

**STATEMENT FOR THE RECORD**

**Hon. Jay M. Cohen**  
**Under Secretary, Science and Technology Directorate**  
**U.S. Department of Homeland Security**

**Before the U.S. House of Representatives**  
**Committee on Homeland Security**  
**Subcommittee on Emerging Threats, Cybersecurity and Science and**  
**Technology**

**June 27, 2007**

Good morning Chairman Langevin, Ranking Member McCaul, and distinguished members of the Subcommittee. It is an honor to appear before you today to present the strategic plan for the Department of Homeland Security (DHS) Science and Technology Directorate (S&T Directorate).

I want to thank the committee for its leadership in support of the S&T Directorate. With your guidance, the S&T Directorate has strengthened its organization and processes to better serve the American people and secure our homeland.

This strategic plan provides the framework that will guide the Directorate's activities over the next five years. It focuses on the four key areas ("the four gets") that we must excel in to accomplish our mission: We must get the organization, the people, the books, and the program content right.

This plan presents my strategic approach and business model for "the four gets".

The focus of the first section of the plan, *The S&T Directorate – Aligned for Success*, is on getting the organization right. It lays out how the S&T Directorate's realigned structure breaks down organizational barriers and fosters connections and collaborations among programs.

The second section of the plan, *Balancing S&T Directorate Investment*, addresses getting the program content and the books right. It speaks to how the S&T Directorate will stay customer-focused and output-oriented by investing in a balanced portfolio of advanced research programs, the planning of which is guided by customer-led Capstone Integrated Product Teams. This approach enables us to more clearly define what we will do for our customers, how we will do it, and how we will measure results. We will also ensure that we stay focused on the priority areas for the S&T Directorate. This approach will ensure we deliver critical homeland security technologies that our nation needs in the quickest, most cost-effective manner.

The third and fourth sections of the plan address how to populate this business model with the right mix of people and skills to accomplish our mission. The third section, *Enabling U.S. Leadership in Science and Technology*, discusses how the S&T Directorate will leverage the DHS laboratories, the Homeland Security Institute, the DHS Centers of Excellence, the DOE National Laboratories, and international and intergovernmental partnerships to meet homeland security research requirements.

The fourth and final section of the plan, *Developing our Professional Workforce*, recognizes that as a knowledge-based organization, the S&T Directorate's most valuable resource is its people. The leadership principles and management initiatives outlined in this plan make hiring, retaining and motivating a quality workforce a priority.

Accompanying this strategic plan are three attachments that provide more details on topics discussed in the plan:

Attachment 1: S&T Directorate Five-Year Research and Development Plan (FY 2007-2011)

Attachment 2: HIPS and HITS (S&T Directorate Homeland Innovative Prototypical Solutions and High Impact Technology Solutions)

Attachment 3: Capstone IPT Representative High Priority Technology Areas

Members of the Subcommittee, I thank you for the opportunity to meet with you today to present the S&T Directorate's strategic plan and business model. This strategic plan and all the initiatives we have undertaken in the DHS S&T Directorate since August 2006 have been with the full knowledge and bi-partisan engagement of the Congress. I welcome and very much appreciate the wise counsel, advice, and oversight in helping me meet DHS mission requirements. As we move forward, I am confident that this plan will allow us to address our customers' needs and drive the development of technologies that will make our Nation safer. The world is a dynamic place and we must remain flexible and responsive as threats and opportunities evolve. I will be happy to take your questions now.