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NOMINATION OF GREGORY B. CADE

HEARING

BEFORE THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

ONE HUNDRED TENTH CONGRESS

FIRST SESSION

ON THE

NOMINATION OF GREGORY B. CADE TO BE ADMINISTRATOR, U.S. FIRE ADMINISTRATION, U.S. DEPARTMENT OF HOMELAND SECURITY

MARCH 15, 2007

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NOMINATION OF GREGORY B. CADE

THURSDAY, MARCH 15, 2007

U.S. SENATE,
COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 10:02 a.m., in room SD–342, Dirksen Senate Office Building, Hon. Joseph I. Lieberman, Chairman of the Committee, presiding.

Present: Senators Lieberman, McCaskill, Collins, and Warner.

OPENING STATEMENT OF SENATOR WARNER

Senator WARNER. Let's seize the moment. I will knock the gavel. [Laughter.]

The hearing is now commenced, and I would like to say to my former Chairman, the distinguished Senator Collins, that I am privileged to be here this morning for the purpose of the introduction of Chief Greg Cade to be the U.S. Fire Administrator. He is joined by his lovely wife. Would you kindly introduce your wife and others here, Chief?

Mr. CADE. Thank you, sir. I have with me this morning my wife, Debbie.

Mrs. CADE. Nice to meet you.

Senator WARNER. And all these other fellows behind you?

Mr. CADE. I also have with me my brother-in-law, Jesse, and my good friend, Bill. They are here in support of me. And from the IAFC, the Treasury, Julian Taliaferro, who is also here with me this morning. So I am very fortunate to have some friends in the audience.

Senator WARNER. Well, we thank you very much for offering to take on this very important chapter of your life in public service again.

Madam Chairman, the U.S. Fire Administration was created in 1974 with the mission to protect the American people from loss of life through coordination of the various fire services, education, and public outreach. Today, I have the pleasure to introduce to the Committee a long-time Virginian, Chief Greg Cade, as the President's nominee to lead this organization.

The nomination is a result of nearly four decades of service in Prince Georges County, Maryland; Hampton, Virginia; and Virginia Beach. For the past 15 years, Chief Cade has served the Hampton Roads Community, most recently as Chief of the Virginia Beach Fire Department.

It has been our pleasure to have had Chief Cade serve the people of Virginia. I had the privilege to work directly with the Chief when Hurricane Isabel struck Virginia in 2003 and can say that he can be an asset to the U.S. Fire Administration and the men and women in the Fire Services all across America, one of our most heroic cadres of public servants all across this country.

Under his leadership, the Virginia Beach Urban Search and Rescue (USAR) team, one of the 28 FEMA teams deployed around the country to assist in major disaster situations, has assisted in the response to disasters such as the September 11 attack on the Pentagon and Hurricanes Katrina and Rita.

Chief Cade's nomination is supported by the International Association of Fire Chiefs, the Virginia Fire Chiefs Association, the International Association of Fire Fighters, and numerous other organizations. The President has placed trust in Chief Cade with the nomination, and it is my hope that this Committee and the full Senate will confirm him soon so that he can assume this important post.

[The prepared statement of Senator Warner follows:]

PREPARED STATEMENT OF SENATOR WARNER

Mr. Chairman and Madam Ranking Member, the U.S. Fire Administration was created in 1974 with the mission to protect the American people from loss of life through coordination of the various fire services, education, and public outreach.

Today, I have the pleasure to introduce to the Committee a long-time Virginian, Chief Greg Cade, as the President's nominee to lead this organization. He is joined here today by his wife, Debbie.

This nomination is a result of his nearly four decades of service in Prince Georges County, Maryland; Hampton, Virginia; and Virginia Beach.

For the past 15 years Chief Cade has served the Hampton Roads Community, most recently as Chief of the Virginia Beach Fire Department.

It has been our pleasure to have Chief Cade serve the people of Virginia. I had the privilege to work directly with the Chief when Hurricane Isabel struck Virginia in 2003 and can say that he will be an asset to the U.S. Fire Administration and the men and women in fire services across the country.

Under his leadership, the Virginia Beach Urban Search and Rescue (USAR) Team, one of the 28 FEMA teams deployed around the country to assist in major disaster situations, has assisted in the response to disasters such as the September 11 attack on the Pentagon and Hurricanes Katrina and Rita.

Chief Cade's nomination is supported by the International Association of Fire Chiefs, the Virginia Fire Chiefs Association, the International Association of Fire Fighters, and numerous other organizations.

The President has placed his trust in Chief Cade with this nomination, and it is my hope that this Committee and the full Senate will confirm him soon so that he can get to work.

Senator WARNER. Recognizing our distinguished Chairman, I took it upon myself to hit the table and initiate this hearing. [Laughter.]

Chairman LIEBERMAN. You know, I am a great advocate of nonpartisanship and bipartisanship, but I did not realize when we changed the seating arrangement of the Committee that I would be inviting a coup. [Laughter.]

Senator WARNER. Well, your colleague and my dear friend Senator Levin and I are co-chairing the Armed Services Committee this morning.

Chairman LIEBERMAN. Yes, please go right ahead. I apologize to you, Senator Warner. I was going to invite you to go first. I was

waiting to introduce Ambassador Khalilzad at his confirmation hearing for the Foreign Relations Committee.

Senator WARNER. Yes, the new Ambassador.

Chairman LIEBERMAN. Please go right ahead.

Senator WARNER. Thank you. I have just completed.

Chairman LIEBERMAN. Really?

Senator WARNER. Yes.

Chairman LIEBERMAN. Was it good?

Senator COLLINS. It was fabulous. [Laughter.]

Senator WARNER. Good luck.

Mr. CADE. Thank you.

OPENING STATEMENT OF SENATOR LIEBERMAN

Chairman LIEBERMAN. OK. Chief, good to see you.

Today we are considering the nomination of Chief Gregory Cade to be the Administrator of the U.S. Fire Administration. If confirmed, Chief, you will head an important, though probably not widely known, office of the Department of Homeland Security, the U.S. Fire Administration (USFA), which provides Federal leadership and support for the Nation's firefighters.

The Fire Administration promotes fire prevention and, in particular, works to reduce the loss of life from fires, including the tragic loss of life of firefighters, 105 of whom perished in the line of duty last year.

Through the National Fire Academy, the USFA provides a wide range of training opportunities for firefighters and emergency medical services providers, from handling materials to implementing an incident command system. And from its position within DHS, it helps ensure that firefighters are integrated into the plans and preparedness to respond to disasters, whether natural or manmade.

Last year, as you know, Chief, Congress passed the Post Katrina Emergency Management Reform Act, which created a newly expanded and, we believe, reinvigorated FEMA. Under that act, at the end of this month, the USFA once again will become a part of FEMA, as it was from 1979 through 2005. And that is obviously where we think it belongs.

I look forward to any thoughts you have about how USFA should fit in with the new FEMA and what role it might play in improving national preparedness and response efforts.

I would also like to hear your thoughts on the funding for the Fire Service. Once again, unfortunately, the Administration has proposed cuts in the FIRE Act grants to first responders, and that troubles me greatly.

Finally, I want to hear your ideas about interoperability. Specifically, what can we do to ensure firefighters have the tools they need not only to communicate among themselves in a disaster, but to communicate with other first responders as well as State and local officials?

Chief, you bring to this position over three decades of experience in the Fire Service, including 8 years as Chief of the Virginia Beach Fire Department and as that city's Emergency Services Coordinator. If you are confirmed, I, but more importantly, the Nation, will count on you to use that experience to make the U.S. Fire

Administration a truly great resource for our firefighters and for our Nation.

Senator Collins.

OPENING STATEMENT OF SENATOR COLLINS.

Senator COLLINS. Thank you, Mr. Chairman. And welcome to you, Chief Cade

From Ground Zero on September 11, to the Gulf Coast in the aftermath of Hurricanes Katrina and Rita, to the numerous emergencies that arise every day in communities across our Nation, firefighters risk their own lives to protect our lives. They serve as one of the pillars of the communities across our great land. Whether career or volunteer, America's nearly 1.2 million firefighters exemplify professionalism, dedication, and heroism.

Since Congress established the agency 33 years ago, the Fire Administration has served as an invaluable resource for training, research, and public education. Perhaps most impressive is the progress that the Fire Administration has made in helping to reduce fire deaths in this country by more than half. That is a remarkable record of accomplishment.

Since the terrorist attacks of September 11, 2001, the Fire Administration has become an even more vital component of our Nation's emergency preparedness and response system. From the inception of the Department of Homeland Security, this Committee has worked hard to ensure that the Fire Administration has a special place within the Department, serving not only as the voice of America's firefighters, but as also one of the Secretary's principal advisers on first responder issues. For example, our FEMA reform legislation elevated the Fire Administrator to the position of Assistant Secretary in recognition of the important role of this agency. Although the Fire Administration and the Department face many significant challenges, no issue is more pressing than the continuing difficulty our first responders have in communicating with each other in real time and on demand in times of crisis.

In his interview with the Committee, Chief Cade explained that new technology will play an important role in improving emergency communications. But he also pointed out—and I think this is so important—that we must not overlook other barriers to effective emergency communications. Non-technological barriers, such as the absence of governing agreements and standard operating procedures, also impede progress in this area. These are indeed crucial elements of our Nation's efforts to improve emergency communications, and I look forward to exploring these issues with the chief this morning.

Like the Chairman, I am also interested in the chief's perspective on the Department's first responder grant programs, including the FIRE Act program, which the Chairman and I have been stalwart supporters of and which we are both disturbed at the President's budget for. The Committee has worked hard to improve the grant programs that strengthen our State and local homeland security partners.

I will not go into the chief's background since the Chairman has done that already, but I would note that he began his distinguished 40-year career as a volunteer firefighter, and in my home State of

Maine, 338 of our 405 fire departments are led by volunteer chiefs. We have a great appreciation for both our professional firefighters and our volunteers. They are both the backbone of our Nation's emergency response system.

So I commend the chief for an outstanding career in public service. I would ask unanimous consent that my full statement be included in the record.

Chairman LIEBERMAN. Without objection, so ordered.

Senator COLLINS. Thank you.

[The prepared statement of Senator Collins follows:]

PREPARED STATEMENT OF SENATOR COLLINS

Thank you, Mr. Chairman, and welcome to you, Chief Cade. The agency Chief Cade has been nominated to lead—the U.S. Fire Administration—plays a crucial role in securing our Nation, and I look forward to discussing its important mission with him today.

From Ground Zero on September 11 to the Gulf Coast in the aftermath of Hurricanes Katrina and Rita to the numerous emergencies that arise every day in communities across our Nation, firefighters risk their own lives to protect others. They serve as one of the pillars of the communities across our great land. Whether career or volunteer, America's nearly 1.2 million firefighters exemplify professionalism, dedication, and heroism.

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Although the Fire Administration and the Department face many significant challenges, no issue is more pressing than the continuing difficulty our first responders have in talking with each other in real time and on demand during times of crisis. In his interview with the Committee, Chief Cade explained that new technology will play an important role in improving emergency communications. But he also explained that we must not overlook other barriers to effective emergency communications. Non-technological barriers—such as the absence of governing agreements and standard operating procedures—also impede progress in this area. These are, indeed, crucial elements of our Nation's efforts to improve emergency communications, and I look forward to exploring these issues with him this morning.

I am also interested in the Chief's perspective on the Department's first responder grant programs, including the FIRE Act program. The Committee has worked hard to improve the grant programs that strengthen our State and local homeland security partners.

Chief Cade began his distinguished 40-year career as a volunteer firefighter—an invaluable background for the position to which you have been nominated. In my home State of Maine, 338 of our 405 fire departments are led by volunteer chiefs. Nationally, more than 823,000 of our firefighters are volunteers—nearly three out of every four. They truly are the backbone of our Nation's emergency response system.

Despite the critical role of these volunteers, the Fire Administration, in its Second Needs Assessment for the U.S. Fire Service, noted that the number of volunteer firefighters has been in decline for the past several years. While many reasons have been cited for this drop, including social and economic reasons, many experts believe that increased training requirements and the consequent time commitments are significant factors. This trend, if not reversed, will have dire consequences for communities—especially in rural areas—and will impede our Nation's ability to respond to disasters, whether man-made or natural.

I commend Chief Cade for an outstanding career in public service and look forward to hearing his testimony.

Chairman LIEBERMAN. Chief Cade has filed responses to a biographical and financial questionnaire, answered prehearing questions submitted by the Committee, and has had his financial statements reviewed by the Office of Government Ethics. Without objection, this information will be made part of the hearing record, with the exception of the financial data, which are on file and available for public inspection in the Committee's offices.

Chief, our Committee rules require that all witnesses at nomination hearings give their testimony under oath, so I would ask you please to stand at this time and raise your right hand. Do you swear that the testimony you are about to give to the Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. CADE. I do.

Chairman LIEBERMAN. Thank you very much. Please be seated.

Chief, I understand that your wife and children are with you today, and it is my pleasure on behalf of the Committee to welcome them and thank them for the support they have undoubtedly given you to bring you to this high point in your career.

Now we would welcome your opening statement, if you have one.

TESTIMONY OF GREGORY B. CADE,[1] TO BE ADMINISTRATOR, U.S. FIRE ADMINISTRATION, U.S. DEPARTMENT OF HOMELAND SECURITY

Mr. CADE. Yes, I do. Thank you, sir.

Good morning, Mr. Chairman, Senator Collins, and Members of the Committee. I want to take this moment to thank Senator Warner for his kind introduction. My name is Gregory Cade, and I am the nominee for the position of Administrator of the U.S. Fire Administration at the Department of Homeland Security.

I am tremendously honored that the President has nominated me for this important position within the Department of Homeland Security to be the voice at the Federal level for the Nation's Fire Service. I am here today because an awful lot of people helped me, from my parents who instilled a set of values that I think played a significant part in my being considered for this position, to the literally thousands of firefighters with whom I have had the honor to be associated. These are the people who took the time to take me under their wing, to mentor me, and to guide me in the right direction. They offered suggestions on things that I needed to do to improve my capabilities and gave me a swift kick at the appropriate times in my life; the most important group my family, who has supported me throughout my career and in that support made a lot of sacrifices for me to be able to achieve my dreams to get to be the fire chief of two outstanding cities, to spend my whole adult life in the Fire Service, and ultimately to be sitting here before you today, honored by the President to be the selection to head the U.S. Fire Administration. If it were not for my daughters Christie and Candace and my son Brian and, most importantly, my best friend, my wife, Debbie, I would not be here today.

I have spent the last 39 years progressively moving through the Fire Service, from riding on the backstep of a fire truck, which I

[1] The prepared statement of Mr. Cade appears in the Appendix on page 17.

truly enjoyed, to taking on additional responsibilities as an officer and ultimately achieving the highest honor of being a fire chief. Throughout that time, I have been very fortunate to be engaged in a broad range of issues that have affected the Fire Service that I work in at the local, regional, national, and international level. These years of experience and support from so many other people have helped shape me in giving me the opportunity to see the Nation's Fire Service evolve, as it always has, to deal with new threats that it is exposed to.

It has been said numerous times that the world changed after September 11, and I agree because based on my experience at having been at the Pentagon and at Ground Zero in the early days after the event, one cannot be exposed to that and participate in it without walking away a changed individual. If confirmed by the Senate, I hope to use my experience to help the Fire Administration better prepare our Nation's Fire Service to meet the evolving challenges that it faces today and in the future.

I bring with me a personal understanding of the good work that the U.S. Fire Administration does. The most important thing that I have learned from my association with the USFA as a fire chief is the importance of building a network of people to provide input, guidance, support, and discussions over the various things that affect the Fire Service that we need to deal with.

If confirmed, I hope to build upon the U.S. Fire Administration's role in supporting our Nation's Fire Service to continue its mission in the prevention of fires and the loss of life, the reduction of injuries and property loss, and ensuring that our first responders at the local level are ready to handle any emergency. I know as a front-line provider for the last 39 years that the key to successful operations is a well-trained, well-equipped, and well-exercised force.

I also hope to strengthen USFA's fire prevention mission. I see the U.S. Fire Administration as having the ability to play a tremendous role in its basic collection of data in the understanding of the fire problem, to look at the national trends, to work with other stakeholders to develop programs, and to educate and inform the local communities.

We have made tremendous progress in the loss of life. There is no question about that. But to still lose over 3,000 people a year in fires is unacceptable to me. The U.S. Fire Administration can play an important role in helping to support research and to be an advocate for safer policies and procedures that can be implemented at the local level.

I believe that there is true partnership that exists and should continue to exist between the U.S. Fire Administration and our State and local partners. I know that relationship is strong, and it is my intention to build upon the great things that take place day in and day out at the local level.

In closing, let me say once again that I am here sitting before you because a lot of people spent the time and energy to provide me guidance and support. I look forward to having the opportunity to make them proud, and in that spirit, I humbly ask this Committee to confirm my nomination to head the U.S. Fire Administration.

Thank you, Mr. Chairman, for the opportunity to appear before you today, and I am happy to answer any of the questions the Committee may have.

Chairman LIEBERMAN. Thank you very much, Chief, for that very thoughtful statement. I am going to start my questioning with the standard questions that we ask all nominees.

First, is there anything you are aware of in your background that might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. CADE. No, sir.

Chairman LIEBERMAN. Second, do you know of anything personal or otherwise that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. CADE. No, sir.

Chairman LIEBERMAN. Third, do you agree without reservation to respond to any reasonable summons to appear and testify before any duly constituted Committee of Congress if you are confirmed?

Mr. CADE. Yes, sir.

Chairman LIEBERMAN. Thank you very much. We are going to start, and we will have a round of questions limited to 6 minutes for each of us.

Chief, you bring a real wealth of experience from your long career in the Fire Service and Emergency Management. To the extent that you are able now, I wanted to ask you what you would say your priorities will be—you have touched on a little bit of that in your opening statement—and then how you see your focus in the reintegration, if I can put it that way, of the U.S. Fire Administration into FEMA.

Mr. CADE. Senator, I think for me the initial priority, should I be confirmed, is to look at what are the continuing needs of the front-line Fire Service providers. I think the major role that the U.S. Fire Administration certainly can play is in the realm of providing training to those front-line providers through the stakeholder network that already exists at the State and local level.

As I said in my opening statement, I think that the training aspect is a critical role for the Fire Administration that it can play. I have been very fortunate as the chief of Virginia Beach to participate in quite a few of the training programs that the USFA has that provides a clearinghouse for training to the major metropolitan departments, which I am a part of, and also at the State and local level. I think that is a very critical issue for them.

I think a second priority for me is to look at how the data collection piece of the responsibility of the U.S. Fire Administration is being done. I think more and more we are being asked to justify the things that we do, and I think from a national perspective, without having the data to support the direction that we are going in, it makes it very difficult to understand whether or not the funds that you are expending are being spent in the appropriate manner. So I see that as a second priority for me.

The third priority that I hope to be involved with is the actual training that goes on at the National Fire Academy. Being an executive fire officer graduate, I have found that the most important thing that I got out of the 4 years of that program, aside from the

educational piece, was, in fact, the network of people that I have been able to build across this country, friendships that still exist today, people that I can call on for ideas. And I think that is something else that certainly can be done for me as the nominee, and hopefully confirmed, to head the U.S. Fire Administration. I think that given the amount of time, obviously, my appointment will last, those are three things that I intend to take a very close look at.

As far as the U.S. Fire Administration moving back into FEMA, I really do not know exactly why it was moved out, so it is very difficult from an outside perspective to really understand all of the dynamics that took place. What I hope to be able to do with the U.S. Fire Administration moving back into FEMA is to use the two things that I think I come to the table with—39 years of Fire Service experience, but also 8½ years as an emergency services coordinator—and having been through quite a few natural disasters not only in the city of Virginia Beach but Hurricane Katrina and others.

So I think that I bring a little bit different perspective as a fire chief who has been through some rather large-scale natural disasters, and I think that experience, I hope, will ease that transition in both my fire chief experience and my emergency services.

Chairman LIEBERMAN. Very good. Let me ask you about the grants, which concern most of us here in Congress. I am going to skip over the first responder grants because we have our own separate battles going on about that. But the FIRE Act grants are funded at $300 million, and SAFER Act grants would be actually totally eliminated. Both of those are important to firefighters. Combined, this would represent a reduction of 55 percent from the fiscal year 2007 level.

Let me ask you to, first, if you could, based on your experience in Virginia Beach, comment on what the Federal first responder grant money and perhaps FIRE Act and SAFER Act money meant to you in your work; and, second, if you feel you can play any role in advocating for some more funding for firefighters around the country.

Mr. CADE. We have been very fortunate in the city of Virginia Beach since the inception of the FIRE Act grants. We have received grants 5 of the last 6 years.

Chairman LIEBERMAN. That is great.

Mr. CADE. We have been able to couple that with some of the other grant monies that we have received through the Department of Homeland Security, and so that is one of the benefits that I see that we have tried to take that money and leverage it with other things and improve the overall capability for us at the local and regional level. That is what really we have been concentrating on.

Chairman LIEBERMAN. You know, one of the raps about these grants is that they have been used for purposes other than intended by Congress. I know that you used them well, but in your experience with other firefighters and other fire departments, were these grants used for what you would guess Congress intended them to be used for?

Mr. CADE. As far as I know, yes, sir, they were.

Chairman LIEBERMAN. All right. Maybe an awkward question, but I wanted to ask you if you would comment on the extent to

which you feel in the new position you can advocate for more funding for firefighters around the country.

Mr. CADE. Well, obviously, I have not been involved in any of the budget deliberations, so I am not really sure why they got to the point they did.

Chairman LIEBERMAN. We are officially finding you not guilty. [Laughter.]

Mr. CADE. Thank you very much. But I certainly hope, if given the opportunity, if and after I am confirmed, to be able to try to determine why the funding levels are where they are and to be an advocate for it. I think that the funding at the local level improves the capability of the Fire Service, which provides a safer environment for all of us.

Chairman LIEBERMAN. Good. Thank you. My time is up.

Senator COLLINS. Thank you, Mr. Chairman.

I am going to follow up on the Chairman's comments on the FIRE Act and the SAFER Act because, as he mentioned, the Administration's budget provides no funding for SAFER Act grants and it slashes the FIRE Act grant funding by $253 million.

You obviously have had experience as a local fire chief with both of these programs, and you have been able to get FIRE grants. Did the ability to obtain Federal funding allow you to achieve certain capabilities that would not have been possible without those grants?

Mr. CADE. Absolutely, Senator. Just as an example, one of our grants was used to completely upgrade all of our self-contained breathing apparatus to the latest standards, heads-up display so that people get a visual idea of how much air they are using and how much they have in reserve. We replaced all of the compressors that we had. It was a $1.5 million program. Obviously, the grant did not pay for all of it, but as I said earlier, we were able to leverage the grant money with city money and actually some State money to be able to do that.

So that is the approach that we have taken in Virginia Beach, and, quite frankly, I think that my has been experience with the other Fire Services, they are all trying to do that, to leverage that money. It has been a very great program.

Senator COLLINS. The other positive aspect of this program that I hear about repeatedly from my fire chiefs in Maine is that it has a minimum of bureaucracy, that it is peer-reviewed, and that the money really goes out to those who need it rather than being spent on administrative expenses. Is that your experience as well?

Mr. CADE. That has been my experience not only as the chief of Virginia Beach, but I had the good fortune in 2003, I believe it was, that I actually went up to the Fire Academy and reviewed the grant applications as one of the reviewers. And what I have seen not only as a reviewer but also just as a fire chief is that those grants go directly to them. There is a minimal amount of bureaucracy with them. Our experience has been very positive, very easy to deal with, not only getting the money but closing the grants out, which is always—getting all the paperwork done and all that, it really has been a very good process for us.

Senator COLLINS. In light of your firsthand experience and your new responsibilities, would you be prepared to advocate for funding

for these programs going forward? Obviously, you were not involved in the budget deliberations this year, and I am not going to put you on the spot by asking you to comment on the inadequate funding levels. But going forward, would you be prepared within the Department to be an advocate for these programs?

Mr. CADE. Absolutely, Senator. I intend to make my voice heard. I think that is part of my responsibility, as potentially the head of the U.S. Fire Administration, to be that voice for the Fire Service. And I intend to do that.

Senator COLLINS. I am very pleased to hear that, and I think the Department is going to benefit from having someone with front-line experience with these programs who can point out just how far what is really a pretty modest amount of money goes in improving our preparedness and response capabilities nationwide. So I am very pleased to hear that.

I want to talk to you about another challenge, and that is the interoperability issue. Our Committee produced legislation that the Senate has just passed that would create a new dedicated grant program to improve the survivability of communications equipment but also the interoperability of equipment, so that we do not have the tragic problems that we saw on September 11 and Hurricane Katrina where first responders cannot talk with one another.

My hope is we will be able to follow up that authorization with the funding that is needed and that all of us have worked so hard for. But you have brought up some very interesting points that funding alone does not solve the interoperability problems that we are facing. Could you discuss with us your plans to address some of the non-technical and non-funding barriers to achieving interoperability?

Mr. CADE. Well, my experience in Virginia Beach and in the Hampton Roads region has been evolving, obviously, over the last 10 years since we originally got the DOD grant through the Nunn-Lugar-Domenici program.

We recognize that interoperability is a critical issue, but it is more than just having the technology to be able to speak to one another. What really is necessary is to define how that equipment is going to be used and, quite frankly, to practice with it. And that is where I have seen a lot of the downfall.

So hopefully what I can do, should I be confirmed by the Senate, is to bring that experience to the conversation to help my colleagues understand that you have got to be able to bring in not only just the Fire Service, but you have got to have the police departments, the public works, public utilities, all of the people that are going to be responsible for having to communicate with each other in the midst and aftermath of a natural disaster. It is a critical issue. There is no question about that. The technology, in my opinion, is the easy piece to take care of. It is the governance piece. It is deciding how that equipment is going to be used.

I used an example earlier in a conversation, I believe, with the staff over having the opportunity to hear the deputy chief from New York City after the World Trade Center bombing in 1993 tell us that what he ended up having to do is send runners around because the radio system was so jammed up. So it is not—they had the system. They just could not use it. And I think that is the con-

versation that needs to take place at the national level of how do you use it, not just what you have to use.

Senator COLLINS. Thank you.

Chairman LIEBERMAN. Thanks, Senator Collins.

Senator McCaskill, thanks for being here this morning.

OPENING STATEMENT OF SENATOR MCCASKILL

Senator MCCASKILL. Thank you.

First, congratulations to you and your family on your appointment, and I have to share with you that you have a very good friend on this Committee because of my background. My father was a volunteer firefighter, made us chase fire trucks my entire childhood, and then when I was an assistant prosecutor, under an LEAA grant I was made the arson prosecutor and spent several years of my life doing nothing but arson prosecutions. And my assistant on this Committee, my staff assistant, also an attorney, she followed me as the arson prosecutor several years later. So you actually have two people who could go to a scene and do C&O with you.

Mr. CADE. Oh, great.

Senator MCCASKILL. We could actually talk about charring and burn patterns and so forth. And I used to respond to fires in my gear when it was determined to be an arson, so I consider what you do very important and am anxious to be very supportive of the Fire Service in this country.

I wanted to briefly ask you first about the expensive hazmat teams and how expensive it is for particularly mid-sized cities. I think most of our major urban areas have the expertise and the resources to be able to do hazmat. And what I worry about is these PPE suits. When I was the auditor in Missouri, we did an audit and determined that a lot of the PPE equipment that came through the homeland security grants, they were spread like shotgun blasts across our State. And when we did the audit looking at those grants, many of them still sat in boxes. Many of them had not been utilized, and there had not been training on even how to utilize them.

Do you think in your position through the NFA you could begin some kind of long-distance training to go back and determine from these departments, whether they be fire departments—a lot of these are volunteer departments spread throughout the country—either say to them you need to take this long-distance training through NFA or we need to take your suits that are still in boxes and distribute them to places that have had the training that have not received the suits?

Mr. CADE. Well, first of all, let me congratulate you on learning how to be an arson prosecutor because that is an extremely difficult thing.

Senator MCCASKILL. I loved it. Give me a circumstantial evidence case. That is the most fun. The problem I had was getting the firefighters to quit busting down the doors without checking to see if it was locked first. That was one of the problems I had. [Laughter.]

Mr. CADE. That is certainly a training issue. No question about that.

Senator MCCASKILL. It is a training issue.

Mr. CADE. From the hazardous materials response side, my experience has been, at least in the Hampton Roads region, and also in Maryland when I was there, we participate as part of a regional team, and that is how the Commonwealth of Virginia has theirs set up. So that there are people trained at the local level—I am a certified hazardous materials ops level person—and then we—because we participate in a regional hazmat team, we are required to keep two hazardous material specialists on duty. I realize that is a little technical, but it is the highest level of training.

And so that is how we have looked at doing it, and I think that same type of program obviously can be replicated across the country, where everyone has a basic understanding of what they need to do. Hazardous materials incidents usually evolve over time. They are usually not a very quickly evolving incident. So that if you have people that are at least trained at the initial levels, they can get in and start to do some things, start to lay out the hazardous material zones, hot zones, and those kinds of things, and then bring in the response capability and cleanup capability later. That to me makes the most sense.

We struggle all the time at keeping the training level up to where it needs to be. We do a quarterly drill in our area—that is how the Commonwealth does it—in addition to what we do on a regular monthly basis within the cities. So training is a critical issue, and I can see—I know the U.S. Fire Administration is putting a very heavy emphasis now on distance learning, and I think by building that partnership between the U.S. Fire Administration, the State agencies, and then ultimately the local agencies, that it is an easy way to leverage that training so that everyone has access to it and being able to provide time to it. I know you have talked about it, and Senator Collins and Senator Lieberman.

I read this morning in the *USA Today* paper, which caught my eye that the numbers of volunteers have dropped this last year, 4 million people less volunteering. We have seen that in the Fire Service, the same thing. So training time to people that are volunteering is highly critical, and that is where I see us being able to leverage it at the National Fire Academy and with the State and local partners.

Senator MCCASKILL. When you were with Prince Georges County, in the 1980s, I assume, were you still fighting fires in the 1980s?

Mr. CADE. Yes.

Senator MCCASKILL. OK. And you moved up into various positions of responsibility.

Mr. CADE. Yes, I did.

Senator MCCASKILL. Was there ever a time when you were either fighting the fires or as a bureau chief that you did not see the men and women of Prince Georges County that proudly wore the uniform of the firefighter ever fail to respond to any kind of emergency that they were directed to respond to?

Mr. CADE. I have never seen that happen, no.

Senator MCCASKILL. Ever?

Mr. CADE. No.

Senator MCCASKILL. And you never witnessed any act of failure to be as brave as one could possibly imagine in terms of confronting danger?

Mr. CADE. Never.

Senator MCCASKILL. I do want to point out for the record, Mr. Chairman, that Prince Georges County has been operating under a collective bargaining agreement since the early 1980s.

Thank you, Mr. Chairman.

Chairman LIEBERMAN. You remain a great litigator, Senator McCaskill, a great advocate. There is, as you may have gathered, another dispute going on here.

Chief, your answers have been very thoughtful. You are a very impressive nominee for this position. I appreciate your willingness to take it on, and the President has nominated you.

We are going to try to move your nomination as quickly as we possibly can through the Committee and through the Senate as well, so unless you have anything else to say, I am prepared to wind up the hearing.

Mr. CADE. No. I just want to thank you all for taking the time. And, Senator, in the interest of full disclosure, I am still a card-carrying member of Local 1619. [Laughter.]

Senator MCCASKILL. All right.

Chairman LIEBERMAN. I was going to say, we will try to keep that quiet from the Administration.

Senator MCCASKILL. Right, until you get through.

Mr. CADE. They control my pension.

Chairman LIEBERMAN. Thanks very much. Would you for the record, before we close, like to personally introduce your family members or anybody else behind you?

Mr. CADE. Yes, I would love to. I have with me today my wife, Debbie, who has graced me with being my wife for the last 35-plus years. So I am very fortunate. She was saying coming over in the car today that the only reason I started dating her was she lived down the street from the firehouse. [Laughter.]

Which is not totally true. It may have been why I started dating her, but obviously after 35 years of marriage, there is a lot more to it. So I am very fortunate that she is here with me.

Also with me is my brother-in-law, Jesse Brown. And a long-time good friend Bill Hayden is here with me. And from the IAFC, a very good friend and council member of the city of Charlottesville, Virginia, the fire chief—oh, I am sorry.

Chairman LIEBERMAN. Chief, welcome.

Mr. CADE. I did not see my sister sneak in behind me. Julian Taliaferro, obviously, the city council member from Charlottesville. And my sister, Allison, and her husband, David, are here.

Chairman LIEBERMAN. How about those good-looking young people there behind you, the first row.

Mr. CADE. Well, these wonderful first-row people work for the Department of Homeland Security, and they have lovingly helped me through this whole process.

Chairman LIEBERMAN. Good.

Mr. CADE. They have been great.

Senator COLLINS. His handlers.

Chairman LIEBERMAN. That is good.

Mr. CADE. You will probably see a whole lot more of them than me—I hope.

Chairman LIEBERMAN. I think they had some good material to work with. I thank you.

Without objection, the record of the hearing will be kept open until 5 p.m. tomorrow for the submission of any written statements or questions for the record.

Thank you very much. This hearing is adjourned.

[Whereupon, at 10:42 a.m., the Committee was adjourned.]

APPENDIX

Statement for the Record

Gregory B. Cade
Nominee to be Administrator, United States Fire Administration
United States Department of Homeland Security

Hearing before the Committee on Homeland Security and Governmental Affairs
United States Senate
March 15, 2007

Good morning, Mr. Chairman, Senator Collins, and Members of the Committee. I want to take this moment to thank Senator Warner for his kind introduction. My name is Gregory Cade and I am the nominee for the position of Administrator of the United States Fire Administration (USFA) at the Department of Homeland Security.

I am tremendously honored that the President has nominated me to this important position within the Department of Homeland Security, to be the voice, at the federal level, for the nation's fire service. When I began my career 39 years ago, not too far from here in Glendale, Maryland, I never imagined, while hanging off the back step of a 1948 Mac, that I would ever be sitting here before you today being considered for this position. I am here today because an awful lot of people helped me, from my parents who instilled in me a set of values that I think play a significant part in my being considered for this position, to the literally thousands of firefighters with whom I have had the honor to be associated. These are people who took the time to take me under their wing, mentor me, and guide me in the right direction. They offered suggestions of things that I needed to do to improve my capabilities, and gave me a swift kick at the appropriate

times in my life. The most important group, my family, who has supported me throughout my career and in that support made a lot of sacrifices for me to achieve my dreams to get to be the fire chief of two outstanding cities, spend my whole adult life in the fire service, and ultimately to be sitting here before you today honored by the President to be his selection to head the United States Fire Administration. If it were not for my daughters, Christi and Candace, my son, Brian, and most importantly, my best friend, my wife Debbie, I would not be here today.

I have spent the last 39 years progressively moving through the fire service, from riding on the back step of a fire truck, which I truly enjoyed, to taking on additional responsibilities as an officer and ultimately achieving the highest honor of being a chief of a department. Throughout that time, I have been very fortunate to be engaged in a broad range of issues that affected the fire service that I worked in at a local, regional, national, and international level. I think that not only my fire service background, but also the last nine years being the Emergency Services Coordinator for the City of Virginia Beach brings a slightly different perspective than most people look at and assume happens traditionally for a fire service leader. These years of experience and support from so many other people has helped shape me in giving me the opportunity to see how the nation's fire service is evolving, as it always has, to deal with the new threats that it is exposed to. It has been said numerous times that the world changed after 9/11, and I agree, because based upon my experience of having been at the

Pentagon and at Ground Zero in the early days after the event, one cannot be exposed to that and participate in it without walking away a changed individual. If confirmed by the Senate, I hope to use my experience to help the Fire Administration better prepare our nation's fire service to meet the evolving challenges that it faces today and in the future.

I bring with me a personal understanding of the good work that the Fire Administration does. Thanks to the USFA's National Fire Academy (NFA), I have had the pleasure of being on the receiving end of the courses that they provide, of having the opportunity, through my participation, to build an enormous relationship with many other fire service leaders. The most important thing that I have learned from my association with the USFA, as a fire chief, is the importance of building a network of people to provide input, guidance, support, and discussion over various things that all of us in the fire service need to deal with.

If confirmed, I hope to build upon the United States Fire Administration's role in supporting our nation's fire service to continue its mission in the prevention of fires and the loss of life, the reduction of injuries and property loss, and in ensuring that our first responders at the local level are ready to handle any emergency.

I know, as a front line provider for the last 39 years, that the key to successful operations is a well trained, well equipped, and well exercised force. That is a role that the USFA can play for our first responders by having the ability to provide and facilitate training using the large network of stakeholders that exists. I believe it is the most important responsibility that the USFA has to our first responders.

I also hope to strengthen the USFA's fire prevention mission. I see the United States Fire Administration as having the ability to play a tremendous role through its basic collection of data in understanding what the fire problem is, to look at national trends, work with the other stakeholders to develop programs, and educate and inform local communities. Across our country, the level of injury and death from fires is unacceptably high. Whether it is for the citizens that we protect or the firefighters that provide that protection, something more needs to be done. We have made tremendous progress, there is no question about that, but to lose over 3,000 people a year in fires, to me, is unacceptable. The United States Fire Administration can play an important role in helping to support research and to be an advocate for safer policies and procedures that can be implemented at the local level.

I am very fortunate to have built a large network of friends and colleagues across the fire service community. I know there is more that needs to be done, but I hope to be able to build from those friendships and relationships to strengthen

the nation's fire service. I believe that there is a true partnership that exists, and should continue to exist between the United States Fire Administration and our state and local partners. I know that that relationship is strong and it is my intention to build upon the great things that take place day in and day out at the local level. As a fire chief, I remind my firefighters on a daily basis that it is not me who is out there providing the services, it is them. My role as Fire Chief of Virginia Beach is to support them by providing them the best equipment and the best training that I possibly can. If they are successful on the front lines, then I'll be successful as the fire chief. I believe that the United States Fire Administration has the same relationship to the local fire fighting entities across the country.

In closing, let me just say once again, that I am here sitting before you because a lot of people spent time and energy to provide me guidance and support. I look forward to having the opportunity to make them proud, and in that sprit, I humbly ask this Committee to confirm my nomination to head the United States Fire Administration. Thank you, Mr. Chairman, for the opportunity to appear before you today. I am happy to answer any questions the Committee may have.

BIOGRAPHICAL AND FINANCIAL INFORMATION REQUESTED OF NOMINEES

A. BIOGRAPHICAL INFORMATION

1. **Name:** (Include any former names used.)
   Gregory Brian Cade

2. **Position to which nominated:**
   Administrator of the United States Fire Administration at the Department of Homeland Security.

3. **Date of nomination: December 5, 2006**

4. **Address:** (List current place of residence and office addresses.)
   (Home)
   1772 Prodan Lane
   Virginia Beach, Virginia 23453
   (Office)
   2408 Courthouse Drive
   Building 21
   Virginia Beach, Virginia 23456

5. **Date and place of birth:**

   October 26, 1950 Philadelphia, Pennsylvania

6. **Marital status:** (Include maiden name of wife or husband's name.)

   Married
   Deborah Ellen Cade (Maiden name Brown)

7. **Names and ages of children:**

   Christine Cade Spurrier – 33
   Brian Andrew Cade – 28
   Candace Stephanie Cade - 26

8. **Education:** List secondary and higher education institutions, dates attended, degree received and date degree granted.
   Please see attached resume.

9. **Employment record:** List all jobs held since college, and any relevant or significant jobs held prior to that time, including the title or description of job, name of employer, location of work, and dates of employment. (Please use separate attachment, if necessary.)

Please see attached resume.

10. **Government experience:** List any advisory, consultative, honorary or other part-time service or positions with federal, State, or local governments, other than those listed above.

None other than those listed on my attached resume.

11. **Business relationships:** List all positions currently or formerly held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational or other institution.

- **International Association of Fire Chiefs 1987-present, President of the Southeastern Division 1997**
- **Virginia Fire Chiefs Association 1992-present, Board of Directors 2001-2005**
- **Girl Scout Council of the Colonial Coast 1993-present, Board Member, Vice President, Nominating Committee**
- **National Society of Executive Fire Officers 1992-present, Vice President 1997-2001**
- **Red Knights Motorcycle Club International, Virginia Chapter IV, 2002-present, Vice President 2005&2006**

12. **Memberships:** List all memberships, affiliations, or and offices currently or formerly held in professional, business, fraternal, scholarly, civic, public, charitable or other organizations.

- **International Association of Fire Chiefs 1987-present, President of the Southeastern Division 1997**
- **International Association of Fire Fighters 1971-present**
- **National Fire Protection Association 1992-present**
- **International Emergency Managers Association 1998-present**
- **Virginia Fire Chiefs Association 1992-present, Board of Directors 2001-2005**
- **Virginia Association of Hazardous Material Response Specialists**

1998-present

- **International Society of Fire Service Instructors 1992-present**
- **International Emergency Managers Association 1998-present**
- **Virginia Emergency Management Association 1998-present**
- **Girl Scout Council of the Colonial Coast 1993-present, Board Member, Vice President, Nominating Committee**
- **National Society of Executive Fire Officers 1992-present, Vice President 1997-2001**
- **Harley Owners Group, Tidewater Chapter, VA 1998-present**
- **Red Knights Motorcycle Club International, Virginia Chapter IV, 2002-present, Vice President 2005&2006**
- **Boneshakers Social Motorcycle Club, 2005-present**
- **Wind and Fire Motorcycle Club 2002-present**
- **Kiwanis International, Hampton Club, 1994-1998**
- **International Personnel Management Association 1987-present**
- **National Fire Academy Alumni Association 1996-persent**
- **International Code Council 1998-present**
- **National Fire Academy Instructors Association 1996-2003**
- **International Personnel Management Association 1987- present**

13. **Political affiliations and activities:**

(1) List all offices with a political party which you have held or any public office for which you have been a candidate.

None

(2) List all memberships and offices held in and services rendered to any political party or election committee during the last 10 years.

None

(3) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of $50 or more during the past 5 years.

None

14. **Honors and awards:** List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.

Please see my attached resume.

15. **Published writings:** Provide the Committee with two copies of any books, articles, reports, or other published materials which you have written.

- **Commitment Issues" Fire Chief Magazine April 2005**
- **"Proactive Protectors" Fire Chief Magazine June 1997**
- **"Bridging the Gap" Fire Chief Magazine January 2003**
- **"Vision 2010 Communiqué' For Change" Special Supplement to Fire Chief Magazine and Fire International Magazine February 2001**
- **"From Baggers to Boomers" Fire Chief Magazine November 2006**

16. **Speeches:**

(1) Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated. Provide copies of any testimony to Congress, or to any other legislative or administrative body.

I have not given any formal speeches relevant to the position. I have not given testimony to Congress, or to any other legislative or administrative body relevant to this position.

(2) Provide a list of all speeches and testimony you have delivered in the past 10 years, except for those the text of which you are providing to the Committee. Please provide a short description of the speech or testimony, its date of delivery, and the audience to whom you delivered it.

- **"Emergency Medical Services" United States/United Kingdom symposium on the Future of the Global Fire Service 1996 - This speech was given to a group of Fire Chiefs from the United Kingdom and United States. The topic was about the differences between how each country provides medical services to its citizens.**

- **"Stress of the Fire Service" 68th Annual Conference Southeastern Association of Fire Chiefs 1996 – This speech was given at a conference of Chief Fire Officers from the 10 states that make up the Southeastern Division of the International Association of Fire Chief. The topic was on dealing with the personal stress associated with being a Fire Chief on the person and family.**

- **"Beyond 2000.... The Future of the Fire Service" University of Georgia 1996 – This speech was given at the University of Georgia's annual Fire Service Leadership Conference. The topic**

was looking forward at the potential changes in the service demands placed upon the fire service.

- **"EEO/AA Issues: The Chief Officers' Perspective" Virginia Department of Fire Programs 9th Annual Symposium 1996 – This speech was given at the annual symposium sponsored by the Commonwealth of Virginia's department of Fire Programs. The topic was a panel discussion on diversity in the fire service and suggested ways to improve.**

17. **Selection:**

(1) Do you know why you were chosen for this nomination by the President?

I believe that the President agreed with Secretary's Chertoff's recommendation that I would be an excellent nominee based on my background and experience to fill this critical position and in doing so, make a major contribution to securing our homeland.

(2) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

I believe that my 39 years of progressive experience in the fire service from fire fighter to fire chief has given me a broad knowledge base of the issues confronting the fire service in the future. As the Fire Chief of a major metropolitan city I understand the complexities of providing front line services while preparing for large-scale disasters. My position for the last 8 and one-half years as the Emergency Services Coordinator for the City has further enhanced my knowledge, skills, and abilities to deal with disasters affecting a region. The interaction and coalition building I have been successful at accomplishing with greatly assist me in being successful in this new position should I be confirmed.

B. EMPLOYMENT RELATIONSHIPS

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

Yes

2. Do you have any plans, commitments or agreements to pursue outside employment, with

or without compensation, during your service with the government? If so, explain.

No

3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization, or to start employment with any other entity?

No

4. Has anybody made a commitment to employ your services in any capacity after you leave government service?

No

5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?

Yes

6. Have you ever been asked by an employer to leave a job or otherwise left a job on a non-voluntary basis? If so, please explain.

No

C. POTENTIAL CONFLICTS OF INTEREST

1. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

I belong to the following organizations as a current member. They have been the recipient of Federal Grants from the Department of Homeland Security and/or the United States Fire Administration:

- **International Association of Fire Chiefs**
- **International Association of Fire Fighters**
- **National Fire Protection Association**
- **International Emergency Managers Association**

2. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration or execution of law or public policy, other than while in a federal government capacity.

I have helped draft and/or edit position statements for the International Association of Fire Chiefs on topics related to various health and safety regulations coming before Congress over the last 14 years. I have worked on the annual legislative package prepared by the Council of the City of Virginia Beach on issues coming before Congress and the Commonwealth of Virginia. As a member of the Virginia Fire Chiefs Association and as Fire Chief for the City of Virginia Beach I have testified before the House of Delegates in Richmond on legislation affecting various topics related to the fire service. They have included building codes, revenues, and personnel benefits.

3. Do you agree to have written opinions provided to the Committee by the designated agency ethics officer of the agency to which you are nominated and by the Office of Government Ethics concerning potential conflicts of interest or any legal impediments to your serving in this position?

Yes

D. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.

- **Court Case in Hampton, VA Civil Court CL95032022-00- death of a small child because of fire in the home. As the Fire Chief of the department I was included as a defendant. The case was dismissed on summary judgment.**

- **Marlon Spratley v. Hampton City Fire Department: Gregory B. Cade, Individually and in his capacity as Fire Chief, Court Case in 4th Circuit**

Court of Appeals 125 F.3d 848, 1997 U.S. App. Lexis 34739 This case was appealed from the US District Court for the Eastern District of Virginia, at Newport News. It centered on the allegation of wrongful discharge based upon race. A black male fire fighter refused to come back to work and further refused to comply with an order to submit to a fitness for duty exam. His employment was terminated. He filed a court suit and EEOC complaint against the City and me. The District Court and on appeal the 4th Circuit Court of Appeals found in our favor and affirmed summary judgment.

- **My current employer, the City of Virginia Beach, Virginia, has recently entered into a consent decree with the Department of Justice concerning the entry level hiring practices of the police and fire departments. At this time the courts have not finalized the decree. Although the police are the only ones specifically mentioned by the decree, the Fire Department which I oversee was left out, the inquiry involved both departments.**

- **John R. Jop v. City of Hampton and Gregory B. Cade, Individually and as Fire Chief for the City of Hampton, Virginia. Civil Action 4:94 CV 109. United States District Court for the Eastern Division of Virginia, Newport News Division. Fire Fighter Jop was terminated after a series of workplace violence issues. The last one threatening to commit bodily harm to an officer in the Hampton Fire Department. He was terminated and then files this civil action. He also alleged the basis for the action was the previous complaints he had made against various members of the city and department. The case was dismissed on summary judgment.**

- **Thomas E. Richardson v. City of Hampton, and Gregory B. Cade, Individually and as Fire Chief for the City of Hampton, Virginia. Civil Action filed in the United States District Court for the Eastern Division of Virginia, Newport News Division. Civil Action 4:95 CV 160. Fire Fighter Richardson brought a discrimination suit for failure to promote him to Fire Lieutenant based upon his race and sex. Fire Fighter Richardson is a white male. Other white males and females, black males and females were promoted some of which had a lower position on the list than him. The jury decided that because he had scored the fourth highest score on the written exam he had a right to be expected to be promoted when the fourth vacancy occurred. The judge did not include in the final settlement that he was to be promoted. He felt that the decision still rested with the Fire Chief. Fire Fighter Richardson was promoted in a later promotional process. This case was appealed to the 4th Circuit Court of Appeals: Thomas E. Richardson v. City of Hampton, Gregory B. Cade. Civil Action in the United States Court of Appeals for the Fourth Circuit. Civil Action 4CCA No. 97-1770. Affirmed.**

2. Have you ever been investigated, arrested, charged or convicted (including pleas of guilty or nolo contendere) by any federal, State, or other law enforcement authority for violation of any federal, State, county or municipal law, other than a minor traffic offense? If so, provide details.

See answers to question #1 above.

3. Have you or any business of which you are or were an officer, director or owner ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.

See answers to question # 1 above.

4. For responses to question 3, please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted byyou, while serving in your official capacity.

All of the cases were a result of my official capacity as the Fire Chief of either the City of Virginia Beach or the City of Hampton, Virginia.

5. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.

While serving as the Fire Chief of the City of Hampton (1992-1998) I had an employee, John R. Jop, who alleged that the department was directly involved in the murder and subsequent cover up involving a vehicle accident in the Hampton Roads Bridge Tunnel prior to my being employed as the Fire Chief. The accident resulted in the deaths of two African American males students at the Hampton University. John R. Jop maintained that patient care was withheld to the patients because of their race even though he was the main Advanced Life Support provider to one of the patients. This lead to a series of investigations initiated at my direction by the City of Hampton Police Department, and then by Governor Wilder's Office, the Commonwealth of Virginia Department of Emergency Medical Services, the Federal Department of Justice, and several local civil rights groups. In the end Mr. Jop could never produce any evidence to substantiate his allegations. Although he said he had direct evidence none was ever produced. In a later lawsuit brought by him (see #1 above) we were able to obtain any and all materials he had in his position related to this event through the discovery process before trial. There was nothing in his possession that indicated any wrong doing by the Department or any of the firefighters. After eleven years the final investigation was closed without any actions being recommended or taken by the various agencies.

E. FINANCIAL DATA

All information requested under this heading must be provided for yourself, your spouse, and your dependents. (This information will not be published in the record of the hearing on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

1. Please provide personal financial information that identifies and states the value of all assets of $10,000 or more and liabilities of $10,000 or more that are not already listed on the SF 278 Financial Disclosure form. If the aggregate of your consumer debts exceeds $10,000, please include the total as a liability. Please include additional information, as necessary, to assist the Committee in determining your financial solvency. The Committee reserves the right to request additional information if a solvency determination cannot be made definitively from the information provided.

   Residence at 1772 Prodan Lane Virginia Beach, Va estimated value $550,000.
   Mortage amount $325,000
   2003 Harley Davidson Fire Fighter Classic estimated value $15,055 - loan amount $2,913
   2005 Chrysler mini-van estimated value $29,660 – loan amount $25,956
   Aggregate of consumer debt $27,392

2. List sources, amounts and dates of all anticipated receipts from deferred income arrangements, stock options, executory contracts and other future benefits which you expect to derive from current or previous business relationships, professional services and firm memberships, employers, clients and customers. If dates or amounts are estimated, please so state. Please only include those items not listed on the SF 278 Financial Disclosure form.

   All of these are listed on the SF 278

3. Provide the identity of and a description of the nature of any interest in an option, registered copyright, or patent held during the past 12 months and indicate which, if any, from which you have divested and the date of divestment unless already indicated on the personal financial statement.

   None

U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Gregory B. Cade to be
Administrator, U.S. Fire Administration, Department of Homeland Security

I. Nomination Process and Conflicts of Interest

1. Why do you believe the President nominated you to serve as Administrator of the U.S. Fire Administration (USFA)? **I believe that the President agreed with Secretary's Chertoff's recommendation that I would be an excellent nominee based on my background and experience to fill this critical position and in doing so, make a major contribution to securing our homeland.**

2. Were any conditions, express or implied, attached to your nomination? If so, please explain. **No**

3. What specific background and experience affirmatively qualifies you to be Administrator of USFA? **I believe that my 39 years of progressive experience in the fire service from fire fighter to fire chief has given me a broad knowledge base of the issues confronting the fire service in the future. As the Fire Chief of a major metropolitan city I understand the complexities of providing front line public safety services while preparing for large-scale disasters. My position for the last 8 and one-half years as the Emergency Services Coordinator for the City of Virginia Beach has further enhanced my knowledge, skills, and abilities to deal with disasters affecting a region. The coalition building I have been successful at accomplishing will greatly assist me in being successful in this new position should I be confirmed.**

4. Have you made any commitments with respect to the policies and principles you will attempt to implement as Administrator of USFA? If so, what are they, and to whom were the commitments made? **I have made no commitments.**

5. If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? If so, please explain what procedures and/or criteria that you will use to carry out such a recusal or disqualification. **As indicated in the ethics agreement I signed on December 19, 2006, that has been provided to you, if confirmed, I will vacate two positions I now occupy, i.e., Chief of the Virginia Beach Fire Department, and member of the Finance Committee of the Girl Scout Council of the Colonial Coast. Because I occupied those positions, I have agreed to recuse myself from official matters in which either of those entities is or represents a party for the first one year after I vacate those position.. In addition, I have agreed to recuse myself from any official matters that would have a direct and predictable effect on the ability or willingness of the State of Maryland or the Commonwealth of**

Virginia to provide the benefits to which I am entitled because of my continued participation in the defined benefit plans of Prince Georges County, Maryland, and the Commonwealth of Virginia.

As indicated by my ethics agreement, I have worked and will continue to work closely with the Department's Designated Agency Ethics Official, currently Mr. Robert Coyle, to ensure there is not even the appearance of any conflict of interests and will use the DAEO's guidance in dealing with any suspected or actual conflicts.

II. Role and Responsibilities of the Administrator of the U.S. Fire Administration

6. Why do you wish to serve as Administrator of USFA? **I am interested in having the opportunity to bring my experience to help further the needs of the Fire Service. I have spent considerable time and effort working on fire service issues at the local, state and federal levels. I believe that with a frontline perspective I can bring a view to the national discussions that represent the concerns, desires, and abilities of the fire service that are implementing the programs.**

7. What do you see as the principal mission(s) of USFA? **I believe the mission of USFA is to lead and support the nation's fire service and enhance the ability and capability of the Nation's Emergency Response Personnel in support of FEMA's and DHS's responsibility to the American citizens. To accomplish this requires a strong and dynamic interaction with the wide variety of stakeholders involved in the development and delivery of those training programs that meet the needs of the first responder community.**

8. What do you see as USFA's principal strengths and weaknesses in its ability to accomplish those mission(s)? **I believe the principal strengths of USFA are its uniquely highly skilled and resourceful staff and USFA's ability to leverage its limited resources into continuing national successes in the areas of fire prevention, training, and reduction of injuries and deaths. I believe we need to heighten the visibility of USFA's unique access to highly skilled professional and industry networks to develop, deliver and manage training programs and public awareness programs to enhance FEMA's and DHS's responsibility to the American citizens. The weakness I see is in the ability to address the wide variety of needs that exist within the first responder community dealing with the "All Hazards" approach demanded by the events post 9-11.**

9. USFA is currently transitioning from the Preparedness Directorate to the newly enhanced Federal Emergency Management Agency (FEMA) under the provisions of the Homeland Security Appropriations Act of 2007. What role do you expect USFA to play as a component of the new FEMA in preparing for both terrorist events and natural disasters? What challenges and benefits do you anticipate USFA will

experience as it is rejoined with FEMA? **I believe the mission of USFA is to lead and support the Nation's Fire Service in the prevention of fires, prevention of the loss of fire related deaths, the elimination of fire related injuries and property loss, to enhance the ability and capability of the Nation's Emergency Response Personnel at the local level in support of FEMA's and DHS's responsibility to the American citizens to prepare for and respond to major emergencies or disasters regardless of the cause or order of magnitude. I believe that the movement of USFA back under FEMA will benefit both by bringing the fire service first responders voice directly back into the response equations.**

10. If confirmed, what would be your top priorities? What do you hope to have accomplished at the end of your tenure? **If confirmed by the Senate my top priorities will be securing the necessary resources for the USFA to facilitate increasing outreach and impact on fire prevention and community life safety programs, provide the capability for more direct aid to States for necessary skill training, fund NFA course maintenance and development on a timely basis, increase the states ability to use data real time for analysis, continue outreach and assistance to the local agencies that supports regional efforts, help establish the NFA's and the local FD's role as a center for excellence in using NIMS/ICS, and assist in expanding NFA's ability to reach out and provide training through distance learning opportunities.. At the end of my tenure I hope to have set the stage for the continuation of the USFA in these areas.**

11. If confirmed, how will you establish and maintain relationships with firefighters, EMS personnel, and other stakeholders of USFA? **If confirmed by the Senate I intend to capitalize on, enhance and make more visible the relationships that USFA has with its stakeholders. I believe we need to heighten the visibility of USFA's unique capacity to in develop, deliver and manage training programs and public awareness programs to enhance FEMA's and DHS's responsibility to the American citizens. I have worked directly with and for a significant number of the stakeholders in the first response community over the last 39 years. As a member of both the career and volunteer fire service community I believe I have established many of the relationships necessary to take advantage of using open dialogue with existing organizations, especially those on the national level. I know that they are still other parts of the response community that I will need to reach out to and begin a dialogue with early on after the confirmation process is completed for me.**

III. Policy Questions

General Management

12. How will USFA fit within overall national efforts to identify and enhance the essential capabilities of Fire Departments and Emergency Medical Services? **The**

USFA can lead and support to the Nation's Fire Service in the prevention of fires, prevention of the loss of fire related deaths, the elimination of fire related injuries and property loss and enhance the ability and capability of the Nation's Emergency Response Personnel (including Emergency Medical Services) at the local level in support of FEMA's and DHS's responsibility to prepare for and respond to major emergencies or disasters. The USFA could then be the conduit to transfer the knowledge across the country through its training partnerships. This sharing of the existing expertise can accelerate the improvement of the KSA's of departments. This will assist in ensuring the resources are maximized to improve the capabilities in the emergency response community.

13. In your judgment, what is the responsibility of the Federal government and USFA in preparing the fire service to respond to catastrophic incidents? **I believe that the role of the federal government and the USFA is to lead and support the Nation's Fire Service in the prevention of fires, prevention of the loss of fire related deaths, the elimination of fire related injuries and property loss and enhance the ability and capability of the Nation's Emergency Response Personnel. The USFA can help to provide the training opportunities that will assist communities to improve their capability to deal with the potential issues they will have to deal with in a catastrophic event. Having been through several incidents personally, I know the opportunity to exercise before hand is a critical learning tool. The training opportunities I pursued through the NFA and EMI helped me and my management team be successful at adapting to the changing environment inherent in disaster responses.**

14. In your view, how could the demands on the fire service potentially change in upcoming years? How would you address these changes? How have you addressed similar changes in the past? **I think that the fire service will continue to be the first and last resort for local communities in dealing with a wide variety of complex emergency and non-emergency issues. As state and federal officials become more aware of this reality, more expectations and requirements will be placed on the fire service across the country. Volunteers staff most of the nation's fire service departments. The steady increase in calls, required training, and home responsibilities make this a very difficult item to balance for most people. Many of these Firefighters and Emergency Medical Services (EMS) volunteers are Career Firefighters and EMS personnel who work in communities outside of their home communities. The volunteer Firefighter and EMS staff members are dwindling every year and it is becoming more of a challenge to recruit and retain volunteer Firefighter and EMS staff members.**

Communities across the country are dealing with this staffing by converting to Career personnel to staff the fire stations, the fire apparatus and the EMS vehicles. This transition is placing a growing financial challenge on communities across the country. One way many jurisdictions are coping with this challenge is to consolidate services across political jurisdictions with regionalization of the fire and EMS services. I believe that the USFA can help provide assistance in

upgrading the KSA's of the leadership to more effectively use data to explain the changing environment and justify the resources necessary to meet those challenges. It can help bring to the conversation innovative methods for adapting to the new requirements from the community. Over the years I have increased my ability to use the response data to explain the trends and identify the future requirements necessary to meet those needs with successful outcomes in increasing resource allocations.

15. USFA continues to be funded below its authorized level (FY07 appropriation is $41 million, authorization is $67 million). Do you support funding USFA at its authorized level? At that level, how would USFA utilize the increased funding? **I have not been involved in the development of the USFA budget requests. I cannot speak to the reasons behind the difference between the appropriation and the authorized amount. If confirmed by the Senate, I will study how the USFA might use any additional funding.**

16. In your view, how should the Department of Homeland Security (DHS) ensure that the National Fire Academy and DHS's other training programs work closely together with state and local fire training academies in developing the curriculum and delivery system for all-hazards response training? How can these different training resources most effectively coordinate to ensure the efficient utilization of training resources? **I believe that USFA should assist in building a strong national focus and direction that use state and local training resources to enhance and reinforce capabilities on the frontline. I plan on capitalizing on and enhancing training programs already in existence in FEMA and USFA that call for the entities within a community and adjacent communities to plan, work, and exercise together. By strengthening the relationship with the local and state training providers the USFA in conjunction with the other DHS training programs can reduce the potential duplication of efforts and meet the training needs. If we can reduce the potential for duplication we will maximize the learning across the emergency response community.**

17. What strategies, programs and initiatives, including future grant requirements, do you propose that USFA employ to enhance state and local progress toward the National Preparedness Goal and the priority objectives set by DHS under that goal? For example, how is USFA working with local fire departments and other DHS components to enhance regional cooperation and preparedness? **Until the Senate confirms me I do not have any access to the strategy, future programs or initiatives being considered to enhance the progress toward the NPG by the USFA. I do believe that proper on-going training and periodic exercising with some financial assistance to local and state government Emergency Services is the top priority or focus of USFA and FEMA. This will enhance state and local officials to be better prepared to respond to and recover from major emergencies and disasters.**

18. A Fall 2006 newsletter issued jointly by the National Institute of Standards and Technology (NIST) and DHS points out that emergency responders are using an increasing amount of electronic equipment during routine operations. It also suggests that as new technologies become available, standards should be issued to incorporate these advances, and that first responders should be aware of the performance limitations of the equipment. To that end, NIST issued a Technical Note reviewing current equipment standards for electronic equipment used by firefighters and other emergency response providers. What do you believe should be USFA's role, if any, in supporting the development of National Voluntary Consensus Standards for facilities, apparatus, and equipment used by the fire service and other emergency response providers? **There already exist several excellent consensus standards making organizations that deal with the topics. The USFA has a long history of involvement in and support of the development of national-level consensus standards, primarily those of the National Fire Protection Association (NFPA). The USFA has participated in the development of standards in areas such as training, protective clothing and equipment, firefighter health and safety, fire investigation, and operations. I believe that the most appropriate role for the USFA in that conversation is to be an active participant as necessary to facilitate the input from the national perspective. The USFA should take a strong role in facilitating the research. The USFA should continue to build upon the relationships by providing staff support, join research projects, etc. to help explore the potential solutions that will lead to better safety and effectiveness of the profession.**

19. USFA holds a special seat within DHS, serving not only as the nation's voice for the fire service, but also as the Secretary's advisor on first responder interests. What can the other FEMA and DHS components learn from the expertise of the fire service? **The fire service has been at the forefront of every disaster that has ever occurred in this country. That body of expertise is readily available to assist in helping to define the problems, explore alternatives, and implement effective solutions. The fire service has quietly for years built the interconnections between many diverse responders such as public health, public works, engineering, etc. to create successful response capability to many different events. Through the efforts to make the USFA training programs and public awareness activities more visible USFA will demonstrate to the other FEMA and DHS components USFA's decades of credible connectivity with and understanding of the Emergency Services activities at the local level. Other components of FEMA and DHS should seek to capitalize on the existing relationships USFA has with local emergency services responders to better demonstrate that DHS works with and speaks to local emergency services responders with one voice.**

20. Currently, in many jurisdictions, local police, fire, emergency management, and other first responders are hampered by their inability to communicate across incompatible communications systems. The problems stemming from the lack of

interoperability were apparent in the responses to both the 9/11 tragedy and Hurricane Katrina.

a. What is your assessment of communications interoperability throughout the country? **The interoperability issues are slowly improving. Communications interoperability remains a significant challenge across the country. Unfortunately the discussion does not often center on holistic, workable, affordable, technologies and non-technological solutions. Current technology now provides equipment to permit disparate communications systems to talk across multiple bandwidths for radios, cell phones, satellite phones, computers, etc. However, there is so much vested in developing new "and yet untested systems" that we have almost ignored maximizing the existing technology that is available, and may also be overlooking non-technological barriers to interoperability such as governance, standard operating procedures, training and exercises, and usage.**

b. If confirmed, how will you address the challenges of first responder communications interoperability? **If confirmed by the Senate I would support funding for most regions through grant programs or other cost sharing programs to immediately address the communication interoperability issue. Conventional wisdom holds that investment in new technology is the key to interoperability, despite the challenges of available spectrum, the costs of infrastructure for 700-800 MHz systems and other expensive alternatives. We can make progress, however, by implementing higher degrees of control and accountability in our operations using both existing technology and non-technological solutions to the barriers to interoperability noted above, such as governance, standard operating procedures, training and exercises, and usage.**

c. What do you see as shortcomings in the current system of funding with regard to communications interoperability? **I believe that part of the current problem stems from the ability to clearly define the expected results that first responders want and need to be able to effectively transfer information before, during, and after a major incident occurs. Without a clearly defined set of objectives, such as linking the local responders together for command and control, the funding distribution is not being applied in a coherent manner to successfully address the interoperability issue. The current process continues to search for a perfect, albeit expensive solution. We have workable answers that are available now. I would press my colleagues forward on adaptation of existing solutions.**

Grants

21. What role do you believe USFA should play in setting policy for the Assistance to Firefighter grants and Staffing for Adequate Fire and Emergency Response (SAFER) programs? How will USFA coordinate with the proposed Office of Grant Administration, which has the primary responsibility for administering these grants?

I do not know the current interaction that takes place between the USFA and the Office of Grants and Training. Without a basic understanding of that interaction it is difficult to determine what the role is or should be. Fundamentally, the USFA should help to evaluate the basic goals that the grants are trying to achieve. They should bring their expertise to assist in direct interaction and policy guidance to bond the connection between what the grants are funding and the set of fire service objectives we are trying to achieve.

22. Assistance to Firefighter Grants have been reduced 27% since FY2004, and SAFER grants have been funded at only a small fraction of their authorized amount. Do you believe that the funds for the AFG and SAFER grants available for these grants should be increased? Why or why not? **I do not know the reasons behind why there is a difference between the funded amounts versus the authorized amount. While equipment requests seem to be unabated, the USFA is challenged to fully exploit the potentials in their prevention grants in attempting to develop new ideas and technology. In general I believe that regardless of the approved amount there will never be sufficient funding available to eliminate the need for making difficult choices about what to fund and what must wait at any level of government. I think helping to facilitate the conversations that define the priorities is an important role the USFA can play with the emergency response community.**

23. Under the FIRE Act, DHS provides grants to local fire departments and emergency medical services organizations. How do you see these grants complementing other grants administered by DHS, such as state homeland security grants, urban area security initiative grants and emergency management performance grants? How do FIRE Act grants support broader national preparedness efforts? **I have had a unique opportunity here in the Hampton Roads area to work cooperatively using grants to leverage improving the capabilities to respond to emergency incidents. This area of Virginia decided as far back as the DoD grants associated with the Nunn, Lugar, Domenici Terrorism Grants in 1997 to inventory the assets in the region and use the grant funds in the four cities designated in the grant to complement what existed and fill identified gaps. That cooperative effort has continue as MMRS came into the region and other DHS grants including the latest new designation as a Tier II UASI. We have built in appropriate redundancy, which is needed. FIRE Act grants complement the other grants administered by DHS, such as state homeland security grants, urban area security initiative grants and emergency management performance grants by providing the basic building blocks for expanded emergency response. Once an emergency occurs, the costs and consequences start to mount. If the event is handled quickly and competently, there is little impact to the citizenry, the infrastructure or the economy. If not, the event expands to affect every one of those. Most importantly, the Federal government doesn't own the basic tools for emergency response; instead, it partners with State and local governments as well as other Federal agencies and non-governmental organizations to provide resources. FEMA didn't send Federal fire trucks with Federal**

Firefighters to the Pentagon, Ground Zero or the Murrah Building. The success story of those responses and others is that the Federal government, through the National Response Plan, can mobilize resources to the extent that no other level of government can. FIRE Act Grants help ensure that emergency resources are ready; that the responders have the apparatus, equipment, staffing and training to do what this country needs whenever they're called. That emergency might be a Wildfire in Florida or California, a tornado in Texas, a train wreck in Michigan, a chemical release in New Mexico, or a mudslide in Oregon. The definition of effective National Preparedness is organized, staffed, equipped and trained local response and responders. The FIRE Act grants compliment homeland security grants, urban area security initiative grants and emergency management performance grants because without local response capability, none of those other things matter. FIRE Act grants are the building blocks of this Nation's preparedness.

24. In October 2006, USFA published a study titled, "Four Years Later – A Second Needs Assessment of the U.S. Fire Service," which reported on the results of a survey of over 4700 fire departments. Among other things, the study documented gaps in the reported capabilities of those departments. Only about a quarter of all departments, for example, reported that they could communicate at incident scenes with all their Federal, state and local partners. And while 92% of departments said they had enough personal protective equipment for all their firefighters, only 11% said they could handle a rescue at a structure collapse of a building with 50 occupants and only 12% of departments reported that they could handle a hazmat incident involving chemical/biological agents and 10 injuries.

   a. Are you familiar with the study? What lessons do you take from the study? What steps would you take as USFA Administrator in light of the findings of this needs assessment? **I have a basic understanding of the study results. The major lessons I take away from the study are that many communities are exposed to potential harmful effects from a disaster that they are not equipped to handle with basic equipment, training, and in some locations staffing. Equipment wears out, service demands exceed those generated and paid for by the community. As we engage our first responders as an integrated part of our national defense against terrorism, technology continues to allow us to improve the way we do business. So the needs will continue to mount and demands will change. I will engage in making sure all departments are kept abreast of the study, participate as appropriate where I can influence that, and understand the results thereof. If I confirmed by the Senate I believe that the study can and should be used to help guide those discussions of the best use of USFA/DHS resources to address the shortcomings identified in the study.**

   b. In what way, if any, do you think the results of the survey should inform the future grant guidance and awards? **As noted above, I do not know the current interaction that takes place between the USFA and the Office of Grants and**

Training. However, my understanding is that USFA believes that the grant policies and procedures currently in place sufficiently ensure a balanced and equitable distribution of funding. The DHS OIG stated in A Review of the Assistance to Firefighters Grant Program (September 2003) report that USFA "succeeded in achieving a balanced distribution of funding through a competitive grant process." The OIG went on to say that USFA had developed procedures to ensure that either all volunteer and combined firefighting personnel or career firefighting personnel receive a portion of the total grant funding available that is not less than the proportion of the United States population they protect and serve. The OIG's analysis showed that there was a balanced distribution of funding to volunteer and combination applicants or career applicants. In addition, the demographic of funding did not appear to favor any state or type of applicant. I think the study highlights the major funding areas that future grant goals could be tied to achieving. It provides the flexibility to structure the grant areas based upon the different needs on a geographic basis.

25. According to USFA figures, as of 2005, about 823,000 of the nation's more than 1,336,000 firefighters are members of volunteer fire departments.

a. In what ways are the needs of career and volunteer fire departments similar and in what ways are they different? **I have been fortunate to have worked for the last 39 years in combination departments (departments that utilize both volunteer and career firefighters) in major metropolitan areas. I think this experience has provided me with the opportunity to see the needs of both the volunteer system as well as the career system from practical level. Fires, acts of terrorism, natural disasters, accidents, chemical releases, or medical emergencies care not whether the responders are donating their time or earning a wage; the dangers to the individuals and the consequences to the victims and the community are the same. The response is neither better nor worse because someone volunteers their time or is paid. In my experience in the fire service, every firefighter and officer does their best with what they have – I don't think I know a firefighter who regrets being one. Large cities may have more fires, and perhaps larger fires; but the fires are just as hot and dangerous as they are in the country. The one similarity among all firefighters and officers, career and volunteer, men and women, all races and creeds is a dedication to protecting the public. The differences between career and volunteer departments, despite the obvious, are probably very small. They are both challenged by rapid changes in the materials and methods of construction; the increased demand for services, particularly emergency medical services; diminished local government resources; higher expectations for service from the public; increasing response areas as new communities develop; the concern about an expected increase in fire deaths as the baby-boom generation become senior citizens – seniors are a high risk group; and of course, trying to stay abreast of the transportation, pandemic, and chemical risks that every community has.**

b. What do you believe to be the most critical needs of each group? **I believe the most critical need for each group is the ability to clearly articulate the threats they are trying to prepare for in each of their communities. The proper risk assessment at the local and regional level has to be a basis for planning how to allocate resources. Each group has the very same need as the Federal government - that when a community in this Nation is threatened by a natural or man-made disaster; that there is a sufficient force of trained, equipped and staffed responders to minimize the affect of the event on the lives, property, infrastructure and economy of that community.**

c. What criteria would you use to balance the distribution of grants between career and volunteer fire departments? **I believe the appropriate criteria should be the goals articulated in the NRP contrasted to how well the grant requests address the threats identified in the local areas. We should make sure that the increase in local capability complements the goals and objectives necessary to improve the emergency response at the local, regional, state, and federal levels.**

National Preparedness System and National Response Plan

26. DHS, in conjunction with the Homeland Security Council, has developed 15 disaster scenarios – twelve terrorist events and three non-terrorist events. DHS used these National Planning Scenarios to develop a list of universal tasks and target capabilities.

a. To what extent do the 15 scenarios incorporate large fires? **My experience suggest that 98% of the skills set necessary to manage a disaster of any kind are common among each of the scenarios, I am not overly concerned about the makeup of any specific scenario. I am concerned about the process that got us to where we are. The community I represent has a sense that the "All Hazard Issues" were less considered that those specific to terrorism. I trust that additional updates will be more "all-hazard" focused to enhance the perception of inclusion for the fire and emergency response communities. The unalterable fact remains that if you are really good at any of the scenarios, you will be at the 98% in any other as well.**

b. What is your assessment of the comprehensiveness of the Universal Task List and the Target Capabilities List for emergency response providers? **I have reviewed the latest versions of the Task List and Capabilities list. I believe that they currently reflect the appropriate interventions needed to be implemented to successfully mitigate an incident. The documents do advise that they are considered to be "living" documents and therefore will be reviewed and updated as required. As the role of the fire service continues to evolve I am confident that additional tasks and capabilities will be included to reflect the new areas. If confirmed by the Senate I would monitor the revision cycle to**

ensure that the USFA provides the appropriate input from the stakeholders to keep it current.

c. Are critical fire prevention and firefighting capabilities and tasks included in these key national documents? **I believe that the critical elements are contained in the current versions of the documents. However I think the USFA should monitor the revision cycles to ensure appropriate stakeholder input is provided.**

d. Do you recommend the lists be amended to include any additional elements? **I generally think the mix provides enough options for planning, training and exercise to allow us to meet our goals of national preparedness. I would not recommend any additional elements at this time.**

27. Please give your assessment of the comprehensiveness and adequacy of the National Response Plan's Firefighting Emergency Support Function (ESF-4). If you see any gaps or shortfalls, what is their potential effect, and how should ESF-4 be improved? Do you believe that the capabilities of USFA in particular, and of the fire service in general, are adequately incorporated into the NRP? **The ESF#4 like the other functions are written in very broad terms. This allows the ability to be flexible in responding to incidents. I believe that the USFA could provide some additional expertise in dealing with large-scale events especially in the urban/wildland interface areas that are growing steadily across the country. While I am sure there continues to be a close working relationship with the other stakeholders in the ESF#4 without having any direct knowledge at this point of how well the ESF#4 works in an incident I do not believe I can offer any recommendations. I would like the opportunity if confirmed by the Senate to assist in the next review and update of the plan.**

Human Capital Management

28. Please describe your management style. What is your approach to managing staff, and how has it developed during your previous management positions? **Over the years my management style has evolved and changed to meet the role I have been asked to play. For the last 15 years as a Fire Chief my role has been to build consensus in the department and community to deal with the risks in the community. That has meant that the best style to be effective is a collaborative style. It is impossible to bring stakeholders from wide and differing points of view together without using this model. Likewise, it is impossible to build and implement effective solutions without the input, buy-in, and support for the solutions from those expected to carryout or receive the programs. My preferred approach to dealing with others is to lay out the goals and objectives as clearly as possible, define the boundaries for them, and get out of the way and let them work. I stay close enough to be there for support and advice, monitoring the progress, and offer input as necessary. This has been very**

successful over the years to improve decision-making and drive it down to the lowest appropriate level.

29. In the biographical questionnaire you submitted to the Committee, you described a matter that occurred while you were Fire Chief for the Hampton Fire Department, in which firefighter Tom Richardson sued the city alleging he was passed over for a promotion due to his race and sex. A federal jury decided that Mr. Richardson was discriminated against, and Mr. Richardson later received $200,000 in damages. What is your understanding of the circumstances that gave rise to the lawsuit? What role, if any, did you play in this matter? **When I was the Fire Chief of Hampton Fire Fighter Richardson brought a discrimination suit for failure to promote him to Fire Lieutenant based upon his race and sex. Fire Fighter Richardson is a white male. Other white males and females, black males and females were promoted some of which had a lower position on the list than him. The jury decided that because he had scored the fourth highest score on the written exam he had a right to be expected to be promoted when the fourth vacancy occurred. The judge did not include in the final settlement an order that he was to be promoted. He felt that the decision to promote personnel still rested with me, the Fire Chief. Fire Fighter Richardson was promoted in a later promotional process.**

30. USFA's October 2006 Second Needs Assessment notes that, for the past several years, the number of volunteer firefighters has been declining while the number of career firefighters has been increasing. What do you believe are the implications of this trend for the fire service generally and for USFA in particular? **Over the last decade the trend in people agreeing to participate as a volunteer firefighter has been steadily declining. There are a whole host of reasons from time commitments, training requirements, work restrictions, etc. The IAFC and NVFC have been working together and with their various constituent groups to develop strategies that could address the issues. I began my career as a volunteer fire fighter and I believe it is directly related to my decision to pursue it as a career. The long-term implications for the fire service and the communities they protect are significant. Although career and combination department protect the majority of the citizens, the bulk of the country's land mass is protected by volunteer fire departments. The continued loss of trained personnel in the volunteer ranks sets into motion the potential for less protection or increased fiscal impact, as communities have to consider career employees. Many rural areas would probably have a difficult to impossible time funding this need. This means that they would have to look to the states or federal partners for the coverage. This just shifts the fiscal problem. The implications for the USFA are to develop strategies that assist in the transfer of training programs in a faster and more efficient manner so trained personnel are readily available. The USFA should also look to work with those stakeholders to assist in the development of appropriate strategies for the future. Those future strategies will impact the future agendas for the USFA across the board.**

31. The Second Needs Assessment also addresses a lack of training within fire departments. For example, an estimated 36% of fire departments are involved in delivering emergency medical services, but they have not provided formal training in those duties to involved personnel. The same percentage of fire departments are involved in hazardous material response, but they have not provided formal training in those duties to involved personnel. What do you believe USFA's role should be in ensuring that firefighters are properly trained to provide the services that they are asked to perform in their communities? **I believe it should be the USFA's role to complement, but not duplicate, the training authorities and responsibilities of the local and state levels. The ability of a firefighter to safely respond to an incident is directly related to his or her training. Our community and our nation's most valuable resource is its people. Our firefighters are our first line of defense. We have to protect the most valuable resource/asset that is protecting our communities. In general, the USFA's National Fire Academy (NFA) should continue to focus on training intended for a national level audience and that which may be most efficiently developed at the national level to address a broad need. In addition, through a program of endorsement, the NFA should continue facilitating the sharing of some state-developed curricula between and among states. The NFA sponsors a network of online college-level learning in fire administration and prevention technology. The delivery systems of the NFA are diverse and designed to make training accessible at all levels. In addition to residential courses at the Emmitsburg campus, distance delivery brings instruction directly to the States and local communities while technology provides access that can be as personal as an individual's desktop computer. The issue is far more complex than the USFA's involvement. Technology changes, people retire, "unvolunteer", transfer, promote, or otherwise leave the fire service organization or assignment. Thus the need for training at all-levels from basic firefighting to very advanced management and technology oriented courses continue unabated by any one moment's activity. The USFA's role as a provider is largely limited to "higher level" courses and programs as well as those which for a variety of reasons cannot be delivered locally or by the state. The role as a facilitator should allow them to coordinate with our state partners and metro-fire departments to deliver our courses at and to the point of need.**

32. In a February 2001 article, you stressed the need for the fire service to "intensify the focus on the community and all who live there" as cities in the United States trend towards increasing ethnic diversity ("Vision 2010 Communiqué For Change," Special Supplement to Fire Chief Magazine and Fire International Magazine, February 2001). What steps have you taken as Fire Chief to address this issue? As USFA Administrator, what steps, if any, would you take to address this issue on a national level? What methods do you recommend for fire chiefs to, as you put it, "empower...personnel to deliver customer service and to deal with community issues?" **The world today allows people to get what they want customized to their individual desires. This particular part of the article centered on the ability of a Fire Department to empower its employees to have the flexibility to**

deliver its services not necessarily in a similar manner to each group. As stated in the article the diversity of our country is expanding at a fast pace. Fire Chiefs have to empower their officers and fire fighters to engage the community they serve to define what the needs are. As we move from a strict delivery of fire service to an all hazards approach it is paramount for success. It is impossible to make that happen using a centralized approach. As an example in our community we have a very large Philippine population. The wonderful culture they bring to the city is exciting but different from the majority population. We have made a special effort to reach out and build a relationship with the leadership of the community so we can discuss the range of services we provide. We are interested in knowing if services are being delivered in a manner that meets their needs. This gives us the opportunity with their input to modify our programs as necessary to be successful. It has lead to other opportunities such as with recruiting to create a more diverse workforce. If the Senate confirms me I would continue to look for ways to bring to the table the diverse community we serve and provide a forum to help current and future fire chiefs understand how to be successful in engaging the community in the important dialogue necessary to address the changing needs. I believe it all starts with being a good listener to the community you serve.

IV. Relations with Congress

33. Do you agree, without reservation, to respond to any reasonable summons to appear and testify before any duly constituted committee of the Congress if you are confirmed? **Yes**

34. Do you agree, without reservation, to reply to any reasonable request for information from any duly constituted committee of the Congress if you are confirmed? **Yes**

V. Assistance

35. Are these answers your own? Have you consulted with DHS or any interested parties? If so, please indicate which entities. **I have received assistance with some of the internal policy questions from DHS. Having not been a party to the development of policy I could not fully answer the questions without some input from the individuals involved.**

AFFIDAVIT

I, GREGORY BEIMNCAOE, being duly sworn, hereby state that I have read and signed the foregoing Statement on Pre-hearing Questions and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.

Subscribed and sworn before me this 27 day of February, 2007.

Notary Public

United States
Office of Government Ethics
1201 New York Avenue, NW., Suite 500
Washington, DC 20005-3917

December 28, 2006

The Honorable Susan M. Collins
Chair
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510-6250

Dear Madam Chair:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Gregory B. Cade, who has been nominated by President Bush for the position of Administrator, U.S. Fire Administration, Department of Homeland Security.

We have reviewed the report and have also obtained advice from the Department of Homeland Security concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is a letter dated December 19, 2006, from Mr. Cade to the agency's ethics official, outlining the steps Mr. Cade will take to avoid conflicts of interest. Unless a specific date has been agreed to, the nominee must fully comply within three months of his confirmation date with any action he agreed to take in his ethics agreement.

Based thereon, we believe that Mr. Cade is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

Marilyn L. Glynn
General Counsel

Enclosures

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