



April 29, 2009

Progress Report: Department of Homeland Security (DHS)

Overview

In the first 100 days of President Obama's administration, Secretary Janet Napolitano has begun charting a bold and ambitious new course for the [Department of Homeland Security](#). This new vision involves five major priorities for DHS – counterterrorism, securing our borders, smart and tough enforcement of our immigration laws, improving preparedness, response, and recovery from natural disasters, and maturing and unifying the Department – as well as sweeping Department-wide reforms that are transforming DHS into a smarter, leaner, more effective agency.

These efforts have already generated substantial results. Since January 21, DHS has signed international cooperation agreements to provide more tools in the fight against terrorism, launched efforts to combat drug cartel violence in Mexico, taken steps toward more effective immigration enforcement procedures, worked in close coordination with state and local authorities to respond to severe storms in Arkansas, Kentucky, and Missouri and record flooding in North Dakota and Minnesota, [accelerated recovery efforts in the Gulf Coast region](#), and announced more than \$3.5 billion in [DHS and GSA American Reinvestment and Recovery Act funds](#) supporting DHS programs to secure our nation and get our economy back on track.

At the same time, Secretary Napolitano's comprehensive reform agenda is enhancing DHS' ability to fulfill its key missions. She is reinvigorating relationships with state, local, and tribal leadership, law enforcement, the private sector, and international allies, reflecting the critical role these partners play in the nation's domestic security. She is establishing new policies to unify a young department to build cohesiveness, boost morale, and improve DHS' operational capabilities. She has enlisted the American people as true partners in preparedness and recovery by reaching them in their communities, at their workplaces and where they get their information. She has launched a first-of-its-kind Department-wide [Efficiency Review](#), aimed at cutting costs while streamlining operations and decision-making, underscoring her commitment to maximizing every resource to secure our homeland and protect the American people.

Guarding Against Terrorism

Secretary Napolitano's top priority has been to take new, proactive steps to strengthen America's defense against terrorist threats through international partnerships, enhanced transportation security, collaboration with state, local, tribal, and territorial entities, and coordination with the private sector.

International Partnerships

Secretary Napolitano met with [six homeland security counterparts from European Union countries in March](#) to discuss ways to enhance information-sharing about terror suspects and bolster the security of international cyber networks, two of the most pressing issues the United States and its allies face in confronting violent extremism.

To that end, Secretary Napolitano signed a [science and technology agreement between the United States and Germany](#), establishing a collaborative partnership to develop technologies to combat terrorism. The first such collaboration, planned to start this summer, will focus on the development of “visual analytics” technologies that can improve counterterrorism intelligence analysis by organizing and clustering millions of pieces of intelligence data and arranging them visually in an intuitive fashion, allowing intelligence analysts to understand them more quickly.

Infrastructure Protection and Security

Protecting the country and reinvigorating the economy are not mutually exclusive. That’s why the Recovery Act signed by President Obama included \$1 billion to fund explosives detection equipment for the [Transportation Security Administration](#) and enhanced checkpoint screening at airports – funding that will both protect America and create jobs.

Secretary Napolitano is also leading the effort to bolster safety at *all* our nation’s transit hubs, focusing not only on airports but also on rail, public transportation, trucks, highways, and other forms of transportation. Demonstrating her commitment, she announced [\\$970 million in preparedness grants](#) at Union Station in Washington, D.C. on April 8, including:

- **\$388.6 million** to protect critical surface transportation infrastructure from terrorism, funding that provides for security plans, vulnerability assessments, employee security awareness training, and GPS tracking systems for railroad cars that transport toxic inhalation materials.
- **\$11.7 million** to bus lines, to assist operators of fixed-route bus services to support security plans, facility security upgrades and vehicle and driver protection.
- **\$2.2 million** for trucking security – to implement security improvement measures and policies that focus on the purchase, installation or enhancement of equipment and systems related to tractor and trailer tracking systems; to help develop a system for DHS to monitor, collect and analyze tracking information; and to develop plans to improve the transport and distribution of supplies and commodities during catastrophic events.
- **\$388.6 million** to protect critical American ports from terrorism, to protect ports against improvised explosive devices and other non-conventional weapons, and to conduct training and exercises and support implementation of the [Transportation Worker Identification Credential \(TWIC\)](#), which will ensure everyone who works in a port has received a clearance.

- **\$48.6 million** to increase preparedness capabilities of jurisdictions responsible for safeguarding critical infrastructure sites and key resource assets, such as chemical facilities and nuclear power plants, through planning and equipment acquisition.
- **\$33 million** to improve emergency management and preparedness capabilities by supporting flexible, sustainable, secure and interoperable Emergency Operations Centers (EOC) to address identified deficiencies and needs.
- **\$48.6 million** for planning, training, exercises and equipment to states, territories, local and tribal governments to carry out initiatives identified in Statewide Communication Interoperability Plans, and improve interoperable emergency communications for responding to natural disasters and acts of terrorism.

State, Local, Tribal, Territorial, and Private Sector Collaboration

As a former border state Governor, Secretary Napolitano knows the importance of building partnerships with state, local, and tribal governments to secure the homeland. Along with the private sector, she views these entities as the core of the nation's defenses against terrorism. To that end, Secretary Napolitano:

- Delivered the keynote address to the [2009 National Fusion Center Conference](#) in Kansas City, where she met with the directors of each of the nation's fusion centers and heard directly from federal, state and local fusion center employees about ways to make fusion centers more effective and efficient.
- Appeared before and heard from **all 50 state emergency managers**, and has traveled to meet with state and local emergency management officials in several states, including those recently affected by severe storms and natural disasters.
- Spoke to the **National League of Cities and Towns**, the **National Association of County Officials**, and the **National Congress of American Indians** about efforts to improve communication and collaboration.
- Addressed the [International Association of Firefighters](#), affirming DHS' commitment to working with local first responders and highlighting an additional \$210 million in fire station construction grants through the Recovery Act.
- Announced the creation of a **first-ever DHS policy to engage the direct and interactive involvement of Native American Tribes in developing regulatory policies, recommending grant procedures for tribes, and advising on key issues**. She also established a new position within the Office of Intergovernmental Programs dedicated specifically to Tribes, as well as tribal liaisons in each component.
- Initiated efforts to bolster partnerships with private sector owners of the nation's critical infrastructure, holding roundtables with business groups and visiting key sites during trips to ports and border crossings.

These initiatives are just the beginning of Secretary Napolitano's efforts to build meaningful partnerships and ensure constant communication with state, local, tribal, and territorial entities, law enforcement, and private sector partners.

Counter-radicalization, Civil Rights and Civil Liberties

Recognizing that preparedness begins at home, the Secretary has focused efforts to combat homegrown terrorism, radicalization and violent extremism in the United States by:

- Dispatching the DHS Office of [Civil Rights and Civil Liberties \(CRCL\)](#) across the country to meet with leaders of Muslim, Arab, Somali, and new American communities in Boston, Chicago, Detroit, Columbus, Houston, Los Angeles, and Washington, D.C.
- Directing the DHS Office of [Intelligence and Analysis](#) to partner with the Office of Civil Rights and Civil Liberties to develop training materials on violent extremism and radicalization for the use of state and local law enforcement on the ground.
- Working with state and local partners to facilitate collaboration to confront radicalization and other homegrown threats.

At the same time, Secretary Napolitano is committed to ensuring that DHS' security efforts do not infringe upon Americans' civil rights, civil liberties, and privacy. As a result, the DHS Office of Civil Rights and Civil Liberties (CRCL) has conducted extensive outreach with a variety of stakeholders, including non-profit organizations, federal agencies and local leaders representing diverse communities. Going forward, DHS is committed to conducting additional outreach with groups that are particularly vulnerable to ensure that basic Constitutional protections are respected in all Departmental activities.

Securing Our Borders

In March, Secretary Napolitano announced a far-reaching [Southwest Border Initiative](#) to crack down on Mexican drug cartels through enhanced border security, including the deployment of hundreds of new personnel, enhanced intelligence capability and better coordination with state, local and Mexican law enforcement authorities.

The Southwest Border Violence Initiative:

- **Initiates 100 percent southbound rail screening** – [Customs and Border Protection](#) formerly did not screen any of the cargo traveling by rail from the United States into Mexico; it can now scan all of it for weapons, ammunition, and currency. Existing non-intrusive inspection equipment is being used to detect contraband in cargo on each of the eight rail crossings on the Southwest border.
- **Doubles BEST agents** – DHS is doubling the number of DHS agents working on [Border Enforcement Security Teams \(BEST\)](#), which bring together federal, state, local, and

Mexican law enforcement and intelligence in joint operations to counteract smuggling. 95 additional [ICE](#) agents will be assigned to the border region to strengthen the BEST program and complement the 95 in place.

- **Triples DHS intelligence analysts on the Southwest Border** – DHS is adding intelligence resources to the Southwest border effort in order to direct the Department’s expanded effort against cartels in a smart, focused, and intelligence-driven manner.
- **Increases ICE attaché personnel in Mexico by 50 percent** – ICE attaché agents work in Mexico with Mexican law enforcement to combat transnational smuggling on both sides of the border. With CBP, ICE attaché agents combat money laundering through “[Operation Firewall](#),” a cooperative effort with the government of Mexico. DHS is deploying 12 more attaché agents to augment the 24 already working in Mexico.
- **Doubles DHS agents working with Violent Criminal Alien Sections** – Because smuggling crimes committed on the U.S. side of the border present a serious challenge to border security efforts, DHS is doubling the number of its officers that work with U.S. Attorney’s Offices to target these criminals through the Violent Criminal Alien Sections of the [Criminal Alien Program](#). ICE will transfer 50 more officers to augment the 51 already working in this capacity.
- **Quadruples Border Liaison Officers (BLO)** – The BLO program creates cooperative working relationships between U.S. and Mexican law enforcement agencies to fight cross-border criminal organizations such as drug cartels through information- and intelligence-sharing. ICE will redirect 30 more officers to augment the ten serving in this role.
- **Adds Border Patrol Officers** – CBP is placing 100 more Border Patrol agents at Southwestern Ports of Entry to bolster outbound inspections from the U.S. into Mexico in order to detect arms and bulk-cash smuggling. In the past, the Border Patrol has not ordinarily served in this capacity.
- **Adds Mobile Response Teams** – Three Mobile Response Teams of 25 CBP agents each are deploying to the Southwest border to combat arms smuggling.
- **Expands Secure Communities** – [Secure Communities](#) is an identification system that shares the biometric information (such as fingerprints and DNA) of suspects between jurisdictions. DHS is deploying this technology to the border communities that have the highest risk for violence committed by criminal aliens who may have associations with smuggling enterprises or cartels.
- **Augments Search Technologies** – An additional nine Z-Backscatter mobile X-ray units are being moved to the Southwest border to help CBP identify anomalies in passenger vehicles.

- **Engages Canine Teams** – Twelve teams of “cross-trained” canines – trained to identify both weapons and currency – are being sent to the Southwest border.
- **Adds License Plate Readers** – Additional outgoing lanes at ports of entry will be outfitted with technology to search for the vehicles of known smugglers.
- **Enhances Operation Stonegarden Grant Funding on the Border** – Grant guidance for the remaining balances in [Operation Stonegarden](#) from FY 2006 to FY 2008 will be modified to enhance current state, local, and tribal law enforcement operations on the border. The new guidelines will expand the scope of what the funds can be used for, freeing up to \$59 million for state, local, and tribal law enforcement on the border.
- **Actively Engages State, Local, and Tribal Law Enforcement** – DHS is aggressively reaching out to law enforcement in border communities, recently conducting a firsthand tour of state and local law enforcement operations along the southwest border and leading bi-monthly conference calls with chiefs of police and sheriffs in a classified setting.

Forging New Partnerships with Mexico

In the first 100 days of the Obama Administration, Secretary Napolitano met with Mexican President Felipe Calderon, Mexican Interior Minister Fernando Gomez Mont, Mexican Foreign Secretary Patricia Espinosa, and Mexican Attorney General Eduardo Medina Mora to negotiate bilateral agreements and ensure that the Mexican government’s efforts to combat cartel violence are closely coordinated with our own. These close working relationships are critical to the success of the Southwest Border Initiative. Following her meeting with Mexican Foreign Secretary Espinosa, for example, Secretary Napolitano announced that Mexico and the United States had reached agreement on arrangements for the expedited and humane repatriation of Mexican nationals.

Progress

DHS efforts along the [Southwest border](#) are already making a difference. Enforcement efforts targeting weapons, drug and currency smuggling have yielded major seizures. In FY 2009 thus far, DHS agencies have seized more than \$60 million in U.S. currency, more than 700 firearms, and more than 125,151 rounds of ammunition at the Southwest border.

In addition to interdiction efforts, DHS is focused on facilitating legal commerce and trade across our borders. The Recovery Act includes \$720 million in DHS and GSA funds for renovation and construction at the nation’s land ports of entry. In total, [more than \\$400 million in ARRA funding is being directed to the Southwest border](#), including port and other infrastructure projects, tactical communications modernization, non-intrusive inspection equipment, and accelerated deployment of surveillance technology.

Swift, Cooperative Disaster Response

DHS has been leading the U.S. Government’s overall response to the [recent outbreak of H1N1 flu virus](#). Secretary Napolitano, as the Principal Federal Official, has been coordinating with the

Department of Health and Human Services, the Centers for Disease Control and Prevention, and other federal departments and agencies to ensure a smooth, swift, and effective response.

The federal government's efforts include:

- Releasing millions of courses of anti-viral drugs to the states, with priority placed upon states that have confirmed cases of H1N1 and Southwest border states.
- Issuing a travel advisory, recommending against non-essential travel to Mexico.
- Enhancing observation of travelers entering the U.S., connecting those presenting symptoms to public health officials for evaluation.
- Establishing an interagency task force to focus on current operations and coordination of the U.S. government's response to H1N1 and to plan for future needs.
- Distributing information on the H1N1 flu to travelers so they can recognize symptoms and know to seek treatment.
- Pre-positioning anti-viral drugs and protective goods (masks, hand sanitizers, etc.) along the borders and at our transit hubs to ensure operations will continue at full strength.
- Initiating extensive outreach to homeland security advisors, state and local elected officials, tribal governments, health professionals, school officials, fusion centers, private sector, infrastructure protection partners, Congressional representatives and international allies to ensure a collaborative and coordinated response to the H1N1 flu.
- Educating Americans on what they can do to protect themselves, their families, and their neighbors.

DHS has responded to [ice storms in Kentucky, Arkansas and Missouri](#) and record flooding in Minnesota and North Dakota, working with state, local, and tribal officials as well as the President to ensure that the federal government is fully engaged and coordinated with the needs of states tribes, localities, and territories when severe weather strikes.

Midwest Winter Ice Storms

In late January, DHS took quick action to assist state and local authorities in responding to a major winter storm that caused mass power outages that forced thousands of people to move to temporary shelter and other substantial damage. In short order, [FEMA](#) provided:

- More than 2,300,000 prepackaged meals (109 trucks)
- 198 trucks of water
- Roughly 80,000 gallons of fuel
- More than 480 generators
- Thousands of blankets and cots

Secretary Napolitano then [visited the affected areas in early February](#) to meet with state and local officials to review DHS efforts and refine response capabilities to ensure the Department provides the most effective assistance possible.

Red River Flooding:

DHS responded immediately to record flooding in late March and early April along the [Red River in Fargo, North Dakota and Moorhead, Minnesota](#), coordinating aid and response with state and local authorities. Through the end of March, FEMA had made available:

- More than 345,000 prepackaged meals (11 Trucks)
- 42,000 cots
- 105,000 blankets
- 366,000 liters of water
- 105 generators of various capacities and five industrial generators to power critical facilities
- 569 staff in North Dakota and 256 staff in Minnesota
- Communications capability for information processing, logistics and operational support through FEMA's Mobile Emergency Resource Support (MERS) unit.

In addition, the [U.S. Coast Guard](#) deployed over 100 personnel, provided 16 rescue boats, five search and rescue helicopters, and nine airboats for the rescue efforts, which resulted in the rescue of more than 100 citizens. Customs and Border Protection deployed 120 officers, agents and pilots to assist with the Red River Basin flooding and the CBP Unmanned Aerial System provided aerial photography for situational awareness. Acting FEMA Administrator Nancy Ward visited the area to inspect flood conditions and oversee recovery efforts firsthand. Throughout the flooding, Secretary Napolitano received constant updates from DHS personnel on the ground and was in frequent communication with the White House to keep the President informed of flood conditions and federal response efforts.

Speeding Recovery on the Gulf Coast

Committed to strengthening and accelerating rebuilding efforts in the Gulf Coast communities recovering from Hurricanes Katrina and Rita, Secretary Napolitano has taken decisive action to improve recovery and assist individuals still affected by these disasters. From the beginning, she dispatched senior Department leadership to the region to expedite decision making and recovery efforts. In February, she announced that the Federal Emergency Management Agency's (FEMA) [temporary housing program for individuals and families impacted by Hurricanes Katrina and Rita](#) was extended for an additional 60 days. In March, the Secretary toured the region with Secretary of Housing and Urban Development Shaun Donovan, met with state and local officials, and has since made a number of announcements to accelerate recovery efforts:

- **Relocation Assistance Program** – Secretaries Napolitano and Donovan extended the Relocation Assistance Program. Families that were displaced from their primary residence in a disaster declared area as a result of Hurricanes Katrina and Rita are eligible for up to \$4,000 in reimbursement for relocation expenses.
- **Additional recovery assistance** – During her visit to the Gulf Coast, Secretary Napolitano announced DHS will provide replacement funding for two police stations and a fire station heavily damaged in Hurricane Katrina, aid to finish repairs of a high school, and \$12 million to help repair the St. Bernard Parish Water Treatment Plant. Later, the Secretary announced an additional \$93.6 million in Public Assistance funding, which includes funding for schools, higher ed facilities, and critical infrastructure projects like water treatment. In total, more than \$340 million in Public Assistance funding has been awarded since the beginning of the Obama Administration.

- **Creation of joint FEMA/State teams in Louisiana to accelerate decisions and resolve recovery disputes** – Secretary Napolitano created two new joint review teams, comprised of FEMA and State of Louisiana personnel, which are tasked with quickly and fairly resolving disputes under the Public Assistance program. These teams will assure a transparent process and promote close coordination between FEMA and the state to identify disputes, address them quickly, resolve cost issues, and expedite final decisions and approvals
- **Extending Mississippi’s Hazard Mitigation Grant Program** – This program will reduce the loss of life and property in future disasters by funding mitigation measures during the recovery phase of a natural disaster. At the request of the state of Mississippi, FEMA extended Mississippi’s Hazard Mitigation Grant Program project application deadline until June 30.
- **Realigning Gulf Coast Recovery Offices** – Secretary Napolitano announced realignment of offices in the Gulf Coast to expedite decision making and improve efficiency. Oversight of the Mississippi Transitional Recovery Office has been transitioned to FEMA’s Regional Office in Atlanta. The Louisiana Transitional Recovery Office, which continues to report directly to the FEMA Administrator, has assumed operations of the Gulf Coast Recovery Office, a temporary office created after Hurricanes Katrina and Rita to oversee the multi-state FEMA operations of the Alabama, Mississippi, Louisiana and Texas Transition Recovery Offices.

Promoting Efficient and Effective Government

The Efficiency Review initiative Secretary Napolitano launched at DHS follows President Obama’s call for efficient, transparent, and fiscally responsible government. It also reflects Secretary Napolitano’s ongoing commitment to transform DHS by ensuring it fulfills its missions in the most efficient and effective ways possible.

In February, Secretary Napolitano issued a [DHS-wide action directive](#) to identify current and past efforts to improve efficiency, reduce costs, update processes, eliminate duplication and improve transparency. The result was an inventory of more than 700 efficiency measures across DHS that served as the basis for the department-wide initiative.

In March, Secretary Napolitano formally announced [DHS’ Efficiency Review](#) – a major initiative to improve efficiency and streamline decision-making through a series of simple, common-sense reforms as well as systemic, long-term changes. Initiatives were divided into 30-, 60-, 90- and 120-day groupings, indicating when implementation will begin. On April 17, the Secretary issued official Departmental guidance on four of the 30-Day initiatives – eliminating non-mission critical employee travel, consolidating newspaper and journal subscriptions, eliminating the printing of hard copy documents that can be posted/distributed online, and maximizing the use of DHS and other federal facilities to minimize rental costs.

The initiative is led by an [Efficiency Review Steering Committee](#) with representatives from all DHS components and offices, along with a full-time Efficiency Review Team comprised of Department veterans.

DHS Efficiency Review:

Acquisition Management

- Leveraging buying power and purchase agreements when acquiring office supplies, with estimated cost savings of up to **\$52 million over the next five years.**
- Procuring multi-purpose office equipment, such as combined copier, printer, fax, and scanner all in a single unit, which will save space, reduce service costs, and lead to volume discounts of over **\$10 million over five years.**

Asset Management

- Implementing a new computerized fleet management tracking system to identify opportunities to increase our alternative fuel usage; guard against waste, fraud, and abuse; and optimize how DHS manages its fleet.
- Acquiring hybrid vehicles (and alternative-fuel vehicles in cases where hybrids are not feasible) for an **estimated mileage improvement of upwards of 30 percent.**

Property Management

- Implementing energy efficiencies in buildings for an **estimated cost avoidance of \$3 million per year.**
- Maximizing the usage of government office space for meetings and conferences in lieu of renting facilities.

Employee Vetting and Credentialing

- Developing a process to obtain preliminary security background data for candidates referred for final consideration in the hiring process *before* undergoing the costly and time-intensive background check process, which can cost up to \$5,500 for each candidate.

Hiring/Onboarding

- Consolidating new employee orientations and mandatory trainings to eliminate duplicative course offerings and standardize content.
- Developing cross-component training opportunities for employees.

Information Technology

- Acquiring enterprise licenses for commonly used software for an estimated **cost avoidance of over \$283 million over six years.**
- Utilizing refurbished IT equipment by redeploying the current inventory throughout the Department.

Miscellaneous

- Eliminating non-mission critical travel for employees and maximizing the use of conference calls and web-based training and meetings.

- Consolidating subscriptions to professional publications and newspapers to lower costs and reduce duplication.
- Eliminating the printing and distribution of all reports and documents that can be sent electronically or posted online.
- Enacting a moratorium on all external contracts for the design and production of new seals and logos, on which the Department has spent over \$3 million since 2003.
- Conducting an assessment of all full-time/part-time employees and contractors to better manage our workforce and deliver our core mission.

Realized Efficiencies

While Secretary Napolitano continues to initiate new Department-wide efficiency efforts, DHS components and offices have already implemented a number of initiatives resulting in significant savings, including:

Recurring Savings

- **DHS** initiated a program that captures **fleet fuel costs** as fuel purchases are made for individual vehicles in real time, allowing managers to make nearly instant adjustments to improve efficiency in fleet usage. With 45,000 vehicles and an estimated 1.5 million transactions annually, an improvement of at least 1/2 of 1 percent is expected **for annual savings of at least \$1 million.** (January 2009)
- **TSA** approved changes to improve internal control and auditing capabilities leading to **annualized savings of \$1.5 million.** (January 2009)
- **CBP** started an initiative to convert bi-weekly leave and earnings statements from paper to online. Assuming 20,000 to 50,000 employees opt-in, the initiative is expected to **cut costs by \$100,000 to \$250,000 annually.** The Secretary plans to implement this initiative department-wide. (March 2009)

Cutting Costs

- **The [Federal Law Enforcement Training Center](#)** won the GSA national mail center competition for innovative practices to cut costs. From the 3rd quarter of FY08 to the 4th quarter of FY08, FLETC cut the average cost of mail from \$18.61 to \$6.81 resulting in **\$460,105 in savings during a single quarter.** (Award announced in March 2009)
- **USCIS** conducted a review of open obligations (unpaid bills, outstanding contract payments, etc.) and closed obligations in which final payments have been received; **recovered \$2.2 million in savings.** (February 2009)

Improving Customer Service

- **DHS' [Science & Technology Directorate](#)** partnered with **[Secret Service](#)**, industry, and academia to digitize over 9,000 ink samples improving investigation of criminal and terrorist activities and **reducing matching times from days to minutes.** (January 2009)
- The **Office of Intelligence and Analysis** streamlined procedures for processing classified network account requests from state, local, tribal, and territorial partners, reducing the time

from five to two days, resulting in **savings of \$229,000 and 2,160 workdays per year** and faster investigations. (January 2009)

- **USCIS** created a new **Plain Language Initiative** to promote agency-wide use of clear, concise language in all internal products and public documents (regulations, forms, letters, etc). The Secretary plans to implement this initiative department-wide. (March 2009)
- **Global Entry**, a pilot program managed by CBP, has **reduced wait times for pre-approved, low-risk travelers crossing the border by 71 percent** (average seven minute reduction). To date, approximately 8,700 individuals have enrolled in Global Entry. (Study on Global Entry released January 2009; Statistical analysis updated through March 24, 2009)

Energy Efficiency

- **DHS Headquarters** identified, in partnership with the Department of Energy, **opportunities to use renewable energy technologies** throughout the Department. An estimated **\$3 to \$5 million dollars in costs will be avoided** by using on-site renewable energy generation instead of grid power. (January 2009)
- The **Federal Law Enforcement Training Center (FLETC)** established a water-wise landscaping program at their facilities and buildings that involves soil analysis, drought-resistant native plants, efficient irrigation, organic fertilizer, and resource-conscious planning and design to reduce water usage. Through consolidation of 13 systems and targeted irrigation, FLETC projects an approximate cost avoidance of \$80,000 per year. (January 2009)

Streamlined Services

- The **Office of Security is reducing overhead costs by \$1 million** by restructuring to eliminate overlap in work assignments and duplication of supervisory functions. (February 2009)

Transparency and Reform

Ethics and Openness

Secretary Napolitano is dedicated to holding public servants to the highest standards and promoting ethical, open government. To increase transparency, DHS launched www.dhs.gov/recovery on February 23, to publicize how DHS Recovery Act funds are being spent—from the bill's passage to project completion.

To ensure that all DHS employees operate with the highest ethical standards, on her second day in office, Secretary Napolitano directed every incoming employee to receive a personal and comprehensive ethics briefing by the chief ethics officer. Secretary Napolitano received her briefing on January 22.

And to ensure that DHS is open and responsive to the American public and its employees, the Secretary and other senior leadership at DHS regularly post updates on the Department's

activities on the [DHS Leadership Journal](#), a blog for DHS employees, the media, and general public.

DHS components have also implemented reforms aimed at increasing transparency, including:

- The **Coast Guard** utilizes RSS feeds, the iCommandant blog, and YouTube to promote public safety and mass rescue planning
- **FEMA** uses Twitter to promote tornado safety messages, weather alerts, and FEMA warnings.
- **TSA** engages employees through social networking tools including an online forum, Idea Factory, for employees to candidly discuss and vote on ideas to improve security and customer service.
- **TSA** revised internal policies to require classified sections of documents to be redacted (vs. the entire document itself) to increase transparency and the dissemination of public information about TSA programs. (February 2009)

One DHS

DHS is both one of the youngest and one of the largest departments in the federal government. Secretary Napolitano recognizes that in order to achieve its full potential DHS must unify all its components behind its common missions. In the near-term, Secretary Napolitano has enacted a moratorium on costly external contracts for branding and logos, which have cost the Department \$3 million since its inception; instead, all components will now use the existing, common DHS logos and seals.

Additionally, throughout her first three months, Secretary Napolitano has emphasized the importance of a unified DHS campus at St. Elizabeths in Washington, D.C. to the Department's long-term success. Currently, the Department has dozens of locations throughout the Washington, D.C. area, often inhibiting cooperation and unity. The Recovery Act signed by President Obama contains \$650 million to support construction of the new headquarters and Secretary Napolitano plans to ensure the project remains a priority throughout her tenure.

Conclusion

Secretary Napolitano has laid the groundwork for her long-term vision for the Department. Going forward, she will continue to focus on her five main priorities of counterterrorism, securing our borders, enforcing smart and tough immigration laws, improving preparedness, response, and recovery from natural disasters, and maturing and unifying the Department. DHS will continue to approach its missions in a systematic way, by working collaboratively with other federal departments and agencies and state, local, tribal, private sector and international partners; deploying the best that science and technology has to offer; and ensuring that the Department spends every dollar wisely and efficiently, even as DHS pursues new initiatives. Though much remains to be done, over the last three months, the Department has made progress towards achieving its core missions and ensuring the security of our Nation.