

**HOMELAND SECURITY ADVISORY COUNCIL MEETING  
HOMELAND SECURITY ADVISORY COUNCIL PUBLIC MEETING  
WEDNESDAY, FEBRUARY 3, 2010  
MEETING MINUTES**

The Homeland Security Advisory Council (HSAC) convened at 10:25 a.m. in Ballroom B of the Grand Hyatt Hotel, New York, New York. Judge William Webster, Chair, was presiding.

**HOMELAND SECURITY ADVISORY COUNCIL MEMBERS PRESENT:**

JUDGE WILLIAM WEBSTER, CHAIR  
SENATOR GARY HART, VICE-CHAIR  
NORM AUGUSTINE  
RICHARD CAÑAS  
DR. RUTH DAVID  
CLARK ERVIN  
ELLEN GORDON  
JEFF MOSS  
GOVERNOR MARTIN O’MALLEY  
HAROLD SCHAITBERGER  
DR. JOE SHIRLEY  
DR. LYDIA THOMAS  
FRANCES FRAGOS TOWNSEND  
CHUCK WEXLER  
DR. SKIP WILLIAMS

**JANET NAPOLITANO**, SECRETARY, DEPARTMENT OF HOMELAND SECURITY  
**BECCA SHARP**, EXECUTIVE DIRECTOR, HOMELAND SECURITY ADVISORY COUNCIL  
**MICHAEL BLOOMBERG**, MAYOR NEW YORK CITY

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## **HSAC CHAIR WELCOMING REMARKS**

**JUDGE WEBSTER:** Good morning. I'd like to call this meeting of the Homeland Security Advisory Council to order. My name is William Webster. As Chairman of the Homeland Security Advisory Council, or as we call it, HSAC, I'd like to welcome our members and the guests that we have here in attendance. For the members of the public who are unfamiliar with the HSAC, this Council serves to provide independent advice to Secretary Janet Napolitano across the spectrum of Homeland Security issues. At this time, Secretary Napolitano will swear in HSAC members who were not able to make our last person-to-person meeting June 5 in Albuquerque, New Mexico, and I'd like to ask that Fran Townsend, Ruth David, Governor Martin O'Malley, and Norm Augustine please stand and join the Secretary over in the corner.

**SECRETARY NAPOLITANO:** Stand here. Okay. Please raise your right hand. "I", state your name. (MS. TOWNSEND: Frances Townsend, DR. DAVID: Ruth David, GOV. O'MALLEY: Martin O'Malley, MR. AUGUSTINE: Norman Augustine) "Do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the Office on which I am about to enter so help me God."

Secretary Napolitano: Good.

**JUDGE WEBSTER:** Thank you very much. I might mention that all of the four members who have just been sworn in have been working without benefit of oath for several months. Thank you, Madam Secretary and Senator Hart, our Vice Chairman.

**SENATOR GARY HART:** Thank you, Mr. Chairman, Madam Secretary, Mr. Mayor, distinguished colleagues, and ladies and gentlemen. I join Judge Webster in welcoming you, all of you, here and thank you for taking the time to join us.

As difficult as it is for some of us to consider, a year from this fall will be a decade, we will commemorate a decade, after the dastardly attacks on this great city and our nation's Capitol. Even sooner, next January will be the tenth anniversary of the U.S. Report of the U.S. Commission on National Security for the 21<sup>st</sup> Century that had as its first of fifty specific recommendations for the nation's security in the 21st century a creation of a consolidated federal agency combining at least the Federal Emergency Management Agency, Customs, Coast Guard and Border Patrol to consolidate those assets to protect our country against potential terrorist attacks.

A year and a half or two years later, that department was finally created, and in a much larger scope, and fortunately as a result of that effort, we have not had a major attack since then although attempts, obviously, continue to be made. And we must continue to be vigilant, as Secretary Napolitano and her colleagues attempt to do.

It would be easier if we had a different form of government. We would simply instruct the agencies of our government, particularly our law enforcement agencies, to do whatever it takes.

A number of years ago I was a candidate for national office and had Secret Service protection. And the Director of Secret Service said, "There will be people that will try to kill you. Our job is to make it as difficult as possible." And that seems to me to be the Secretary Napolitano's job at large.

We do not have an authoritarian form of government, we have a Constitution. Our liberties are not guaranteed by the President of the United States or the Congress. They are guaranteed by this document – HOLDS UP SMALL COPY OF THE CONSTITUTION.

Someone once said in the attempt to balance security and liberty, if you sacrifice your liberties to achieve security you will achieve neither liberty nor security. And so it's not as easy as other forms of government. We simply can't instruct our law enforcement agencies and the intelligence agencies to do whatever it takes. They must operate within the boundaries of this document which preserves our liberty.

It makes it difficult but we must continue, all of us, those of you in the audience and those of us up here, to do what we can to achieve that balance and not sacrifice our liberties in order to achieve security. We've done a pretty good job of that but vigilance must continue. Thank you, Mr. Chairman.

**JUDGE WEBSTER:** Thank you very much, Senator Hart. I have no real remarks to make before I announce the program except to say that over the weekend Washington, D.C. held one of its great traditional gatherings known as the Alfalfa Weekend.

My guests were Ambassador George Herbert Walker, our former Ambassador to Hungary, and as we were taking him back to the airport the one thing they wanted to see was the Memorial at the Pentagon for those who lost their lives during that tragic day on September 11, 2001.

As we wandered among the beautiful benches that were placed there, open to the public, I was reminded again of the heroism that took place on that day and the rededication of all of us to see that this should never happen again, knowing, as we learned yesterday, that there will be likely additional attacks on our country. Nevertheless, we must take all steps possible, in a preventive way, and build within our system of government, as Senator Hart has said, the resilience to deal with those attacks that may not be completely prevented.

That's the mission of the Homeland Security Department, and our Advisory Council has been put together to bring a vast range of experience to help Secretary Napolitano in the discharge of her very important duties.

Now, on today's agenda we'll hear from Secretary Napolitano, the HSAC's Quadrennial Review Advisory Committee, and we will be briefed on the Sustainability and Efficiency Task Force Report. First, however, I'm happy to welcome the Mayor, the distinguished Mayor of New York, who will welcome us, the Honorable Michael Bloomberg.

### **MAYOR MICHAEL BLOOMBERG REMARKS**

**MAYOR MICHAEL BLOOMBERG:** Judge Webster, thank you and welcome to New York everyone, and I particularly wanted to thank the Secretary. We'll forgive her for coming from Arizona. We can make her an honorary New Yorker. (Secretary Napolitano comments "I was born in NYC") Really? We'd like to make you a taxpayer. And particularly an old friend of mine, Senator Hart, whom I have known for a long time, but also two others who are great patriots like the Senator and the Secretary, Norm Augustine and Martin O'Malley, both of whom I've been

lucky enough to work with in Baltimore many years ago. And the great State of Maryland is doing okay? And you are watching our defense spending, Mr. Augustine? Way to go.

I want to thank everybody seriously for coming to New York this morning. We strongly believe in your work, and not only does our Police Commissioner, Ray Kelly, sit on your Council, but our Deputy Mayor for Operations, Ed Skyler, who participated in your Homeland Security Alert Systems Task Force last year.

And I don't think you could have picked a more fitting place for today's meeting. After all, we are the gateway to the rest of the country. We are also the world's financial capital and the home to many highly visible, sensitive American icons like the Statue of Liberty and the Empire State Building. And it's for these reasons that we've been attacked by terrorists before, and it's for these same reasons that we continue to be the primary target for terrorists.

When anybody around the world gets arrested, they've got a map of New York City in their pocket and rarely, seldom, anyplace else. And the reality is that Commissioner Kelly and the NYPD and our great Fire Department, Office of Emergency Management, all the other agencies that comprise our first responder group, confront head on every day the reality that if somebody's going to attack the probability is that we will be Ground Zero again, and it's why the last eight years our administration has spared no expense in making New York City the safest, most secure city in the nation. We devoted a thousand of our police officers full-time to intelligence and counterterrorism efforts.

Our Police Department budget is about \$8 billion annually, and if you add the Fire Department and the other agencies, you're over \$12 billion that we spend to keep people safe in the city, safe from street crime, but also safe from attacks by people from outside of this country.

Our state-of-the-art Lower Manhattan Security Initiative, for instance, is protecting our financial infrastructure through a network of cameras, radiation detectors, and license plates readers. With Department of Homeland Security funding we're expanding this program to create a similar Security Zone around Midtown Manhattan, including where we are right now.

But this initiative, like our counterterrorism efforts, relies not only on technology but also on manpower. And over the past eight years, with some help from DHS, we reinvigorated and strengthened what are without a doubt the best-trained Fire and Police Departments in the world, and our superb Office of Emergency Management. And last month we were able to share some of this expertise with the rest of the world; members of our Urban Search and Rescue Team, aiding police officers and firefighters who were deployed to Haiti.

A highly-trained, well-equipped Police Department has allowed us to foil terrorist plots over the years, including a plot this past summer to destroy two synagogues in the Bronx. But despite the great job that all of our first responders do, we certainly think of ourselves as being in the cross-hairs. Such is the fact, and I challenge the Department to continue to work to devise Homeland Security funding formulas that take this fact into higher consideration.

Commissioner Kelly and I both have been to Washington a number of times to urge the Federal Government to distribute funding solely on threat levels. National Security is a national responsibility and we can't afford to let local politics get in the way in trying to spread the money around as pork, it's just irresponsible at the very least. At the same time, we're urging Congress to restore funding for another key part of our defense, the Department's Secure Cities Initiative.

We can't nickel and dime the best hope we have for the hope of preventing the worst possible calamity, the explosion of a nuclear device that costs thousands of lives, devastates our national economy, and funds further conflicts overseas. We have just got to start taking this threat seriously, and for us to do that the Federal Government must take New York City seriously and give us the resources we need to protect what clearly is the terrorists' number one target. This Independent Council understands this I think more than anybody else that this is no place or time for politics.

In the upcoming months, I hope you draw on your vast experience and judgment under your guidance in the field to propose tangible guidance and solutions for the Department of Homeland Security. We just can't be complacent in New York City or in Washington, D.C., and together we've just got to make sure that the Federal Government moves closer to creating a system that more fairly and equitably attends to the security of the city and our entire homeland.

So thank you very much. Have a great day. We'll endeavor to make you feel at home, which you have an enormous responsibility, and we're counting on all of you to provide the guidance that sometimes political expediency doesn't call for. This is a serious, serious threat, and thank you for all of your dedication, all of you who are working in providing the kind of security we need.

**JUDGE WEBSTER:** Thank you very much, Mr. Mayor. We are honored to be here in the great city and you've certainly set a splendid example in the response to the challenges that have confronted us and will confront us in the future. And we appreciate your taking time to be with us this morning. Now it's my honor to introduce the Secretary of Homeland Security, the Honorable Janet Napolitano.

#### **SECRETARY NAPOLITANO REMARKS**

**SECRETARY NAPOLITANO:** Good morning everybody, and thank you Judge Webster, Senator Hart, all of the members of the HSAC who have been meeting yesterday. We had already a session this morning.

I'm privileged and really grateful for the time you spent on these efforts, and I hope you believe it is time well spent, because I certainly believe that the information that you give to me is something that we can act on and is very, very useful to the Department.

I want to thank you, Mayor, for New York City, for making such a great host as it always is. And I appreciate your remarks and the message that you have sent.

We also have with us today the members of the Southwest Border Task Force. This was one of the initial tasking's this year of the HSAC. Your work has been terrific. The southwest border remains an issue of great concern to us. We saw just recently what happened in Sierra de Juarez between the cartels. Once again we guard against spillover violence but at the same time recognize that working with our immediate neighbor in the south is going to be key, not only to the security within the border states, but in the country as a whole, as the cartels that are in Mexico have fingers that literally reach in the hundreds of communities throughout the United States. So thank you for your efforts and we appreciate what you have been doing.

We're grateful that, yesterday, Commissioner Joe Bruno opened up the Office of Emergency Management for this group to take a look at. As you know, Mayor, better than anybody here, that is really an impressive operation, so it was great.

As I said, eight months ago I met with the HSAC and we created the Southwest Border Task Force, whose members are here with us today. In the months since, I have turned to the HSAC to work through sustainability and efficiency. What does that mean? What that means is really examining places and areas where we need to focus our resources in a long-term and sustainable way to protect the security of the homeland. And that task force has been an independent task force and a very useful one.

As you know, and as everyone here knows, several incidents over the past year have heightened attention to the risk now of domestic violent extremism. And of course the failed attempt to attack Flight 253 on Christmas was a powerful illustration that terrorists will go to great lengths to defeat all of the security measures that we have put in place since 9/11. Indeed, we face an enemy whose desire to attack us here at home has not diminished, nor do we expect it to diminish anytime soon. And just as terrorists will not hesitate to kill or to maim indiscriminately, they will attack and act wherever they can. And they will recruit wherever they can.

Young people in our communities here in the United States are being targeted for recruitment, and this is a Homeland Security concern, but it's also a community concern. So it is critical that we work together at all levels, federal, state, local, also with our international partners, with faith and community-based organizations, indeed the American public as a whole, to counter these threats. We must use every tool at our disposal and collaborate to the fullest extent possible to prevent, detect and deter threats. This is a shared responsibility, one in which we all have a role to play.

So today I am asking the HSAC to form a new Task Force and provide recommendations to me on steps that we can take to better support community-based efforts to combat violent extremism with a focus on training, information sharing, and community-oriented law enforcement.

In times of crisis, faith leaders and other grassroots organizations often play a critical role in getting accurate information out to their communities. So this Task Force can build upon the Department's ongoing work in this area such as through the Secure Community Network, a partnership between DHS and faith and community-based groups, which allows us to quickly share information and improve security awareness.

Now, last week I met with leaders of the Muslim, Sikh, South Asian and Arab communities to discuss ways in which the Department can increase engagement and coordination. Through the Department's Office of Civil Rights and Civil Liberties we will build, and already have, strong relationships with many of these groups. I want to note that Margo Schlanger, who is the newly appointed Director of that office, is here with us today to help strengthen this collaboration. And two of our Assistant Secretaries, Arif Alikhan and Juliette Kayyem, will now be on the road speaking with a number of these faith and community groups in the coming weeks.

What we are building here is really outreach and input and a recognition that security is a shared responsibility among many groups, so I look forward to working with this new Task Force. We see your recommendations about ways we can strengthen our partnerships and better prepare and respond to threats, indeed, as we work to be resilient, as Judge Webster said, should one of these threats materialize into an actual terrorist act.

Thank you again to our HSAC Chair and Co-Chairs and members for taking on this important task and for all that you do on an ongoing basis. As always, the Department of Homeland Security will be receptive to the results of your work and we look forward to those results. Thank you.

**JUDGE WEBSTER:** Thank you very much, Madam Secretary, and we look forward to taking on this new assignment of the Task Force that has been created on community-based efforts, and we'll do all we can to be helpful as well. Turning to the business before us this morning, I'd like to introduce fellow HSAC member, Dr. Lydia Thomas, who is also the Chair of the HSAC Sustainability and Efficiency Task Force, and she'll be presenting their recommendations to the HSAC. Dr Thomas.

## **HSAC SUSTAINABILITY AND EFFICIENCY TASK FORCE REPORT**

**DR. LYDIA THOMAS:** Thank you very much, Mr. Chairman. Good morning to my fellow HSAC members and Madam Secretary. It is my pleasure to lead the HSAC Sustainability and Efficiency Task Force Report, and this morning I would like to give you a brief overview of our recommendations and conclusions that, if the Homeland Security Advisory Council approves, will be submitted to the Secretary for her dispensation.

Moving to the first slide, I'd like to present the members of the Task Force. There were fourteen of us. I was privileged to have two outstanding Co-Chairs, Dr. Jared Cohon and Mr. Sunil Paul, as well as a number of experts gathered from around the country. Each person brought to the table not only their expertise but a really terrific work ethic. We quickly became a team, and during the process I believe we also became pretty good friends.

None of our work would have, however, been possible, even with the combined capability of the Task Force members, if we had not been able to accomplish our work with the support of the government's subject matter experts who are on the slide before you now. I shall also add that the support from the DHS's HSAC office was superb; particularly David Joseph back in the back, Becca Sharp, right here, Julie Curry, Lori and Jennifer. The Task Force certainly wished that I would pass on our great thank-you's to all of you.

I just wanted to spend a couple of minutes to let you know what the process was that we used to answer the Secretary's tasking. The Task Force itself met in person for anywhere between eight to ten hours, face-to-face, three times, in July, October and November of 2009.

During the October meeting, we also went out to the soon-to-be-home of the DHS headquarters at St. Elizabeths in southeast Washington. The slide says that we met by phone twelve times. I think that's because David gave up trying to keep tabs of all of the phone conversations. This is probably the list of the ones we actually called in for but it in no way accounts for all of the one-on-one, back-and-forth conversations between individual members who were given very specific assignments.

As the Secretary mentioned earlier, she gave us this task with this title but she had three components to that task. She wanted us to look at some strategic-level opportunities that the Department could undertake in the area of sustainable renewable resources and to look at the physical challenges that would be placed upon the Agency as it relates to national security if one were to try and develop a large program in this area.

She wanted us to give her some recommendations that the Department could act on immediately that would address some of these challenges, and as a result place DHS as, if you will, a guidepost for how other federal state and local agencies, and even the private sector, could implement sustainable practices going forward.

Let me skip back for just a second to the process. I indicated to you that our first meeting was held

in July. In July, when we got together and looked at the Secretary's tasking, since many of us had been down this particular road many times before, we decided that what we would do would be to try and get an overview of the Department, which was the rationale particularly for having all of the government experts there. They could tell us what DHS was currently doing, and I should indicate to you here they were doing a lot and working on many of these issues very, very diligently. But we didn't see a lot of goal setting. We didn't see a lot of capability to measure progress and that sort of thing. And so we diligently set out to start thinking about those things between our first meeting and the next meeting, which was to be held in October in Washington.

Well, in the interim, the very, very, very good news was that President Obama signed Executive Order 13514, which sets sustainability goals for federal agencies, and focuses on improving their environmental energy and economic performance. The good news here is that Secretary Napolitano actually gave us this assignment prior to the Executive Order. The second good news was that the Executive Order came out; it is very extensive, it's very comprehensive, and it's an excellent document. The bad news was that the Task Force literally had to almost scrap everything that we had planned to do, because most of the very high-level strategic objectives that we had initially conceived of for the Department were more than adequately contained within the Executive Order. That said, not to be put down, we decided that we would probably drop down one level, because there were still plenty of things for the Department to do now under the banner and guidance of the President's Executive Order for Sustainability and Efficiency. So that said, let me move into the area of recommendations as the process developed.

We believed very sincerely, and obviously so did the Secretary, that the uncertain and unsustainable supplies of energy, water and other resources, and the unpredictability of natural disasters and terrorism have a major impact on the nation's security. And so the Department of the Homeland Security is in a unique position to set the standard for sustainable, secure and resilient efficiencies and sustainabilities gained will enhance America's national security. So we looked for a well-designed sustainable policy that would address the issues of economy, conservation and the future viability, taking into account increasing resilience in the face of disaster.

The next slide, in essence, gives you a framework for the Report itself. We broke our work into five major recommendation/ implementation areas, if you will. We looked at Organization and Management, we looked at Energy and Water, Transportation and Regional Integrated Planning, Procurement and Waste, and opportunities that we believed were unique to DHS as a result of its missions in homeland security.

Quickly looking at some of the more specific recommendations under Organization and Management, the number one thing that we believed was very important was the Secretary must lead this effort. In other words, this is a clearly a top-down, if will you, initiative. She has to carry the banner, because we believe that excellence in sustainability can enhance the drive toward one DHS through the adoption of a range of best practices across the organization, across levels, and across functions, and the integration of sustainability goals with all DHS program objectives.

Only the Secretary can do that. Some of the more specific examples of recommendations include establishing a cross-functional team to address sustainability issues.

As we looked at each of the departments, we could find that within the individual components, something that they're doing but they're doing it as a unit, and not necessarily across the agency, and almost to the exclusion of some of the functional groups such as procurement, as contracts within procurement.

So there are lots of other components of DHS besides the units that we traditionally think about that really have something to offer here and can really influence the overall process. So we were hoping that the Secretary, suggesting that the Secretary not only think about pulling in someone from each of the component units, but also pulling in people from all of the support units of the agency, because good ideas come from a lot of places.

One of the most difficult aspects, something that I'm sure the Secretary now with a year or so under her belt in office has become all too familiar with, is the nuances of federal budgeting. But there's a real problem here, if indeed we are to adopt truly sustainable practices, and that is we need to be able to look as an agency, and not just DHS but all Federal agencies, through multiple years in order to get a true life-cycle cost analysis of any of the processes, programs, or practices that would be put into place.

We didn't tell the Secretary how to handle this, because I think by and large that would have been somewhat unsuccessful from doing this in the past, but we believe that it is very important for that action to take place, and so we are hoping that the Secretary will work with her colleagues across the agencies to ensure that everyone starts to address it, and that the Secretary will work with her agencies across the board in order to have a concerted approach to life-cycle cost analysis.

We also believe that it's important to have Department-wide sustainable training for all DHS employees. This is an opportunity not only to promote further one DHS but this is an area in which every employee of the Department, all two hundred thousand-plus of them, needs to be involved and to make a substantial contribution, and there must be buy-in at every level of the organization in order for a sustainability efficiency program to really have legs and take off.

We also believe that the Department must have a Department-wide Environmental Management System. For those of you who may not be in this particular arena, this is traditionally a very, very comprehensive program that begins with the baseline of usage. For example, you would want to know how much water does the agency use. How much power does the agency use?

Believe it or not, this is truly not as simple as it sounds for a massive agency like DHS, and in a government structure in which the General Services Administration actually owns and operates a very large percentage of the DHS buildings, and to I guess somewhat our surprise even for things as simple as what you would be used to as an individual or even if you had managed a business, small or large, you get a bill that actually represents your usage of whatever it happens to be, whether it's having the trash removed or having the lights come on or being able to open the tap to turn on the water.

That is not the case for DHS in many instances. There is a huge, massive water bill, for instance, in Washington, D.C. that the entire Federal Government that is supported by GSA, in GSA buildings, that all goes to GSA. And so we don't really at this point know what component of that can be attributed to DHS. So there is some very fundamental work to be conducted here.

It's clearly something that can be done, but in order to meet the Executive Order you have to know what your baseline is so you'll know how you're meeting your targets. That's the only way you can measure some of the reduction requirements that are there. And so having this Environmental Management System and being able to identify the appropriate components by doing waste analysis, energy efficiency, on and on and on, or energy usage at this current time will be critical to the agency being able to meet their responsibilities under the Executive Order.

If we go next to another area of the Report, namely that of Energy and Water, we think that in the line of recommendations that DHS should identify sites for the construction of large-scale renewable energy facilities that will help the Department accomplish its mission with a more reliable and secure energy supply.

Another example of a recommendation, although there are many, is to subject all capital and operating projects that affect water or water usage to life-cycle cost assessments.

Climate Change is indicated on this slide and you may ask, "Why Energy and Water here?" And it's probably a reminder to an old lady not to forget, so I apologize if it doesn't seem to quite fit here, but it's something that's very important in that climate change has the potential to accelerate and intensify extreme weather events, which threatens the nation's stability and its security. Therefore, all of the elements that go into an overall sustainability and efficiency program must take into account the fact that over time things will change, if indeed climate change does occur, and we need to be prepared. We need to be far more resilient, and we need to start to really work on our adaptation programs.

DHS has the lead, as far as federal agencies are concerned, whenever there are these kinds of issues, encroachment on what is currently our coastline.

Every time I look at the inundation maps I become very concerned. As people we seem to be very attracted to shorelines, and there are so many properties, homes, large and small, cities and towns and communities, that are very close to over time perhaps being under water if the inundation models that we are looking at come to pass unfortunately, and so DHS must be getting ready for some of those activities that they would be called on to take care of.

In the area of Transportation and Regional Integrated Planning, some of the recommendations include incentivizing the employees of DHS itself to use mass transit, to bicycle, to walk, and to locate any of their future facilities in areas where public or mass transit is more available and where they would feel more secure and safe in being able to walk to work or being able to bicycle to work. That may seem like a very simple thing, but it's usually one of the last things that people think about, because if you look at the carbon footprint of most large organizations and include the true carbon footprint, not just what happens as a result of the building itself operating, you find that the vast majority of the emissions of greenhouse gasses occur during the transit from home to work and back. And so we believe that one obvious thing that the Secretary could do is further incentivize employees to live closer to work and to use mass transit.

We also believe that taking a real hard, deep dive into the possibility of purchasing low-emission, low-consumption, or alternative-fuel vehicles for the massive vehicle fleet of DHS will go a long way in helping the Department meet its sustainability goals under the Executive Order.

As I mentioned earlier, DHS could also leverage its massive purchasing power to procure goods and services that address key sustainability issues such as greenhouse gas emissions, water efficiency, pollution prevention and high-performance sustainable buildings. This process encourages manufacturers and corporations to invest in research and innovation and to increase the production and availability of environmentally-preferable goods and services.

Our recommendations include the fact that the Department may want to take some well-prescribed and bounded but nonetheless risk and become an early adopter of some of the new technology, thus encouraging the private sector to participate more, and certainly that would help increase competition and bring down cost.

DHS also has some very unique opportunities to promote sustainability due to its very nature. One, as I mentioned, is their new headquarters at St. Elizabeths. We did go out and take a look at that location. It is a magnificent site. Unfortunately, right now it's in disrepair, but GSA in concert with DHS are working very, very hard to bring it up to snuff, and we believe that it offers DHS and GSA a terrific opportunity to put together a campus that will showcase a comprehensive approach to sustainability and efficiency, to test the intersection between security and sustainability, and to expand its interaction with the surrounding community.

Because DHS encompasses the largest federal law enforcement work force, it can also demonstrate that sustainable law enforcement is possible without compromising mission. And with regard to public engagement, which is a topic that we're so often very concerned with, DHS is one of the federal agencies that has a tremendous ability to reach out and touch the public, to not steal an overused phrase, in that there are so many organizations within DHS that have a direct contact with the public each day.

A perhaps trite example, but an example nonetheless, is with TSA. Many of the citizens who transit our airports every day are not road warriors like so many of us who sit around this table, and who are in this audience, and so somehow, even after all this time, haven't quite gotten the message that you can't carry liquids over a certain amount, you can't run around with little knives in your pockets, there are a lot of things that you're not supposed to do. And when you show up and you get through and you're in with the TSA Agents and you are discovered to have some of these items in your possession, they unfortunately have to take them from you and they are discarded.

One easy thing for the Agency to do to help promote sustainable practices and to make it very visible that DHS is playing its part is to instead of turning around and throwing it into a big trash can, you know, the big bottle of water that you weren't supposed to have, or the little knife, is put them into recycling bins that very clearly say that's what they are. We're recycling the plastic. We're recycling the metal; or we're reusing it in some fashion; or we're turning it over to someone else.

People notice what's going on, when they're not being traumatized, they notice what's going on around them, and when you see a sign that says "Recycling", it's something that has an impact on you, and you remember that that's something that's important to do. And if the Agents can do that while they're carrying out their extremely important mission of making sure that we're secure as we fly, you start to make intersections between security of the nation and sustainable practices.

As I said, as a result of the Executive Order, we were in some ways reduced to more tactical suggestions to the Department of ways that it could go about gaining sustainability as a real practice within the Department. And so we have quite a few recommendations within the Report that certainly would be considered tactical that the Department could employ that will result, we believe, in an agency that is really a showcase for the rest of the Federal Government.

The discussion of specific tactical recommendations must continue, and these recommendations are designed to focus efforts on fundamental concepts and practices which, when implemented, will put DHS on a path to achieving the goals laid out in the Executive Order and the objectives described within this Report and certainly the tasking and the foresight of Secretary Napolitano to recognize the vital link and importance of sustainability as it relates to national security.

That concludes my Report, Mr. Chairman. I appreciate the opportunity once again to have the opportunity to tell you about what we've been up to and would entertain any questions that you may have at this time.

**JUDGE WEBSTER:** Thank you very much, Dr. Thomas. I appreciate the work, the thought that went into this Report.

The Report was previously submitted to the members of the HSAC and so there is now an opportunity, as she said, for you to make any comments or questions that you might have, so I'll open the floor for any member comments or questions, if there are any. Yes.

**JEFF MOSS:** How much consideration do you take in technology? You mentioned automobiles and renewable fuel sources. How about telecommuting? Was that going to make any kind of a meaningful impact?

**DR. LYDIA THOMAS:** Yes, we did talk about telecommuting. Many of the individual units within DHS already have a telecommuting policy. There is no unifying policy across the Department for somewhat obvious reasons, because the components happen to be very different, but yes, we did talk about telecommuting. We talked about I think almost any way that we could to help reduce greenhouse gasses. Certainly in terms of technology, not just computing technology, but specifically looking at many of the what I would call up-and-coming technologies that are out there that would reduce water flow in certain facilities where we can eliminate things that we actually just don't need, because there are all sorts of new devices out there, and that was the idea behind the Department actually being an early adopter, perhaps, of some of the technologies that are out there that haven't been scaled yet, that could be used on a much larger scale, that would bring other competitors into the market and then reduce the cost of some of the newer technologies such that they would be more available to not only the Federal Government but to you and I to use and employ in our homes, which at today's prices may be slightly out of reach. Governor, did I see your hand?

**GOVERNOR MARTIN O'MALLEY:** Very briefly. I would like to compliment you on the work and success of acknowledging the cost of water and ask you if you would add the consideration of storm-water integration as well, given its proximity to streams and the like, the impermeable and permeable surfaces, and their impact, and the low cost of doing that up front rather than retrofitting behind?

**DR. LYDIA THOMAS:** Yes, sir, we did take a look at that. And while we didn't address it across the country, in all of the DHS facilities countrywide, certainly the suggestion that they look at storm water runoff, but we specifically looked at it out at the new St. Elizabeths facility, and certainly there's been some terrific work done there, especially around the new Coast Guard building.

I would recommend it to all of my fellow HSAC members if you have an opportunity to hear a briefing on some of the sustainability practices and what I call pollution "prevention takes" that are being adopted by GSA and DHS out there. But that certainly is an issue that has to be an addressed across the country.

**JUDGE WEBSTER:** Any other comments or questions? All right. I believe it's appropriate at this time to submit the Report to the membership for approval. All members in favor of adopting the report please say aye. (The members voted.) Opposed?

Very well. By voice vote it is unanimously adopted and will be submitted to Secretary Napolitano. Thank you.

I'd like now to introduce another fellow HSAC member, Dr. Ruth David, to my right, who is the Vice-Chair of the Quadrennial Review Senior Advisory Committee who will be presenting and updating us on the QRAC.

### **HSAC QUADRENNIAL REVIEW ADVISORY COMMITTEE UPDATE**

**DR. RUTH DAVID:** Thank you, Mr. Chairman. As a subcommittee of the Homeland Security Advisory Council, the Quadrennial Review Advisory Committee, or QRAC, was established to provide recommendations and advice to the Secretary of Homeland Security for the Quadrennial Homeland Security Review.

The Committee has a diverse and representative membership with a wide range of areas of expertise, and I'd like to take this opportunity to introduce two of my fellow members of the QRAC. To my right, Norm Augustine, who also served as the Co-Chair of the QRAC, and also Dr. Skip Williams. Both of these gentlemen, as well as their other colleagues on the QRAC, were very engaged throughout the development of the Quadrennial Homeland Security Review Report.

The QRAC served as an objective forum where members shared independent advice in the form of ideas and feedback on key issues and questions that arose throughout the development of the QHSR.

The QHSR culminated in a Congressionally-mandated report, which was released to the Hill two days ago. This Committee, the QRAC, last reported to HSAC at its June 5, 2009 meeting in Albuquerque, New Mexico, but since its inception the QRAC has met a total of nine times beginning in December of 2008. All of the meetings were held in the Washington, D.C. area.

During these meetings the Advisory Committee received detailed information from DHS leadership and the DHS Office of Strategic Plans, which administered the QHSR process concerning QHSR design, analysis, and conclusions.

The Committee members provided individual, independent and innovative advice on the working documents starting with the Terms of Reference and continuing through the analysis and leadership review phases of the QHSR. The QRAC also participated actively in the public effort of the Review -- the QHSR, the "National Dialogues on the QHSR" -- which was conducted in partnership with the National Academy for Public Administration. Three National Dialogue sessions were held during the analysis phase of the review. Since DHS has now publicly released the final QHSR Report, the QRAC will complete its work and submit its Report to the HSAC in the coming weeks. Thank you.

### **CLOSING REMARKS**

**JUDGE WEBSTER:** Thank you very much, Dr. David. Splendid Report. We appreciate all the work that you've done on it. All right. At this time we are ready to bring the public session to a close. Members of the public who would like to provide a comment to the Homeland Security Advisory Council may do so by writing to Homeland Security Advisory Council, U.S. Department of Homeland Security, Washington, D.C., 20528. You can also e-mail us at [hsac@dhs.gov](mailto:hsac@dhs.gov).

We have already received public comments, which we will make a part of the record. The HSAC information and meeting minutes may be found at [www.dhs.gov/HSAC](http://www.dhs.gov/HSAC).

Our meeting notices are posted in the Federal Register in compliance with the Federal Advisory Committee Act.

So, members, we will reconvene promptly in a closed session at 12:20 in Ballroom A next door. Thank you. This meeting is closed. (The meeting closed at 11:37 A.M.)