation must make tough choices about how to invest finite human and financial capital to attain the optimal state of preparedness."*

- 2. Borders/Immigration: Strengthen border security, interior enforcement and reform immigration processes;**

*"...we need to strengthen border security and interior enforcement, as well as improve our immigration system. We cannot have one approach without the other."*

*"...we must gain full control of our borders to prevent illegal immigration and security breaches. Flagrant violation of our borders undercuts respect for the rule*

*of law and undermines our security. It also poses a particular burden on our border communities. We are developing a new approach to controlling the border that includes an integrated mix of additional staffing, new technology and enhanced infrastructure investment. But control of the border will also require reducing the demand for illegal border migration by channeling migrants seeking work into regulated legal channels."*

**3. Transportation: Create better systems to move people and goods more securely;**

*"In aviation, our security and efficiency can be strengthened by better use of technology, both existing and next generation technologies."*

*"Putting aside known risks, the more comprehensive and efficient passenger screening system that DHS must develop will give us the ability to automatically clear low-risk travelers. By clearing these low-risk travelers, TSA can reasonably focus on a smaller and more distinct pool of passengers that might pose a threat to aviation. The result: less frustration; faster service; better security. Better forms of screening will also promote privacy, because they will reduce the number of mistakes or unnecessary interventions that annoy travelers."*

*"We must enhance and speed inspections that we need to perform, so that we minimize freight delays and increase total inspection capacity. To this end, we must complete our deployment of radiation portal detectors at ports, while advancing research on more sophisticated non-intrusive detection protocols and equipment."*

**4. Information Sharing: Enhance information sharing with our partners, particularly with state, local, tribal, and private sector leadership.**

*"To our partners, let me say this: You are the front line of defense. We recognize the need for better and more inclusive information sharing. Information sharing is a two-way street. Therefore, we will move forward not only to help forge common federal tools for information sharing, but also work with state and local officials - and private sector infrastructure owners - to fuse and share a richer intelligence base. In short, we will promote greater situational awareness."*

**5. Management: Improve our management systems - particularly financial, human resource, procurement; and information technology management; and**

*"We will also emphasize improving financial controls and financial systems, seeking operating efficiencies, strengthening human capital policies, and delivering core information technology systems."*

**6. Organization: Realign the DHS organization to maximize mission performance.**

*"I have concluded that some structural changes are needed at DHS to improve mission performance. Modest but essential course corrections regarding organization will yield big dividends."*

*"Today I am announcing organizational changes that include four important areas of focus. These include: (1) formation of a new, department-wide policy office; (2) significant improvements in how DHS manages its intelligence and information sharing responsibilities; (3) formation of a new operations coordination office and other measures to increase operational accountability; and (4) an important consolidation effort that integrates the Department's preparedness mission."*

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