



**U.S. DEPARTMENT OF HOMELAND SECURITY**  
**HOMELAND SECURITY ADVISORY COUNCIL**

November 14, 2012

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Secretary Janet Napolitano  
U.S. Department of Homeland Security  
Washington, DC 20528

Dear Madame Secretary:

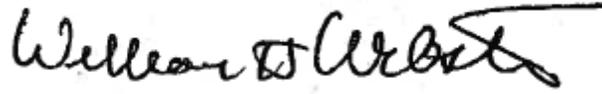
The Sustainability and Efficiency Task Force (SETF) was reactivated as a result of your tasking of the Homeland Security Advisory Council (HSAC) last Winter. The tasking directed the SETF to assess the updated 2011 SSPP from an industry viewpoint; which was to include the new Sustainability Data Acquisition program currently being undertaken by the Department's Management Directorate. The SETF was also directed to evaluate the vehicle fleet management program, and to review the Department's Sustainability Policy memo and evaluate how it aligns with the updated SSPP.

The report produced by the SETF includes pragmatic, achievable recommendations that can strengthen the Department's mission, reduce operating costs and enhance the overall security of the Nation. Among the ten recommendations proffered by the task force were that the Department should complete development of the data warehouse system by the end of FY 12, and activate its functional operations as a fundamental construct of a 'One DHS' unified data acquisition, storage, and management system.

Regarding monetization, the SETF encouraged the Department to identify and secure funds to meet DHS's Department-wide sustainability and efficiency requirements as required by Executive Order 13514. With respect to the vehicle fleet recommendations, the task force suggested that the Mobile Assets Director be solely responsible for vehicle inventory, classification, management, acquisition, replacement, and disposal requests for the Components.

Through the course of their work, the SETF and its respective working groups held 21 conference calls and two in-person meetings to develop its findings and recommendations. On behalf of the HSAC and the SETF, I submit this report for your consideration. We appreciate the opportunity to advise you on these important topics and it has been an honor to serve you, the members of the Department, and the American people in this advisory role.

Sincerely,

A handwritten signature in black ink, appearing to read "William Webster". The signature is fluid and cursive, with a prominent horizontal stroke at the end.

**William Webster**  
Chair, Homeland Security Advisory Council