



Homeland
Security

April 23, 2014

MEMORANDUM FOR ALL EMPLOYEES OF THE OFFICE OF POLICY

FROM: David Heyman *David Heyman*
Assistant Secretary for Policy

SUBJECT: Thank you

Dear Office of Policy:

There is never an ideal time to leave a job one loves. My plan has always been to conclude my tenure sometime following the completion of our nation's second Quadrennial Homeland Security Review, which is forthcoming. As such, and so that our new Secretary of Homeland Security can put in place a team of his own choosing, I wanted to let you know that after five years, I will step down as the Department of Homeland Security's Assistant Secretary for Policy mid-May.

As I take leave of the Administration, I want you to know that it has been a joy and one of the greatest of privileges to have served alongside each of you and the frontline law enforcement and security officials of homeland security. You and our colleagues across the Department are an extraordinary workforce that unflinchingly stands watch every day over our nation's ports, waterways, and cities, and over our travel, trade, cyber, and infrastructure systems. I have had the opportunity to learn from you, to think with you, and to work closely with so many of you. For this, I thank you. Mine is the greatest of respect and admiration for all that you do and have done.

We have come a long way these past five years in how we think about and execute our homeland security mission. And the record speaks volumes of your role and the role the Office of Policy has played. Together, with partners from across the Department, the U.S. Government, the private sector and around the world, we have served as thought leaders, and as an engine of change, analysis, and of continuous improvement. I am extremely proud of so many of the accomplishments we have achieved together:

- We published the nation's first ever quadrennial homeland security review, in which we re-articulated DHS's vital role in preventing terrorist attacks, established cyber security and resilience as critical homeland security missions, and began a transformation for our nation's newest agency to becoming a strategy-driven enterprise;*
- We eliminated the discredited color-code Homeland Security Advisory System and replaced it with a more disciplined National Terrorism Advisory System, and a new more credible and targeted approach for communicating terrorist threat advisories and warnings to the public;*

- *We responded to attempted terrorist attacks in December 2009 and again in October 2010 by leading worldwide efforts to raise global standards, first for aviation and then for cargo security. These efforts resulted, among other accomplishments, in 190 countries signing onto historic commitments which have significantly advanced our nation's interests.*
- *In our forthcoming QHSR, we have laid a foundation for advancing a new international approach to counterterrorism (CT), and to CT capacity building abroad that will be critical to future efforts to contain terrorist threats.*
- *We contributed to the development of two Presidential strategies, one for empowering communities to counter violent extremism, and another for strengthening global supply chain security, both of these forming the basis for significant and strategic cooperation with international and multilateral partners, as well as with state and local officials, and with non-governmental organizations.*
- *We led efforts to help realize the goals of the President's Executive Orders on travel and tourism, on trade, on export controls, and on the security and resilience of cyber and critical infrastructure systems.*
- *With the Beyond the Border Initiative, conceived and developed by the Office of Policy, and signed by the President and Prime Minister Carper, we helped to transform our relationship with Canada and pioneered a new perimeter approach to North American security that has already tangibly increased both of our nations' security and prosperity.*
- *We built new and enduring strategic partnerships with the World Customs Organization (WCO), the International Civil Aviation Organization (ICAO), the International Maritime Organization (IMO), the Universal Postal Union (UPU), the World Economic Forum (WEF), the European Union (EU), and with India, China, Germany, Canada, Mexico, and the United Kingdom, while advancing new and critical areas of security cooperation with Saudi Arabia, Yemen, the UAE, and Jordan.*
- *And we have helped to foster a new culture of national resilience through the creation of the Rick Rescorla National Award for Resilience and by leading new efforts to design-in higher, stronger standards in the built environment that will keep people safer and communities in tact during severe weather events, which are increasing.*

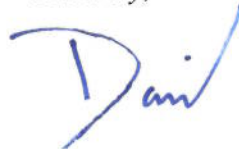
And these are only some of the exceptional and more public ways in which we have made a difference, as so much of our work goes on behind the scenes, within the Department, in the interagency, and as a prerequisite to a new or changed approach, operation, or initiative. It is my belief that what these accomplishments have achieved and what we can be most proud of is helping to lay the groundwork for a new era in homeland security—the next ten years will no doubt be quite different from the previous ten years, and I know you, as thought leaders, are well-positioned to help build the future.

On a personal note, as many of you know, both of my sons were born during the time of my appointment. For much of their lives, they have seen fleeting glimpses of their father as he leaves for work early in the morning or tucks them in at night. The world we cherish and work to protect is for them. It has been my honor to work with you to make our world and theirs safer, more secure, and resilient. While I take leave to find other ways to contribute to this endeavor, know that I stand with you as ever, as you carry on this vital mission.

There is no higher calling, nor greater responsibility than to keep America safe and secure. Know that, every day, what you do matters. It matters to the lives of families and businesses all across, as well as coming to, America. It matters to our children, and theirs to follow. I believe we have made a great difference together. I thank you for the journey, and for allowing me the privilege to serve with you.

With warmest personal regards, I am

Sincerely,

A handwritten signature in blue ink, appearing to read "Dan". The signature is written in a cursive style with a large initial "D" and a smaller "an" following it.