

# PENDING NOMINATIONS

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## HEARING

BEFORE THE

### COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE ONE HUNDRED FIFTEENTH CONGRESS

SECOND SESSION

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NOMINATION OF WILLIAM N. BRYAN TO BE UNDER SECRETARY FOR  
SCIENCE AND TECHNOLOGY, U.S. DEPARTMENT OF HOMELAND  
SECURITY AND PETER T. GAYNOR TO BE DEPUTY ADMINISTRATOR,  
FEDERAL EMERGENCY MANAGEMENT AGENCY, U.S. DEPARTMENT OF  
HOMELAND SECURITY

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AUGUST 22, 2018

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# NOMINATION HEARING

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WEDNESDAY, AUGUST 22, 2018

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

The Committee met, pursuant to notice, at 10 a.m., in room 342, Dirksen Senate Office Building, Hon. Ron Johnson presiding.

Present: Senators Johnson, Lankford, Daines, McCaskill, Carper, Heitkamp, Peters, Hassan, Harris, and Jones.

## OPENING STATEMENT OF CHAIRMAN JOHNSON<sup>1</sup>

Chairman JOHNSON. Good morning. This hearing will come to order. We are pleased to welcome two distinguished nominees, one for Under Secretary for Science and Technology (S&T) of the U.S. Department of Homeland Security (DHS), and the other to be Deputy Administrator for the Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security, and that nominee, Mr. Peter Gaynor, is from the great State of Rhode Island, and we have the distinguished Senator from Rhode Island who is going to introduce Mr. Gaynor. So without further ado and out of respect for the Senator's schedule, Senator Reed, the floor is yours.

## STATEMENT OF THE HONORABLE JACK REED,<sup>2</sup> A UNITED STATES SENATOR FROM THE STATE OF RHODE ISLAND

Senator REED. All right. Thank you, Chairman Johnson, Ranking Member McCaskill, and Senator Peters. Thank you for this opportunity to introduce Peter Gaynor, whom the President has nominated to serve as Deputy Administrator of the Federal Emergency Management Agency.

Before I begin, let me acknowledge Director Gaynor's family. His daughter, Grace, and his brother, Paul, are here today, and his wife, Sue, who could not attend but is very much here in spirit. I want to thank them for their support and sacrifice.

Mr. Chairman, as the Committee examines Director Gaynor and his record I hope you find, as I have, that he is a dedicated and capable leader of high integrity. In more than two decades as a member of the United States Marine Corps (USMC), he rose from the rank of Private to Lieutenant Colonel, serving at Headquarters Marine Corps on September 11, 2001 (9/11) and later in Iraq in 2006. After witnessing the attack on the Pentagon on 9/11, Director Gaynor and his team worked to reestablish the Naval Operations

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<sup>1</sup> The prepared statement of Senator Johnson appears in the Appendix on page 31.

<sup>2</sup> The prepared statement of Senator Reed appears in the Appendix on page 37.

Command which had been destroyed in the attack, allowing the Chief of Naval Operations to seamlessly direct the Navy's service missions and their response to the attack on 9/11.

In 2006, Director Gaynor was deployed in support of Operation Iraqi Freedom, with the First Marine Expeditionary Force, and assisted with the coordination of combat operations in Al-Anbar Province.

After retiring from the Marine Corps, Director Gaynor was tapped to lead the city of Providence Emergency Management Agency (EMA). In this role, he modernized the city's emergency operation center, coordinated its response and recovery efforts, including those three federally declared disasters. He also led Providence through the Emergency Management Accreditation Program (E-MAP) in 2010, making it the first city to learn this accreditation.

Because of his recognized leadership within city government, he was twice temporarily assigned to the Providence Public School Department to help direct and guide operations of the school system, which includes 24,000 students, 2,200 employees, and 40 facilities.

In 2015, Director Gaynor was appointed by Governor Gina Raimondo to serve as the cabinet-level director of the Rhode Island Emergency Management Agency (RIEMA). In this role, he has been responsible for developing and coordinating the response in natural, man-made, and technological disasters. He has also worked to manage the recovery from several previous federally declared disasters, and as the leader for emergency management in the Ocean State, he has worked to help communities become more prepared and resilient, which is part of the reason that the Rhode Island League of Cities and Towns has enthusiastically endorsed his nomination, and I would ask that a letter<sup>1</sup> to the effect be included in the record.

Chairman JOHNSON. Without objection.

Senator REED. As he did in Providence, Director Gaynor also worked to completely modernize the Rhode Island EMA. With a new organizational framework, he assembled a trained team with skills to meet emergencies and challenges, and Director Gaynor's success in reorganizing the agency was recognized with an accreditation under E-MAP in 2017.

In sum, Director Gaynor has earned the respect and admiration of the people who worked alongside him. That reputation is why it is difficult for us in Rhode Island to see him leave, but it also why we know that he will do an excellent job at FEMA. With the countless challenges FEMA faces, particularly now during the height of hurricane season, we need Director Gaynor on the job.

So, Mr. Chairman, I will not delay the proceeding any further. Thank you very much for your kindness.

Chairman JOHNSON. Well, thank you, Senator Reed. That was a great introduction, so again, we appreciate you coming here and making that.

Our hearing today is on two nominations. I want to thank the nominees, first of all, for your prior service to this Nation and your willingness to serve again in these capacities. These are incredibly

<sup>1</sup> The letter referenced by Senator Reed appears in the Appendix on page 174.

important jobs, from my standpoint. I also want to thank your families. Working for the Federal Government in this capacity, you will definitely be taking some time away from your families. So I hope in your opening remarks you can introduce those family members that are also making that exact same sacrifice.

The two positions we are holding this nomination hearing for, first the Deputy Administrator of FEMA is responsible for assisting the Administration in leading the agencies, which includes advising the President and Secretary of Homeland Security in directing the government's response to major disasters and terrorist attacks. We have Hurricane Lane bearing down on Hawaii today, as we speak, so I think this is a pretty timely hearing. We had a freak rainfall in Madison, Wisconsin. It dumped, by one report, 15 inches. Tragically, a 70-year-old gentleman, a Wisconsite, died in that. So these types of emergencies can occur anywhere in this Nation, almost at any point in time.

The Deputy Administrator also supports the Administrator in overseeing FEMA's various assistance programs, including the National Flood Insurance Program, Homeland Security grants and disaster assistance. In all, FEMA's Deputy Administrator helps oversee approximately 9,700 employees as well as reservists activated to respond to a disaster. FEMA makes up 22 percent of the DHS's overall budget.

Our second position is the Under Secretary for Science and Technology. That position is responsible for advising the Secretary regarding research and development and leading the Science and Technology Directorate. The Science and Technology Directorate researches and develops tools and products to enhance the work of the Department's components. The Under Secretary oversees about 485 employees.

So again, I am looking forward to your testimony. I certainly appreciate your willingness to serve. And with that I will turn it over to our Ranking Member, Senator McCaskill.

#### **OPENING STATEMENT OF SENATOR MCCASKILL<sup>1</sup>**

Senator MCCASKILL. Thank you, Mr. Chairman. I think these are both very important positions within DHS. Mr. Bryan is nominated to head S&T Directorate. It was established to administer the research and development (R&D) activities at DHS and to ensure the men and women defending the homeland have access to the best available technology.

You come to the Committee having already spent more than a year working at S&T in an acting capacity, where you have been working closely with Democratic and Republican staff of this Committee on the DHS authorization and on finding solutions to problems which the Directorate has struggled with since its establishment. Before joining DHS, you already had a long and distinguished career in the United States Army and the Department of Energy (DOE), and we appreciate your willingness to reenter public service.

I look forward to hearing from you today about how you plan to reshape S&T to make it a more effective advocate for research and

<sup>1</sup> The prepared statement of Senator McCaskill appears in the Appendix on page 32.

development. S&T can be a powerful force ensuring that technology acquisitions at DHS are not wasteful and enhance our security, and I hope that you will make S&T a partner in improving the technology and acquisition process at DHS.

As you know, there has been some money wasted. We have sometimes lurched from one technology decision to another, leaving in its wake hundreds and millions of dollars of taxpayer money wasted.

I am also very interested to hear from you about the Administration's plans to move the National Bio and Agro-Defense Facility (NBAF) from DHS to the Department of Agriculture (USDA). Chairman Johnson and I, along with a bipartisan group of Senators, have requested a Government Accountability Office (GAO) review of this transfer, and I will be looking for a clear explanation of how S&T expects to handle the move and whether the plans for construction of a new facility are staying on target and are adequately funded.

Mr. Gaynor, I am glad to see you. I got a card from one of my oldest and smartest friends, Carol Grant, that evidently knows you personally. That is a pretty darn high recommendation in my book, so I was pleased to hear that she knows you and has a great deal of confidence in you.

I know you come with over 30 years of experience as a public servant, first in the Marine Corps and then with city of Providence. Your recommendation by Senator Reed is almost as important as Carol Grant's. From all accounts, you are a leader in the emergency management field and a no-nonsense manager.

You have a big job ahead of you, and I need to know you are up to the task. There are a number of management challenges you will face, if confirmed, none more important than ensuring that the FEMA employees have a workplace free from harassment, discrimination, and unfair hiring practices. That appears to have not been the case in the recent past, at least in FEMA's human resources (HR) division. According to results of an internal investigation, which was recently shared with me and the Chairman of the Committee, the former head of HR at FEMA was engaged in improper sexual relationships with subordinates, promised promotions in exchange for continuing those relationships, and improperly hired or assisted in the hiring of personal friends who were unqualified for the positions they received.

According to FEMA and the Department of Homeland Security Office of Inspector General (OIG), there had been nearly two dozen complaints about the former HR director dating back to 2013. However, when the complaints were referred to FEMA by the Inspector General's (IGs) office, it is unclear what, if anything, FEMA did about them. This is the exact same thing that the GAO took FEMA to task for in a report issued last year. GAO found that, among other things, FEMA was not investigating and did not have a good system for tracking misconduct referrals. I know, Mr. Gaynor, you did not make this mess, but confirmed, you are responsible for cleaning it up. I would like to hear from you about how you intend on doing that.

Another topic on FEMA personnel, one of the major findings of the 2017 After-Action Report was that FEMA experienced severe

staffing shortages when responding to back-to-back hurricanes, coupled with historic wildfires and other outstanding disaster recoveries in States like Missouri. At one point last year, more than 70 percent of FEMA's workforce was deployed to disaster-affected areas. The agency had to pull staff from other components and from non-DHS departments. These were folks who were not typically trained in disaster response and recovery. While FEMA has made strides in hiring over the past year, the agency is still 5,000 employees short of its targeted staffing goals, and many of the employees on board at FEMA today do not meet the qualification standards the agency has set for itself.

I worry if whether FEMA is ready to respond if, God forbid, we have another disaster year like 2017. I want to hear about your plans for hiring, retaining, and training qualified employees.

And finally I would like to touch on the issue that was hardly mentioned in FEMA's After-Action Report, which was surprising to me, and that is disaster contracting. I realize that FEMA is not built to handle everything in-house. In some cases, contractors are needed. But the very least we can do going forward is to make sure that communities have the contracts and commodities pre-positioned if they need those kinds of contract work when disaster strikes. The worst time to be soliciting bids for goods and services is in the aftermath of one of these disasters. As we have seen time and time again, in the response to Hurricanes Harvey, Irma, and Maria, this can lead to cost overruns, contract cancellations, unnecessary delays, and outright fraud, which ultimately impact disaster survivors and the American taxpayer. I hope if you are confirmed you will take a close look at what FEMA can do to improve pre-event contracting at the Federal, State, and local levels.

Thank you both for being here today and thank you for your willingness to serve the public.

Chairman JOHNSON. Thank you, Senator McCaskill. It is the tradition of this Committee to swear in witnesses, so if you will both stand and raise your right hand.

Do you swear the testimony you will give before this Committee today will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. BRYAN. I do.

Mr. GAYNOR. I do.

Chairman JOHNSON. Please be seated.

Our first nominee will be William Bryan. Mr. Bryan is currently serving as the Senior Official Performing the Duties of the Under Secretary for Science and Technology (SOPDUSST). Prior to joining DHS, Mr. Bryan was the President of ValueBridge International's Energy Group. He previously served in several senior leadership positions within the Departments of Energy and Defense (DOD), including serving as the Director for Critical Infrastructure Protection within the Department of Defense's Office of the Under Secretary for Defense Policy.

Mr. Bryan honorably served for 17 years in the U.S. Army and 3 years in the Virginia National Guard. Mr. Bryan.

**TESTIMONY OF WILLIAM N. BRYAN,<sup>1</sup> TO BE UNDER SECRETARY FOR SCIENCE AND TECHNOLOGY, U.S. DEPARTMENT OF HOMELAND SECURITY**

Mr. BRYAN. Chairman Johnson, Ranking Member McCaskill, and distinguished Members of the Committee, I appreciate the opportunity to be here today as you consider my nomination by the President to be the Under Secretary for Science and Technology within the Department of Homeland Security.

I would like to begin by thanking both the President and the Secretary for their trust and confidence in me to be nominated for this position.

I would also like to thank my family, friends, and colleagues who are here today to offer their strength and support. I first want to express my deepest admiration and appreciation for my bride of 39 years, Darlene. Together, we have laid a foundation built on faith in Christ, love of family, and trust—a foundation that has supported me throughout my career. We have been blessed with four children and eight grandchildren. Most of them are with me today. I will try to introduce them. I may not get the order right, because I cannot see all the way behind me. But you have Jadon, Evan, Liam, and my daughter, Lindsay, and then in the second or third row back there you have Matthew, Titus, Benjamin, and Lydia, as well as Kohana. Those are all my grandchildren. My daughter, Lauren, is also back there with my son-in-law, Jeff, my daughter-in-law, Hannah, and assorted other members of close friends and colleagues of mine. I have two sons who could not be here today, for work reasons.

Throughout their lives, they have supported me as I have embarked on many opportunities to serve our country, including living in foreign lands and relocating the family multiple times. And today, they are standing by me for my greatest honor to date, being nominated by the President to serve DHS. They are my joy and I love them very much and thank them for their love and commitment along life's journey. We are a team and I would not be here today if it was not for them.

My career over the past 40 years has prepared me for this moment, beginning at the age of 19 in a suburban Detroit steel factory supervising 60 individuals and culminating with my current position as the Senior Official Performing the Duties of the Under Secretary for Science and Technology. I have been fortunate to work in the private sector as well as having had the honor of serving the Nation, including 17 years in the active military, serving in the Army, and 3 years in the Virginia National Guard.

My comprehensive experience as a leader, manager, technician, and program architect has spanned the areas of infrastructure security, energy restoration, homeland defense, critical infrastructure protection, and risk management. At the core of achieving these national security objectives was my ability to effectively communicate, collaborate, coordinate, and build consensus within my organization and in partnership with local, State, and tribal governments, external agencies, and the defense and utility industries.

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<sup>1</sup>The prepared statement of Mr. Bryan appears in the Appendix on page 39.

My role, should I be confirmed, is to serve as the science advisor to the Secretary and ensure that S&T delivers results by applying timely scientific, engineering, and innovation solutions through research, design, test and evaluation, and acquisition support. To accomplish this, I will assure we have revitalized structures, processes, and procedures in place to enable S&T to provide impactful solutions to whatever the threats facing our customers. We must provide a deliberate approach to program execution that ensures a timely delivery and a solid return on investment of our Nation's taxpayers.

Technology innovation cycles are rapidly changing and the nature of the threats we see is dynamic. This combination presents a significant challenge to traditional R&D. I believe my operational background and experience working with our national labs provide me the foundation needed to operationalize S&T's R&D activities, to better support the missions of the Department and the Nation's first responders.

As a leader, I am committed to servant-leadership and honoring the value of the talented men and women of S&T. Should I be confirmed, I will effectively communicate a vision for the organization and seek the resources and tools necessary to achieve that vision. It is my duty to describe what success looks like and allow them the flexibility to achieve it. I will empower my leadership team to make decisions while emphasizing the importance of ensuring that those decisions are well informed.

S&T's customers put their lives on the line every day to keep our Nation safe. If confirmed, it will be my mission to ensure an efficient and effective organization is in place to address their R&D needs for today and into the future, and it would be my honor to serve with them.

Finally, I would like to thank the Chairman, Ranking Member, and the Senators on this Committee for your recent legislative actions on behalf of the Department, and specifically S&T, regarding S. 2836, the Preventing Emerging Threats Act, which would enable us to actively research, develop, and verify that any unmanned aircraft system (UAS) used by our law enforcement officers to counter other nefarious unmanned aircraft is effective, efficient, and safe.

Chairman Johnson, Ranking Member McCaskill, and distinguished Members of the Committee, thank you again for your consideration. I look forward to answering your questions.

Chairman JOHNSON. Thank you, Mr. Bryan.

Our next nominee is Peter Gaynor. Mr. Gaynor is currently serving as the Director of the Rhode Island Emergency Management Agency. Mr. Gaynor previously served as the Director of the Providence Emergency Management Agency and Office of Homeland Security, where he was responsible for coordinating the disaster response and recovery efforts. Mr. Gaynor honorably served for nearly 30 years in the United States Marine Corps, retiring with the rank of lieutenant colonel. Mr. Gaynor.

**TESTIMONY OF PETER T. GAYNOR,<sup>1</sup> TO BE DEPUTY ADMINISTRATOR, FEDERAL EMERGENCY MANAGEMENT AGENCY, U.S. DEPARTMENT OF HOMELAND SECURITY**

Mr. GAYNOR. Good morning Chairman Johnson, Ranking Member McCaskill, and distinguished Members of the Committee. My name is Pete Gaynor, and it is a privilege to appear before you today as the President's nominee to the position of Deputy Administrator for FEMA. I am honored to have been nominated by President Trump for this very important emergency management leadership role. If confirmed, I look forward to working with Secretary Kirstjen Nielsen, Administrator Brock Long, and the entire team at the Department of Homeland Security on building a more resilient and prepared nation.

I would like to recognize a few members of my family that are here today, my daughter, Grace, and my brother, Paul. Unfortunately, my wife is working and could not be here. And other members that are supporting me today, thank you for being here today with me.

I would also like to acknowledge the efforts of the men and women of FEMA and the thousands of civilian employees and military service members, from more than 30 agencies and departments across the Federal Government who were deployed this past year, for the singular purpose of helping others. If confirmed, it would be my sincere privilege to face the challenges of emergency response alongside these dedicated public safety professionals.

I spent 26 years serving my country in the Marine Corps, first as an enlisted Marine then as a Commissioned Officer. I may be biased, but I would like to believe I have attended the finest, most demanding leadership academy in the world. From Private to Lieutenant Colonel, I have followed and led some of the most exceptional men and women this country has produced, in some of the most inhospitable and dangerous corners of the globe. I have learned how to thrive in chaos, use intellect to overcome daunting obstacles, to never ever quit, and most importantly, that your personal integrity is everything.

I know from first-hand experience the significance of the Homeland Security mission and emergency response. In 2006, I deployed in support of Iraqi Freedom with the 1st Marine Expeditionary Force (Forward) and assisted with the coordination of combat operations for multinational and Marine forces, including mass casualty evacuations and recovery of downed and missing aircraft and personnel.

Prior to my tour in Iraq, I served as the head of Current Operations at Headquarters Marine Corps. I had been on the job for approximately 30 days when I witnessed, again, first-hand, the attack on the Pentagon and our country on September 11, 2001. As a result of that attack, the Navy Operations Center (NOC) of our sister service was destroyed. My team and I quickly reconfigured our Crisis Response Center to accommodate and reestablish the NOC with new equipment, personnel, and operational support, ensuring the Chief of Naval Operations could seamlessly maintain operations across the globe.

<sup>1</sup>The prepared statement of Mr. Gaynor appears in the Appendix on page 99.



Following the attack, I managed around-the-clock operations supporting the Marine Corps around the world. This included Continuity of Operations and the Joint Emergency Evacuation Plans for Headquarters Marine Corps in support of the Global War on Terror. Prior to September 11, 2001, I served as the Executive Officer responsible for the security of the President at Camp David.

After retiring from the Marine Corps in 2007, I transitioned to my current profession of emergency management, taking with me those valuable leadership skills, training, and experiences which proved to be indispensable in leading local-and State-level emergency operations and planning, again, first for the City of Providence and second, the State of Rhode Island.

At the city level, I was responsible for coordinating response and recovery efforts, both large and small. During my tenure, I led Providence's emergency management accreditation effort, which resulted in the city becoming the first municipality in the Nation to receive that distinction. At the mayor's behest, I also served the Providence Public School District as the Acting Chief of Staff and later as the Acting Chief Operating Officer, in support of the superintendent and the 24,000 students and over 3,200 employees spread across 40 facilities.

In 2015, I was appointed by Governor Gina M. Raimondo and had the high honor to serve as the Cabinet-level Director of the Rhode Island Emergency Management Agency. I am the senior policy advisor to the Governor on emergency management matters and the principal liaison between all local emergency management offices and FEMA.

During my tenure, the agency responded to numerous disasters, including one Presidentially declared disaster and seven pre-existing Federal disasters. I also spearheaded the effort to completely transform the State's antiquated cold war-era civil defense job descriptions into a modern model to hire the best and brightest to meet today's threats and hazards. And again, for a second time, I led the State to accreditation this past year.

My experience in the Marine Corps and leading emergency management programs is directly relevant to the position of FEMA Deputy Administrator. Today we face a multitude of challenges that must be successfully navigated to ensure FEMA can deliver those critical services to the Nation when it counts the most.

In conclusion, I believe we have seen, from recent experiences, that we cannot work alone in our efforts to diminish the impact of disasters. Without prepared residents no neighborhood can be truly prepared, without strong neighborhoods no municipality can be prepared, and there can be no strong State response, and without prepared States there cannot be a truly robust, effective Federal response and recovery effort.

If confirmed, it would be my honor to serve in what I consider to be the most challenging job in government, helping communities reduce the risks associated with future disasters while assisting disaster survivors across the country. I will work relentlessly and with purpose to ready the Nation for catastrophic disasters, build a culture of preparedness, and reduce the complexity of FEMA. I can think of no higher honor than serving the American people.

Thank you for your consideration of my nomination and I look forward to answering any questions you may have.

Chairman JOHNSON. Thank you, Mr. Gaynor. I think you can just tell how important this Committee believes these positions are, based on the attendance.

We do ask three questions of every nominee. I will ask them and I will ask for a response from each one of you.

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. Bryan.

Mr. BRYAN. No, Chairman.

Chairman JOHNSON. Mr. Gaynor.

Mr. GAYNOR. No, Chairman.

Chairman JOHNSON. 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. Bryan.

Mr. BRYAN. No, Chairman.

Mr. GAYNOR. No, Mr. Chairman.

Chairman JOHNSON. Do you agree, without reservation, to comply with any request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed? Mr. Bryan.

Mr. BRYAN. Yes, Mr. Chairman.

Mr. GAYNOR. Yes, Mr. Chairman.

Chairman JOHNSON. Thank you. Again, I want to be respectful of my colleagues' time here so I will defer my questions until the end, and I will go to Senator McCaskill.

Senator MCCASKILL. I will go ahead and allow my colleagues to question also, since I intend to stay.

Chairman JOHNSON. That would then be Senator Peters.

#### **OPENING STATEMENT OF SENATOR PETERS**

Senator PETERS. Thank you, Mr. Chairman, and congratulations, Mr. Bryan and Mr. Gaynor, for your nominations, and, if confirmed, your willingness to serve in these very important positions.

Let us start with you, Mr. Gaynor. I certainly appreciated our meeting a few weeks back, and I wanted to followup on some of the issues that we discussed during that meeting. When we had a chance to meet we spoke about the ongoing response to devastating flooding that occurred in the Upper Peninsula of Michigan, probably very similar, I think, to what happened in Wisconsin, Mr. Chairman. And since our meeting, the President did approve a major disaster declaration for public assistance and we are in the process now of appealing the denial for individual assistance, and would hope that we could work with you as we continue through that process, if you are confirmed.

I stressed with you the unique challenges that we face in the Upper Peninsula, as we are trying to deal with this situation, primarily the construction season, which is very short there. Winter comes very quickly and is just around the corner, as we are enjoying August weather now. Things are going to change pretty quickly in the Upper Peninsula. And as a result of that, it is very frustrating when we have bureaucratic layers that stand in the way of

getting the resources necessary to deal with a crisis, particularly small communities that have very limited resources and have huge costs involved, and they need those dollars very quickly.

So my question to you is are there changes that FEMA can make in the way that we manage disaster grants, or can the agency be more flexible in the way it responds, particularly to rural and economically disadvantaged communities as they attempt to recover?

Mr. GAYNOR. Thank you, Senator. It was really a pleasure talking to you a couple of weeks ago on these matters.

Having been a local emergency manager and a State emergency manager, one thing that I have learned is that the bandwidth is not the same at the local level, at the State level, at the Federal level, so you have to right-size the response. You have to make sure that what you are asking a local community to do is within their means to do it. You want to make it as simple as possible. I think the Administrator is on track with his goal to reduce the complexity of FEMA. As a State director and a local director I have been perplexed sometimes at how complicated some simple things can be. So I will be a great proponent of making the delivery of disaster grants and help to make sure that locals can get back to near normal. Again, from my State and local perspective, that is where it all counts, down at the local level, and I will commit to you to work hard to simplify that process.

Senator PETERS. Well, very good. If confirmed, I will look forward to working very closely with you to do this. It has become quite apparent that there is much work to be done in that area, as you know.

Mr. Bryan, the DHS authorization bill eliminated the Homeland Security Advanced Research Projects Agency (HSARPA) and replaced it with the Office of Chief Scientist (OCS). Conceivably, this office will be concerned with longer-term research and technologies. But I am curious how this fits with your model, that you have expressed, of being customer driven and having customer-driven projects. When we look at the technology like Clustered Regularly Interspaced Short Palindromic Repeats (CRISPR) and the potential for genetically modified threats for quicker development of vaccines and countermeasures, it is also difficult to conceive of the requirements for solutions when problems are not yet really fully defined, and that is certainly not unusual when you are dealing with emerging technologies and emerging technologies that are moving very rapidly.

So my question is, will S&T be waiting for the new Countering Weapons of Mass Destruction (CWMD) office to come up with requirements for bio-surveillance and bio-security related to these technologies like CRISPR, or can S&T play an earlier role in the research and potentially inform CWMD on what problems they might see in the future, but are simply not contemplating yet because of rapid changes we are seeing in this area?

Mr. BRYAN. Senator, thank you for those questions, and I will take each one as you laid them out.

First, HSARPA. HSARPA, we have never really fully been funded or adequately resourced to really do ARPA kind of work. I do not think that is a surprise. I think we have been judged as an ARPA organization, but we really do not have that. We work for

a law enforcement agency. That is what DHS is. And the time it often takes in a traditional ARPA organization to get to the solution is often too much time that we have to be able to deal with, and we have to shorten that timeline up.

I think the Office of the Chief Scientist is going to be a much better, more agile fit for us. As we focus on a lot of the more, and I will say, tactical issues and requirements within the Department will allow them to look over the horizon. What are the next advances in machine learning and artificial intelligence and other kinds of things to keep us informed? We cannot take our eye off the ball with future threats coming down the pike for us, and I believe in the reauthorization language. Getting away from HSARPA and going to an Office of the Chief Scientist is going to be much better for us.

Regarding CRISPR, we are involved in CRISPR. CRISPR—merging genes, or Deoxyribonucleic acid (DNA), has traditionally been a challenge. CRISPR has helped to overcome that, as you well know, and there can be a good and a bad side to that. There can be a lot of advantages to the medical community, obviously, but any time we invent something or create something good for mankind there is always going to be that sector of people out there trying to use it against us.

We are currently working at the NBAF right now to look at what some of those potential threats could be if this technology is used in the wrong way, and if confirmed, Senator, I would welcome you to come to the NBAF and have a classified briefing on some of the work that we are doing in this space.

Regarding the stand-up of CWMD, they were stood up to help consolidate and coordinate the requirements for Chem/Bio. We serve them as we survey, though, the component, although traditionally not a component. They are a headquarter entity. We do look for them to provide us those requirements. It is still a growing organization. We are working with them very closely to help them structure what those requirements should be. The work that we have been doing in that space we are continuing to do, and as new requirements come in to replace them, then we will switch gears, based on the requirements coming out of CWMD.

Senator PETERS. Great. Thank you, both of you gentlemen. Thank you.

Chairman JOHNSON. Senator Hassan.

#### **OPENING STATEMENT OF SENATOR HASSAN**

Senator HASSAN. Thank you, Mr. Chair and Ranking Member, and thanks to the two nominees. Thank you for your willingness to serve and thank your families, too, because this is a family affair and we are very grateful to their support to the two of you in your already distinguished careers.

Mr. Gaynor, I enjoyed our conversation now a few weeks ago as well, and I wanted to touch on FEMA's new strategic plan. As you know, it was released by Administrator Long and says that emergency management is locally executed, State managed, and federally supported, and obviously that is all a concept that we support. However, we also have to be prepared for large-scale natural disasters that can wholly wipe out the local and State capacity to exe-

cute and manage disaster response. Certainly at the State level we all know that there are times when single communities get hit particularly hard. At times a whole State can be hit particularly hard. When this happens it is up to the Federal Government to perform all three roles, and you had a conversation with Senator Peters just now about that.

FEMA's 2017 hurricane season after-action review detailed how FEMA was short-staffed during the responses to Hurricanes Maria and Irma. The after-action review also detailed how, in Puerto Rico, FEMA was required to step in and perform many of the roles that the State and local responders usually perform, yet the after-action review does not make recommendations about how FEMA can strengthen its ability to perform these direct emergency response functions when major disasters wipe out the State and local response capabilities.

So, Mr. Gaynor, how will you seek to prepare FEMA to be able to handle the next Puerto Rico-style emergency? What lessons have you learned for your time as a U.S. Marine and as Rhode Island's emergency manager that will help you, and that you can apply to this task?

Mr. GAYNOR. Thank you, Senator Hassan. It was a great pleasure to speak to you about a lot of things in common, I think, for States our size, in New England. And I will use my experience as a local and State director. Not all things are created equal, even among municipalities, even among States. Some of those are obvious.

The Federal Government through preparedness grants has built a great capability across the country, encouraging local and States to have capacity, and that still has to go on. So again, from a local point of view we have a fire department and we have a police department and we have public works. We have a lot of capacity. As a State director, I am not necessarily a first responder so I am really relying on the capacity we have built at the local level to help me be successful. And it is the same at the Federal level. I mean, with States I am sure that the Administrator is relying on the capacity of States that we have invested in to make sure that they are ready to go. And again, State directors are prepared based on how prepared their local municipalities are.

So there is always work to be done. We have to concentrate on it. We have to make sure that we right-size it. One size does not fit all, so you just cannot say it has to be like this across the country because it does not work. When it comes to the capacity of FEMA, I am not sure if FEMA was really built for a catastrophic season like we had in 2017. I am not sure that was the original design of it.

Senator HASSAN. Right. And that is really what I am trying to get at here. We have an After-Action Report. We had an extraordinary season in 2017. And we had moments when some of us on the phone with the Director who said that Hurricane Maria has wiped out the local response capacity, and it did not seem to me that FEMA was prepared, at the level that every American citizen should expect it to be prepared at, to get in there and do the job when the natural disaster was so huge that the local-and even State-level response, or territory-level response could not do it.

And I have seen it in towns in New Hampshire. When a flood wipes out an entire town, you cannot turn around and say, "Get your fire trucks out." The fire trucks are under water.

So we are looking at more extreme weather. We are going to have more seasons like this. What is FEMA doing to ramp up that reserve capacity? Because at the end of the day this is about lives and property, and FEMA has to be the last resort, when everything else has been wiped out.

Mr. GAYNOR. Having spoken to the Administrator on a couple of these matters I think one of his focuses is to increase the surge capacity force. I think it is really originally designed to use the bandwidth of DHS directly. I think after this last season we have all come to realize that it probably needs to be more. It needs to be all of government, I think, that needs to contribute to these efforts.

And again I go back to my State role. I always say to my customers, my boss, the Governor even though this is an emergency, it is really not an emergency management-only task. This is a whole community task where every department has to participate. It is just not emergency management we coordinate. That is our role, to coordinate and integrate what goes on out in the community, to make sure we deliver those services. But it requires everyone to participate.

So expanding the surge force to other departments I think is a good start.

Senator HASSAN. And I appreciate that answer, but, what I am trying to get at here is sometimes even the best intended, best prepared locality is going to face moments where they cannot all participate because of the nature of the disaster, and that is where a belt-and-suspenders approach is really important. And I would look forward to continuing this discussion and working with you.

I also had a question on the systemic sexual harassment that has recently been uncovered and discussed, and the beginnings of a response by the Administrator at FEMA. What I will do is submit that question for the record because I am realizing I am just about out of time. And again, I thank you for your service and look forward to working with you.

Mr. GAYNOR. Thank you, Senator.

Chairman JOHNSON. Senator Lankford.

#### **OPENING STATEMENT OF SENATOR LANKFORD**

Senator LANKFORD. Thank you, Mr. Chairman.

Mr. Bryan, let me ask you a couple of questions. One of them is when you are dealing with research and technology across all of DHS you have a very unique role and you have lots of different law enforcement groups that all have specific requests, and they want one that is specific for their agency, and it has to have a certain widget on it that does exactly what they are looking for on it. But you also know other agencies need something similar to that.

So let me give you a practical example. I was down with the Coast Guard and U.S. Customs and Border Protection (CBP) and noticed that Customs and Border Protection has some non-lethal devices to be able to help board a ship, that the Coast Guard does not have. They are both in DHS but one of them has the non-lethal device and the Coast Guard does not have it yet.

So how do we deal with technology development across agencies to make sure that we are not reinventing the wheel, and what one area has access to another area can have access to as well?

Mr. BRYAN. Senator, thank you for that question, and it is, frankly, a great question, because part of the value-add that S&T should bring to the Department is to look at those activities going across the Department and minimize duplication of effort. We have to streamline some of these activities and we have to identify those activities that are cross-cutting and utilized them.

The oversight that I have over the Department, fortunately the common appropriations structure has allowed us a little more insight into what some of the other components and activities are doing in this space to allow us to be able to identify those things. Not every activity has to come to S&T for their R&D needs, but as we identify and determine where some of these areas are that we can leverage and bring together, that is one of the priorities we are having to have. As we revitalize our own organization we are going to be in a better position to be more agile and responsive to be able to do those kinds of things.

Senator LANKFORD. OK. We are going to count on you because the individuals that are in the field that need access to those tools do not need to wait on technology to be developed that another agency already has. And sometimes another agency has it and they just do not know how to be able to share it back and forth.

Mr. BRYAN. And Senator, if I may add, a big focus of the organization going forward is in our tech foraging. I truly believe that probably 60 to 70 percent of our solutions are already developed in some way, shape, or form, somewhere, and they are out there. And we have to have a mature, robust, and systemic way of going out and bringing that technology in, doing the Testing and Evaluation (T&E) on it. It may actually meet the requirement, just off the shelf. We may have to do some additional R&D. But that is going to significantly streamline the acquisition process in getting it out to the field.

Senator LANKFORD. OK. So let me flip the script on you. The bad guys, as you mentioned before, with development like CRISPR and other things, can get access to good technology off-the-shelf. Unmanned aerial systems, drones, are also off-the-shelf, the bad guys can use in some pretty horrible ways. One of the areas that law enforcement and, quite frankly, our military is looking for is ways to be able to secure the air above them now, and in civilian events, whether that be a New Year's Day event, or whether that be a Fourth of July event, where we have a tremendous number of people that are out there, they are counting on technology also being able to protect them overhead as well.

Tell me about your priority of trying to be able to counter drones, taken by a bad guy, used in a public setting.

Mr. BRYAN. Senator, again, I appreciate that question. Senate Bill 2836 actually addresses that and it helps us fit that bill. Currently, right now, we have the ability to be able to detect and to track UASs, but we are not able to take any mitigation action. That is a concern. That is a significant concern across the entire Department. We cannot even do research, development, testing, and evaluation in an operational environment.

Senator LANKFORD. OK. So let me back up there. What research can you do at this point, because there are a lot of different options on how to be able to stop a UAS, whether that be jamming them, whether it be trying to be able to knock them down, whether it be trying to be able to take over their system, be able to redirect it. There are a lot of different things that are in research. Can you do the research on that?

Mr. BRYAN. We have been doing some limited research in that particular space. We are well aware of what those technologies are. It is our ability to actually test them in an operational environment that is a challenge. We do some work with the Secret Service, and I would ask that you get a detailed, classified briefing from the Secret Service on some of those technologies. But for the broader use, we can go to Federal land where it does not replicate an operational environment at all and actually do some of this testing. But when you get into a city environment where the buildings are taller, technology is going to react very differently, and that is the challenge we face by not having the ability to do an RDT&E in that.

Senator LANKFORD. So that is an issue that this Committee has met and worked on already, and worked on pieces of legislation to be able to help with, and hopefully we can help get that done completely. I appreciate your tenacity for that, and your whole family being here and being very supportive of you in what you are doing.

Mr. Gaynor, we have had the opportunity to be able to visit as well, and I appreciate that time. Let me back up on one of the things that we talked about. As you know, working with any disaster, the first response will be local individuals, and that is not just local governments but it is local nonprofits, it is faith-based entities, it is neighbors. Tell me about FEMA's interaction with faith-based entities, nonprofits, and neighbors who step up, who may not have been trained in a FEMA response, but they show up with buckets and shovels and coffee cups, and say, "I want to be able to help on that." Tell me about the coordination and trying to be able to work with local people that are not FEMA-trained, but that are able bodied and willing to be able to help.

Mr. GAYNOR. Senator, thank you, and again, a pleasure to talk with you a couple of weeks ago.

And I will just give you some of the things that we are doing in Rhode Island. A FEMA program that addresses that exact problem is called "You Are the Help Until Help Arrives," and it is really aimed at untrained civilians, to really take action when there are not first responders around. And it spans any citizen, so whether it is faith-based or it is just a spontaneous volunteer. Now we are really working hard to make sure that we develop that capacity at the grassroots level. I think it is a wonderful program. We have had great feedback on it. Another great program is "Stop the Bleed," kind of a sister program to that, really aimed at law enforcement and others. But we have had some great programs.

Again, I go back to my local and State experience. This is a team sport, and I realize, over the past 10 years, that this is not a single department working on that challenge alone. It takes everyone. It takes individuals. It takes faith-based. It takes CERT teams and others to make success. And I think FEMA has been on the right



track. I am sure it will get better. Especially after last season, you have to increase that bandwidth.

Senator LANKFORD. As we have talked about before, we had, in Oklahoma, obviously some major tornadoes and such that have occurred at different times, in different years. And several years ago, after one of those major tornadoes, the media coined a term, saying before FEMA arrived "faith FEMA" had already showed up. And churches and everybody was jumping in to be able to help. What we do not want to have is a situation where FEMA shows up and says, "We have it," and pushing help away that is nonprofits, faith-based, neighbors, and communities. They have to be able to help form that ring around their local community.

Mr. GAYNOR. If I could just follow up, one of the best successes we had at the local level is, it is really hard to attract individual volunteers. It is really easy to attract volunteer groups that are already pre-organized. So we had some great success with faith-based organizations. They come ready, trained, motivated, and they want to do specific missions that fit right into what a local or State needs to do. So I think it is all compatible with the end goal.

Senator LANKFORD. Great. Thank you.

Chairman JOHNSON. Senator Jones.

#### OPENING STATEMENT OF SENATOR JONES

Senator JONES. Thank you, Mr. Chairman, and thank you both for your careers and your willingness to serve in the capacities to which you have been nominated.

Mr. Bryan, I want to especially congratulate you because you obviously came prepared. You have watched a lot of the hearings and know that sometimes Trump Administration nominees get grilled pretty hard, so you came prepared to play the grandchildren card, if necessary. And I often play that myself, so I appreciate it very much.

Senator MCCASKILL. Me too. I have 11. There you go.

Senator JONES. I would like to ask you, Mr. Bryan, in the Homeland Security Act of 2002, it directed S&T to set up a network of university centers to enhance the Nation's homeland security. This is called a Centers of Excellence network. So I would like to get just your general thoughts on the program, how the centers may have contributed to the mission of S&T, and if you can think of any improvements or changes to the programs you would suggest.

Mr. BRYAN. Yes, Senator. Thank you for that question. The Centers of Excellence, in my view, have been very successful. They have allowed us to have access to a whole different set of minds, for lack of a better term, at different levels. I think in this space of research and development and science and technology, you can never close a door on your specter of influence and who can contribute to that. Our Centers of Excellence do that. They also provide a great tool for the customers, the components within the Department of Homeland Security, to be able to tap into them for some of their research needs. They have been very valuable.

We have had a couple of successes coming out of our Centers of Excellence. One of them has been our storm surge modeling come out of the University of North Carolina. It is a well-used model. It is used by the Coast Guard very frequently. It is used by others

in predicting a storm surge. Traffic Cop is also a success that came out of a former Center of Excellence, out of Rutgers. We are actually able to identify perpetrators of child sex trafficking, and not just the perpetrators but we are able to recover the victims of child sex trafficking, and we have been able to recover them by the hundreds. So there have been very successful programs out of our Centers of Excellence.

Senator JONES. Great. Thank you. Thank you, sir. Mr. Gaynor, are you familiar with the Center for Domestic Preparedness (CDP) in Anniston, Alabama?

Well, I think it is the only U.S. Federal facility chartered to provide real comprehensive preparedness training programs for emergency response providers. In 2017, during the horrific hurricane season, the CDP had to stop all training programs for a period of months in order to devote its full resources to just immediate preparation for first responders in the different areas.

So I would like to ask you if you would consider an expansion of the CDP in some way in order for that not to happen. I think we can all agree that, as much as we do not like to admit it, it is going to happen again at some point. Would you consider an expansion or other models that would allow the center to continue its operations while maybe deploying first responding training outside of that facility?

Mr. GAYNOR. Senator, I do not know all the details of the Anniston problem but I will commit to you that if nominated I will take a deep dive into that and see what some of the solution sets may be.

Senator JONES. Great. Well, if you would stay in touch with us, and maybe when you get a moment come over and we can kind of brief you a little bit and talk about that and work together on that, I would appreciate it.

Mr. GAYNOR. I would be happy to do that.

Senator JONES. I would like to ask this question, though. It seems to me. Mr. Gaynor, that one of the things that we have to do in order to prepare for future disasters is an education program, and you have talked about, in your testimony, educating and trying to prepare for future disasters and not just responding to those that have happened.

But it seems to me that one of the things that we need to do is also recognize the causes of these disasters. And I have been a little bit concerned that you might not recognize the global warming issue that I think, scientifically, is a fact these days. Should that be a component of community education about the need for preparedness in the future?

Mr. GAYNOR. If I go back to just, again, to my State and local experience, we do these things called "Hazard Identification Risk Analysis (HIRA) Plans," and we examine all impacts for hazards in Rhode Island or New England—all different kinds of data sets whether it be human caused or environmental, to really understand what the impacts may be and what preparations we need to do at the local and State level.

So I think we already do it. The other thing that is a challenge is preparedness for the community. In some cases, if you live far away from Florida or the Gulf Coast, where you see hurricane after

hurricane, year after year, in a community that may not have an impact, it is hard to get people to just prepare themselves, prepare their family, prepare their business for what may happen. It is a constant goal of ours to make sure people are as prepared as possible.

Human nature is, I have seen that on TV. It only happens on TV. It does not happen to me. I do not have to prepare. We have to change that culture in the United States to make sure that people understand what the risks are and what they need to do to reduce those risks, to make sure they can save lives and property.

Senator JONES. Well, let me ask you this, because—and regardless of the cause, which can be debated, I guess, is global warming real and should that be a consideration for FEMA as you go forward?

Mr. GAYNOR. Well, I think if you look at some of the studies, and I forget the name of it, but, as far back as the 1970s, you see the increase of storms and disasters on the rise. So you cannot escape the fact that the impact of disasters on communities has increased. I think we need to just stipulate that the climate has changed.

And from a practical point of view, as an emergency manager practitioner, what can we do to reduce loss of life and reduce the loss of property, and let us do more on pre-disaster mitigation. We spend an awful lot of money, post-disaster, because that is how we do it in this Nation. I have run some numbers in Rhode Island for the last 8 or 10 years, and we spend about 15 percent of disaster, or pre-disaster mitigation dollars before the disaster and 85 after. I think if we can work on a program to flip that around, I think the result will be much better for everyone, to include, economically, to save money post-disaster.

Senator JONES. Great. Well, thank you. Thank you both for being here today, and thank you, Mr. Chairman.

Chairman JOHNSON. Senator Carper, are you ready? Then take it away.

#### **OPENING STATEMENT OF SENATOR CARPER**

Senator CARPER. Good morning. How is it going?

Mr. BRYAN. Excellent.

Senator CARPER. How are they doing?

Mr. GAYNOR. Outstanding.

Chairman JOHNSON. They are doing great.

Senator CARPER. That is good.

Chairman JOHNSON. Highly qualified.

Senator CARPER. That is great.

As you know, FEMA grant programs help States. I am from Delaware, but we have a wonderful relationship with FEMA. We very much value that, and I am speaking for all of our folks at Delaware Emergency Management Agency (DEMA). We convey our gratitude.

But the FEMA grant programs help, as you know, States, localities prepare for natural and man-made disasters. There are plenty of both right now. And it can help save lives. In Delaware, many different organizations make full use of these important programs.

Last year, I think the Administration's budget request for fiscal 2019 called for reductions in funding for FEMA State and local

grants. And I think, if I am not mistaken, the President's budget decreases funding to programs that are important to us. We have the biggest banana port in the country. We are top banana. And we are right on the East Coast, and bringing a lot of other commodities as well. But as I recall, the President's budget called for decreases in port security grant programs and State homeland security grant programs.

With this in mind, my question would be, in considering your experience in emergency management and preparedness efforts, what are your thoughts with respect to the President's budget and the importance of FEMA grant programs? And, Mr. Gaynor, would you go first?

Mr. GAYNOR. Yes, sir. Thank you. It was a pleasure meeting with you and your staff a couple of weeks ago.

Back to my State and local role, we are the recipient of many different Federal grant programs—non-disaster grant programs, from Emergency Management Performance Grant (EMPG), to homeland security grants and many others. It really provides much needed capacity to locals who do not really have the ability to do something innovative or to try to reduce that risk.

The challenge is really balancing what the priorities are all the time. After 9/11, we had lots of money to do lots of things that were needed. Grant funding has steadily decreased since that time, and again, speaking for myself, we try to be wiser about how we use that grant money, to make sure that it all does not go to sustainment.

So I think the process has to be dynamic. It is not static. We need to change, over time, with what the threats are. And so the grants are designed to build capacity at the local level. So if you use that money, build that capacity, that is a success, and now the grant funding is designed to move on to the next priority.

So again, facing budget constraints at the local and State level, I think it is just the way it works, is that you have to manage within the resources that you have, determine what your priorities are, and boldly try to achieve all those things with the resources that you have been given. So flexibility in grants, I think, is important from the local level all the way to the Federal Government.

Senator CARPER. When you think about your experience at the State and local level, and you look to this particular position for which you have been nominated, what are some of the ways that it has been most helpful in preparing you for this? Your previous experience—how has it helped prepare you for this? What has been most helpful?

Mr. GAYNOR. So I think the thing that I have learned the most, and I have derived the most from, is that you really have to make—and I will go back to grants. We buy a lot of stuff with grants. I call it bright, shiny objects.

Sometimes it is cool to go buy the boat or the fire truck. I am not sure we have invested enough in people when it comes to making sure people are ready, willing, and able. And I will talk about emergency management and public safety professionals. You can write all the greatest plans that you want, but if you do not have the right trained people, with good leadership to execute that plan when the plan falls apart, the system really does not work.

So I think I have learned, let us put more investment in people to make sure that they are able to live up to the demands that the American people, or local or State, expect of them. So I would like to see more investment in making sure that people are well trained, well screened, and ready to be flexible, especially in this business, be flexible and adaptable to whatever the challenge may bring.

Senator CARPER. Good. That makes a lot of sense.

Mr. Bryan, I was walking down the hall, and as I was coming along I saw some baby carriages out there, and a very sweet little boy and a lovely little girl. And I think they might be related to you.

Mr. BRYAN. I am responsible. Yes, Senator.

Senator CARPER. Is anybody else in the room responsible for them?

Mr. BRYAN. Right now I have a whole bunch that are kind of keeping a look out for each other.

Senator CARPER. Anybody else in your family?

Mr. BRYAN. Yes, Senator. I have my wife.

Senator CARPER. Which one is your wife?

Mr. BRYAN. This is my wife.

Senator CARPER. How are you, ma'am? Nice to see you.

Mr. BRYAN. I have two daughters that are here with me, as well as a daughter-in-law, and then eight grandchildren.

Senator CARPER. You have us outnumbered.

Mr. BRYAN. Yes. By design, Senator.

Senator CARPER. All right. I want to ask one question of you, if I could. I have been blessed to be on this Committee for about 18 years, and I have spent a fair amount of time with some of my colleagues to try to enhance the skills of folks who work at the Department of Homeland Security to better enable them and our country to deal with some of the cyber threats that we have faced and continue to face. And a big part of that, we talked about workforce and having a workforce that is able to help in a variety of ways, at FEMA.

But with that in mind, how would you prioritize research and development in cybersecurity in order to better protect us and our critical infrastructure against the threats that we face today and in the future? Just talk with us a little bit about priorities assigned to research and development in cybersecurity.

Mr. BRYAN. Yes, Senator. The role that we play is actually, and should be, in response to requirements from the customers. They actually drive our requirements. We happen to have a very good working relationship with National Protection and Programs Directorate (NPPD) right now. We have shared all of our cyber R&D activities going on within S&T with NPPD. They are not our only customer. We provide cyber support and security support across the enterprise. But they are a key partner for us in this business space, and they actually drive the priorities for us.

Senator CARPER. The only other thing I would just note—how old is that young man, or these young guys over your right shoulder? How old are they?

Mr. BRYAN. Jadon is 13, and Evan is 5.

Senator CARPER. All right. We have three boys, and when they were 13 and 5 there was no way in the world we would have brought them in this room.[Laughter.]

I must say, I am impressed.

Mr. BRYAN. I have lost a good number of them there somewhere.

Senator CARPER. All right. Well, good to see you. Thanks so much.

Mr. BRYAN. Thank you, Senator.

Chairman JOHNSON. Senator Daines.

#### OPENING STATEMENT OF SENATOR DAINES

Senator DAINES. Thank you, Mr. Chairman. I think he is exhibiting exceptional homeland security skills here in this area, myself.

I want to thank both the nominees for coming here today. Mr. Gaynor, Mr. Bryan, you are both exceptionally qualified for your respective positions, and frankly we should be grateful for your willingness to continue serving our country in these critical roles, despite the fact that it is taking the Senate way too long to get nominations through. You are patient with us, and we appreciate that. And thanks for the willingness to do the job.

Mr. Gaynor, I appreciated our meeting that we had a few weeks ago and learning more about your extensive background. As the son of a U.S. Marine, I also want to thank you for your 26 years of service in the Marine Corps. We need this position filled sooner versus later, especially as hurricane season approaches, and I believe your knowledge, your experience, your proven track record makes you the right person for this job.

It is getting late into August, which means it is wildfire season in Montana. I live just a couple of miles away from a beautiful mountain range, literally out my back window. I cannot see the bridge on some mornings right now because of all the smoke. We have had 918 wildfires in this fire season in Montana to date. Last year we had a devastating season—1.4 million acres burned in Montana alone. Fire management assistance grants are extremely helpful for large fires that exceed the State's ability to cover that cost. In fact, last year FEMA issued eight of these grants for Montana, and I greatly appreciate Administrator Long's assistance in getting these emergency funds for Montana.

Quickly responding to Fire Management Assistance Grants (FMAG) requests and issuing reimbursements is critical for the recovery of Montana's impacted communities. Furthermore, simplifying that process and providing clear guidance for grant eligibility, especially for more rural areas, would be very beneficial. As you mentioned, and I quote, "We cannot work alone in our efforts to diminish the impact of disasters. Effective dialogue between all levels of government certainly is needed."

Mr. Gaynor, will you commit to work with Montana to ensure that FMAG requests, and other forms of FEMA assistance, are considered and provided for in an efficient and fair manner?

Mr. GAYNOR. I will, Senator, and I enjoyed our discussion, and I want to thank you for my crash course in wildfires. I appreciate that.

I think FMAG is a really good program. It does a lot of the work up front, so when you need it, it is available. I think that is a pret-

ty good model, and I know the Administrator is supportive of all things when it comes to wildfires.

Senator DAINES. And unfortunately, wildfires are not the only natural disasters that we have in a place like Montana. We do not have hurricanes. We rarely have tornadoes. But we have fires and we have floods. In fact, this spring, due to a combination of factors including high levels of snowpack, you have to remember that the headwaters of the Missouri River form about 30 miles west of where I grew up, in Three Forks, Montana, where the Jefferson, the Madison, and the Gallatin come together and form the Missouri. So we really are, in many ways, the headwaters of the Nation's key waterways, because that Missouri, of course, flows eventually into the Mississippi.

But we had high levels of snowpack. We had heavy rains. We had severe flooding taking place throughout our State. Montana issued a major disaster declaration request in June, and I recently sent a letter, with Congressman Gianforte of Montana, strongly urging Administrator Long to support the request. I would also encourage you to take a look at the impact and damage done to the State by the flooding. And by the way, just because you have a lot of snowpack and spring rains does not mean you are not going to have a fire season, and what we find out is that when you have a lot of snowpack and a lot of spring rain, then if it dries up you just created more fuel because the grasses grow a little higher, and most fires start by lightning, and that is why they oftentimes, good snowpack does not mean low risk of fires.

Mr. Gaynor, should the request be granted, will you commit to ensuring swift deployment of FEMA resources so these communities in Montana can rebuild and restore their way of life?

Mr. GAYNOR. Senator, if confirmed I will absolutely commit to that.

Senator DAINES. Thank you.

Mr. Bryan, I appreciate the discussion we had last week in my office, and was encouraged to discuss some new ideas for the Support Anti-Terrorism by Fostering Effective Technologies (SAFETY) Act. I think we both agree that the world we live in, and threats we face, and the technologies we use to protect ourselves have evolved since the act actually was first passed back in 2002. That was a long time ago. It is important that we maintain proven risk management protections while also adapting to keep this law relevant into the next decade.

As you know, progress on the Cyber SAFETY Act has stalled over the past few months. The question is, will you commit to work with this Committee, and its associated stakeholders, toward a common solution?

Mr. BRYAN. Senator, thank you for that question and thank you also for your time that you gave to me during that meeting. It was a great discussion. I also want to thank you for your appreciation of the SAFETY Act, and you recognize the value of the SAFETY Act. It has been a great program. It has given industry, frankly, incentivized industry, for lack of a better term, to invest hundreds of millions of dollars in security across several different sectors. And, in fact, we have actually issued 16 applications, approved ap-

plications for cyber-related technologies that are being used by Boeing, Emerson, Cisco, and others in the cyber field.

I believe, though, that any expansion of the Cyber Act and, if confirmed, I am eager to bring a team to your office and work with your staff, because you mentioned that the SAFETY Act was developed in 2002, right after 9/11. They did not envision the school shootings that we are seeing today, it did not envision the soft targets that we are seeing today, and they did not see the cyber threat that we see today. And I think the entire SAFETY Act is poised to look at a revision of the entire act, and make sure that the standards are high, that we do not dis-incentivize anyone from making those investments to keep both the cyber and the physical security avenues safe. And if confirmed I am committed to working with your staff to come up with the right solution for the Nation.

Senator DAINES. Thank you, Mr. Bryan. Last question, and this regards meth and opioids. In Montana, we are facing a substance abuse epidemic, especially with meth and heroin. In fact, in July, the Montana Department of Justice released its Forensic Science Division's 2017 Annual Report. Listen to these enormous increases. A 415 percent increase in meth. A 1,234 percent increase in heroin. That was found in controlled substance cases going from 2011 to 2017, and I know other States are grappling with similar issues. And as we see the increase in violent crime, oftentimes it is tied directly back to drugs.

My question is, how is S&T supporting efforts to address the meth and the opioid substance abuse crisis in our country?

Mr. BRYAN. Thank you, Senator. We have received very specific requirements from CBP to work that issue, and we are working it as we speak, on three fronts. The first is high throughput standoff detection of these drugs coming in, and certainly we are focusing on opioids, fentanyl, for example. But what we are finding is we develop these technologies that we are going to be able to look at other drugs as well, and not just that this includes your heroin and your meth.

So the first level of technology is going to be the standoff high throughput screening, and there will be a secondary screening technology we are looking at developing. As we get closer to some of those chemicals, particularly fentanyl, it could be very dangerous for the screener, so we are also having to look at protective equipment and other gear to keep the personnel safe while they are doing it, and we are also looking at our big data engines to do some analysis of the methodologies we use to actually interdict the supply chain back where they came from, so we have the greater chance of targeting the packages that are coming in. We are doing this at international mail locations as well as secondary parcel locations, and other ports of entry as they come into the country.

So this is the focus we are looking at right now. I think we have fixed the opioid piece. The meth and heroin piece will be taken care of at the same time.

Senator DAINES. Last comment, and I know I am way over my time, but when we think about Montana we have a Northern Border, but we have found most of these drugs are coming up from the Southern Border. The importance of securing our Southern Border is critically important for the issue of drugs. Thank you.



Chairman JOHNSON. Thank you, Senator Daines. I will start with you, Mr. Gaynor. During a number of lines of questioning from my colleagues the thought running through my brain was the old saw that an ounce of protection is worth a pound of cure. We have a bill we are trying to pass, I think the Federal Aviation Administration (FAA) authorization bill, the Disaster Recovery Reform Act, that really does focus on pre-disaster mitigation.

I do want to just kind of talk with you in terms of how you view disaster response and really what the proper order is. From my own standpoint, let us say something happens in a community. If that community's disaster recovery system is overwhelmed, surrounding communities often respond, whether it is fire departments, whether it is police. If that overwhelms those communities, then the State starts taking a role, and then the Federal Government. In my mind that is kind of how this whole process begins, and I know Director Long is really talking about how do we stand up the State emergency response so that we really have this thing established.

One of my concerns is that as we look more and more to FEMA, have them almost become the first responder, and in far too many instances in States stand back and they do not really stand up their emergency response. So please just kind of address what your vision of that would be and what we need to do.

Mr. GAYNOR. And, Senator, I think you are exactly right, and I will start with my perspective as a local and State director, is my ability to be successful is dependent on how well my local municipalities have capacity. Have they done planning? Have they done integrated planning? Have they exercised? Have they trained? Do they have the equipment? And does everyone know what the other plans are?

Chairman JOHNSON. Let me just interject. Is this not where you, in response to some other crises, said we need to spend a little more time on money and personnel? I mean, the shiny objects are great, but you really need that training, and you need that commitment, first and foremost, at the local level, to plan ahead. And again, we are human beings and we procrastinate. But go ahead.

Mr. GAYNOR. So you are absolutely right. But it is a complete integrated enterprise. So, you need a little bit of everything. I think the most important part, like I said before, is people. It does not matter what things you buy, how great the plan is, and I will use my military experience. Our assumption in writing that plan before we step off is that that plan is going to fall apart. And the reason why I think the U.S. military is so successful is because part of the culture is young leaders take the intent of that plan and make it successful. Right? They do not have to know the entire plan but they just have to know how to make it successful.

So back to well-trained FEMA employees or well-trained local employees or State employees. You have to make that investment so when the plan falls apart or it does not go as planned, or something new happens, you trust your employees or your team to get you across the finish line. I think that has been my focus, I have put a lot more effort than I ever thought I would in screening and evaluating and selecting new employees, to make sure they are well trained, make sure I invest in them after I hire them, and

make sure they understand what their role is. And for me, I have a great team at RIEMA. Life has become much easier than it used to be, because I think I have invested in personnel up front.

And I will go to the sexual harassment issue with FEMA. I think that may be a result of something that has happened on entry level. Maybe we did not put enough effort into screening people to make sure that we hired the best and the brightest.

Chairman JOHNSON. You mentioned in your opening comment that you thrive in chaos. I mean, the whole point is to quell the chaos and return to stability. But to me it is the training. I mean, that is what the military does. You train and train and train so you are ready and hopefully never have to use that training, but it is just crucial.

Mr. GAYNOR. It is, and it goes to leading from the top, and the trust that your employees have in leadership. Make sure that they believe that you have their best interests at heart, and they will do whatever they have to do because they know that you are there for them. So again, things like sexual harassment and unfair practices in the workplace undermines that entire system. So again, I think leadership from the top, making an investment in people, and I think you can overcome a lot of things that are a result of, maybe a disaster going not exactly correctly.

Chairman JOHNSON. OK. And that is where your military training is going to come in and be crucial in your assignment.

Mr. Bryan, yesterday I met with the nominee for the White House Office, Director of Office of Science and Technology, Dr. Droegemeier. And we had a similar conversation to the one I had with you. I was at the National Lab in Idaho, run by the Department of Energy, last week. We have a lot of Offices of Science and Technology. We have a lot of people doing research. How do we bring those assets together? How do we coordinate it? How do you cooperate between all these offices, so we are not duplicating our efforts?

We had a hearing in March 2015, with the Blue Ribbon Study Panel, and this was all on the biothreats. And the number one recommendation of that panel was, I do not know how many different appropriation accounts to address the biothreat but nobody is in charge.

So I just kind of want your thoughts on that. How do you cooperate? How do you coordinate? How do we establish who is in charge, when it really comes down to the point of some real disasters?

Mr. BRYAN. Thank you, Mr. Chairman, for that question, and it was a very good discussion that you and I had and I appreciate your interest in this topic. I have experienced this topic during my days at DOD, also at the Department of Energy, and here now at the Department of Homeland Security. I think we have both used the term that we have been "admiring a problem" for a very long time, and I think everybody is trying to take incremental—

Chairman JOHNSON. By the way, I have heard that term about half a dozen times, from about a half dozen different people in the last couple of weeks.

Mr. BRYAN. Yes.

Chairman JOHNSON. So obviously we are doing a good job of admiring the problem.

Mr. BRYAN. We are doing a great job, Senator, of admiring the problem, and I think there are also a lot of people responsible. I think when you say who is ultimately in charge, I think industry has a part to play in their responsibility to secure that. I think the government has a responsibility to scope out what that problem is. We tell industry that they should lean forward and fix some of these issues but we do not tell them what to prepare for, whether it is the 1,000-year storm or the 100-year storm, as we have discussed earlier.

I think for us, within the Department of Homeland Security, we have an Electromagnetic pulse (EMP) working group that we have put together right now. We are developing a strategy. It is in the policy shop right now, near completion. We, within S&T, are going to be leading the technology piece of that of what could we do. And I think with all the studies that have been going on—because you are right, a lot of people have been doing a lot of studying on this issue, and looking at this. So I do not know if there are a lot of surprises out there, but I think there is opportunity for us to figure out where could we play in this space to make at least one incremental step forward to making a difference in a sector or a series of sectors, that are going to make us safer, particularly, as you know, the energy sector.

So, Senator, if confirmed, I will commit myself to doing that.

Chairman JOHNSON. Well, again, I think what I really want to work with you is prioritization. Cyber is a threat, across the board, whether it is in financial, or whether it is in election, or whether it is in the electrical grid. We have our countering emerging threats drones. We just saw that with President Maduro, potentially, down in Venezuela, the biothreats. I mean, there are a number of threats. Some of them could be existential, that, science, technology, how do you counter drones? How do you do that without interfering with the airplanes in the sky? These are enormously complicated issues.

One of the things I would like is as much help out of the Department to try and get that emerging threat piece of legislation passed in some way, shape, or form. So again, I appreciate your willingness to serve, and with that I will turn it over Senator McCaskill.

Senator MCCASKILL. Thank you. Mr. Bryan, I am concerned about this move of NBAF to the USDA. I do not understand why. I do not get it. Can you explain, what is the policy rationale for moving this important scientific research facility on protecting our food supply and protecting, frankly, the essence of our ability to live safely, from terrorism through research, why that is being shifted? This is obviously very important to where I live. It is going to be built in Kansas. It is a very important part of a swath of research that is done in the middle of America, around bio issues.

And so I am trying to figure out what the rational reasoning for moving that to USDA.

Mr. BRYAN. Thank you, Senator, and I appreciate your concern. I cannot specifically direct the policy of what drove it, the discussions that occurred before I even came on board with the Department to drive us in that path. I do know my role, and I know the importance of the facility. It has been a very successful acquisition, as you know, being on time and on budget, to stand up a billion-

dollar facility in Kansas, and we played a critical role, and we will continue to play a critical role in that.

Our engagement with the USDA is solid. Our transitioning planning is going very well. We recognize that they have a safety role to play and we have a security role to play, and we are going to continue to stay engaged, and working and operating at that facility.

Senator McCASKILL. Well, is it the overhead? They think the Department of Health and Human Services (HHS) budget can more easily handle the overhead of the facility? I mean, this is not going to work if this is used down the line as a way to put the pressure on funding this research all within USDA instead of Homeland.

Mr. BRYAN. Well, as you know, Senator, USDA plays a key, significant role at Plum Island, and they are going to be playing again, I think, a larger key, significant role at NBAF, that I am sure factored into that. We just do not want to lose our ability to be able to tap into that resource, because it is a national asset.

Senator McCASKILL. Well, and you guys are going to have to help pay for it. I mean, we are going to have this amazing asset that will handle a significant amount of research, and what would be most disappointing to taxpayers would be for them to make this kind of investment and not have it fully utilized.

And so I am going to continue to monitor this. I would like a clearer answer as to why this transition occurred, if it does have to do with budget, because that means, somebody somewhere is deciding, let us pull back on the budget role of DHS and push forward the budget role of USDA. And usually when that happens, something gives, and I want to try to figure that out.

So if you would continue to poke at that problem, we are going to probably continue to ask you to.

Mr. BRYAN. Yes, Senator, we will.

Senator McCASKILL. The other thing I really wanted to get to today, two other things, and they are both for you, Mr. Gaynor. Will you commit to fully and promptly implementing the GAO recommendation about the investigation on employee misconduct?

Mr. GAYNOR. Yes, ma'am.

Senator McCASKILL. OK. I wanted to get that on the record.

And then let us talk about pre-positioning contracts. Pre-positioned contracts for disasters save the taxpayers tens upon millions upon hundreds of millions of dollars. I am not going to hold you to it today, Mr. Gaynor, but I would like, in writing, your ideas on how we can incentivize State and local governments to pre-positioned contracts. They do not really have an incentive now, and I think we could incentivize them to do that.

And the more pre-positioned contracts we have—I mean, some of the most outrageous things we saw after the last hurricane season were people getting bids to provide meals that had no capacity to provide the meals that they were contracted with. Providing meals in a local community, that is something that could be pre-positioned at the State and local level, and would not be done at the Federal level. And by its very nature, if it stays at the State and local level it is going to be cheaper.

Mr. GAYNOR. Ma'am, you have my commitment to try to incentivize that. I think through the preparedness grants, FEMA

and DHS incentivize a lot of things, such as fusion centers and cyber, based on evolving threats. There is probably a way to incentivize State and local governments to do more work on contract pre-positioning.

Senator McCASKILL. Because they are not expensive to do.

Mr. GAYNOR. They are not expensive to do if you know how to do them.

Senator McCASKILL. Right.

Mr. GAYNOR. I think it may be education or——

Senator McCASKILL. Maybe there is a training program you guys could do. Maybe you could take your contracting people and provide, especially in those States that are in most danger of hurricanes, tornadoes, and fires, and with technology now you could do it without an expensive conference. You could actually require communities that want to access FEMA help to do some online training—live time, not interactive but live time training on how you actually do pre-positioned contracts for disasters.

Mr. GAYNOR. I think it is a great idea. And so being an emergency manager you have to be multifaceted, and so one day you are an emergency manager and maybe with this you would really have to be a program manager to make sure that you design your preparedness program, your preparedness planning to make sure that you have all those things ready to go.

And again, I speak for myself. We have local and State pre-disaster contracts for a number of different things, so maybe a survey to see, like, where do we really stand in the United States on what depth we have on that. But FEMA has a great technical assistance program and that could be part of it.

Senator McCASKILL. I think that would be a great idea. Thank you, Mr. Chairman, and I will look forward to working with you all in the future.

Chairman JOHNSON. Thank you, Senator McCaskill. Again, we want to thank both of you for your past service, your willingness to serve in the future, and certainly your families as well.

With that, the nominees have filed responses to biographical and financial questionnaires, answered pre-hearing questions submitted by the Committee, and had their financial statements reviewed by the Office of Government Ethics. Without objection, this information will be made part of the hearing record,<sup>1</sup> with the exception of the financial data, which are on file and available for public inspection in the Committee offices.<sup>2</sup>

The hearing record will remain open until noon tomorrow, August 23rd, for the submission of statements and questions for the record.

This hearing is adjourned.

[Whereupon, at 11:25 a.m., the Committee was adjourned.]

<sup>1</sup> The information submitted by Mr. Bryan appears in the Appendix on page 42.

<sup>2</sup> The information submitted by Mr. Gaynor appears in the Appendix on page 102.



## A P P E N D I X

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**“The Nominations of William N. Bryan to be Under Secretary, Directorate of Science & Technology, U.S. Department of Homeland Security, and Peter T. Gaynor to be Deputy Administrator, Federal Emergency Management Agency, U.S. Department of Homeland Security”**

**Opening Statement of Chairman Ron Johnson  
August 22, 2018**

*As prepared for delivery:*

Today, the Committee will consider the nominations for two important positions at the Department of Homeland Security, the Deputy Administrator of the Federal Emergency Management Agency and the Under Secretary of the Directorate of Science and Technology.

The Deputy Administrator of FEMA is responsible for assisting the Administrator in leading the agency, which includes advising the President and Secretary of Homeland Security in directing the government's response to major disasters and terrorist attacks. The Deputy Administrator also supports the Administrator in overseeing FEMA's various assistance programs, including the National Flood Insurance Program, homeland security grants, and disaster assistance. In all, FEMA's Deputy Administrator helps oversee approximately 9,700 employees as well as reservists activated to respond to a disaster. FEMA makes up 22 percent of DHS's overall budget.

The Undersecretary for Science and Technology is responsible for advising the Secretary regarding research and development and leading the Science and Technology Directorate. The Science and Technology Directorate researches and develops tools and products to enhance the work of the Department's components. The Undersecretary oversees about 485 employees.

President Trump has nominated two well-qualified candidates to serve in these positions. Peter Gaynor currently serves as the Director of Emergency Management for the State of Rhode Island. Prior to this role, Mr. Gaynor headed emergency management for the city of Providence, Rhode Island. Mr. Gaynor is a 26-year veteran of the U.S. Marine Corps.

William “Bill” Bryan currently serves as the acting Under Secretary for the Science and Technology Directorate, a position he has held for more than a year. His lengthy career in public service includes working as a Deputy Assistant Secretary and later a Senior Policy Advisor for the Department of Energy. Mr. Bryan also served for 17 years in the U.S. Army.

I thank both of the nominees and your families for your willingness to serve and for joining us today.

**Nomination Hearing for  
William N. Bryan to be  
Under Secretary, Directorate of Science & Technology  
and  
Peter T. Gaynor to be  
Deputy Administrator, Federal Emergency Management Agency**

**August 22, 2018  
Ranking Member Claire McCaskill**

**Opening Statement**

Thank you, Chairman Johnson.

At today's hearing, we will consider nominees for two very important positions within the Department of Homeland Security.

William Bryan is nominated to head the Science and Technology Directorate at DHS. Welcome, Mr. Bryan. S&T was established to administer the research and development activities at DHS, and to ensure that the men and women defending the homeland have access to the best available technology, and to the tools that fit their needs.

You come to the committee having already spent more than a year working at S&T in an acting capacity, where you have been working closely with the Democratic and Republican staff of this committee on the DHS authorization, and on finding solutions to problems which the Directorate has struggled with since its establishment. Before joining DHS, you had already had a long and distinguished



career in the United States Army and at the Department of Energy, and we appreciate your willingness to reenter public service.

I look forward to hearing from you today about how you plan to reshape S&T to make it a more effective advocate for research and development within DHS. S&T can also be a powerful force ensuring that technology acquisitions at DHS are not wasteful, answer the needs of DHS components, and enhance our security and I hope that you will make S&T a partner in improving the technology acquisition process at DHS.

I will also be interested in hearing from you about the Administration's plans to move the National Bio and Agro-Defense Facility from DHS to the Department of Agriculture. Chairman Johnson and I, along with a bipartisan group of Senators, have requested a GAO review of this transfer, and I will be looking for a clear explanation of how S&T expects to handle the move, and whether the plans for construction of a new facility are staying on target and are adequately funded.

Mr. Gaynor, I'm also glad to see you. We've been waiting for a qualified, capable, and ethical Deputy Administrator nominee at FEMA for 19 months now.

You come to us with over 30 years' experience as a public servant – first in the United States Marine Corps and then with the city of Providence and the state of Rhode Island Emergency Management agencies. From all accounts, you are a leader in the emergency management field and a no-nonsense manager who is able

to get things done. I appreciate your willingness over the course of your career to speak truth to power regardless of who's in charge, and I hope that courage and candor continues if you are confirmed as the next FEMA Deputy Administrator.

You've got a big job ahead of you, and I need to know that you're up to the task.

There are a number of management challenges that you'll face if confirmed — none more important than ensuring that FEMA employees have a workplace that's free from harassment, discrimination, and unfair hiring practices. That appears to have not been the case in the recent past — at least in FEMA's Human Resources Division.

According to the results of an internal investigation, which was recently shared with me and my staff, the former head of HR at FEMA was engaged in improper sexual relationships with subordinates, promised promotions in exchange for continuing these relationships, and improperly hired or assisted in the hiring of personal friends who were unqualified for the positions they received.

According to FEMA and the Department of Homeland Security Office of Inspector General, there had been nearly two dozen complaints about the former HR director dating back to 2013. However, when complaints were referred to FEMA by the Inspector General's office, it's unclear what, if anything, FEMA did about them. This is the exact same thing that the Government Accountability

Office took FEMA to task for in a report issued last year. GAO found that, among other things, FEMA was not investigating and didn't have a good system for tracking misconduct referrals.

I realize, Mr. Gaynor, that you didn't make this mess, but, if confirmed as Deputy Administrator, you're largely going to be responsible for cleaning it up. I'd like to hear from you today on how you plan to go about doing so.

Also on the topic of FEMA personnel, one of the major findings in the agency's 2017 After-Action Report was that FEMA experienced severe staffing shortages while responding to back-to-back-to-back hurricanes, coupled with historic wildfires and other outstanding disaster recoveries in states like Missouri. At one point last year, more than 70% of FEMA's workforce was deployed to disaster-affected areas. The agency had to pull staff from other DHS components and from non-DHS departments. These were folks who aren't typically trained in disaster response and recovery.

While FEMA has made strides in hiring over the past year, the agency is still almost 5,000 employees short of its target staffing goals. And many of the employees that FEMA has on board today don't meet the qualification standards the agency has set for itself. I worry about whether FEMA is ready to respond if, God forbid, we have another year for disasters like 2017. And I want to hear about your plans for hiring, retaining, and training qualified employees.

Lastly, I'd like to briefly touch on one issue that was hardly mentioned in FEMA's After-Action report – and that's disaster contracting. I realize that FEMA isn't built to handle everything in-house. In some cases, contractors are needed. But the very least we can do going forward is to make sure that communities have the contracts and commodities they need in place before a disaster strikes. The worst time to be soliciting bids for goods and services is in the aftermath of a storm. As we've seen time and time again in the response to Hurricanes Harvey, Irma, and Maria, this can lead to cost overruns, contract cancellations, and unnecessary delays, which ultimately impact disaster survivors and American taxpayers alike. I hope that, if you're confirmed, you will take a close look at what FEMA can do to improve pre-event contracting at the federal, state, and local level.

Again, thank you both for being here today, and I look forward to your testimony.

Statement of Senator Jack Reed  
Senate Homeland Security and Government Affairs Committee  
Hearing on the Nomination of Peter T. Gaynor to be Deputy Administrator, Federal Emergency  
Management Agency, U.S. Department of Homeland Security

August 22, 2018

Chairman Johnson and Ranking Member McCaskill, thank you for the opportunity to introduce Peter Gaynor, whom the President has nominated to serve as Deputy Administrator of the Federal Emergency Management Agency (FEMA).

Before I begin, let me acknowledge Director Gaynor's family – his daughter Grace and his brother Paul, who are here today, and his wife Sue, who could not attend but is very much here in spirit. I want to thank them for their support and sacrifice.

Mr. Chairman, as the Committee examines Director Gaynor and his record, I hope you find, as I have, that he is a dedicated and capable leader of high integrity.

In more than two decades as a member of the U.S. Marine Corps, he rose from the rank of Private to Lieutenant Colonel, serving at Headquarters Marine Corps on September 11, 2001 and later in Iraq in 2006.

After witnessing the attack on the Pentagon on 9/11, Director Gaynor and his team worked to reestablish the Naval Operations Command, which had been destroyed in the attack, allowing the Chief of Naval Operations to seamlessly direct the Navy's service missions.

In 2006, Director Gaynor was deployed in support of Operation Iraqi Freedom with the 1st Marine Expeditionary Force and assisted with the coordination of combat operations in the Al-Anbar Province.

After retiring from the Marine Corps, Director Gaynor was tapped to lead the City of Providence's Emergency Management Agency. In this role, he modernized the city's emergency operations center and coordinated its response and recovery efforts, including three federally declared disasters. He also led Providence through the Emergency Management Accreditation Program (E-MAP) in 2010, making it the first city to earn this accreditation.

Because of his recognized leadership within city government, he was twice temporarily assigned to the Providence Public School Department to help direct and guide operations for the school system, which includes 24,000 students, 2,200 employees, and 40 facilities.

In 2015, Director Gaynor was appointed by Governor Gina Raimondo to serve as the cabinet-level director of the Rhode Island Emergency Management Agency (or E-M-A). In this role, he has been responsible for developing and coordinating the response to natural, manmade, and technological disasters. He has also worked to manage the recovery from several previous federally-declared disasters. And as the leader for emergency management in the Ocean State,

he has worked to help communities become more prepared and resilient, which is part of the reason that the Rhode Island League of Cities and Towns has enthusiastically endorsed his nomination. [I would ask that a letter from the League be included in the record.]

As he did in Providence, Director Gaynor also worked to completely overhaul and modernize Rhode Island E-M-A, which had been organized around a Cold War-era civil defense model.

With a new organizational framework, Director Gaynor has assembled and trained a team with the skills to meet existing and emerging challenges. Director Gaynor's success in reorganizing the agency has been recognized with an accreditation under E-MAP in 2017.

In sum, Director Gaynor has earned the respect and admiration of the people who work alongside him. That reputation is why it is difficult for us in Rhode Island to see him leave, but it is also why we know he will do an excellent job at FEMA. With the countless challenges FEMA faces, particularly now during the height of hurricane season, we need Director Gaynor on the job.

And so, Mr. Chairman, I won't delay the proceedings any further, except to thank you and Ranking Member McCaskill for the courtesy of allowing me to say a few words about the nominee.

Testimony of  
William Bryan  
Nominee for the Position of Under Secretary for Science and Technology  
U.S. Department of Homeland Security  
  
Committee on Homeland Security and Governmental Affairs  
United States Senate

Chairman Johnson, Ranking Member McCaskill, and distinguished Members of the Committee, I appreciate the opportunity to be here today as you consider my nomination by the President to be the Under Secretary for Science and Technology (S&T) within the Department of Homeland Security (DHS).

I would like to begin by thanking both the President and the Secretary for their trust and confidence in me to be nominated for this position.

I would also like to thank my family, friends, and colleagues who are here today to offer their strength and support. I first want to express my deepest admiration and appreciation for my bride of 39 years, Darlene. Together, we have laid a foundation built on faith in Christ, love of family, and trust—a foundation that has supported me throughout my career. We have been blessed with four children and eight grandchildren, many of whom are here with me today.

Throughout their lives, they have supported me as I embarked on many opportunities to serve our country, including living in foreign lands and relocating the family multiple times. And today, they are standing by me for my greatest honor to date—being nominated by the President to serve DHS. They are my joy and I love them very much and thank them for their love and commitment along life's journey. We are a team and I would not be here today without them.

My career over the past 40 years has prepared me for this moment, beginning at the age of 19 in a suburban Detroit steel factory supervising 60 individuals and culminating with my current position as the Senior Official Performing the Duties of the Under Secretary for S&T. I have been fortunate to work in the private sector as well as having had the honor of serving the nation, including 17 years of active military service and three years in the Virginia National Guards.

In addition to my military service, I have served in multiple leadership roles in the Department of Energy (DoE). Most recently, I served as the Senior Advisor in the Office of International Affairs. There, I responded to pressing global energy challenges including energy security, market volatility and hazard/threat impacts. I also served as the Deputy Assistant Secretary for Infrastructure Security and Energy Restoration in DoE's Office of Electricity Delivery and Energy Reliability. In that role, I worked with the National Security Council, other U.S. Government agencies, private industry, and international partners to enhance the security and resilience of the nation's critical energy infrastructure.

Prior to my DoE activities, I served for five years as the Director for Critical Infrastructure Protection (CIP) in the Department of Defense's (DoD) Office of the Under Secretary of Defense

for Policy, where I led all critical infrastructure and Defense Industrial Base (DIB)-related activities. I also advised DoD leadership on the relevance of current CIP and DIB capabilities, methodologies and technologies in support of military and civil homeland defense efforts deemed essential to national security.

My comprehensive experience as a leader, manager, technician and program architect has spanned the areas of Infrastructure Security, Energy Restoration, Homeland Defense, Critical Infrastructure Protection and Risk Management. At the core of achieving these national security objectives was my ability to communicate, collaborate, coordinate and build consensus within my organization and in partnership with, local, state and tribal governments, external agencies, and the defense and utility industries.

My role, should I be confirmed as Under Secretary for S&T, is to serve as the science advisor to the Secretary and ensure S&T is a Departmental resource for all DHS Components' research and development (R&D) needs. To accomplish this important mission, I must ensure we have revitalized structures, processes and procedures in place to enable S&T to provide impactful solutions to the ever-changing threats faced by our customers. We must solidify and strengthen S&T's core capabilities and provide a deliberative approach to program execution that ensures timely delivery and solid return on investment for our nation's taxpayers.

I believe the mission of S&T is to *deliver results*. To do this, we must enable effective, efficient, and secure operations across all homeland security missions by applying timely scientific, engineering, and innovative solutions through research, design, test and evaluation, and acquisition support. Technology innovation cycles are rapidly changing and the nature of the threats we see is dynamic. This combination presents a significant challenge to traditional R&D approaches. I believe my operational background and experience working with our national labs provide me the foundation needed to "operationalize" S&T's R&D to better support the missions of the Department and the nation's first responders.

As a leader, I am committed to servant-leadership and honoring the value of my team and their contributions. Should I be confirmed, I will effectively communicate a vision for the organization and provide them with the resources and tools necessary to achieve that vision. It is my duty to describe what success looks like and allow them the flexibility to get us there. I will empower my leadership team to make decisions while emphasizing the importance of ensuring they are well-informed decisions. I also place extreme value in accountability, transparency, flexibility, and visibility.

S&T's customers put their lives on the line every day to keep our nation safe. If confirmed, it will be my mission to ensure an efficient and effective organization is in place to address their R&D needs for today and into the future. Either via the identification of existing tools or the timely development of new technology, S&T will work to provide them with the tools they need to safely and effectively protect the Homeland and the American people. And it would be my honor to serve with them.

Finally, I would also like to thank the Chairman, Ranking Member, and Senators on this committee for your recent legislative actions on behalf of the Department and particularly those



that impact S&T -- including your efforts on S. 2836, the *Preventing Emerging Threats Act*, which would enable us to actively research, develop, and verify that any system used by our law enforcement officers to counter unmanned aircraft is effective, efficient and safe.

Chairman Johnson, Ranking Member McCaskill, and distinguished Members of the Committee, thank you again for your consideration. I look forward to answering your questions.

**REDACTED**

## HSGAC BIOGRAPHICAL QUESTIONS FOR EXECUTIVE NOMINEES

### 1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
Name of Position	Date of Nomination
Under Secretary for Science & Technology, U.S. Department of Homeland Security	

<i>Current Legal Name</i>			
First Name	Middle Name	Last Name	Suffix
William	Norman	Bryan	

<i>Addresses</i>					
Residential Address (do not include street address)			Office Address (include street address)		
			Street: 1120 Vermont Ave., NW		
City: King George	State: VA	Zip: 22485	City: Washington	State: DC	Zip: 20005

<i>Other Names Used</i>						
First Name	Middle Name	Last Name	Suffix	Check if Multiple Names	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
Bill Billy					All my life Est <input type="checkbox"/>	Est <input type="checkbox"/>
					Est <input type="checkbox"/>	Est <input type="checkbox"/>

<i>Birth Year and Place</i>	
Year of Birth (Do not include month and day.)	Place of Birth
1959	Wyandotte, MI

<i>Marital Status</i>					
Check All That Describe Your Current Situation:					
Never Married	Married	Separated	Annulled	Divorced	Widowed
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>Spouse's Name (current spouse only)</i>			
Spouse's First Name	Spouse's Middle Name	Spouse's Last Name	Spouse's Suffix
Darlene	Jean	Bryan	

<i>Spouse's Other Names Used (current spouse only)</i>						
First Name	Middle Name	Last Name	Suffix	Check if Maiden Name	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
Darlene	Jean	Rhodes		X	04/1958 Est <input type="checkbox"/>	10/1979 Est <input type="checkbox"/>
Dolly					All her life Est <input type="checkbox"/>	Est <input type="checkbox"/>

<i>Children's Names (if over 18)</i>			
First Name	Middle Name	Last Name	Suffix
Lindsay	Renee	Breakfield	
Lauren	Michelle	Hill	
John	James	Bryan	
Joseph	William	Bryan	

## 2. Education

List all post-secondary schools attended.

<u>Name of School</u>	<u>Type of School</u> (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	<u>Date Began School</u> (month/year) (check box if estimate)	<u>Date Ended School</u> (month/year) (check box if estimate) (check "present" box if still in school)	<u>Degree</u>	<u>Date Awarded</u>
Henry Ford Community College	College/University	09/1977 Est <input checked="" type="checkbox"/> X	12/1977 Est <input checked="" type="checkbox"/> Present <input type="checkbox"/>	N/A	N/A
Defense Language Institute	Military College	03/1985 Est <input type="checkbox"/>	03/1986 Est <input type="checkbox"/> Present <input type="checkbox"/>	N/A	N/A
Kansas State University	College/University	01/1988 Est <input checked="" type="checkbox"/> X	5/1989 Est <input checked="" type="checkbox"/> Present <input type="checkbox"/>	N/A	N/A
Colorado Technical University	College/University	09/1994 Est <input checked="" type="checkbox"/> X	12/1996 Est <input type="checkbox"/> Present <input type="checkbox"/>	B.S.	12/1996
Joint Military Intelligence College	Military College	09/1997 Est <input type="checkbox"/>	05/1998 Est <input type="checkbox"/> Present <input type="checkbox"/>	M.S.	05/1998

### 3. Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

<u>Type of Employment</u> (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other Federal employment, State Government (Non- Federal Employment), Self- employment, Unemployment, Federal Contractor, Non- Government Employment (excluding self-employment), Other	<u>Name of Your Employer/ Assigned Duty Station</u>	<u>Most Recent Position Title/Rank</u>	<u>Location (City and State only)</u>	<u>Date Employment Began</u> (month/year) (check box if estimate)	<u>Date Employment Ended</u> (month/year) (check box if estimate) (check "present" box if still employed)
Federal Government	U.S. Department of Homeland Security	Senior Official Performing the Duties of Under Secretary for Science & Technology/D eputy Under Secretary	Washington, DC	Est 11/2017 <input type="checkbox"/>	Present <input type="checkbox"/> Est <input type="checkbox"/>
Federal Government	U.S. Department of Homeland Security	Under Secretary for Science & Technology (Acting)/ Deputy Under Secretary	Washington, DC	Est 06/2017 <input type="checkbox"/>	11/2017 Est <input type="checkbox"/>
Federal Government	U.S. Department of Homeland Security	Senior Advisor	Washington, DC	Est 05/2017 <input type="checkbox"/>	06/2017 Est <input type="checkbox"/>
Unemployed/Retired	N/A	N/A	N/A	Est 03/2017 <input type="checkbox"/>	05/2017 Est <input type="checkbox"/>
Non-Government Employment	ValueBridge International	President, Energy Group	Reston, VA	Est 12/2015 <input type="checkbox"/>	03/2017 Est <input type="checkbox"/>
Special Government Employee (Part Time)	U.S. Department of Energy	Senior Advisor	Washington, DC	Est 10/2015 <input type="checkbox"/>	06/2016 Est <input type="checkbox"/>
Federal Government	U.S. Department of Energy	Senior Advisor	Washington, DC	Est 12/2014 <input type="checkbox"/>	10/2015 Est <input type="checkbox"/>
Federal Government	U.S. Department of Energy	Deputy Assistant Secretary for Infrastructure	Washington, DC	Est 11/2007 <input type="checkbox"/>	12/2014 Est <input type="checkbox"/>

		Security & Energy Restoration			
Virginia Army National Guard (Part Time)	State of Virginia/Ft Pickett, VA	Advisor on Critical Infrastructure/ CW3	Blackstone, VA	Est 05/2006 □	12/2009 Est □
Federal Government	U.S. Department of Defense (Pentagon)	Director, Critical Infrastructure Protection/GS-15	Arlington, VA	Est 03/2003 □	11/2007 Est □
Federal Government	U.S. Department of the Navy (Dahlgren)	Special Technology Analyst	Dahlgren, VA	Est 11/2002 □	03/2003 Est □
Active Military	U.S. Department of the Army/Defense Intelligence Agency	Traffic Analyst Technician/ CW3	Dahlgren, VA	Est 05/2001 X	11/2002 Est □
Active Military	U.S. Department of the Army/Defense Intelligence Agency	Traffic Analyst Technician/ CW3	Crystal City, VA	Est 05/1998 □	05/2001 Est X
Active Military	U.S. Department of the Army (Bolling, AFB, DC)	Grad Student/CW2	Washington, DC	Est 09/1997 □	05/1998 Est □
Active Military	U.S. Department of the Army	Traffic Analyst Technician/ CW2	Ft. Clayton, Panama	Est 06/1995 □	09/1997 Est □
Active Military	U.S. Department of the Army	Traffic Analyst Technician/ WO1	Ft Carson, CO	Est 06/1993 □	06/1995 Est □
Active Military	U.S. Department of the Army	Traffic Analyst Technician School/ WO1	Ft. Huachuca, AZ	Est 02/1993 □	06/1993 Est □
Active Military	U.S. Department of the Army	Warrant Officer Basic/ WO1	Ft. Rucker, AL	Est 11/1992 □	02/1993 Est □
Active Military	U.S. Department of the Army	Intel-Traffic Analyst/E6	Misawa AFB Japan	Est 01/1990 □	11/1992 Est □
Active Military	U.S. Department of the Army	Intel-Traffic Analyst/E5	Ft. Riley, KS	Est 11/1986 □	01/1990 Est □
Active Military	U.S. Department of the Army	Intel-Traffic Analyst/E4	Ft. Devens, MA	Est 09/1986 □	11/1986 Est □
Active Military	U.S. Department of the Army	Intel-Traffic Analyst/E4	Goodfellow AFB, TX	Est 03/1986 □	09/1986 Est □

Active Military	U.S Department of the Army (Defense Language Institute)	Initial Training Student/E2	Monterey, CA	Est 03/1985 <input type="checkbox"/>	03/1986	Est <input type="checkbox"/>
Active Military	U.S. Department of the Army	Basic Training Recruit/E1	Ft. Leonard Wood, MO	Est 01/1985 <input type="checkbox"/>	03/1985	Est <input type="checkbox"/>
Non-Government Employment	National Steel Corp	Production Supervisor	Ecorse, MI	Est 03/1977 <input type="checkbox"/>	01/1985	Est <input type="checkbox"/>

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

NONE

#### 4. Potential Conflict of Interest

(A) 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.

In connection with the nomination process, I have consulted with the U.S. Office of Government Ethics and the U.S. Department of Homeland Security's Designated Agency Ethics Official (DAEO) to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement that I signed and transmitted to the Department's DAEO, which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

(B) 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.

NONE

#### 5. Honors and Awards

List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.

Good Conduct Medal – Jan 1988 (and every three years until Feb 2002)  
 Army Achievement Medal (2 Oak Leaf Clusters) – Mar 1988, Nov 1990  
 Army Commendation Medal (3 Oak Leaf Clusters) – Feb 1990, Apr 1995, Jul 1995  
 Meritorious Service Medal – Sep 1992  
 Joint Service Commendation Medal – Aug 1998  
 Defense Intelligence Agency's Officer of the Year (2000)  
 Defense Meritorious Service Medal – Feb 2002  
 Navy Meritorious Civilian Award – Feb 2003  
 Office of the Secretary of Defense Medal for Exceptional Civilian Service – Dec 2007  
 Secretary of Energy Exceptional Service Award – Sept 2015

## 6. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last 10 years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of \$1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

<u>Name of Organization</u>	<u>Dates of Your Membership</u> (You may approximate.)	<u>Position(s) Held</u>
Temple Baptist Church Fredericksburg, VA	1998-2015	Deacon
Vision Baptist Church Ladysmith, VA	2015-Present	Deacon, Trustee
United States Conceal Carry Association	2015-Present	Member
International Stability Operations Association	2017-Present	Board Member

## 7. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?

NO



List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere.

NONE

(C) Itemize all individual political contributions of \$200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

NONE

## 8. Publications and Speeches

(A) List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet. Please provide the Committee with copies of all listed publications. In lieu of hard copies, electronic copies can be provided via e-mail or other digital format.

Title	Publisher	Date(s) of Publication
Multiple Situation Reports for various storms	DOE, Infrastructure Security and Energy Restoration <a href="https://www.ee.netl.doe.gov/emergency_sit_rpt.aspx">https://www.ee.netl.doe.gov/emergency_sit_rpt.aspx</a>	2008-2015
"Understanding Hurricanes – It Takes One to Know One"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/06/06/understanding-hurricanes-it-takes-one-know-one">https://www.dhs.gov/science-and-technology/blog/2017/06/06/understanding-hurricanes-it-takes-one-know-one</a>	6/6/2017
"S&T Tech Uses DNA to Uphold Laws, Reunite Families"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/06/13/st-tech-uses-dna-uphold-laws-reunite-families">https://www.dhs.gov/science-and-technology/blog/2017/06/13/st-tech-uses-dna-uphold-laws-reunite-families</a>	6/13/2017
"Building Resilience Capacity during Hurricane Season"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/06/19/building-resilience-capacity-during-hurricane-season">https://www.dhs.gov/science-and-technology/blog/2017/06/19/building-resilience-capacity-during-hurricane-season</a>	6/19/2017
"Empowering Rural Responders"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/06/26/empowering-rural-responders">https://www.dhs.gov/science-and-technology/blog/2017/06/26/empowering-rural-responders</a>	6/26/2017
"Innovative Cyber Solutions on Display at Next Week's R&D Showcase"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/06/30/innovative-cyber-solutions-display-next-week-s-rd-showcase">https://www.dhs.gov/science-and-technology/blog/2017/06/30/innovative-cyber-solutions-display-next-week-s-rd-showcase</a>	6/30/2017
"S&T Joins the SBIR Midwest Road Tour"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/07/10/st-joins-sbir-midwest-road-tour">https://www.dhs.gov/science-and-technology/blog/2017/07/10/st-joins-sbir-midwest-road-tour</a>	7/10/2017

"Keeping Communication Lines Open"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/07/25/keeping-communication-lines-open">https://www.dhs.gov/science-and-technology/blog/2017/07/25/keeping-communication-lines-open</a>	7/25/2017
"Tune in to S&T's Tech Talk on Free First Responder Training"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/08/08/tune-st-s-tech-talk-free-first-responder-training">https://www.dhs.gov/science-and-technology/blog/2017/08/08/tune-st-s-tech-talk-free-first-responder-training</a>	8/8/2017
"Strengthening Our Agricultural Security"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/08/21/strengthening-our-agricultural-security">https://www.dhs.gov/science-and-technology/blog/2017/08/21/strengthening-our-agricultural-security</a>	8/21/2017
"Join us and discuss S&T's Small Business Innovation Research (SBIR) program!"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/09/12/join-us-and-discuss-sts-sbir-program">https://www.dhs.gov/science-and-technology/blog/2017/09/12/join-us-and-discuss-sts-sbir-program</a>	9/12/2017
"Surge Capacity Force"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/09/20/surge-capacity-force">https://www.dhs.gov/science-and-technology/blog/2017/09/20/surge-capacity-force</a>	9/20/2017
"It's National Cyber Security Awareness Month: What's your Cybersecurity IQ?"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/10/02/its-national-cyber-security-awareness-month">https://www.dhs.gov/science-and-technology/blog/2017/10/02/its-national-cyber-security-awareness-month</a>	10/2/2017
"New Industry Guide lays out tech needs"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/10/11/new-industry-guide-lays-out-tech-needs">https://www.dhs.gov/science-and-technology/blog/2017/10/11/new-industry-guide-lays-out-tech-needs</a>	10/11/2017
"DHS S&T Driving Cybersecurity Message to Smart Cities"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/10/16/dhs-st-driving-cybersecurity-message-smart-cities">https://www.dhs.gov/science-and-technology/blog/2017/10/16/dhs-st-driving-cybersecurity-message-smart-cities</a>	10/16/2017
"Shaping the Next Generation Cybersecurity Workforce Today"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/10/23/shaping-next-generation-cybersecurity-workforce-today">https://www.dhs.gov/science-and-technology/blog/2017/10/23/shaping-next-generation-cybersecurity-workforce-today</a>	10/23/2017
"Helping Secure the Nation's Commercial Facilities"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/11/01/helping-secure-nation-s-commercial-facilities">https://www.dhs.gov/science-and-technology/blog/2017/11/01/helping-secure-nation-s-commercial-facilities</a>	11/1/2017
"Helping Secure the Nation's Transportation Systems"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/11/08/helping-secure-nation-s-transportation-systems">https://www.dhs.gov/science-and-technology/blog/2017/11/08/helping-secure-nation-s-transportation-systems</a>	11/8/2017
"Critical Infrastructure Emergency Services"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/11/15/critical-infrastructure-emergency-services">https://www.dhs.gov/science-and-technology/blog/2017/11/15/critical-infrastructure-emergency-services</a>	11/15/2017
"S&T Launches Hidden Signals Challenge to Uncover Emerging Biothreats"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/11/20/st-launches-hidden-signals-challenge-uncover-emerging">https://www.dhs.gov/science-and-technology/blog/2017/11/20/st-launches-hidden-signals-challenge-uncover-emerging</a>	11/20/2017
"Critical Infrastructure, Partnering for Success"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/11/27/critical-infrastructure-partnering-success">https://www.dhs.gov/science-and-technology/blog/2017/11/27/critical-infrastructure-partnering-success</a>	11/27/2017

"Announcing the New Innovative S&T Video Series"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/12/12/announcing-new-innovate-st-video-series">https://www.dhs.gov/science-and-technology/blog/2017/12/12/announcing-new-innovate-st-video-series</a>	12/12/2017
"Happy Holidays from S&T!"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2017/12/20/happy-holidays-st">https://www.dhs.gov/science-and-technology/blog/2017/12/20/happy-holidays-st</a>	12/20/2017
"S&T's New Year's Resolution: CHAMPS"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/01/08/st-s-new-year-s-resolution-champs">https://www.dhs.gov/science-and-technology/blog/2018/01/08/st-s-new-year-s-resolution-champs</a>	1/8/2018
"Join us Thursday to discuss S&T's search and rescue tool"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/01/23/join-us-thursday-discuss-st-s-search-and-rescue-tool">https://www.dhs.gov/science-and-technology/blog/2018/01/23/join-us-thursday-discuss-st-s-search-and-rescue-tool</a>	1/23/2018
"S&T Smart City Thoughts: Gearing Up for the Global City Teams Challenge Kickoff Event?"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/02/05/st-smart-city-thoughts-gearing-global-city-teams-challenge">https://www.dhs.gov/science-and-technology/blog/2018/02/05/st-smart-city-thoughts-gearing-global-city-teams-challenge</a>	2/8/2018
"Cyber Security R&D Program a Launching Pad for New Solutions"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/02/26/cyber-security-rd-program-launching-pad-new-solutions">https://www.dhs.gov/science-and-technology/blog/2018/02/26/cyber-security-rd-program-launching-pad-new-solutions</a>	2/26/2018
"See you at International Wireless Communications Expo (IWCE) and South-by-Southwest (SXSW) "	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/03/05/see-you-iwce-and-sxsw">https://www.dhs.gov/science-and-technology/blog/2018/03/05/see-you-iwce-and-sxsw</a>	3/5/2018
"SBIR Road Tour – Coming to a City Near You"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/03/19/sbir-road-tour-coming-city-near-you">https://www.dhs.gov/science-and-technology/blog/2018/03/19/sbir-road-tour-coming-city-near-you</a>	3/19/2018
"Introducing the Next Generation First Responder (NGFR) Integration Handbook"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/04/02/introducing-ngfr-integration-handbook">https://www.dhs.gov/science-and-technology/blog/2018/04/02/introducing-ngfr-integration-handbook</a>	4/2/2018
"SAFETY Act encourages development/use of anti-terrorism solutions"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/04/16/safety-act">https://www.dhs.gov/science-and-technology/blog/2018/04/16/safety-act</a>	4/16/2018
"National Police Week"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/05/15/national-police-week">https://www.dhs.gov/science-and-technology/blog/2018/05/15/national-police-week</a>	5/15/2018
"S&T Leading Blockchain Solution R&D for DHS Components"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/05/22/st-leading-blockchain-solution-rd-dhs-components">https://www.dhs.gov/science-and-technology/blog/2018/05/22/st-leading-blockchain-solution-rd-dhs-components</a>	5/22/2018
"S&T's Impact on Borders and Ports of Entry"	DHS Science & Technology <a href="https://www.dhs.gov/science-and-technology/blog/2018/06/11/st-s-impact-borders-and-ports-entry">https://www.dhs.gov/science-and-technology/blog/2018/06/11/st-s-impact-borders-and-ports-entry</a>	6/11/2018

(B) List any formal speeches you have delivered during the last five years and provide the Committee with copies of those speeches relevant to the position for which you have been nominated. Include any testimony to Congress or any other legislative or administrative body. These items can be provided electronically via e-mail or other digital format.

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Speaker at the fourth annual world summit on infrastructure security	Electric Infrastructure Security Summit IV, Washington DC/Government and industry on both energy policy and security	05/2013 (Talking points not retained)
Speaker at the Breakfast Series	Breakfast hosted by The Hill and ABB, Washington, DC/energy companies and general public	10/2013 (Talking points not retained)
Interview with Power Grid Resilience	Philadelphia, PA/Power companies and vendors	03/2016 (Talking points not retained)
Speaker, Transforming the resilience of cognitive, cyber-physical systems	Resilience Week/Government and Energy Industry	08/2014 (Talking points not retained)
Panelists, International Cybersecurity Challenges: Implications for U.S. Public Utilities and their Regulators	National Association of Regulatory Utility Commissioners, – Summer 2016 Committee Meetings; Nashville, TN/Power regulators	07/2016 (Talking points not retained)
Roundtable discussion on integrating a reliable, survivable and resilient energy system into stability-operations	International Stability Operations 11th Annual Summit, Washington, DC/Defense contractors and acquisition professionals	10/2016 (Talking points not retained)
DHS Common UAS Site Opening Day (Camp Shelby, MS)	Camp Shelby, MS Sen. Cochran, Congressman Palazzo, Mississippi State University, Industry, Open Press Event	8/22/2017
DHS S&T Criminal Investigations and Network Analysis (CINA) Center of Excellence (COE) Kickoff Workshop	George Mason University Arlington Campus, Founders Hall, 3351 Fairfax Drive, Arlington, 22201 Academia, DHS Components	9/18/2017
VA Smart Communities Working Group Kick-Off & Contract Award Announcement to Center for Innovative Technology (CIT)	Virginia Tech Hume Center, 900 North Glebe Rd, Arlington, VA 22203 Industry & utility representatives, VA Governor Terry McAuliffe	9/18/2017
Seminar on Enhancing Resilience by Building Capacity to Deal with mass Casualty Emergencies (Panel)	NATO – Science for Peace & Security Committee, Tulza, Bosnia Conference/Exercise participants from NATO countries	9/28/2017
Industry Day: Long Term Border Wall Strategy	Homeland Security Acquisition Institute (HSAI), 90 K Street NE, Suite 1200, Washington, DC 20002 CBP, OPO, Invited industry partners	10/4/2017
Stadiums and the SAFETY Act: Beyond the Initial Application	Little Caesars Arena, Detroit, MI	10/5/2017

	Ititch Holdings, Pillsbury LLP, Local Government/Public Safety Personnel, Sports League Representatives	
Threats to the Homeland: Critical Infrastructure, Disaster Response and the Homeland Security Landscape (Plenary Panel Session) DHS Strategic Industry Conversation III, Mission Priorities: Doubling Down on the Unity of Effort	Omni Shoreham Hotel Washington, DC DHS Industry Partners	10/19/2017
Facebook Live Tech Talk with NPPD's Chris Krebs	(online at S&T's Facebook page)	11/9/2017
Hearing on "Examining the Department of Homeland Security's Efforts to Counter Weapons of Mass Destruction"	Before the House Committee on Homeland Security, Subcommittee on Emergency Preparedness, Response, and Communications Subcommittee	12/7/2017
DHS Reverse Industry Day	Ronald Regan Building, Amphitheater Industry Partners	1/31/2018
Building Security and Resilience Capacity at DHS S&T	2018 United Kingdom Security and Policing Home Office Event, Farnborough, United Kingdom Industry, government, academia	3/6/2018
Professional Services Council Member Meeting: "Accessing Innovation / Expanding Federal Opportunities W/OTAs"	NRECA Conference Center, 4301 Wilson Blvd, Arlington, VA	4/9/2018
SVIP Aviation Security Industry Day	SRI International Menlo Park, CA Industry, TSA	5/4/2018
Center of Excellence (COE) Summit	George Mason University 3351 Fairfax Dr Arlington, VA	5/31/2018
Center for Risk and Economic Analysis of Terrorism Events (CREATE) – TSA Symposium Accelerating Action for Transportation Security	Georgetown University 37 <sup>th</sup> and O St NW, Washington, DC	6/12/2018

(C) List all speeches and testimony you have delivered in the past ten years, except for those the text of which you are providing to the Committee.

NONE

## 9. Criminal History

Since (and including) your 18<sup>th</sup> birthday, has any of the following happened?

- Have you been issued a summons, citation, or ticket to appear in court in a criminal proceeding against you? (Exclude citations involving traffic infractions where the fine was less than \$300 and did not include alcohol or drugs.)  
NO
- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official?  
NO
- Have you been charged, convicted, or sentenced of a crime in any court?  
NO
- Have you been or are you currently on probation or parole?  
NO
- Are you currently on trial or awaiting a trial on criminal charges?  
NO
- To your knowledge, have you ever been the subject or target of a federal, state or local criminal investigation?  
NO

#### **10. Civil Litigation and Administrative or Legislative Proceedings**

(A) Since (and including) your 18th birthday, have you been a party to any public record civil court action or administrative or legislative proceeding of any kind that resulted in (1) a finding of wrongdoing against you, or (2) a settlement agreement for you, or some other person or entity, to make a payment to settle allegations against you, or for you to take, or refrain from taking, some action. Do NOT include small claims proceedings.

NO

(B) In addition to those listed above, have you or any business of which you were an officer, director or owner ever been involved as a party of interest in any administrative agency proceeding or civil litigation? 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 by you, while serving in your official capacity.

NO

(C) For responses to the previous question, 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 by you, while serving in your official capacity.

N/A.

#### **11. Breach of Professional Ethics**

(A) Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct by, or been the subject of a complaint to, any court, administrative agency, professional association, disciplinary committee, or other professional group? Exclude cases and proceedings already listed.

NO

(B) Have you ever been fired from a job, quit a job after being told you would be fired, left a job by mutual agreement following charges or allegations of misconduct, left a job by mutual agreement following notice of unsatisfactory performance, or received a written warning, been officially reprimanded, suspended, or disciplined for misconduct in the workplace, such as violation of a security policy?

NO

**12. Tax Compliance**

(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.)

**REDACTED**

**REDACTED****13. Lobbying**

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State).

NO

**14. Outside Positions**

☒ See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

For the preceding ten calendar years and the current calendar year, report any positions held, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-



profit organization or educational institution. Exclude positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

#### **15. Agreements or Arrangements**

☒ See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government; and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

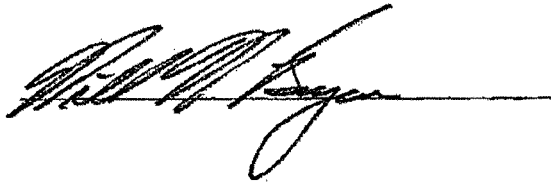
#### **16. Additional Financial Data**

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.)

**REDACTED**

**SIGNATURE AND DATE**

**I hereby state that I have read the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.**

A handwritten signature in black ink, appearing to read "William M. Foye", written over a horizontal line.

This 10<sup>th</sup> day of July, 2018

**REDACTED**

UNITED STATES OFFICE OF  
**GOVERNMENT ETHICS**

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July 12, 2018

The Honorable Ron Johnson  
 Chairman  
 Committee on Homeland Security  
 and Governmental Affairs  
 United States Senate  
 Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by William Bryan, who has been nominated by President Trump for the position of Under Secretary for Science and Technology, Department of Homeland Security.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

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

Sincerely,  
**DAVID**  
**APOL**

Digitally signed by DAVID  
 APOL  
 Date: 2018.07.12 18:28:58  
 -0400'

David J. Apol

Acting Director and General Counsel

Enclosures

**REDACTED**

June 1, 2018

Joseph B. Maher  
Designated Agency Ethics Official  
Department of Homeland Security  
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Under Secretary for Science and Technology, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my positions with the following entities: International Stability Operations Association and Vision Baptist Church. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

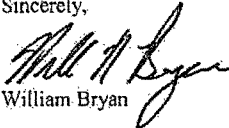
If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you or another DHS ethics official during the first week of my service in the position of Under Secretary for Science and Technology in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order No. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

  
William Bryan

**U.S. Senate Committee on Homeland Security and Governmental Affairs  
Pre-hearing Questionnaire  
For the Nomination of William N. Bryan to be  
Under Secretary for Science and Technology  
Department of Homeland Security**

**I. Nomination Process and Conflicts of Interest**

1. Did the President give you specific reasons why he nominated you to be the next Under Secretary of Homeland Security – Science and Technology (S&T) Directorate at the Department of Homeland Security (DHS or the Department)?

**Response: I have not had a personal conversation with the President regarding my nomination. It is my understanding that Secretary Nielsen recommended my nomination. I have known the Secretary for some time and share her views on shaping the Science and Technology Directorate to meet the challenges of rapid innovation cycles and the evolving threat landscape.**

2. Were any conditions, expressed or implied, attached to your nomination? If so, please explain.

**Response: No**

3. Have you made any commitments with respect to the policies and principles you will attempt to implement as Under Secretary for the S&T Directorate? If so, what are they, and to whom were the commitments made?

**Response: No**

4. Are you aware of any business relationship, dealing, or financial transaction that could result in a possible conflict of interest for you or the appearance of a conflict of interest? If so, please explain what procedures you will use to recuse yourself or otherwise address the conflict. And if you will recuse yourself, explain how you will ensure your responsibilities are not affected by your recusal.

**Response: I have consulted with the Office of Government Ethics and The Department of Homeland Security Designated Agency Ethics Official to identify any and all potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the DHS Designated Agency Ethics Official. Outside of the items provided in this agreement, I am not aware of any additional conflicts of interest(s).**

## II. Background of the Nominee

5. What specific background, experience, and attributes qualify you to be the Under Secretary?

**Response:** My career over the past 40 years (both public and private sector) has prepared me for this moment, beginning at the age of 19 in a suburban Detroit steel factory supervising 60 individuals and culminating with my current position as the Senior Official Performing the Duties of the Under Secretary for S&T (SOPDUSST). My comprehensive experience as a manager, leader, technician and program architect spanned the areas of Infrastructure Security, Energy Restoration, Homeland Defense, Critical Infrastructure Protection and Risk Management. At the core of achieving these national security objectives was my ability to communicate, collaborate, coordinate and build consensus internally within my organization and with external agencies, local, state and tribal governments, the defense and utility industries and foreign governments.

6. You have spent much of your professional career serving in various capacities and positions at the Departments of Homeland Security, Energy, and Defense, as well as the private sector. Please briefly describe your experiences at ValueBridge International and the Department of Defense, including any experience leading and overseeing major procurement and research and development (R&D) projects.

**Response:** During my time at ValueBridge International I focused on the business development of a new "Energy" vertical within the company. I identified our proposed core services; Strategic Planning, Policy Alignment, Cyber & Physical Security, SME Access, and Innovative Solutions. Our targeted customer base included the Commercial Sector, R&D Community, Technology Investors, and the Public Sector.

During my time at the Department of Defense I served as the Director for Critical Infrastructure Protection (CIP) and advised the Assistant Secretary for Homeland Defense and America's Security Affairs on the relevance of ongoing activities of CIP across the DOD enterprise and the mission impact of these activities. I also developed global DOD policy and budget advocacy related to the identification, prioritization, assessment, and remediation of DOD assets and their supporting infrastructure including the worldwide defense industrial base. I routinely interfaced with the Homeland Security Council, National Security Council and other federal agencies regarding any potential leveraging of DOD CIP capabilities in support of all applicable strategies and directives.

## 7. Please describe:

## a. Your leadership and management style.

**Response:** As a leader, I am committed to setting an example of servant-leadership and honoring the value of my team and their contributions. **My primary role is to effectively communicate a vision for the organization and provide them with the adequate resources and tools to achieve that vision. It is my duty to describe what success looks like and allow them the flexibility to get us there regardless of the path. I empower my leadership to make decisions but emphasize the importance of ensuring they are well-informed decisions. I also place extreme value in accountability, transparency, flexibility, and visibility.**

**My management style focuses on the value of team work and team building. This lends itself to ensuring that the appropriate personnel are assigned to positions that maximize their skill set and ensures the strength of the team. This also places personnel in a position to succeed as opposed to fail. I also do not prescribe how I want something accomplished since I believe in the innovative and critical thinking of others to achieve maximum results.**

## b. Your experience managing personnel.

**Response:** I have managed diverse personnel and teams of varying complexities, skill sets, education and backgrounds in both the public and private sector throughout my 40-year career culminating in my current role as the SOPDUSST.

## c. What is the largest number of people that have worked under you?

**Response:** In my current role as the SOPDUSST, I have the privilege of leading a federal workforce of approximately 450 full time employees.

### III. Role of the Under Secretary for Science and Technology

## 8. Please describe your view of the S&amp;T Directorate's core mission and the Under Secretary's role in achieving that mission.

**Response:** I believe the mission of S&T is to enable effective, efficient, and secure operations across all homeland security missions by applying timely scientific, engineering, and innovative solutions through research, design, test and evaluation, and acquisition support.



**My role, should I be confirmed as USST, is to serve as the science advisor to the Secretary and ensure S&T is a Departmental resource to all the DHS Components for their R&D needs. To enable that, I must ensure that we have processes and procedures in place that can be systemically applied against all programs to deliver solutions that address customer's needs via a deliberative approach and to execute each program efficiently and effectively with an objective of maximizing our return on investment.**

9. The S&T Directorate is the main R&D component of the Department of Homeland Security. Why do you believe you are qualified to carry out the responsibilities of the Directorate?

**Response: Technology innovation cycles are rapidly changing and the nature of the threats we see is dynamic. This combination presents a significant challenge to traditional R&D approaches. I believe my operational background, leadership skills, and experience working with our national labs provide me the foundation needed to "operationalize" R&D to better support the missions of the Department and the nation's first responders.**

10. What do you anticipate will be your greatest challenges as Under Secretary for S&T, and what do you expect will be your top priorities? What do you hope to accomplish during your tenure?

**Response: If confirmed, I hope to drive the change needed to enable S&T to become a customer-driven service organization. S&T is a customer service organization and we must structure ourselves to be customer/component driven, homeland focused, agile, and responsive; and look to make use of existing technologies, ensure effective technology transfer/commercialization, and maintain science and engineering excellence. This is a cultural shift in the way S&T has been managed in the past and I anticipate this "change in culture" would be my greatest challenge.**

#### IV. Policy Questions

11. If confirmed, what are your goals for your first 90 days as Under Secretary for S&T?

**Response: If confirmed, my goal for the first 90 days as Under Secretary is to set S&T on the path to reestablishing itself as a valued resource for the Department which delivers customer-focused, requirements-driven, and efficient and effective R&D solutions and test & evaluation capabilities that impact operations.**

12. Based on your observations while serving as the Senior Official Performing the Duties of the Under Secretary for S&T, if confirmed do you plan to restructure the organization of

the S&T Directorate? Please provide detailed information on your organizational strategy and plans.

**Response:** During my time as Deputy Under Secretary, Acting Under Secretary, and SOPDUSST, I have had time to get to know and thoroughly understand S&T's strengths and weaknesses. Based on extensive conversations with staff, component and first response customers, industry partners, government partners, and others, I believe some internal changes are needed for S&T to become a more capable and effective solution provider for the Department and our customers across the Homeland Security Enterprise. In my current capacity, I've provided some strategic direction, based on my interactions with the Department leadership, component heads, S&T personnel, and other S&T stakeholders, which, if confirmed, I look forward to implementing.

It is important to me that any internal organizational realignments we put in place are employee-driven and focused on better enabling the efficient and effective business of R&D. Therefore, I first asked the organization to design a new model for S&T's approach to business: the Operating Model. A team of S&T employees, through town halls and open meetings, developed recommendations for how we should strengthen our approach to business in five key areas—customer engagement, requirements, program management, tech scouting, and transition. This extensive open process has culminated in S&T's new Operating Model, focused on (1) understanding our customers' needs, (2) applying a deliberate approach, and (3) efficient and effective execution.

With this in place, we can better define the internal realignments needed to successfully implement the Operating Model Blueprint. If confirmed, I look forward to moving forward with these changes to create a more efficient, effective R&D organization.

13. Within DHS, the Directorate plays a role in R&D, testing and evaluation, and working with components. The Government Accountability Office and others have noted that the Directorate struggles to provide technology and research that directly aligns with the mission and needs of DHS's components.

- a. If confirmed, how will you work to ensure that the Directorate is doing its work in coordination with components to satisfy components' needs?

**Response:** Customer engagement is one of the areas I believe S&T needs a better, more systematic approach. If confirmed, I look to establish a new office responsible and accountable for systematically engaging with S&T's customers at various levels, from boots on the ground to component heads and everyone in-between, and will serve as the primary entry point for customers into the Directorate. This office will consist of engagement leads

aligned to DHS mission areas, customer leads, and a pool of program managers that will ensure that the customer's needs are being met from the beginning of a project/requirement through delivery.

- b. How will you ensure that the S&T Directorate's acquisitions that are tested and evaluated are viable and functional for components?

**Response:** The acquisition process, by Directive, requires major acquisition programs to conduct operational test and evaluation by an independent organization and requires the Director of Test and Evaluation to independently evaluate the operational effectiveness, suitability, and cybersecurity of acquisition solutions prior to entering into low rate production or incremental delivery. If confirmed, I will ensure that S&T fulfills this role by matrixing in-house test and evaluation and systems engineering experts to all R&D programs to guide the customer's requirements development, design, and test and evaluation in the R&D phase of technology / solution development.

14. Each of the past Under Secretaries for S&T have taken different approaches to allocating resources across the spectrum of basic research to late-stage development. How do you think the S&T Directorate's resources are best allocated across the spectrum of basic research to late-stage development?

**Response:** The role of S&T is to provide timely solutions that provide operational impact to DHS components, the First Responder Community and the Homeland Security Enterprise (HSE). As such, if confirmed, I will ensure resources are focused on where they can have the most immediate impact for our customers with validated requirements, while also ensuring some resources are set aside for the critical, longer-term science and over-the-horizon scanning needed to ensure success in the future. I would look to focus resources on technology scanning to identify candidate technologies in late-stage development to meet the immediate operational needs of the customers. These technologies can be reused, repurposed, or adapted in a quick and cost-effective manner. Additionally, S&T will continue to utilize programs that provide fundamental research and early stage technologies to address long-term strategic needs. S&T's basic research strategy will leverage other organizations and agencies, such as the National Research Council and academia.

15. In 1947, Federally Funded R&D Centers (FFRDCs) were created to work almost exclusively on behalf of the government. How will you leverage other agency research, development, testing and evaluation investments with FFRDCs? In particular, how will you partner with the Department of Energy Labs that continue to develop technologies with application to homeland security?

**Response:** The Homeland Security Act of 2002 established the Office of National Laboratories to coordinate and utilize the Department of Energy (DOE) National Laboratories creating a networked laboratory system for the purpose of supporting the missions of the Department. S&T's relationship with the DOE National Laboratories has historically provided the opportunity for DHS to leverage infrastructure and technical, scientific, and analytical capabilities critical to homeland security needs. If confirmed, moving forward, I look to build a deeper and more collaborative partnership between DHS and DOE to more effectively access and leverage the DOE National Labs for their unique capabilities. S&T will partner with the National Labs and all FFRDCs, when appropriate, to validate requirements, scout existing technologies, develop test strategies, or initiate and/or invest in ongoing R&D programs at the DOE National Laboratories.

16. The Administration has requested that the National Biological and Agriculture Facility (NBAF) be transferred to the U.S. Department of Agriculture (USDA).

- a. Please explain how the Directorate plans to coordinate with the USDA to ensure the USDA balances its traditional health and safety mission with NBAF's national security mission.

**Response:** The National Biological and Agricultural Facility (NBAF) is a one-of-a-kind national asset that is critical to the security of the Nation's agricultural sector. NBAF's foundation is in HSPD-9, which tasked the Secretaries of Agriculture and Homeland Security to "develop a plan to provide safe, secure, and state-of-the-art agriculture biocontainment laboratories that research and develop diagnostic capabilities for foreign animal and zoonotic diseases." Whether intentional or accidental, the introduction of a foreign animal or zoonotic disease can have a devastating impact on our agricultural economy. DHS remains committed to our role defined in HSPD-9 in coordinating with U.S. Department of Agriculture (USDA) to accelerate and expand development of countermeasures to protect against threats of foreign animal and zoonotic diseases that impact the U.S. agricultural economy. S&T, through our Office of National Labs, will work with USDA to ensure that NBAF is part of the expert team working projects in this mission area.

17. Electromagnetic pulse and space weather may affect the performance of the North American electrical grid. Please describe the role the S&T Directorate can play in resolving technical disagreements among federal agencies and stakeholders surrounding this issue.

**Response:** The Department is currently working on an EMP Strategy, with S&T's support. A significant body of technical work exists from other agencies, national labs and industry and S&T has had programs in related areas that are completed. However, S&T has not received specific requirements, requests, or funding from a

DHS component or other partners to conduct additional research and development in this area. Pending specific customer requirements, S&T remains engaged with our federal and industry partners in this mission space to ensure we are tracking major research activities.

- a. What are some actions S&T can take to promote resiliency of the electrical grid?

**Response:** Working with DOE, DHS National Protection and Programs Directorate (NPPD), and other federal and private sector stakeholders S&T will continue to facilitate information sharing, test & evaluation, and other fora to promote the resiliency of the grid. Our aim is to be requirements driven so we can focus our efforts on tangible, relevant, and valuable results needed by our component customers. Thus, we will rely on NPPD to drive the requirements and guide our research efforts in grid resiliency.

18. Successful research, development, testing and evaluation portfolios have a mix of short-term (less than 3 years), mid-term (3-6 years) and longer term duration projects and programs. What is the current portfolio mix of projects and programs?

**Response:** The Directorate is dedicated to providing timely solutions that provide operational impact to DHS components, the First Responder Community and the Homeland Security Enterprise (HSE). S&T will focus the majority of its resources for programs and projects that identify and/or develop mature technologies to meet the immediate operational needs of the DHS components and the HSE. At this time, S&T does have a mix of projects across the timeline from very rapid turn-around projects to the longer-term basic research undertaken by our University Centers of Excellence. The majority of S&T current projects are 5 years or less.

- a. What is your philosophy about funding higher-risk, long-term projects that can have large return on investment?

**Response:** My philosophy is that it is all about balance. I believe, in addition to supporting the operational needs of our customers, S&T must also devote resources to identify and track far-term emerging and disruptive technologies, and identify the long-term impacts of technological risks (known and unknown). Based on those technology assessments and analyses, if confirmed, I would fund high-risk, high-reward technologies with the potential to impact DHS component and HSE operations.

**V. Relations with Congress**

19. Do you agree without reservation to comply with any request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

**Response: If confirmed, I will comply without reservation.**

20. Do you agree without reservation to make any subordinate official or employee available to appear and testify before, or provide information to, any duly constituted committee of Congress if you are confirmed?

**Response: If confirmed, I will comply without reservation.**

21. Do you agree without reservation to comply fully, completely, and promptly to any request for documents, communications, or any other agency material or information from any duly constituted committee of the Congress if you are confirmed?

**Response: If confirmed, I will comply without reservation.**

**VI. Assistance**

22. Are these answers your own? Have you consulted with S&T, DHS or any other interested parties? If so, please indicate which entities.

**Response: Yes. I have written and approved all edits to the responses in this document, and the answers are my own. I did consult with DHS senior staff.**

**Minority  
Supplemental Pre-hearing Questionnaire  
For the Nomination of William N. Bryan to be  
Under Secretary for Science and Technology  
Department of Homeland Security**

**I. Nomination Process and Conflicts of Interest**

1. Has the President or his staff asked you to sign a confidentiality or non-disclosure agreement?

**Response: No.**

2. Has the President or his staff asked you to make any pledge or promise if you are confirmed as Under Secretary?

**Response: No.**

3. During your tenure in this Administration, have you asked any federal employee or potential hire to pledge loyalty to the President, Administration or any other government official?

**Response: No.**

**II. Background of the Nominee**

4. Please list and describe examples of when you made politically difficult choices that you thought were in the best interest of the country.

**Response: I have been fortunate in that throughout my time at the U.S. Departments of Defense and Energy, I have been involved in the areas of infrastructure protection and energy restoration. While these topics largely garner bi-partisan support, when/if faced with difficult decisions, I would always place the good of the nation and the DHS mission ahead of politics.**

5. What would you consider your greatest successes as a leader?

**Response: People measure and define success in a variety of ways and although I've accomplished many of the goals and objectives set before me throughout my career, two particular moments stand out. The first dates back to 1978 when I was 19 years old working in the labor gang of a steel factory. I knew I could do more, so I started**

looking for opportunities to advance. At that time supervisors tended to be men in their 40's or 50's and they were distinguishable by the white helmets they wore so as I observed them my passion for leadership grew. I approached one of the senior leaders and indicated my desire to be a supervisor. Although he expressed concern about my age, he allowed me to compete with three others vying for the same position. I was given a crew of 60 people to supervise, ages 18-65, with a wide range of skill sets. The deciding factor for the position was the leader who could motivate his crew to move the most molten steel over a 90-day period. My crew moved twice as much as the closest competitor and I received the position and became the youngest salaried employee the company ever had. That 90-day period validated my ability to rally a team, give them a vision and a direction, and accomplish the task.

The next example spans 40 years and brings together all my experiences as a leader and that success was being nominated for this position. Being nominated is an honor and if confirmed, I will humbly serve this nation and the Department of Homeland Security.

6. What do you consider your greatest failure as a leader? What lessons did you take away from that experience?

**Response:** My leadership experience at the steel factory shaped me very early on in my career and much of my ability to manage risk and lead people came from that period from 1978-1985. I remember that I was in a position where I had two options in deciding how to proceed and both were costly. I sought the advice of my supervisor, but he deferred to me to make the decision. I weighed the risk and made a decision knowing that it would cost the company in lost revenue. However, I felt the other option had the potential of costing the company more. I was later rewarded and commended for making the decision. The lesson I learned is never be afraid to make a decision.

7. What specific experiences and positions in your employment history prepared you for the Under Secretary position?

**Response:** Each and every position throughout my career shaped me and prepared me for the Under Secretary position. My eight years as a supervisor for Great Lake Steel was the cornerstone and foundation that shaped my leadership philosophy.

My 17 years as an analyst and later a technician in the Army and three years in the Virginia National Guard taught me the value of teambuilding, trust, and reliance on others to maximize success.

My five years in the position as the Director for Critical Infrastructure Protection in the Office of the Under Secretary of Defense for Policy honed my skills in communication, collaboration and coordination in policy development and



implementation across all the services, Combatant Commands and the Defense Industrial Base sector.

My eight years at the Department of Energy serving as the Deputy Assistant Secretary for Infrastructure Security and Energy Restoration and as a Senior Advisor for International Affairs gave me my first exposure to the Senior Executive Service and the responsibility of operating at the C-suite level, interagency collaboration, and extensive interaction with the utility industries (oil, gas, and electricity). It also gave me an appreciation of the cultural differences between federal agencies (DOD vs DOE) and the recognition that leaders must continually adapt to cultural shifts to make an impact.

Although my time at ValueBridge was brief, I did learn the importance of return on investment and the need to measure the value of what you bring and what you provide.

The last position that prepared me for this is actually my current role as the SOPDUSST. I have had over one year in the DHS and specifically in S&T. I have observed the organization and if confirmed, I believe I can set S&T on the path to reestablishing itself as the valued, centralized resource for R&D throughout the Department, delivering customer-focused, requirements-driven, efficient and effective R&D solutions that impact operations.

8. In May 2017, you began working as a Senior Advisor at the Department of Homeland Security. In June 2017, you began serving as the Deputy Under Secretary for Science and Technology (S&T) and the Acting Undersecretary. Since November 2017, you have continued to serve as Deputy Under Secretary and as the Senior Official Performing the Duties of the Under Secretary.

- a. Please describe your role and responsibilities in each of these positions.

**Response:** My time as Senior Advisor gave me the opportunity to become familiar with the structure, the operations and the workforce at S&T. Upon assuming the role as the Deputy USST, Acting USST and SOPDUUST my responsibilities were no different and focused on what I see as the mission of S&T is to be which is to enable effective, efficient, and secure operations across all homeland security missions by applying timely scientific, engineering, and innovative solutions through research, design, test and evaluation, and acquisition support.

My role, should I be confirmed as USST, is to serve as the science advisor to the Secretary and ensure S&T is a Departmental resource to all the DHS components for all of their R&D needs. To enable that, I must ensure that we have processes and procedures in place that can be systemically applied to all programs to deliver solutions that address customer's needs via a deliberative

approach and to execute each program efficiently and effectively with an objective of maximizing our return on investment.

- b. Have you received any guidance regarding compliance with the Federal Vacancies Reform Act? If so, please describe what guidance you have received.

**Response:** In November, 2017, DHS directed me to use the title “Senior Official Performing the Duties of the Under Secretary for Science and Technology.” The time-limit for an official to serve as the Acting Under Secretary for S&T under the Federal Vacancies Reform Act (FVRA) expired on November 15, 2017. Thus, after that date, I could not use the title “Acting Under Secretary.”

- c. How have your role and responsibilities changed since you ceased to be the Acting Under Secretary in November?

**Response:** There are no duties of the Under Secretary that by statute or regulation must be performed only by the Under Secretary.

#### *ValueBridge International*

Your biographical questionnaire indicates that you worked at ValueBridge International as President of the Energy Group from December 2015 to March 2017.

9. Please describe your role and responsibilities at ValueBridge International.

**Response:** My time at ValueBridge International focused on the business development of a new “Energy” vertical within the company. I identified our proposed core services; Strategic Planning, Policy Alignment, Cyber & Physical Security, SME Access, and Innovative Solutions. Our targeted customer base included the Commercial Sector, R&D Community, Technology Investors, and the Public Sector.

10. Please describe who you reported to and where your position fit within the organizational hierarchy. Please include individuals to whom you directly reported and relevant dates.

**Response:** I reported to Rehan Dawer, the President and CEO of ValueBridge International as the parent company. It was envisioned that I would spearhead the stand-up of ValueBridge Energy Group.

11. Were you recruited for the position? If so, please describe the process.

**Response:** I was introduced to Rehan through a mutual acquaintance. We had lunch and he introduced his vision for an Energy line of business primarily focused on working with investors to develop renewable energy solutions in third world countries. He asked if I would be interested in working with him to set it up after I retired. I found the opportunity noble, but I made no commitment and immediately consulted with the Office of General Council. On 1 Dec 2014, I signed a "Notification of Post-Employment Negotiation or Agreement" and a "Recusal Statement" should any matters involving ValueBridge arise.

12. Please describe the circumstances of your departure from the company.

**Response:** I was given the opportunity to re-enter Government service so I broke off all ties to ValueBridge.

13. While you worked at ValueBridge International, you also worked as a Senior Advisor at the Department of Energy until June of 2016. What work did you perform at the Department of Energy during this time?

**Response:** I continued my work supporting the Office of International Affairs at the request of the Secretary of Energy. All work with ValueBridge ceased until June 2016 to avoid any potential conflict of interest in accordance with my post-employment restrictions of 18 U.S.C. 207

14. While you worked at ValueBridge International, you registered as a foreign agent in connection with your work for a Belgian company, CabinetDN, and a Ukrainian company, Naftogaz, and its subsidiaries.

a. What work did you perform for those companies?

**Response:** ValueBridge International, my direct employer, was the sub-contractor on a contract held by CabinetDN, to facilitate communications and events for Naftogaz surrounding the current energy challenges in the region.

b. Did your work for the companies include matters related to the Nord Stream-2 pipeline?

**Response:** Minimally.

c. If so, please describe in detail your work on that project.

**Response:** Nord Stream-2 was one of several energy challenges in the region around which ValueBridge assisted in facilitating communications and events to discuss solutions.

15. While you worked at ValueBridge International, did you perform work for other foreign clients? If so, please list each client and the work you performed.

**Response: No.**

***Ethics***

16. Were you required to sign an ethics agreement(s) while working at the Department of Energy or at the Department of Homeland Security?

**Response: No.**

- a. If so, did you sign any such ethics agreement(s)?

**Response: N/A**

- b. If so, please provide a copy of your signed ethics agreement or a description of the applicable provisions related to outside employment and restrictions on former officers, employees, and elected officials of the executive branch.

**Response: N/A**

**III. Role of the Under Secretary for Science and Technology**

17. Please describe your view of the S&T Directorate's role in supporting the acquisition process for DHS, and what S&T can provide to the department to reduce the number of failed acquisitions for technology and equipment.

**Response: I believe S&T plays a valuable role for the Department, actively overseeing and managing the test and evaluation activities of the Department's major acquisition programs. This includes advising the Acquisition Review Board and the Acquisition Decision Authority on the operational effectiveness, suitability and cybersecurity of acquisition program solutions; and conducting Technical Assessments of the Department's major acquisition programs prior to program execution to identify technical risks, evaluate technology and manufacturing maturity, and determine impacts to acquisition outcomes.**

**To reduce the number of failed acquisitions, if confirmed, I plan to increase S&T's early engagement with component acquisition programs to improve the conditions for successful acquisition outcomes.**

#### IV. Policy Questions

18. Based on your observations while serving as the Senior Official Performing the Duties of the Under Secretary for S&T, if confirmed do you plan to restructure the organization of the S&T Directorate? Please provide detailed information on your organizational strategy and plans.

**Response:** During my time as Deputy Under Secretary, Acting Under Secretary, and SOPDUSST, I have had time to get to know and thoroughly understand S&T's strengths and weaknesses. Based on extensive conversations with staff, component and first response customers, industry partners, government partners, and others, I believe some internal changes are needed for S&T to become a more capable and effective solution provider for the Department and our customers across the Homeland Security Enterprise. In my current capacity, I've provided some strategic direction, based on my interactions with the Department leadership, component heads, S&T personnel, and other S&T stakeholders, which, if confirmed, I look forward to implementing.

It is important to me that any internal organizational realignments we put in place are employee-driven and focused on better enabling the efficient and effective business of R&D. Therefore, I first asked the organization to design a new model for S&T's approach to business: the Operating Model. A team of S&T employees, through town halls and open meetings, developed recommendations for how we should strengthen our approach to business in five key areas—customer engagement, requirements, program management, tech scouting, and transition. This extensive open process has culminated in S&T's new Operating Model, focused on (1) understanding our customers' needs, (2) applying a deliberate approach, and (3) efficient and effective execution.

With this in place, we can better define the internal realignments needed to successfully implement the Operating Model Blueprint. If confirmed, I look forward to moving forward with these changes to create a more efficient, effective R&D organization.

19. What are your plans for reviewing the constitution of the current workforce at S&T, and what is your plan for balancing the ratio of senior and junior staff? Do you have any plans for removing or reassigning S&T SES staff?

**Response:** The S&T workforce is crucial to its success. It is imperative that we have a career path for all levels of our employees. As part of S&T's revitalization efforts, we are building plans to accommodate a mix of junior, mid-level, and senior staff, as appropriate to various positions, to promote training and career development.

**I have no plans to remove any staff from S&T. As part of S&T's revitalization, some SES staff will be realigned to ensure their leadership skills are best utilized for the needs of the organization.**

20. Based on your observations while serving as the Senior Official Performing the Duties of the Under Secretary for S&T, if confirmed will you commit to reviewing the size of the contracting workforce at S&T, and ensure that all inherently governmental functions are being performed by Federal staff?

**Response: Yes.**

21. The DHS Authorization bill contains language eliminating the Homeland Security Advanced Research Projects Agency (HSARPA) and replacing it with an Office of Chief Scientist. How will this help S&T achieve its current mission? What efficiencies will this help provide if enacted?

**Response: Other Federal R&D organizations such as DARPA, IARPA and ARPA-E focus solely on high-risk, high-reward technologies for their stakeholders. The focus of S&T's HSARPA, while named –ARPA, has alternately been focused on developing mature technologies to address the immediate operational needs of DHS components, the First Responder Community and the Homeland Security Enterprise, with some projects focused on high-risk, high-reward technologies. By clearly separating the R&D programs addressing near-to-mid-term needs from the long-term high-risk, high-reward projects, S&T can be more deliberate and transparent in defining its portfolio.**

**The Office of Chief Scientist (OCS) will focus on far-term emerging and disruptive technologies (up to 20 years), with greater emphasis on enabling capabilities for the 5-10 year period. OCS will be optimized to discover and identify the long term impacts of technological risks (known and unknown), incubate high-risk/high-reward near-term and future technologies, and be a key source of input for the S&T investment priorities.**

22. Based on your experience, how well is the new Countering Weapons of Mass Destruction Office (CWMD) interfacing with S&T?

**Response: Following the stand-up of the Countering Weapons of Mass Destruction (CWMD) Office in December 2017, I appointed an S&T-CWMD Liaison and my Deputy Chief of Staff to interface with CWMD Office leadership and staff to ensure a strong relationship. In the past eight months, the relationship has been positive. S&T and the CWMD Office are collaborating in a number of areas related to**

weapons of mass destruction threats to support the operational missions of DHS components, the First Responder Community and the Homeland Security Enterprise (HSE). These areas include development of CWMD systems architectures, and identification and prioritization of CWMD requirements.

- a. Are there any areas where you have observed redundancy or duplication?

**Response:** The formation of the CWMD Office is recent, and CWMD Office and S&T leadership and staff engage regularly to identify potential redundancies, integrate efforts where appropriate, and align roles and responsibilities. These activities are on-going.

- b. Are there any issues with the separation of responsibilities between S&T and CWMD over chemical and biological research and development responsibilities?

**Response:** The formation of the CWMD Office is recent so the delineation of responsibilities is being defined to ensure the success of both organizations and a coordinated capability for the Department. Over the past four months, staff from S&T and the CWMD Office have been actively working the processes for identification and prioritization of CWMD requirements, determining which requirements require R&D, and transmission of those to S&T for execution. Once R&D requirements are identified, S&T will work with the CWMD Office and the customer(s) on the planning and execution of R&D projects to address the requirements and ensure the R&D solution meets the needs of the CWMD Office and the customer's mission.

- c. What process would you recommend to ensure that S&T receives requirements for chemical and biological research and development?

**Response:** I would recommend the process be conducted exactly as is done with all other component partners. S&T and the CWMD Office staff are actively engaged in developing processes for identifying requirements and determining those that require R&D by S&T. At the highest level, S&T and the CWMD Office are collaborating with DHS components and HSE customers on systems analysis efforts to capture robust requirements that map to the components' CWMD mission. We will also ensure that R&D programs and projects are planned and executed in partnership with the components and the CWMD Office.

- d. What processes in general would you recommend to ensure that S&T and CWMD work well given their current construction based on the 872 reorganization?

**Response: Transparency is critical towards working well together. To that end, S&T and the CWMD Office maintain open dialog through regular meetings between leadership and staff, collaboration on projects, and planning for future programs.**

23. An article you published on the S&T blog on August 21, 2017 titled “Strengthening Our Agricultural Security” references “innovative technical solutions for homeland security challenges.” In your own words, “the scale of our nation’s agriculture and related sectors mean it is essential to invest in cutting-edge chemical and biological defense capabilities.” You mentioned that the S&T Chemical and Biological Defense Division (CBD) worked to license a rapid response diagnostic kit for Foot and Mouth Disease (FMD) and that it is the first kit that can be manufactured in the U.S. You also mentioned Plum Island Animal Disease Center filing patents that will help improve and develop vaccines and detect diseases. What are your plans for building on S&T’s activities in the area of agricultural security?

**Response: S&T has a strong history of investing in and advancing the agricultural security of the United States in partnership with U.S. Department of Agriculture (USDA). USDA executes a significant piece of the mission in agricultural security through critical training, diagnostic capabilities and continuing research. However, DHS plays a critical role through accelerating vaccine development and late-stage technology transition focused on National Security. If confirmed, I plan to have S&T continue to partner with USDA to ensure that the Nation’s agriculture is protected against threats caused by the introduction of diseases whether accidental or intentional. S&T will work across DHS and other agencies to identify gaps that drive research, development, test and evaluation investments in animal and public health and develop an interagency strategy to invest in agricultural defense for the Nation’s security.**

24. As you know, Senator Roberts and Senator McCaskill passed legislation to put the head of the Office of Health Affairs in charge of HSPD-9 coordination responsibilities at the Department of Homeland Security. We have since had a reorganization of OHA and DNDO that is still underway. Given this change, should the coordinator of Food and Agricultural Security be S&T rather than OHA (now CWMD)?

**Response: S&T is an enabler to the operational components and although S&T can play a significant role in providing the science in support of HSPD-9, I do not believe S&T should assume coordination responsibilities. Having said that, several options could be considered and I am standing by to be part of those discussions to ensure this key mission lands in the appropriate place.**

25. If confirmed, what are your plans for S&T research and development funding, and use of the National Bio and Agro-Defense Facility? What is your plan for engaging with the



Department of Agriculture to assess their requirements for R&D needs for Bio and Agro defense? Do you have any concerns about the movement of the NBAF to USDA?

**Response: I support the President and Secretary's mission alignment of the National Biological and Agro-Defense Facility (NBAF) from DHS to USDA. My team works with USDA daily on this transition effort and we remain committed to NBAF, not only in our mission to complete construction by May 2021, but in the continued operations of Plum Island Animal Disease Center (PIADC) until NBAF is operational in December 2022.**

**NBAF is a national asset that is critical to the security of the agricultural sector. Whether intentional or accidental, the introduction of a foreign animal disease can have a devastating impact on our agricultural economy. We remain committed to our partnership with USDA today to mitigate and respond to threats from an introduction of a foreign animal or zoonotic disease. I envision a strong partnership continuing with USDA and DHS will make necessary research, development, and test and evaluation investments at NBAF to mitigate risks of foreign animal or zoonotic diseases to our agricultural economy.**

26. What technologies are you working on with components to detect shipments of drugs coming across our borders?

**Response: To respond to this National crisis, S&T is collaborating with U.S. Customs and Border Protection (CBP) on a phased approach to deliver capabilities within 12-18 months that improve our ability to detect and intercept illicit drugs flowing into the U.S. without impeding the legitimate flow of commerce. S&T is focusing first on developing a set of solutions, which include both detection hardware and advanced analytics, that will increase detection of drugs smuggled through international mail (at international mail and express consignment facilities).**

**To shorten the timeline for delivery of enhanced capabilities, S&T is also evaluating the use of existing technologies, new applications for using those technologies, and working with industry partners to advance algorithms to extend these capabilities.**

27. What is your plan for increasing the capacity for test, evaluation and standards to support DHS's major and non-major acquisition programs? Do you intend to reach out to and coordinate with the Under Secretary for Management on how S&T can increase your role in supporting DHS acquisitions?

**Response: S&T routinely and continuously coordinates with the Under Secretary for Management to determine upcoming test and evaluation needs, and S&T adjusts resources to meet those needs. S&T will continue to work with the Under Secretary for Management to identify near and long-term T&E needs.**

28. This committee is committed to having all components in the Department establish metrics so we have a clear connection between the programs and activities that we fund and the outcomes we are seeking.

- a. How might S&T provide departmental oversight over the operational components' creation of metrics for new programs?

**Response: S&T is a customer-focused organization that supports the components in their R&D needs. S&T stands by to, when requested, support the components throughout the lifecycle of a R&D program, which includes the generation of requirements and metrics. I believe establishing metrics in the early stages of a program enables a clear efficient path to success.**

- b. How might S&T help establish metrics for programs that already exist?

**Response: If confirmed, I plan to conduct a review of our portfolio to ensure all of our R&D programs have solid metrics in place. For those that do not have solid metrics, I will ensure that we work with our customers and performers to establish them. I then plan to have a continuous review process to ensure metrics are being met or updated as necessary. We are also looking into establishing "post-delivery" metrics for our programs in order to be able to quantify their impact and return-on-investment.**

- c. What division in S&T would carry out this activity?

**Response: S&T's Office of Systems Engineering would be primarily responsible for assisting in the development of metrics.**

- d. What additional authorities do you need to carry out this activity?

**Response: At this point, I believe we have the authorities we need.**

29. Specifically with regard to TSA, the committee is concerned about the absence of metrics related to many programs. What if any work have you done with TSA to establish metrics for existing and or new programs and activities?

**Response: If confirmed, I will work closely with the TSA Administrator and our respective teams to establish metrics for existing and/or new R&D programs and activities.**

30. The Transportation Security Laboratory (TSL) is an example of a facility that S&T owns that provides for testing and evaluation outside of the component responsible for acquisition and implementation of a particular technology or program.

- a. Do you believe that it is important to ensure that the TSL continues to reside in S&T? Why or why not?

**Response: TSA certifies / qualifies all equipment deployed to airports, and an independent authority is needed to ensure that this equipment meets requirements before being deployed. S&T is best positioned to perform that function. Lessons learned and industry best practices support independent T&E.**

- b. What risks are posed if testing and evaluation of technology is performed in the operational component seeking to obtain and deploy that technology?

**Response: S&T currently provides oversight to the T&E conducted within the components. Should this change there would be a potential loss of independence when the component seeking to obtain and deploy that technology conducts its own T&E oversight. Independent T&E oversight also reduces bias and protects the component and the taxpayer.**

31. What is the status of S&T's work with CBP to develop cost efficient exit technologies?

**Response: S&T and CBP have a strong and ongoing relationship to support the development and deployment of cost-effective biometric capabilities in support of CBP Exit and other missions. S&T has helped CBP to identify and tailor technologies to permit operationally effective biometric collection and matching capabilities without impeding aviation travelers. We are also working with TSA, airport, and airline stakeholders to improve awareness and understanding of the technologies to enable collaborative capability/solution development.**

**S&T continues to support CBP with regard to Biometric Exit and other biometric operations to enhance exit matching, enhance biometric collection, and facilitate information sharing with TSA and other aviation stakeholders. S&T is also strategically sharing capabilities and information, developed in support of CBP, with other DHS components (TSA, ICE, USCIS, NPPD), to promote the biometric capabilities, standards, and cross-cutting best-practices.**

32. If confirmed will you have any issue with recommending that DHS acquisitions that are not technically sound, or do not meet the technical and operational requirements of the acquisition, be paused or cancelled? Do you intend to review current major acquisitions

for technology and equipment for technical feasibility, and make a determination on programs that should be cancelled?

**Response:** Currently S&T technical assessments identify major technical risks and their impact to the program to enable the Acquisition Review Board and Acquisition Decision Authority to make program cancellation/pause recommendations. If confirmed, I will not have any issue providing honest recommendations and then working with partners on the best path forward.

33. What is your current relationship with the National Protection and Programs Directorate, and what is your plan going forward for the coordination of research and development in the area of cyber security?

**Response:** The current relationship between S&T and NPPD is solid. S&T and NPPD Office staff are actively engaged in developing processes for identifying cyber requirements and determining those that require R&D by S&T. Going forward, my plan is to, at the highest level, continue the collaboration between S&T and NPPD with DHS components and HSE customers on efforts to capture robust cyber requirements that map to the Department's mission. We will also ensure that cyber R&D programs and projects are planned and executed in close partnership with NPPD and other components.

34. What are your plans for prioritizing funding and resources for research and development programs? Do you intend to use probability based upon intelligence as well as potential impact to make your determinations for funding? What are your plans for ensuring that you have enough resources to tackle issues that arise outside of the normal budgeting process as DHS equipment and technology issues arise?

**Response:** Funding and resources for our R&D programs are prioritized based on the needs of our DHS components, the First Responder Community, and the Homeland Security Enterprise. Component needs are formalized and conveyed through the Department's formal Joint Requirements Integration and Management System (JRIMS) process. We analyze the technical feasibility of a program, then we consider intelligence and analysis assessments to determine and weigh the most likely and most dangerous courses of actions that a threat may take, and lastly we try to assess the operational impact that a particular program will deliver and if it can be used by more than one organization.

In addition to having a deliberate process to prioritize and fund R&D projects, S&T also has a formal decision-making process in place to deal with situations that require immediate action on short notice. Our response to these tasks are guided by a policy that establishes a team of subject matter experts, identifies a clear chain of command and communication, ensures continuous S&T leadership oversight, and

**uses flexible options to provide the necessary funding and resources without disrupting other ongoing S&T projects.**

35. The Office of Personnel Management's 2016 Federal Employee Viewpoint Survey data showed that DHS ranked last among 37 large federal agencies in job satisfaction, leadership and knowledge management, results-oriented performance culture, and talent management.

- a. If confirmed, what steps would you take to identify and address the root causes of low morale at S&T?

**Response: I take the results of the Federal Employee Viewpoint Survey very seriously and if confirmed, I would focus even further on this area. Over the past year, in my role as Acting Under Secretary and the Senior Official Performing the Duties of the Under Secretary, I have empowered an Employee Council to bring up issues of concern to S&T employees. I meet with the Council's leadership on a regular basis to understand concerns and address them. In addition, I have held regular S&T All-Hands meetings to reach out the staff and update them on active initiatives, as well as engage in smaller forums where employees have the ability to bring up issues and questions directly.**

**A key component in morale is understanding the contribution your work is making to the mission. If confirmed, I will put out clear mission guidance and ensure employees have visibility on how their work has a direct impact on the Homeland Security Mission, as part of my underlying principles of visibility, accountability, transparency, and flexibility.**

- b. What experience from your past positions best equips you to address workforce challenges at S&T?

**Response: My people are my most significant asset. Organizational cultures are rarely the same and addressing workforce challenges will always be part of a leader's portfolio. My experience working in the public and private sector and also working at three different federal agencies within the public sector equips me well to address any current and future workforce challenges. I will always strive to provide a professional, welcoming and non-threatening environment for the S&T workforce.**

- c. Will you commit to doing an analysis of the current Federal and contractor workforce at S&T to determine which contracts are being used for long term staff augmentation?

**Response: Yes, as part of the revitalization effort I will commit to performing an analysis of the contractor workforce at S&T.**

# **V. Relations with Congress**

36. If confirmed, how will you make certain that you will respond in a timely manner to Member requests for information?

**Response: If confirmed, I will confirm that metrics and solid tracking are in place to ensure timely responses to all requests.**

37. If confirmed, do you agree without reservation to reply to any reasonable request for information from the Ranking Member of any duly constituted committee of the Congress?

**Response: If confirmed, I agree without reservation.**

38. If confirmed, do you agree without reservation to reply to any reasonable request for information from members of Congress?

**Response: If confirmed, I agree without reservation.**

39. If confirmed, do you commit to take all reasonable steps to ensure that you and your agency comply with deadlines established for requested information?

**Response: If confirmed, I will.**

40. If confirmed, do you commit to protect subordinate officials or employees from reprisal or retaliation for any testimony, briefings or communications with members of Congress?

**Response: If confirmed, I do.**

41. If confirmed, will you ensure that your staff will fully and promptly provide information and access to appropriate documents and officials in response to requests made by the Government Accountability Office (GAO) and the Congressional Research Service?

**Response: If confirmed, I will.**

42. If confirmed, will you direct your staff to fully and promptly respond to Freedom of Information Act requests submitted by the American people?

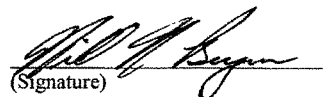
**Response: If confirmed, I will.**

**V. Assistance**

43. Are these answers your own? Have you consulted with S&T, DHS or any other interested parties? If so, please indicate which entities.

**Response: Yes. I have written and approved all edits to the responses in this document, and the answers are my own. I did consult with DHS senior staff.**

I, William Bryan, hereby state that I have read the foregoing Pre-Hearing Questionnaire and Supplemental Questionnaire and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.

  
(Signature)

This 10 day of August, 2018

Senator Claire McCaskill  
Post-Hearing Questions for the Record  
Submitted to William N. Bryan

**“Hearing to Consider the Nominations of William N. Bryan to be Under Secretary,  
Directorate of Science & Technology, U.S. Department of Homeland Security and Peter T.  
Gaynor to be Deputy Administrator, Federal Emergency Management Agency U.S.  
Department of Homeland Security”  
August 22, 2018**

1. Why is it a good idea to move the National Bio and Agro-Defense Facility from DHS to USDA?

Response: The proposed transfer of NBAF’s operational responsibility to USDA provides a more efficient and effective alignment of agency mission functions. The creation of a robust research and development (R&D) capability to support agro-defense has been the intention of many acts of Congress and Presidential Directives. In 2004, Homeland Security Presidential Directive 9 (HSPD-9) tasked the Secretaries of Agriculture and Homeland Security to “develop a plan to provide safe, secure, and state-of-the-art agriculture biocontainment laboratories that research and develop diagnostic capabilities for foreign animal and zoonotic diseases.” This was the genesis of the NBAF mission as the replacement laboratory for the Plum Island Animal Disease Center. The key mission activities to be conducted within NBAF are aligned to the ongoing USDA mission responsibilities as the Sector-Specific agency to control and eradicate any outbreak of a highly contagious or economically devastating animal/zoonotic (transmitted between animals and people) disease, or any outbreak of an economically devastating plant pest or disease; and, ensuring the safety and security of the commercial food supply under the National Response Framework. DHS remains committed to our statutory government wide coordination responsibilities for defending our food, agriculture and veterinary systems against terrorism and other high-consequence events. DHS performs this coordination with and in support of the USDA, as well as the Department of Health and Human Services, and the Environmental Protection Agency. Where DHS has identified a national security need, it will continue to partner and invest in the acceleration of technologies to protect the homeland.

2. What is DHS doing as a part of the NBAF transition to ensure that NBAF will maintain its national security prominence within USDA?

Response: Upon full operations of NBAF, DHS has a continued interest in the mission of protecting U.S. agriculture and maintaining NBAF as a national and international capability. DHS will continue to work with USDA, the interagency, and other stakeholders to address research and development priorities and scientific collaborations for foreign, emerging, and zoonotic diseases at NBAF. DHS and USDA expect to sign a memorandum of agreement this year that details the current strategy for DHS to complete the construction of NBAF, while USDA takes over responsibility for operational planning and future full operations of NBAF. This agreement will serve as the foundation for future



**plans to ensure DHS has access to the NBAF to address emerging threats and perform needed research to respond to homeland security needs.**

3. What will DHS do to ensure that USDA is well-equipped to operate NBAF at capacity with sufficient research funding, staffing, and capabilities?

**Response: DHS remains committed to the success of the NBAF Program and the ongoing role of NBAF as a National security asset once the laboratory is fully operational. DHS will complete the construction and commissioning of NBAF and will continue to work with USDA to ensure the successful transition to full operational capability. DHS will be transferring its cadres of federal staff that are committed to the construction of NBAF as well as the contract awarded to support the operational stand-up of NBAF to USDA in FY19. These personnel and contract capabilities will provide some of the expertise and experience to USDA as USDA builds its own operational plan and staff. Additionally, DHS will continue to partner with USDA to invest in research and development in areas where DHS mission needs exist or when emergent needs materialize. Finally, DHS will continue to operate the Plum Island Animal Disease Center until NBAF is operational and partner with USDA to conduct the necessary research activities and leverage the scientific and operational expertise in preparation for the transition to NBAF.**

4. You have put in motion a plan to eliminate HSARPA. While I am supportive of your efforts to make changes in line with the DHS reauthorization bill passed out of this committee, this is not the first time that a head of S&T has tried to reorganize to solve its problems. What is different this time?

**Response: Realignment can be disruptive and should not be done just for the sake of change, but rather only when necessary to enable organizational effectiveness. Having had the unique opportunity to observe the organization and speak with customers and employees for over a year, it has become clear that improvements are needed. I believe the difference this time is that the revitalization is focused on creating a matrixed organization that is scalable and agile, and in turn able to be efficient and effective in the future regardless of resourcing levels or ever-changing customer mission needs. In the past, I believe organizational changes were made to realign resources around current customer mission needs – an approach I believe would only ensure the need for even more changes in the future as the customer needs change. If confirmed, I look forward to implementing the proposed revitalization crafted in close partnership with the S&T workforce to improve team unity and effectiveness moving forward.**

5. How will you ensure that S&T doesn't continue to waste money on projects that don't result in technology and equipment that benefits DHS components?

**Response: If confirmed, I will work to ensure efficient use of taxpayer dollars by making active customer engagement a critical element of how S&T does business. I will implement a project-based funding approach in which projects are funded only when there is a valid, prioritized requirement from the customer, and the customer has agreed to participate and remain engaged throughout the development lifecycle. We will also have a dedicated group**

**focused on transition and commercialization engaging in projects early on to ensure there is a valid pathway from R&D to acquisition and operational use by the components.**

6. What is your plan to change the culture amongst S&T employees to ensure that they are doing work that will actually benefit DHS components?

**Response: At the highest level, the key element of the culture change I seek to make is the recognition that first and foremost S&T is a customer-service organization. Our customers put their lives on the line every day to keep our nation safe, and it is our job to support them in this critical mission. If confirmed, I will implement a holistic approach to customer engagement and a matrixed structure that empowers teamwork and emphasizes accountability. With a closer connection to the customer, employees will also see the value of their work when they can truly understand and see the impact it has on our components.**

7. Are you currently funded and staffed appropriately to handle the mission of providing testing and evaluation acquisition support?

**Response: S&T is currently able to scale resources as necessary to handle the mission of providing testing and evaluation acquisition to support all Level 1 and non-delegated Level 2 acquisition programs. S&T also provides limited support to Level 3 programs and programs in pre-acquisition when requested. To support acquisitions at a lower level, additional resourcing may be needed and DHS Directives would need to be revised accordingly.**

8. How do you intend to meet the rising need for testing and evaluation support based on the FY19 President's budget?

**Response: S&T will prioritize within available resources to support major programs as required to meet the needs of the Chief Acquisition Officer and Component Heads.**

9. What are the thresholds that DHS component projects must meet in order for S&T to provide services through the Capability Development Support Group? What resources would you need to provide those services for acquisitions at a lower level?

**Response: Components are not compelled to utilize our services. S&T's Capability Development Support Group supports the Components upon request, providing support within available resources as well as additional scalable support with additional Component funding. As noted before, S&T provides support to all Level 1 and non-delegated Level 2 acquisition programs, in accordance with DHS Directives. S&T also provides limited support to Level 3 programs and programs in pre-acquisition when requested. To support acquisitions at a lower level, additional resourcing may be needed and DHS Directives would need to be revised accordingly.**

10. What is the future of the Integrated Product Teams which are S&T coordinated? What is your view of the IPTs?

Response: The IPTs are a valuable resource. If confirmed, I will look to further advance the IPTs to become a more “requirements-driven” R&D function to better inform our investments, while maintaining the overall cross functional R&D coordination process amongst the Components.

11. What are the most important contributions S&T can make to improve the DHS and component acquisitions processes?

Response: The most important contribution I believe S&T can make is to help programs identify and manage the technical risks that impact operational capability. Support for our early engagement in the acquisition process is essential to meaningfully impact the major acquisitions early in the lifecycle to help the programs set the conditions for success. Beginning with requirements definition, and continuing through design and development, the S&T technical assessment and involvement in developmental test and evaluation is critical to improving the likelihood of favorable acquisition outcomes and is essential to delivering enhanced capabilities to Homeland Security Operators in the most effective and efficient manner.

**Additional questions submitted by Senator McCaskill on behalf of Senator Duckworth.**

1. Please confirm whether you served as the lead for the Ukrainian Winter Action Plan while an employee with the U.S. Department of Energy (DOE). If you were not the lead, please describe your relationship and work related to the Ukrainian Winter Action Plan.

Response: Yes. At the direction of DOE Secretary Ernest Moniz, I led an international team (G-7 nations) to support the Ukrainian Government in this effort.

2. Please confirm whether you served as DOE’s lead for the Ukrainian Resilience Plan. If you were not the lead, please describe your relationship and work related to the Ukrainian Resilience Plan.

Response: Yes. At the direction of DOE Secretary Ernest Moniz, I led an international team (G-7 nations) to support the Ukrainian Government in this effort.

3. Please confirm whether you conducted official business using a personal email account, a commercial email account or any other non-governmental email account while serving at DOE and DHS. Explain why you used a non-governmental email account to conduct government business, when you used such an email account and confirm whether you took appropriate steps to archive all emails related to official activities with archiving officials at DOE and DHS.

Response: Not as a routine and only when absolutely necessary (when the government email/service was down) did I use my personal gmail account. During those rare moments, I cc’d my government address, in compliance with the Presidential and Federal Records Act, to ensure a complete record was captured on the government servers.

4. If you ever used a non-official or non-governmental email account while employed at DOE to hide activity, limit visibility into activity and engage in activity that may have created the appearance of, or constituted a real, conflict-of-interest – please describe all such occasions and provide copies of e-mail correspondence to the committee.

Response: **No such activity was done with that intent. As previously mentioned, in the rare cases when a non-government email was used, I cc'd my government address in compliance with the Presidential and Federal Records Act. This was done to ensure a complete record was captured on the government servers.**

5. Please describe in detail your relationship with Valuebridge International, including your current status with the company, and past work history with the company, including when you became President of the company, positions held with company and all clients.

Response: **During my time at ValueBridge International as the President of the Energy Group, I focused on the business development of a new "Energy" vertical within the company. This effort never went beyond the planning phase because I decided to re-enter government service. I am no longer associated with ValueBridge.**

6. Please confirm whether Valuebridge International has ever represented or worked with individuals or companies related to Ukraine, and provide a list of every Ukrainian government official, foreign national and business entity Valuebridge has contracted with, worked for, worked with or otherwise had a business relationship with. This list should include names, descriptions of the work performed, details on compensation and details on when and where such work was performed.

Response: **ValueBridge was the sub-contractor to CabinetDn (a Public Relations firm in Brussels) for some work on behalf of Naftogaz (Ukrainian Gas Company). Naftogaz sought to increase their visibility on the world market and hired CabinetDn to set up events for them in the U.S. and across Europe. CabinetDn reached out to ValueBridge to make recommendations and provide logistics support for any U.S. event. In my role at ValueBridge, I assisted with suggestions for U.S. events. ValueBridge received a total of \$42k for the event and I received \$4,200 in compensation.**

7. Please describe in detail your relationship with Dr. Robert Steele, including whether he worked at Valuebridge International. If Dr. Steele worked at, or worked with, Valuebridge International, please describe the dates of employment and his professional responsibilities.

Response: **To my knowledge, Dr. Steele never worked for ValueBridge. My limited relationship with Dr. Steele was during my time at DOE when he worked at Pacific Northwest National Lab (PNNL) as a Program Manager.**

8. Please describe in detail your relationship with Vadym Glamazdin, including when you first met him and any subsequent contacts with this foreign national. Include descriptions

of your business relationship with Mr. Glamazdin, including dates of work, nature of work and conditions of work performed. If you never had a formal business relationship with Mr. Glamazdin, please describe any time you explored or considered a potential business relationship and explain why you did not finalize it.

**Response:** I was introduced to Mr. Glamazdin in August of 2013 by then Ukrainian Vice Prime Minister Volodymyr Groysman (the current Prime Minister). I was leading a team to assist the Ukrainian Government in drafting an energy “Winter Action Plan.” Because of the disparate energy data available, I asked Mr. Groysman who he would recommend I work with to validate information being provided to the international team. He strongly recommended Mr. Glamazdin and Mr. Kharchenko from the Energy Information Research Center (EIR Center). The EIR Center played a vital role in all my DOE efforts in Ukraine (Aug 2013-Jun 2016). We have maintained periodic contact (2-3 times per year) as friends but with no further official business endeavors.

9. Please describe in detail your relationship with Oleksandr Kharchenko, including when you first met him and any subsequent contacts with this foreign national. Please describe any assistance, direct or indirect, Mr. Kharchenko provided you or Valuebridge International in representing any Ukraine official, past or present. Include a list of any clients Mr. Kharchenko helped you service, with dates and descriptions of work performed.

**Response:** As described in question #8, I was introduced to Mr. Kharchenko in August of 2013 by then Ukrainian Vice Prime Minister Volodymyr Groysman (the current Prime Minister). I was leading a team to assist the Ukrainian Government in drafting an energy “Winter Action Plan.” Because of the disparate energy data available, I asked Mr. Groysman who he would recommend I work with to validate information being provided to the international team. He strongly recommended the Energy Information Research Center (EIR Center) led by Mr. Glamazdin and a Mr. Kharchenko. The EIR Center played a vital role in all my DOE efforts in Ukraine (Aug 2013-Jun 2016). I also consider Mr. Kharchenko a friend but my contact with him is infrequent. Mr. Kharchenko is the Director of the EIR Center and was also working with CabinetDn during the same time, but I have no knowledge of the nature of work they did as a sub-contractor. The only foreign client ValueBridge had was Naftogaz through CabinetDn for a brief period of time. Mr. Kharchenko assisted with no other clients to my knowledge.

10. Please describe every instance where you performed work or acted as a foreign agent. Include any documents related to registrations under the Foreign Agents Registration Act (FARA) and affirm whether you are confident that you have always complied with FARA statutory requirements.

**Response:** The only instance was described in question #6, and was fully in compliance with FARA.

11. Please list all contacts of individuals with whom you discussed your appointment to serve in the U.S. Department of Homeland Security (DHS) under the Trump Administration. If

you discussed a potential appointment or role with any agency or any position in the Trump Administration with Paul Manafort, please describe in detail your discussions with Mr. Manafort and your past and current relationship with Mr. Manafort, including whether Mr. Manafort played a role in helping you secure your appointment at DHS.

**Response: I joined the Department of Homeland Security in 2017 as a rehired annuitant career member of the Senior Executive Service. When later approached to serve in this appointment, I had discussions with the Secretary and the Administration liaison to DHS. I've never had any interactions with Paul Manafort.**

12. Please identify which individual or individuals from the President's campaign, transition team or Trump Organization appointed you into your current position at DHS.

**Response: I joined the Department of Homeland Security in 2017 as a rehired annuitant career member of the Senior Executive Service to serve as the Deputy Under Secretary for Science and Technology at DHS.**

13. Please provide a detailed timeline covering precisely how you exited Valuebridge International and how this relates to the process you took to join DHS.

**Response: I exited ValueBridge in March 2017 after I expressed my willingness to come out of retirement and re-enter government service. I was re-hired in May 2017 as a career SES.**

**Timeline Facts:**

- **Oct. 2015 became Special Gov't Employee (SGE), a part-time employee, which ended in June 2016.**
- **Dec. 2015 became ValueBridge employee (no salary/compensation) but postponed work until July 2016 when DOE work was completed as SGE.**
- **March 2017 left ValueBridge.**

14. Please confirm whether you hold a security clearance, including the level of clearance, and share the dates on which periodic reinvestigations were conducted.

**Response: I do hold a clearance. Official records state:  
Clearance level: TS/SCI. Date of clearance: 05/12/17 (approved for TS). Date of last investigation: 07/01/13.**

15. Please confirm whether you, or a close family member, have ever had any foreign financial interests (such as stocks, property, investments, bank accounts, ownership of corporate entities, corporate interests or businesses) in which you or they have direct control or direct ownership (Exclude financial interests in companies or diversified mutual funds that are publicly traded on a U.S. exchange).

**Response: None**

**Senator Heidi Heitkamp  
Post-Hearing Questions for the Record  
Submitted to William N. Bryan**

**“Hearing to Consider the Nominations of William N. Bryan to be Under Secretary,  
Directorate of Science & Technology, U.S. Department of Homeland Security and Peter T.  
Gaynor to be Deputy Administrator, Federal Emergency Management Agency U.S.  
Department of Homeland Security”  
August 22, 2018**

1. Since joining the Senate, I have been a strong advocate for advancing North Dakota’s UAS priorities, including the Northern Plains Test Site, Grand Sky, and the Grand Forks Air Force Base. UAS has significant potential to improve the way we do things, and I am excited to see how this technology can be leveraged.
  - a. I understand that you recently visited North Dakota, which has one of only ten UAS test centers authorized by the FAA to test how UAS will be integrated into the National Airspace System. Were you able to visit the UAS test center, and if so, what was your impression?

**Response: Yes, I did have the opportunity to tour the Grand Sky Technology Park. The tour on Unmanned Aircraft System (UAS) detection, use, and countering emphasized the need for continued development and testing on the Northern Border. In fact, S&T plans to work with the Grand Sky Technology Park along with the University of North Dakota to hold a classified Future Threat Workshop for UAS threats. The workshop will focus on future engineering trends and limits over the next five to ten years on UAS power, sensors, propulsion, and computing software.**

2. As UAS technology continues to advance and proliferate, it will be important for S&T to help develop technologies that DHS components can use to prevent UAS devices from being used for nefariously or malicious purposes.
  - a. If confirmed, what processes and strategies will you employ to ensure that DHS can rapidly scale the use of C-UAS technology and leverage that technology to protect high value infrastructure?

**Response: If confirmed, I will ensure that S&T continues to keep at the forefront of counter-UAS technologies in support of DHS components and the Homeland Security Enterprise needs, to include people and critical infrastructure. S&T already provides subject matter expertise in modeling & simulation analysis, test and evaluation of existing commercial off the shelf products, and vulnerability assessments. S&T has established testing resources that are currently serving DHS components and can scale to accommodate increased demand as authorities change in response to the threat. I will**

ensure that, should legislation be passed to enable us to test & evaluate these technologies, to include tracking, detection & mitigation technologies in relevant operational environments, we are ready to do so immediately and use those results to inform the appropriate communities for their decision making. In addition, I will continue to strengthen S&T's work with our inter-agency partners. S&T already closely collaborates with the DOD, DOJ, FAA and other agencies, to address issues ranging from technology assessment and development to advising on rulemaking. As the threat evolves and authorities change, the importance of these partnerships will grow and I will ensure that we use these relationships to maximize efficiencies to benefit the HSE.

3. I appreciate the comments you made in your questionnaire about the need for some internal changes for S&T to become a more capable and effective solution provider for DHS and the Homeland Security Enterprise. I am particularly interested to hear your thoughts about S&T's approach to technology scouting. As technologies continue to advance and evolve, I think it's critically important for S&T to proactively engage the private sector on emerging technologies and potential applications that could enhance the security of our Nation.
  - a. As Under Secretary for S&T, what strategies do you plan to employ to enhance S&T's engagement with the private sector? Do you see opportunities for improvement?

Response: As part of our revitalization efforts, we have come up with a new operational business model to ensure a consistent and deliberate approach to addressing our customers' requirements. The first step in the operational model is technology scouting. As I mentioned during my testimony, I believe we need to better leverage private industry and tap into the tremendous resources, knowledge, products, and skills they provide. If confirmed, I intend to augment our existing industry engagement initiatives to inform technology scouting. S&T spent the past year working to improve its industry engagements through increased communication of our requirements, our focus areas, and ways the private sector can partner with S&T. S&T published its Industry Guide to begin that communication, and we've pushed a number of videos, meeting opportunities, and outreach campaigns to further the interaction between S&T and industry. We can always improve our efforts, and I will continue S&T on the path of furthering private sector engagement initiatives that expand our networks and link the private sector to relevant needs in order to leverage private sector capabilities for a win-win for the Department and the private sector.

- b. What strategies would you employ to engage companies not be located in Washington D.C. or connected to a university?



Response: Valuable innovation is available across the country and the world, so it is critical for S&T to go beyond the normal channels to identify the best of the best to serve our end users. S&T has several programs that take us across the country and the world to partner with more non-traditional companies, such as the Silicon Valley Innovative Partnership (SVIP) for start-up type companies in innovation hubs across the country, and Prize Authority that inspires a wide spectrum of innovators across the country to address homeland security challenges. In addition, the S&T Small Business Innovation Research (SBIR) program funds small businesses across the country to prototype innovative technologies; and the Long Range Broad Agency Announcement is a standing, open invitation to businesses, R&D laboratories and organizations, and academic universities to propose creative concepts or prototypes that address DHS needs. Finally, while S&T is always happy to talk one-on-one with companies in an ad hoc manner, we also offer standing monthly engagement session times for companies to have an exchange with a large, relevant S&T audience that allows S&T broader awareness of the companies' capabilities. These sessions are quite often virtual and available to companies in any location. If confirmed, I plan to emphasize the use of tools like these to ensure we are hearing from and bringing in the best ideas from wherever they may be.

Senator Gary Peters  
Post-Hearing Questions for the Record  
Submitted to William N. Bryan

**“Hearing to Consider the Nominations of William N. Bryan to be Under Secretary,  
Directorate of Science & Technology, U.S. Department of Homeland Security and Peter T.  
Gaynor to be Deputy Administrator, Federal Emergency Management Agency U.S.  
Department of Homeland Security”  
August 22, 2018**

1. Scientists are just beginning to understand the interactions between our sun and the Earth. Given the growing national importance and reliance on technology, it is critical that we expand this understanding so we can improve forecasting and mitigate the effects of space weather events. That is why I worked with Senator Gardner to develop and the Space Weather Research and Forecasting Act. This bi-partisan bill has actually passed the Senate unanimously—twice. It was finally marked up by the House last week, but I’m concerned that the changes made in the House weaken the bill, increasing the risk that we’re not ready to mitigate the effects of space weather events. Our bill, along with the National Science and Technology Council’s Space Weather Action Plan, will identify DHS as a key player in improving the understanding and preparedness for space weather events. **What role do you envision S&T playing in this area?**

Response: **If confirmed, I will work with DHS’s National Protection and Programs Directorate, the Office of Strategy, Policy and Plans; and, others to determine what the requirements are that S&T should be working towards in this area.**

S&T has supported space weather research and also participated in the development of the National Science and Technology Council’s Space Weather Action Plan in 2015. For example, S&T’s Solar Storm Mitigation program (completed in 2017) was designed to provide advanced warning and assist critical infrastructure owners and operators in understanding the impact of GMD events on their specific grid assets, such as extra high voltage transformers, by providing the capability to forecast more localized and precise geomagnetically induced current (GIC) levels in real-time. This provides owners and operators with timely and accurate information they can use for operational decision making, with a 30-minute lead-time. I believe S&T can continue to conduct research along these lines to support mitigating the effects and impacts of space weather.

**Prepared Testimony**  
**Peter T. Gaynor, Nominee**  
**Deputy Administrator, FEMA**  
**United States Senate**  
**Committee on Homeland Security and Governmental Affairs**  
**August 22, 2018**

**Introduction:**

Good morning Chairman Johnson, Ranking Member McCaskill, and distinguished members of this Committee. My name is Pete Gaynor, and it is a privilege to appear before you today as the President's nominee to the position of Deputy Administrator for the Federal Emergency Management Agency (FEMA). I am honored to have been nominated by President Trump for this very important emergency management leadership role. If confirmed, I look forward to the opportunity to working with Secretary Nielsen, FEMA Administrator Brock Long, and the entire team at the Department of Homeland Security on building a more resilient and prepared Nation.

I would like to recognize a few members of my family that are here today, my daughter Grace and my brother Paul. Unfortunately, my wife was unable to attend. Thank you all for being here today.

I would also like to acknowledge the efforts on the men and women of FEMA and the thousands of civilian employees and military service members, from more than 30 agencies and departments across the federal government who were deployed this past year, for the singular purpose of helping others. It would be my sincere privilege to stand with and face the challenges of emergency response with these dedicated professionals, along with FEMA's state, local, tribal, territorial, non-governmental, and private partners.

**Background/Experience:**

I spent twenty-six years serving my country in the United States Marine Corps, first as an enlisted Marine then as a Commissioned Officer. I may be biased, but I would like to believe I have attended the finest, most demanding leadership academy in the world. From Private to Lieutenant Colonel, I have followed and lead some of the most exceptional men and women this country has produced in some of the most inhospitable and dangerous corners of the globe. I have learned how to thrive in chaos, use intellect to overcome daunting obstacles, to never ever quit and most importantly, that your personal integrity is everything.

I know from first-hand experience the significance of the Homeland Security mission and emergency response. In 2006, I deployed in support of Iraqi Freedom with the 1<sup>st</sup> Marine Expeditionary Force (Forward) and assisted with the coordination of combat operations in the Al-Anbar Province of Iraq for Multi-National and Marine forces, including numerous combat response and recovery events such as: mass casualty evacuations and recovery of downed and missing aircraft and personnel.

Prior to my tour in Iraq, I served as the head of Current Operations at Marine Corps Headquarters. I had been on the job for approximately thirty days, when I witnessed, first-hand, the attack on the Pentagon and our country on September 11, 2001. As a result of the attack, the Navy Operations Center (NOC) of our sister service was destroyed. My team and I reconfigured

our still fully-functioning Crisis Response Center in order to accommodate and reestablish the NOC with new equipment, personnel and operational support to ensure the Chief of Naval Operations could seamlessly maintain operations across the globe.

Following the attack, I managed around-the-clock operations supporting the Marine Corps around the world. My team and I also advised, managed, coordinated and executed Continuity of Operations and the Joint Emergency Evacuation Plans for Headquarters Marine Corps in support of the Global War on Terror. Prior to September 11, 2001, I served as the Executive Officer responsible for the security of the President at Camp David.

After retiring from the Marine Corps in 2007, I transitioned to my current profession of emergency management, taking with me those valuable leadership skills, training and experiences which proved to be indispensable in leading local and state level emergency operations and planning—first for the City of Providence and most recently, the State of Rhode Island.

At the city-level, I was responsible for coordinating response and recovery efforts, both large and small, including: Public Health emergencies such as H1N1, evacuations, blizzards, floods, tropical storms, mass care, Access and Functional Needs, special events and school safety. During my tenure, I led Providence's emergency management accreditation effort, which resulted in the city becoming the first municipality in the Nation to receive that distinction. At the Mayor's behest, I also served the Providence Public Schools Department, as Acting Chief of Staff, and later as Acting Chief Operating Officer, in support of the Superintendent and the 24,000 students and over 3,200 employees spread across 40 facilities.

In 2015, I was appointed by Governor Gina M. Raimondo and had the high-honor to serve as the cabinet-level Director of the Rhode Island Emergency Management Agency. As the Director, I am the senior policy advisor to the Governor on emergency management matters and the principal liaison between all local emergency management offices throughout the State and the Federal Emergency Management Agency. I am also the Chair of the State Interoperable Communications Committee, the State Emergency Response Commission, and the Vice Chair of the Emergency Management Advisory Council.

During my tenure, the agency responded to numerous small and large disasters, including one Presidentially Declared disaster and the management of at least seven preexisting active federal disasters. In addition to natural disasters, I also led the effort to completely transform the State's antiquated Cold War-era civil defense job descriptions, dating back to the 1960's, to a new modern model where we are able to hire the best and brightest to meet today's threats and hazards. For a second time, this time at the state level, I led the state's emergency management accreditation effort, successfully achieving accreditation this past year.

My experience in the Marine Corps and leading emergency management programs at the local and state levels is directly relevant to the position of FEMA Deputy Administrator. Today, we face a multitude of challenges that must be successfully navigated to ensure FEMA can deliver those critical services to the Nation when it counts the most.

If confirmed, it will be my honor to serve in what I consider to be the most challenging job of government—helping communities reduce the risks associated with future disasters, while assisting disaster survivors all across the country. I look forward to supporting Administrator

Long's three overarching Strategic Goals: Building a Culture of Preparedness, Ready the Nation for Catastrophic Disasters, and Reducing the Complexity of FEMA. I will also work relentlessly and with purpose to better strengthen national preparedness and resilience to weather the next hazard or threat.

**Conclusion:**

Having the unique opportunity to serve at both the local and state levels, I recognize that our fundamental challenge is to create a robust, interconnected and enduring emergency management framework where we develop stronger, better prepared communities and citizens—all in anticipation of the unexpected. I believe we have all seen, from recent experiences, that we cannot work alone in our efforts to diminish the impact of disasters. Without prepared residents no neighborhood can be truly prepared; without strong neighborhoods no municipality can be prepared, and there can be no strong state response; and without prepared states there cannot be a truly robust, effective federal response and recovery effort.

I can think of no higher honor than serving the American people. Thank you for your consideration of my nomination and I look forward to answering any questions you may have.

**REDACTED**

## HSGAC BIOGRAPHICAL QUESTIONS FOR EXECUTIVE NOMINEES

### 1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
Name of Position	Date of Nomination
Deputy Administrator, Federal Emergency Management Agency (FEMA)	June 20, 2018

<i>Current Legal Name</i>			
First Name	Middle Name	Last Name	Suffix
Peter	Thomas	Gaynor	N/A

<i>Addresses</i>					
Residential Address (do not include street address)			Office Address (include street address)		
			Street: 645 New London Avenue		
City: Jamestown	State: RI	Zip: 02835	City: Cranston	State: RI	Zip: 02920

<i>Other Names Used</i>						
First Name	Middle Name	Last Name	Suffix	Check if Maiden Name	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
Peter	Thomas	Gasbarino			12/25/1958   Est <input type="checkbox"/>	10/24/1963   Est <input type="checkbox"/>
					Est <input type="checkbox"/>	Est <input type="checkbox"/>

<i>Birth Year and Place</i>	
<u>Year of Birth</u> (Do not include month and day.)	<u>Place of Birth</u>
1958	Providence, RI

<i>Marital Status</i>					
Check All That Describe Your Current Situation:					
<u>Never Married</u>	<u>Married</u>	<u>Separated</u>	<u>Annulled</u>	<u>Divorced</u>	<u>Widowed</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>Spouse's Name</i> (current spouse only)			
<u>Spouse's First Name</u>	<u>Spouse's Middle Name</u>	<u>Spouse's Last Name</u>	<u>Spouse's Suffix</u>
Susan	Mary	Gaynor	

<i>Spouse's Other Names Used</i> (current spouse only)						
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>	<u>Check if Maiden Name</u>	<u>Name Used From</u> (Month/Year) (Check box if estimate)	<u>Name Used To</u> (Month/Year) (Check box if estimate)
Susan	Mary	O'Neil		X	4/3/1962      Est <input type="checkbox"/>	8/18/1989      Est <input type="checkbox"/>
Susan	Mary	Sanft			8/19/1989      Est <input type="checkbox"/>	3/22/1994      Est <input type="checkbox"/>
Susan	Mary	O'Neil		X	3/23/1994      Est <input type="checkbox"/>	10/21/1994      Est <input type="checkbox"/>

<i>Children's Names (if over 18)</i>			
First Name	Middle Name	Last Name	Suffix
Grace	Devlin	Gaynor	

## 2. Education

List all post-secondary schools attended.

<u>Name of School</u>	<u>Type of School</u> (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	<u>Date Began School</u> (month/year) (check box if estimate)	<u>Date Ended School</u> (month/year) (check box if estimate) (check "present" box if still in school)	<u>Degree</u>	<u>Date Awarded</u>
Community College of Rhode Island	Community College	10/1982    Est <input type="checkbox"/>	5/1984    Est <input type="checkbox"/> Present <input type="checkbox"/>	AA, Liberal Arts	May 1984
Rhode Island College	College	10/1984    Est <input type="checkbox"/>	5/1986    Est <input type="checkbox"/> Present <input type="checkbox"/>	BA, History	May 1986
Naval War College	Military College	8/2000    Est <input type="checkbox"/>	6/2001    Est <input type="checkbox"/> Present <input type="checkbox"/>	MA, National Security and Strategic Studies	June 2001



### 3. Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

<u>Type of Employment</u> (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other Federal employment, State Government (Non- Federal Employment), Self- employment, Unemployment, Federal Contractor, Non- Government Employment (excluding self-employment), Other)	<u>Name of Your Employer/ Assigned Duty Station</u>	<u>Most Recent Position Title/Rank</u>	<u>Location (City and State only)</u>	<u>Date Employment Began</u> (month/year) (check box if estimate)	<u>Date Employment Ended</u> (month/year) (check box if estimate) (check "present" box if still employed)
Active Duty	US Marine Corps / Parris Island, SC	PFC (E-2)	Parris Island, SC	6/1977 Est <input type="checkbox"/>	9/1977 Est <input type="checkbox"/>
Active Duty	US Marine Corps / 2 <sup>ND</sup> MARDIV, Camp Lejeune, NC	Corporal (E-4)	Camp Lejeune, NC	10/1977 Est <input type="checkbox"/>	2/1980 Est <input type="checkbox"/>
Active Duty	US Marine Corps / 3 <sup>RD</sup> MARDIV, Camp Schwab, Okinawa, JA	Sergeant (E-5)	Camp Schwab, Okinawa, JA	3/1980 Est <input type="checkbox"/>	3/1981 Est <input type="checkbox"/> Honorable Discharged
Non-Government Employment	International Fueling Company	Fueler	Warwick, RI	4/1981 Est <input type="checkbox"/>	10/1983 Est <input type="checkbox"/>
Non-Government Employment	Ransome Airlines	Agent	Warwick, RI	11/1983 Est <input type="checkbox"/>	4/1986 Est <input type="checkbox"/>
Active Duty	US Marine Corps / TBS / IOC, Quantico, VA	2 <sup>nd</sup> LT (O-1)	Quantico, VA	5/1986 Est <input type="checkbox"/>	3/1987 Est <input type="checkbox"/>
Active Duty	US Marine Corps / 2 <sup>ND</sup> MARDIV, Camp Lejeune, NC	1 <sup>st</sup> LT (O-2)	Camp Lejeune, NC	4/1987 Est <input type="checkbox"/>	5/1990 Est <input type="checkbox"/>
Active Duty	US Marine Corps / NSF, Thurmont, MD (Camp David)	Capt (O-3)	Thurmont, MD	6/1990 Est <input type="checkbox"/>	5/1992 Est <input type="checkbox"/>
Active Duty	US Marine Corps / AWS / OCS, Quantico, VA	Capt (O-3)	Quantico, VA	6/1992 Est <input type="checkbox"/>	9/1993 Est <input type="checkbox"/>
Active Duty	US Marine Corps / 3 <sup>RD</sup> SRIG, Camp Hansen, Okinawa, JA	Capt (O-3)	Camp Hansen, Okinawa, JA	10/1993 Est <input type="checkbox"/>	10/1994 Est <input type="checkbox"/>
Active Duty	US Marine Corps / 2 <sup>ND</sup> MARDIV, Camp Lejeune, NC	Major (O-4)	Camp Lejeune, NC	10/1994 Est <input type="checkbox"/>	5/1997 Est <input type="checkbox"/>

Active Duty	US Marine Corps / 4 <sup>th</sup> MCD, Detroit, MI	Major (O-4)	Detroit, MI	6/1997	Est <input type="checkbox"/>	7/2000	Est <input type="checkbox"/>
Active Duty	US Marine Corps / Naval War College, Newport, RI	Major (O-4)	Newport, RI	8/2000	Est <input type="checkbox"/>	6/2001	Est <input type="checkbox"/>
Active Duty	US Marine Corps / HQ Marine Corps, Wash, DC	LtCol (O-5)	Wash, DC	7/2001	Est <input type="checkbox"/>	7/2004	Est <input type="checkbox"/>
Active Duty	US Marine Corps / Navy Warfare Development Command, Newport, RI & I MEF (Fwd), Fallujah, Iraq	LtCol (O-5)	Newport, RI  Fallujah, Iraq	8/2004	Est <input type="checkbox"/>	10/2007	Est <input type="checkbox"/>  Retired from Active Duty
Unemployment	NA / Jamestown, RI	Husband & Dad	Jamestown, RI	11/2007	Est <input type="checkbox"/>	2/2008	Est <input type="checkbox"/>
Government Employment	Providence Emergency Management Agency and Office of Homeland Security	Director	Providence, RI	3/2008	Est <input type="checkbox"/>	12/2014	Est <input type="checkbox"/>
Government Employment	Rhode Island Emergency Management Agency	Director	Cranston, RI	1/2015	Est <input type="checkbox"/>	Present	Est <input type="checkbox"/>

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

<u>Name of Government Entity</u>	<u>Name of Position</u>	<u>Date Service Began</u> (month/year) (check box if estimate)	<u>Date Service Ended</u> (month/year) (check box if estimate) (check "present" box if still serving)
N/A	N/A	Est <input type="checkbox"/>	Est Present <input type="checkbox"/> <input type="checkbox"/>
		Est <input type="checkbox"/>	Est Present <input type="checkbox"/> <input type="checkbox"/>
		Est <input type="checkbox"/>	Est Present <input type="checkbox"/> <input type="checkbox"/>

#### 4. Potential Conflict of Interest

(A) 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.**

In connection with the nomination process, I have consulted with the U.S. Office of Government Ethics and the U.S. Department of Homeland Security's Designated Agency Ethics Official (DAEO) to identify any potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement that I signed and transmitted to the Department's DAEO, which has been provided to this Committee. I am not aware of any other potential conflicts of interest.

**(B) 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.**

None.

## **5. Honors and Awards**

**List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.**

**5A Answer:**

### **Military**

Military decorations include the Meritorious Service Medal with three gold stars, Navy Commendation Medal with two gold stars, the Navy Achievement Medal, the Joint Meritorious Unit Commendation award with one oak leaf, the Navy Unit Commendation award with three bronze stars, the Meritorious Unit Commendation award with bronze two stars, the Marine Corps Good Conduct Medal, the National Defense Service Medal with one bronze star, the Armed Forces Expeditionary Medal, the Iraq Campaign Medal, the GWOT Service Medal, the Korean Defense Service Medal, the Armed Forces Service Medal, the Sea Service Deployment Ribbon with silver star, the Recruiting Ribbon, the NATO Medal, the Presidential Service Badge and the Naval Parachutists Badge.

### **Emergency Management**

2016 Employer Support of the Guard and Reserve (ESGR), Patriot Award, December 2016

2013 Awareness to Action & Preparing the Whole Community Honorable Mention

Citizen Corps Individual and Community Preparedness Awards (FEMA), October 2013

2012 Community Impact Award American Red Cross (RI & CT Chapter), November 2012

2012 IAEM-Global & National Partners in Preparedness Awards, International Association of Emergency Managers (IAEM), November 2012

## 6. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last 10 years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of \$1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

<u>Name of Organization</u>	<u>Dates of Your Membership</u> (You may approximate.)	<u>Position(s) Held</u>
Rhode Island Association of Emergency Managers (RIAEM)	2008 - Present	Chairman, Professional Development Committee (November 2010 – December 2015)
International Association of Emergency Managers (IAEM)	2008 - Present	Member
FEMA Region 1 (New England), Regional Advisory Council (RAC)	April 2008 - Present	Member
Emergency Management Accreditation Program (EMAP)	2010 - Present	Vice Chairman, EM Program Review Committee, Chairman for US&R Program Review Committee & Commissioner for EMAP
DHS State, Local, Tribal, and Territorial Government Coordinating Council (SLTTGCC)	July 2011 - June 2012	Member
George J. West Elementary School Mentor Program, Providence Public Schools	November 2011 - Present	Mentor & Board Member

WaterFire Salute to Veterans Committee	October 2012 - January 2017	Executive Committee Member
International Emergency Management Group (IEMG)	January 2015 - Present	Member
Northeast States Emergency Consortium (NESEC)	January 2015 - Present	Vice Chairman
National Association of Emergency Managers (NEMA)	January 2015 - Present	Member, Preparedness Committee and NEMA Representative (Commissioner) to the Emergency Management Accreditation Program (EMAP)
Rhode Island Emergency Management Advisory Council	January 2015 - Present	Vice Chairman
State Interoperable Communications Committee (Rhode Island)	January 2015 - Present	Chairman
State Emergency Response Commission (Rhode Island)	January 2015 - Present	Chairman
Rhode Island Cybersecurity Commission	June 2015 - June 2017	Committee Member

## 7. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?

<u>Name of Office</u>	<u>Elected/Appointed/ Candidate Only</u>	<u>Year(s) Election Held or Appointment Made</u>	<u>Term of Service (if applicable)</u>
Director, Providence Emergency Management Agency and Office of Homeland Security	Appointed	2008	At the Pleasure of the Mayor
Director, Rhode Island Emergency Management Agency	Appointed	2015	At the Pleasure of the Governor

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere.

<u>Name of Party/Election Committee</u>	<u>Office/Services Rendered</u>	<u>Responsibilities</u>	<u>Dates of Service</u>
N/A	N/A	N/A	N/A

(C) Itemize all individual political contributions of \$200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

<u>Name of Recipient</u>	<u>Amount</u>	<u>Year of Contribution</u>
None	N/A	N/A


### 8. Publications and Speeches

(A) List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet. Please provide the Committee with copies of all listed publications. In lieu of hard copies, electronic copies can be provided via e-mail or other digital format.

<u>Title</u>	<u>Publisher</u>	<u>Date(s) of Publication</u>
Snow: Building a Better All-Hazards Response	Journal of Business Continuity and Emergency Planning	November 2013
Providing Decision Support in Complex Missions such as Responding from a Metropolitan IED Attack	IEEE International Conference on Technologies for Homeland Security	November 2010
Special Event Planning for the Emergency Manager	Journal of Business Continuity and Emergency Planning	November 2009
Video Surveillance: How the timely sharing of information leads to improved, rapid decision-making	Government Security News	September 2009
The Demise of Heroes	Marine Corps Gazette	March 2008
Where Have All the Colonels Gone	Marine Corps Gazette	March 2005


(B) List any formal speeches you have delivered during the last five years and provide the Committee with copies of those speeches relevant to the position for which you have been nominated. Include any testimony to Congress or any other legislative or administrative body. These items can be provided electronically via e-mail or other digital format.

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
2018 House Committee on Homeland Security, Subcommittee on Emergency Preparedness, Response and Communications, <i>Congressional Testimony focused on Ensuring Effective and Reliable Alerts and Warnings</i>	House Capitol Visitor Center (HVC) Room 210, Washington, DC / Open to the Public	February 6, 2018
2015 House Committee on Homeland Security, Subcommittee on Emergency Preparedness, Response and Communications <i>Congressional Testimony focused on Defense Support of Civil Authorities</i>	Room 311, Cannon House Office Building, Washington, DC / Open to the Public	June 10, 2015



(C) List all speeches and testimony you have delivered in the past ten years, except for those the text of which you are providing to the Committee.

<u>Title</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
2014 Johnson & Wales University, John Hazen White School of Arts & Sciences' Law & Technology Symposium <i>Is Privacy Dead?</i>	Johnson & Wales, Schneider Auditorium, Providence, RI / Open to the Public (Opening Remarks on Panel)	March 19, 2014
2013 Publick Occurrences (Providence Journal Forum) <i>Privacy: Condition Critical?</i>	Rhode Island College, Providence, Rhode Island / Open to the Public (Opening Remarks on Panel)	September 5, 2013
2013 Peter B. Lord Seminars on the Environment (Metcalf Institute) <i>Extreme Weather</i>	The Providence Journal 4th Floor Auditorium 75 Fountain Street Providence, RI / Open to the Public (Opening Remarks on Panel)	September 20, 2013
2012 Domestic Preparedness (DomPrep) Northeast Regional Workshop <i>Building Resilient Regions for a Secure and Resilient Nation</i>	Hartford, Connecticut / Open to the Public (Opening Remarks on Panel)	March 12, 2012
2011 Annual Conference, Northeast Disaster Recovery Information X-Change (NEDRIX) <i>Building Resilience Capability and Capacity</i>	Newport, Rhode Island / Open to the Public (Opening Remarks on Panel)	October 21, 2011
2010 Jamestown Memorial Day Commemorative Ceremony	Veterans Square, Jamestown, RI / Open to the Public	May 30, 2010

### 9. Criminal History

Since (and including) your 18<sup>th</sup> birthday, has any of the following happened?

- Have you been issued a summons, citation, or ticket to appear in court in a criminal proceeding against you? (Exclude citations involving traffic infractions where the fine was less than \$300 and did not include alcohol or drugs.) No.
- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official? No.
- Have you been charged, convicted, or sentenced of a crime in any court? No.
- Have you been or are you currently on probation or parole? No.
- Are you currently on trial or awaiting a trial on criminal charges? No.
- To your knowledge, have you ever been the subject or target of a federal, state or local criminal investigation? No.

If the answer to any of the questions above is yes, please answer the questions below for each criminal event (citation, arrest, investigation, etc.). If the event was an investigation, where the question below asks for information about the offense, please offer information about the offense under investigation (if known).

A) Date of offense: N/A.

a. Is this an estimate (Yes/No):

B) Description of the specific nature of the offense: N/A.

C) Did the offense involve any of the following? N/A.

- 1) Domestic violence or a crime of violence (such as battery or assault) against your child, dependent, cohabitant, spouse, former spouse, or someone with whom you share a child in common: Yes / No
- 2) Firearms or explosives: Yes / No
- 3) Alcohol or drugs: Yes / No

D) Location where the offense occurred (city, county, state, zip code, country): N/A.

E) Were you arrested, summoned, cited or did you receive a ticket to appear as a result of this offense by any police officer, sheriff, marshal or any other type of law enforcement official? N/A.

1) Name of the law enforcement agency that arrested/cited/summoned you:

2) Location of the law enforcement agency (city, county, state, zip code, country):

F) As a result of this offense were you charged, convicted, currently awaiting trial, and/or ordered to appear in court in a criminal proceeding against you: N/A.

- 1) If yes, provide the name of the court and the location of the court (city, county, state, zip code, country):
  - 2) If yes, provide all the charges brought against you for this offense, and the outcome of each charged offense (such as found guilty, found not-guilty, charge dropped or "nolle pros," etc). If you were found guilty of or pleaded guilty to a lesser offense, list separately both the original charge and the lesser offense:
  - 3) If no, provide explanation:
- G) Were you sentenced as a result of this offense: N/A.
- H) Provide a description of the sentence: N/A.
- I) Were you sentenced to imprisonment for a term exceeding one year: N/A.
- J) Were you incarcerated as a result of that sentence for not less than one year: N/A.
- K) If the conviction resulted in imprisonment, provide the dates that you actually were incarcerated: N/A.
- L) If conviction resulted in probation or parole, provide the dates of probation or parole: N/A.
- M) Are you currently on trial, awaiting a trial, or awaiting sentencing on criminal charges for this offense: N/A.
- N) Provide explanation: N/A.

### 10. Civil Litigation and Administrative or Legislative Proceedings

(A) Since (and including) your 18th birthday, have you been a party to any public record civil court action or administrative or legislative proceeding of any kind that resulted in (1) a finding of wrongdoing against you, or (2) a settlement agreement for you, or some other person or entity, to make a payment to settle allegations against you, or for you to take, or refrain from taking, some action. Do NOT include small claims proceedings. No.

<u>Date Claim/Suit Was Filed or Legislative Proceedings Began</u>	<u>Court Name</u>	<u>Name(s) of Principal Parties Involved in Action/Proceeding</u>	<u>Nature of Action/Proceeding</u>	<u>Results of Action/Proceeding</u>
None	N/A	N/A	N/A	N/A

(B) In addition to those listed above, have you or any business of which you were an officer, director or owner ever been involved as a party of interest in any administrative agency proceeding or civil litigation? 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 by you, while serving in your official capacity. No.

<u>Date Claim/Suit Was Filed</u>	<u>Court Name</u>	<u>Name(s) of Principal Parties Involved in Action/Proceeding</u>	<u>Nature of Action/Proceeding</u>	<u>Results of Action/Proceeding</u>
None	N/A	N/A	N/A	N/A

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(C) For responses to the previous question, 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 by you, while serving in your official capacity. N/A.

### 11. Breach of Professional Ethics

(A) Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct by, or been the subject of a complaint to, any court, administrative agency, professional association, disciplinary committee, or other professional group? Exclude cases and proceedings already listed. No.

<u>Name of Agency/Association/ Committee/Group</u>	<u>Date Citation/Disciplinary Action/Complaint Issued/Initiated</u>	<u>Describe Citation/Disciplinary Action/Complaint</u>	<u>Results of Disciplinary Action/Complaint</u>
None	N/A	N/A	N/A

(B) Have you ever been fired from a job, quit a job after being told you would be fired, left a job by mutual agreement following charges or allegations of misconduct, left a job by mutual agreement following notice of unsatisfactory performance, or received a written warning, been officially reprimanded, suspended, or disciplined for misconduct in the workplace, such as violation of a security policy? No.

### 12. Tax Compliance

(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.)

**REDACTED**

**REDACTED****13. Lobbying**

In the past ten years, have you registered as a lobbyist? No. If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State). N/A.

**14. Outside Positions**

☐ See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

For the preceding ten calendar years and the current calendar year, report any positions held, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-profit organization or educational institution. Exclude positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

<u>Name of Organization</u>	<u>Address of Organization</u>	<u>Type of Organization</u> (corporation, firm, partnership, other business enterprise, other non-profit organization, educational institution)	<u>Position Held</u>	<u>Position Held From</u> (month/year)	<u>Position Held To</u> (month/year)
George J. West Elementary School Mentor Program, Providence Public Schools	145 Beaufort St, Providence, RI 02908	Educational Institution	Board Member	November 2011	Present

Emergency Management Accreditation Program (EMAP)	201 Park Washington Court, Falls Church, VA 22046-4527	Non-Profit Organization	Commissioner	December 2010	Present

### 15. Agreements or Arrangements

☐ See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government; and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

<u>Status and Terms of Any Agreement or Arrangement</u>	<u>Parties</u>	<u>Date</u> (month/year)
None	N/A	N/A

**16. Additional 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.)

**REDACTED**

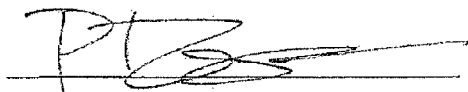


**REDACTED**

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**SIGNATURE AND DATE**

**I hereby state that I have read the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.**

A handwritten signature in black ink, appearing to be 'PTB', written over a horizontal line.

**This 6<sup>th</sup> day of July 2018**

**REDACTED**

UNITED STATES OFFICE OF  
GOVERNMENT ETHICS



June 29, 2018

The Honorable Ron Johnson  
Chairman  
Committee on Homeland Security  
and Governmental Affairs  
United States Senate  
Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Peter T. Gaynor, who has been nominated by President Trump for the position of Deputy Administrator, Federal Emergency Management Agency, Department of Homeland Security.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

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

Sincerely,  
DAVID  
APOL

Digitally signed by DAVID  
APOL  
Date: 2018.06.29 13:15:18  
+04'00'

David J. Apol

Acting Director and General Counsel

Enclosures **REDACTED**



June 4, 2018

Joseph B. Maher  
Designated Agency Ethics Official  
Department of Homeland Security  
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Deputy Administrator for the Federal Emergency Management Agency, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my position with the Rhode Island Emergency Management Agency. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know the State of Rhode Island is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my positions with the George J. West Elementary School Mentor Program, the Emergency Management Accreditation Program, and the Northeast States Emergency Consortium (NESEC). For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I will divest my interests in Berkshire Hathaway within 90 days of my confirmation. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of this entity until I have divested it,

unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

My spouse is employed by Norwegian Airlines in a position for which she receives a fixed annual salary. For as long as my spouse continues to work for Norwegian Airlines, I will not participate personally and substantially in any particular matter involving specific parties in which I know Norwegian Airlines is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you or another Department of Homeland Security ethics official during the first week of my service in the position of Deputy Administrator for the Federal Emergency Management Agency in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order No. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,



Peter T. Gaynor

**U.S. Senate Committee on Homeland Security and Governmental Affairs  
Pre-hearing Questionnaire  
For the Nomination of Peter Gaynor to be  
Deputy Administrator of the Federal Emergency Management Agency  
Department of Homeland Security**

**I. Nomination Process and Conflicts of Interest**

1. Did the President, Secretary of Homeland Security, or Federal Emergency Management Agency (FEMA) Administrator give you specific reasons why you were nominated to be the next FEMA Deputy Administrator? If so, what were they?

**Yes, Administrator Long indicated both privately and publicly that I have a "wealth of experience in emergency management, organizational change, planning, and policy."**

2. Were any conditions, expressed or implied, attached to your nomination? If so, please explain.

**There were no conditions, expressed or implied, attached to my nomination.**

3. Have you made any commitments with respect to the policies and principles you will attempt to implement as Deputy Administrator? If so, what are they, and to whom were the commitments made?

**I have made no commitments with respect to the policies and principles that I may, or may not, implement as Deputy Administrator.**

4. Are you aware of any business relationship, dealing, or financial transaction that could result in a possible conflict of interest for you or the appearance of a conflict of interest? If so, please explain what procedures you will use to recuse yourself or otherwise address the conflict. And if you will recuse yourself, explain how you will ensure your responsibilities are not affected by your recusal.

**I have consulted with the Office of Government Ethics and The Department of Homeland Security Designated Agency Ethics Official to identify any and all potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the DHS Designated Agency Ethics Official. Outside of the items provided in this agreement, I am not aware of any additional conflicts of interest(s).**

**II. Background of the Nominee**

5. What specific background, experience, and attributes qualify you to be Deputy Administrator?

As a member of the U.S. Marine Corps, from Private to Lieutenant Colonel, I have followed and lead some of the most exceptional men and women this country has produced in some of the most inhospitable and dangerous corners of the globe.

I arrived for a tour at Headquarters Marine Corps in Washington D.C., approximately 30-days before September 11, 2001 and witnessed first-hand the attack on the Pentagon and our country. Within hours after the Pentagon was attacked and the Navy Operations Center (NOC) of our sister service was destroyed, my team reconfigured our still fully-functioning Crisis Response Center in order to accommodate and reestablish the NOC with new equipment, personnel and operational support. This action enabled the Chief of Naval Operations to seamlessly maintain his operational Naval service missions and posture.

Following the attack, my team managed around-the-clock operations supporting the Marine Corps around the world. We also advised, managed, coordinated and executed Continuity of Operations and the Joint Emergency Evacuation Plans for Headquarters Marine Corps in support of the Global War on Terror.

In 2006, I was deployed in support of Iraqi Freedom with the 1<sup>st</sup> Marine Expeditionary Force (Forward) and I assisted with the coordination of combat operations in the Al-Anbar Province of Iraq for Multi-National and Marine forces. During this period, I coordinated and facilitated numerous combat response and recovery events in Iraq including mass casualty evacuations and recovery of downed and missing aircraft and personnel.

After retiring from the Marine Corps, I transitioned to my current profession of emergency management.

In 2008, I was appointed Director of the Providence Emergency Management Agency & Office of Homeland Security. As the Director, I advised both Chief Elected Officials and coordinated the response and recovery efforts for small and large disasters, including three federally declared disasters for floods, a tropical storm, a winter blizzard, and the H1N1 Pandemic. I led Providence's emergency management accreditation effort, which resulted in the city becoming the first municipality in the Nation to achieve the distinction.

At the direction of the Mayor, I was temporarily assigned twice to the Providence Public School Department, once as the Acting Chief of Staff providing advice and counsel to the Superintendent and once as the Acting Chief Operating Officer. In that role, I provided advice, operational support and guidance to the entire School Department consisting of 24,000 students, 2,200 employees and 40 facilities.

In 2015, I was appointed by Governor Gina M. Raimondo to serve as a Cabinet-level Director of the Rhode Island Emergency Management Agency. With the State, I am responsible for preparations designed to reduce the loss of life and damage to property from natural, manmade and technological incidents. I advise the Governor and coordinate the response and recovery for small and large disasters, including one

federally declared disaster and the management of at least seven preexisting active federal disasters. I also led the effort to completely overhaul the State's antiquated Cold War-era civil defense job descriptions which dated back to the 1960's. This update, in turn, allowed me to hire the best and the brightest to meet today's threats and hazards. For a second time, this time at the state level, I led the state's emergency management accreditation effort, successfully achieving accreditation this past year.

I received my Master's Degree in National Security and Strategic Studies Naval War College and attended the Homeland Security Executive Leaders Program at the Naval Postgraduate School in Monterey, CA.

6. Please describe:

a. Your leadership and management style.

I am mission oriented, with the goal of identifying "what" needs to be accomplished and delegating the "how" it gets done to the person and/or team assigned with that task. I am firm but fair, recognizing employees for superior performance while holding those employees accountable for poor performance and mismanagement.

b. Your experience managing personnel.

I have managed and led various sized units in the Marine Corps, from 3 to 300. I have managed and led various sized organizations in my time as an emergency manager from 5 in a small, local agency to 50 in a larger, state agency. During my time assigned as the Chief Operating Officer for the Providence Public School Department, I was responsible for managing approximately 3,200 teachers and supporting staff.

c. What is the largest number of people that have worked under you?

Approximately 3,200.

7. Please describe any experience you have developing and executing budgets, and updating information technology and/or financial management systems.

During my time assigned as the Chief Operating Officer for the Providence Public School Department, I was responsible for IT systems upgrades, school safety, operations, the management of 40 facilities and oversight of the Human Resources Department. As an emergency manager at the local and state levels, I have developed and executed multiple budget cycles. Currently, I manage a state agency budget in excess of \$20 million dollars.

### III. Role of the Deputy Administrator - FEMA

8. Please describe your view of the agency's core mission and the Deputy Administrator's role in achieving that mission.

**FEMA's core mission and responsibility is the coordination of government-wide relief efforts before, during, and after disasters. If confirmed, my goal will be to relieve the Administrator from day-to-day administrative operations so he can solely focus on delivering mission essential critical functions to the Nation. I believe the goals outlined in FEMA's *Strategic Plan* should be aligned with the annual budget, which will better enable employees to make measurable improvements to systems and processes and deliver those mission essential functions to the Nation when most needed.**

9. In your view, how do the roles and responsibilities of the FEMA Deputy Administrator differ from the roles and responsibilities of the FEMA Administrator?

**As stated in Question 8, I believe the role of the Deputy Administrator is to relieve the Administrator from the day-to-day mission support and administrative operations so he can solely focus on delivering mission essential critical functions to the Nation.**

10. What do you anticipate will be your greatest challenges as FEMA Deputy Administrator, and what do you expect will be your top priorities? What do you hope to accomplish during your tenure?

**If confirmed, my top priority will be focusing on the three strategic goals of the FEMA Administrator: 1) Building a Culture of Preparedness, 2) Ready the Nation for Catastrophic Disasters, and 3) Reducing the Complexity of FEMA. I believe the most challenging is to *Build a Culture of Preparedness*. This goal requires a focused campaign to change habits and human nature. It can be done, but we must be innovative and easily replicable at all levels of government.**

### IV. Policy Questions

11. In your opinion, is FEMA currently fulfilling its emergency management responsibilities? If not, what would you do differently as Deputy Administrator?

**I believe FEMA is fulfilling its emergency management responsibilities, however there are always areas for improvement. As a State Emergency Management Director, I believe the current initiative of assigning a FEMA Integration Team to the state level is ground-breaking. It will better ensure the integration and coordination of federal-state planning and operations. It will allow for better information sharing in both directions, as well as timely decision-making. As for doing something different, if confirmed, I commit to a review of shortfalls and gaps to improve the future performance of the agency. Additionally, the *2017 Hurricane Season FEMA After-Action Report* will add further pinpoint focus on areas of improvement.**



*Federal Disaster Costs and Programs*

12. How do you view the role of the federal government in funding the response and long-term recovery to major state and local disasters, and what steps would you take to decrease the federal government's future fiscal exposure to disasters?

**From my perspective as a State Emergency Management Director, there are two groups of emergency managers: 1) those that primarily focus on response and have not had a significant long-term recovery challenge and 2) those that have had multiple responses resulting in significant and overlapping long-term recovery efforts. Simply, we need to better focus on recovery at every level. The *National Disaster Recovery Framework* is a good start to achieve that goal. Until you experience the challenges of long-term recovery, it can be a difficult concept to understand and implement. Local and state elected leaders must make greater investments in preparing for recovery in advance of disaster to include funding, planning, policy, training, and exercising. At every level of government, we must fairly share the burden of disasters; from mitigation, preparedness, and response, to the last project and dollar of recovery.**

13. The DHS Office of Inspector General (OIG) and other watchdogs have identified problems with FEMA's management of its grant programs.

- a. If confirmed, what initial actions would you take to improve FEMA's management of its grant programs?

**If confirmed, I will commit to a review of all pertinent audits, inspections, and evaluations to identify all incomplete recommendations with the aim of ultimately improving the performance of how the agency delivers federal disaster and non-disaster grants programs, including accountability, transparency, and good business practices.**

- b. What qualities will you look for in those that will manage FEMA's disaster assistance and preparedness grant programs?

**Integrity, attention to detail, accountability, transparency, and mastery of managing federal disaster and non-disaster grants programs, with the goal of reducing the complexity of FEMA.**

- c. If confirmed, will you commit to doing a full review of open DHS OIG recommendations and directing program offices to work with the DHS OIG on closing outstanding recommendations?

**Yes.**

14. Please describe your experience working with state and local governments. How would you create effective working partnerships with state and local governments while effectively

holding states responsible for managing emergency response activities that are within their respective capabilities?

**I have worked extensively at the local and state level for the past ten years. Building effective partnerships starts by finding out what we have in common and what we can leverage together to achieve our common goals. Conducting hazard and gap analysis will assist in determining to what degree capabilities exist and which ones have shortfalls. By properly identifying gaps and shortfalls in a systematic way, we then can apply appropriate funding in order to “buy down” or reduce that risk. As the State of Rhode Island’s State Administrative Agent for federal grants, I must ensure periodic compliance checks and continued resource availability.**

**I clearly understand that for there to be an effective federal response, we must prepare all levels of government to assist the individual to be prepared for the next disaster. Without prepared residents, no neighborhood can be truly prepared; without strong neighborhoods, no municipality can be prepared and there can be no strong state response; and without prepared states, there cannot be a robust, effective federal response and recovery effort.**

15. FEMA has had challenges closing out disasters. What do you think contributes to disasters not being closed out in a timely manner? If confirmed, how would you address this problem?

**I believe the complexity of the Public Assistance (PA) program prevents local and state disaster sub-recipients from closing out disasters in a reasonable amount of time. With that being said, there may be disasters that have complex issues which may require additional time considerations. If confirmed, I will continue to champion the effort to reduce the complexity of PA, while simultaneously encouraging states to increase their capacity to manage disasters through a more robust state recovery program, thereby avoiding the reliance on federal assistance.**

16. FEMA is the primary federal entity charged with managing disaster response activities. FEMA and its programs provide assistance based on the extent of damage incurred. However, FEMA is not the sole source of federal assistance available after a presidential disaster declaration. In your view, what improvements can be implemented by FEMA to eliminate or reduce instances of benefit duplication?

**In my experience as a local and state emergency management director, we must dedicate more pre-disaster funding vice post-disaster funding. In a recent National Institute of Building Sciences report entitled *Natural Hazard Mitigation Saves: 2017 Interim Report*, the report finds that for every dollar spent on federal grants aimed at improving disaster resilience, society saves six dollars**

**Additionally, we must continue to encourage states to increase their capacity to manage disasters through a more robust state recovery program. Being prepared – especially for the recovery phase – starts with a community-based planning effort to ensure a well**

thought-out, integrated, and practiced plan. At the local level, these recovery plans must align with state recovery plans, while those at the state level align with the *National Disaster Recovery Framework*. To eliminate or reduce instances of benefit duplication, states must continuously improve the delivery of education and outreach before a disaster strikes. The federal post-disaster system is fragmented and lacks true cohesion. Too often, the recovery education and outreach happens after a disaster. It is imperative that local and state governments understand the wide range of Federal and non-Federal partner capabilities up-front before a disaster strikes. If confirmed, you have my commitment to look into how to reduce benefit duplication.

17. If confirmed, will you commit to updating the FEMA website so it includes useful and usable information regarding disaster and preparedness grants funding?

Yes.

*National Flood Insurance Program*

18. The National Flood Insurance Program (NFIP) has been on the Government Accountability Office's (GAO's) high-risk list since 2006. If confirmed, what steps will you take to address this problem?

- a. What steps would you take to increase the number of structures in designated Special Flood Hazard Areas that comply with the requirement to have flood insurance?

**I believe the key to increasing the number of structures insured in the Special Flood Hazard Areas begins at the local level by improving zoning and building code requirements, as well as making sure floodplain compliance is met. Additionally, local municipalities should be encouraged to participate in the Community Rating System (CRS) which can reduce the homeowner's flood insurance premiums by as much as 45 percent. The CRS program also enhances floodplain management activities for public safety, reduces damages to property and public infrastructure, avoids economic disruption and losses, reduces human suffering, and protects the environment. If confirmed, I would also examine the requirement for the annual lump-sum payment that is required of insurance holders; this may be an impediment to insurance uptake. Finally, insurance is the best action a property owner can take to ensure their most important investment is properly protected which will enable them to recover from disaster.**

- b. Do you believe there are problems with the amount of NFIP premiums collected from policyholders? If so, what steps would you take to address them?

**I am unfamiliar with this issue. If confirmed, I will research this issue to determine the level of concern.**

- c. What steps would you take to ensure the Flood Insurance Risk Maps are updated to properly inform buyers and sellers of flood risk?

**Both state and local hazard mitigation efforts across the country should have an easily searchable, online database where owners and prospective owners can access their flood risks for a specific property. Flood Insurance Risk Maps are updated based on current risk using historical data and do not include consideration of future risk. FEMA has a robust NFIP Flood Hazard Mapping web presence. State and local hazard mitigation planners, along with insurance associations, should be encouraged to synchronize awareness efforts and make the decision to buy flood insurance simpler.**

*Hazard Mitigation and Disaster Resilience*

19. How could FEMA better design pre-and post-disaster mitigation grant programs to increase incentives for states, localities, businesses, and individuals to invest in disaster resilience?

**As a Nation we should sharply focus on pre-disaster mitigation. Although the Hazard Mitigation Grant Program (HMGP), authorized under Section 404 of the Stafford Act offers “protection to undamaged parts of a facility or to prevent or reduce damages caused by future disasters,” that funding is simply not enough. FEMA should seek to move funding typically provided after a disaster to the HMGP or other new program that encourages risk reduction before a disaster strikes. I have seen estimates that for every dollar of mitigation invested prior to a disaster, it saves up to six dollars of money spent on post disaster recovery costs.**

20. What actions would you take to help FEMA lead and implement the development of consistent and meaningful indexes across the whole-of-community to measure the state of disaster resilience and preparedness and the return on investment for specific hazard mitigation activities?

**FEMA should, where practicable, incentivize and encourage disaster resilience and preparedness hazard mitigation activities such as Structure Elevation Infrastructure Retrofit and Advance Assistance. Tangible risk reduction projects should be shared as best-practices with the whole community to demonstrate the success of the program.**

21. What role do you think hazard mitigation will have in addressing federal disaster cost issues?

**With proper whole community planning and the ability to gain additional HMGP funding before a disaster strikes, state and local communities can significantly drive down the cost of a disaster, by making intelligent pre-disaster investments in resiliency.**

22. What could FEMA do to help states, localities, and individuals better assess their own disaster risk?

Conducting risks assessments across the sixteen DHS Critical Infrastructure / Key Resource sectors are critical to better understanding the interdependencies of critical infrastructure with the goal to minimize the impact of catastrophic events and to enhance the resiliency of the people, property, economy, and environment of each State. FEMA could better assist, local and state partners in conducting more risk assessments, aligning programs, and sharing of data. Additionally, as a Nation we should focus on consequence analysis with the goal of better understanding disruption of operations, recovery challenges, and overall well-being as it impacts the public, responders, continuity of operations, property, facilities, infrastructure, environment, economic condition of the state and public confidence in governance.

23. Do you believe FEMA should encourage the use of credible science information to assess future risk? If so, how could FEMA help ensure that such information is accessible, understandable, and usable by all interested parties?

**I am unfamiliar with what current science and research activities are taking place within FEMA. However, the sharing of data should be highly encouraged to assess risk at all levels. If confirmed, I will research this issue to determine FEMA's ability to assess future risk.**

*Preparedness Grants*

24. What is your position on the effectiveness of preparedness grant programs to state, local, and tribal governments to help prepare for terrorism and other hazards?

**The federal preparedness grant programs to state, local, and tribal governments are critical to ensure the Nation's ability to prepare for, respond to and recover from a wide-range of hazards. The majority of funding to fight terrorism comes mainly from federal funding grant opportunities. Proper administration and management by State Administrative Agents (SAA) ensures funding is directed to those projects that have significant vulnerabilities and the greatest gap. I would encourage grant applicants across the country to better share replicable best-practices and successes with the whole community to demonstrate the value of wise and meaningful grant dollars investments.**

25. To what extent do you believe more quantitative assessments of preparedness grants are possible?

**The award of a federal non-disaster preparedness grant requires extensive reporting and data collection; a condition of accepting the grant. As a State Director, I believe there is a high level of accountability, both programmatically and fiscally. I would like to see more success stories about how an applicant used the funding to reduce risk and/or make significant positive impacts in their community.**

26. What are your plans to strengthen FEMA's federal coordination efforts and partnerships on the development and implementation of national preparedness efforts?

**I am unfamiliar with current federal coordination efforts and partner activities that are taking place within the federal family led by FEMA. If confirmed, I look forward to working with the many local, state and federal partners to assess the breath of FEMA's coordination and national preparedness efforts.**

*FEMA Management*

27. What do you see as FEMA's most important management challenges, and what steps will you take to address these challenges?

**I believe the most challenging management issue is the continued building of a strong, dedicated, talented, enthusiastic and robust workforce capable of meeting the demands of the Nation during disasters. Core to this mission is to ensure there is zero tolerance for sexual harassment, to improve the culture and confidence in FEMA leadership. If confirmed, under the direction and guidance of the FEMA Administrator, I will take positive actions to improve processes to deliver critical resources to the Nation.**

28. In the most recent Best Places to Work in the Federal Government survey, FEMA ranked 295 out of 339 federal agency subcomponents for employee morale. In your view, what factors drive morale and employee engagement at FEMA? What steps are needed to make progress in this area?

**As a state director one of the first challenges I tackled was to completely revamp and update outdated job descriptions and position qualifications. These changes were critical to the long-term health of the organization. For too long the agency hired new employees using job descriptions which have no connection to the profession of emergency management and did not support the mission of the state's emergency management agency. It is imperative that public safety organizations require clear and definable job descriptions that attract the most qualified individuals while at the same time, supports the core functions and mission of the agency.**

**In my opinion, the factors that drive morale and employee engagement start with the hiring process. FEMA must encourage the Nation's best and brightest to seek out and join a team instilled with integrity, ideology, and sense of purpose.**

**Second, once in the workforce, employees must understand how what they do on a daily basis supports the mission and functions of the agency. Without that understanding, the organization will fail to perform to the high standards expected of the Nation. Employees must be given the ability to see an achievable career path in which to succeed and move to more challenging positions of responsibility within the organization.**

**Third, all employees must be trained and educated on a deliberate and recurring basis with professional emergency management and leadership education.**

**Fourth, all employees must be held accountable for the work they are assigned. Those employees who excel should be publicly recognized and praised for their efforts. Those employees who fail to perform must be counselled on how to improve their performance, and if they are unable or unwilling, they should be properly terminated. Mid-level managers are key to ensuring this element.**

**Lastly, FEMA should publicly demonstrate its wide-ranging and diverse workforce of dedicated employees, their successes and their ideas, creating an incentive to join FEMA for those just starting out in their public safety career.**

29. What challenges do you anticipate during FEMA's modernization effort of its grants management and financial management systems? How do you plan to address these challenges if confirmed?

**I am unfamiliar with FEMA's modernization effort of its grants management and financial management systems. If confirmed, I will research this issue to determine FEMA's ability to modernize grants management and financial management systems.**

30. Protecting whistleblower confidentiality is of the utmost importance to this Committee.

- a. During your careers with the U.S. Marine Corps and Rhode Island Emergency Management Agency, how did you address whistleblower complaints?

**During my time with the U.S. Marine Corps and Rhode Island Emergency Management Agency I have not had the occasion to address whistleblower complaints.**

- b. How do you plan to implement policies within FEMA to encourage employees to bring constructive suggestions forward without the fear of reprisal?

**If confirmed, I will continue to focus on the FEMA Team concept, ensuring that great ideas come from employees of every division within FEMA, no matter your pay grade, duty assignment or opinion, that there is transparency, no fear of reprisal, that there is always an open door wherein employees can trust their managers and supervisors will do the right thing for the right reason. For FEMA to move forward, employees must believe that leadership cares about them and their ideas and opinions are crucial to the long-term "health" of the agency.**

- c. Do you commit without reservation to work to ensure that any whistleblower within FEMA does not face retaliation?

**I do, without reservation.**

- d. Do you commit without reservation to take all appropriate action if notified about potential whistleblower retaliation?

**I do, without reservation.**

31. What is your view of the role of the DHS Inspector General as it relates to FEMA?

**The Office of the Inspector General ensures “integrity and efficiency in government” and offers “independent oversight and promotes excellence, integrity, and accountability.” It plays an important role to both DHS and FEMA.**

- a. If confirmed, what kind of relationship do you anticipate having with the DHS Inspector General?

**If confirmed, I will have an open relationship with the DHS Inspector General, with the goal of promoting excellence, integrity, and accountability. If confirmed, I commit to keeping the dialogue open and active during my tenure at FEMA.**

#### **V. Relations with Congress**

32. Do you agree without reservation to comply with any request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

**I do.**

33. Do you agree without reservation to make any subordinate official or employee available to appear and testify before, or provide information to, any duly constituted committee of Congress if you are confirmed?

**I do.**

34. Do you agree without reservation to comply fully, completely, and promptly to any request for documents, communications, or any other agency material or information from any duly constituted committee of the Congress if you are confirmed?

**I do.**

#### **VI. Assistance**

35. Are these answers your own? Have you consulted with FEMA, DHS or any other interested parties? If so, please indicate which entities.



**Yes. In an effort to be forthright and responsive to the Committee, I have participated in a few high-level pre-confirmation briefings with FEMA staff and the Department of Homeland Security. These consultations were generally used to inform my answers at a high level, but these answers are my own.**

**Minority Supplemental Pre-hearing Questionnaire  
For the Nomination of Peter Gaynor to be  
Deputy Administrator, Federal Emergency Management Agency,  
Department of Homeland Security**

**I. Background of the Nominee**

1. Please describe your experience working in state and local emergency management.

- a. How have you successfully managed the response to large-scale disasters during your career?

**I believe I have successfully managed disasters, although not without challenges, with a team that is trained, educated, proactive, flexible and forward-thinking. The primary lesson I have learned is that well-trained, dedicated, and enthusiastic employees exclusively make the difference in successfully managing the diverse spectrum of disaster response and recovery efforts.**

**In the past ten years, at both the state and local level, I have managed the following federal disasters: DR-1894 (2010 March Floods), DR-4027 (2011 Tropical Storm Irene), DR-4107 (2013 Winter Blizzard), DR-4212 (2015 Winter Blizzard), as well as the H1N1 Pandemic (2009-2010). Since being appointed the State Emergency Management Director for Rhode Island, I have managed two pre-existing disasters in the recovery phase, those are: DR 4089 (2012 Hurricane Sandy), and DR 1704 (2007 Severe Storms and Inland and Coastal Flooding).**

- b. How have these experiences prepared you to serve as FEMA Deputy Administrator?
- c. As a local emergency manager for the City of Providence, I saw firsthand the impact on survivors and the stress and uncertainty the recovery process can bring on the individual, neighborhoods and greater community. I clearly understand the need for emergency managers and government at every level to perform in a caring and timely manner. As emergency managers, we are evaluated for our jurisdiction's response during a disaster as well as how we execute the long-term recovery phase. If recovery is poorly executed, an organization's value and goodwill can be quickly diluted.

2. Please give examples of times in your career when you disagreed with your superiors and aggressively advocated your position.

**While assigned to Marine Corps recruiting duty in Detroit, Michigan, I had a Marine who worked for me who had a significant personal issue. My direct supervisor, the District Commanding Officer proposed a course of action that I felt would unnecessarily and negatively affect the Marine; I did not agree. I was summoned to**

District Headquarters and reported to the District Commanding Officer where I continued to respectfully and firmly disagree with his approach. He stated he would relieve me of my command, however I did not relent. Ultimately, I returned to my command and successfully completed my tour.

3. Please list and describe examples of when you made politically difficult choices that you thought were in the best interest of the country.

I have not had the opportunity to serve in a high-level federal political position that affected the country. However, I have served for twenty-six years in the Marines Corps in numerous command and administrative assignments which required many difficult choices. Additionally, I have served for three elected leaders (2 – Mayors and 1 – Governor) that also required many difficult choices involving public safety. I offered these leaders recommendations and opinions that I believe to be in the best interest of the people we served.

4. Do you seek out dissenting views, and how do you encourage constructive critical dialogue with subordinates?

I have been successful throughout my career because I do not shy away from constructive, critical dialogue with subordinates, peers or superiors. I believe most employees want what is best for the organization and many of them have experiences that I do not have. One way to ensure new and innovative ideas, diverse courses of action, proposals, and projects are successful is to punch holes (Red Team) in the plan before it sees the light of day and comes into contact with public. Most employees understand senior leaders have the final say, but should be encouraged to offer constructive, critical dialogue with the goal of reaching the best solution.

## II. Policy Questions

5. Provide us with examples of a few changes or improvements you believe need to be made to FEMA's existing regulations, policies, or practices.

In my opinion, the complexity of the Public Assistance (PA) program prevents local and state disaster sub-recipients from adequately meeting the needs of their constituents. FEMA should continue to aggressively reduce the complexity of these programs. Additionally, to enhance pre-disaster projects at both the local and state levels, FEMA should encourage the idea of an "Infrastructure Bank" that focuses on the issuance of bonds, loans, grants, and the engagement with and mobilization of sources of public and private capital to fund pre-disaster mitigation projects.

If confirmed, I will continue to champion the effort to reduce the complexity of PA, while simultaneously encouraging states to increase their capacity to manage disasters through a more robust, state recovery and pre-disaster mitigation programs thereby avoiding reliance on federal assistance.

*FEMA Management*

6. What changes, if any, in culture and leadership tone at FEMA are needed, and what would you do to make progress in these areas?

**If confirmed, I plan to focus on the three stated strategic goals of the FEMA Administrator: 1) Building a Culture of Preparedness, 2) Ready the Nation for Catastrophic Disasters, and 3) Reducing the Complexity of FEMA.**

**Second, I will fully examine the human resources system, internal culture and confidence in FEMA leadership with the mission to ensure there is zero tolerance for sexual harassment, within FEMA before assessing what changes should be made.**

**Lastly, FEMA must encourage the Nation's best and brightest to seek out and join a team instilled with integrity, ideology, and sense of purpose. Once in the workforce, employees must understand how what they do on a daily basis supports the mission and function of the agency. Without that understanding, the organization will fail to perform to the high standards expected of the Nation. Employees must be given the ability to see an achievable career path to succeed and move up to more challenging positions of responsibility within the organization. All employees must be trained and educated on a deliberate and recurring basis with professional emergency management and leadership education. Additionally, all employees must be held accountable for the work they are assigned. Those employees who excel should be publicly recognized and praised for their efforts. Those employees who fail to perform must be counselled on how to improve their performance, and if they are unable or unwilling, they should be properly terminated. Mid-level managers are key to ensuring this element. FEMA should publicly demonstrate its wide-ranging and diverse workforce of dedicated employees, their successes and their ideas, creating an incentive to join FEMA for those just starting out in their public safety career.**

**In summary, I believe organizations thrive when employees are engaged, understand their role in supporting the mission, that their leaders have their back, that they are recognized for superior performance and what they do every day makes a difference to the Nation they serve.**

7. Last year's simultaneous response to three catastrophic hurricanes and unprecedented wildfires significantly strained FEMA's workforce. At one point in October 2017, 85% of FEMA's full-time workforce was reportedly deployed to disaster-affected areas. FEMA mobilized 63 FEMA Corps teams and made more than 4,000 local hires in Texas, Florida, and Puerto Rico. Another 4,000 non-FEMA federal employees were also engaged in disaster response and recovery activities through the Department of Homeland Security's Surge Capacity Force. According to recent press accounts, an abnormally low percentage of FEMA's disaster-response workforce is currently available for deployment due to the ongoing recovery from 2017 disasters.

- a. If confirmed as Deputy Administrator, what steps do you plan to take to address FEMA's persistent workforce challenges?

**Not having full insight on how the FEMA workforce is designed and built, it is my belief that the 2017 Atlantic Hurricane season was an outlier. I do not believe that FEMA in its historical and current form was built to handle the number, intensity, rapidity, or duration of the catastrophic disasters experienced last year. FEMA must have the ability to weather the ebb and flow of large and small disasters while sustaining their core workforce. The FEMA Integration Team concept can assist local and state emergency managers in developing trained, non-federal employees who meet national qualifications standards making them another asset for deployment to large catastrophic disasters. Additionally, FEMA should look to expand its Surge Capacity Force concept to more departments outside DHS to fill the workforce gap that will occur during a catastrophic disaster.**

8. In 2012, FEMA implemented a performance-based FEMA Qualification System (FQS) to track and measure the knowledge and skills of its incident management workforce. According to information provided to this Committee, agency staff have fallen short of target qualification rates, and the current qualification system may not consistently reflect employees' proficiency in performing field tasks.
- a. What plans do you have, if confirmed, to improve qualification rates or adjust FQS standards to better measure employee proficiency?

**I am unfamiliar with the FEMA Qualification System (FQS). If confirmed, I will fully examine the target qualification rates, and the current qualification system before assessing what improvements should be made.**

9. FEMA depends upon contractors to provide various services in disaster situations and in ongoing management efforts. According to GAO, the average annual cost of a government civilian employee is \$126,500 while the average annual cost of a service contract employee, including overhead and benefits, is \$250,000.
- a. In your opinion, does FEMA rely too heavily on contract support of its day-to-day activities and disaster operations? If so, what steps would you take to build FEMA's in-house capabilities?

**I am unfamiliar with FEMA's methodology, operational requirements and federal personnel hiring practices. If confirmed, I will fully examine the reasons for this apparent disparity between civilian and contracted employees and assess ways to build FEMA's in-house capabilities.**

10. Coordination between FEMA's regional offices and headquarters has been identified as a management issue by the GAO and others and has at times created internal conflict and inconsistent application of policies and procedures with state and local governments.

- a. To what extent are you aware of this situation, and what steps do you plan to take to improve coordination between FEMA's regional offices and headquarters if confirmed?

**If confirmed, I will fully examine how FEMA coordinates between its headquarters and regional offices. I will commit to visiting the Regional Offices to collect feedback before assessing ways to improve coordination.**

- b. Do you believe FEMA's current regional structure is the most efficient and effective way to organize and implement FEMA's various missions and programs? Please explain.

**I am familiar with the 10 FEMA Regions. I believe the FEMA Integration Team concept is a great first step to more efficiently and effectively benefit from the capabilities of Regional Offices, which in turn benefits local and state counterparts. If confirmed, I will examine the current regional structure to better understand what is working and how the agency can improve upon any challenges.**

- c. Are you familiar with the FEMA Integration Team concept, which has been piloted in several states this year? If so, what is your impression of this program, which embeds full-time FEMA staff in state emergency management agencies? How will you measure success of this program if confirmed as Deputy Administrator?

**Yes, I am familiar and have been fortunate to receive the first FEMA Integration Team (FIT) in FEMA Region I. As a State Emergency Management Director, I believe the current initiative of assigning FITs to the state level is ground-breaking. It will better ensure the integration and coordination of federal-state planning and operations and allow for better information sharing (both directions) and timely decision-making.**

**If confirmed, I will commit to a review of shortfalls and gaps in order to improve the performance of the agency. Success will be measured by direct feedback from State Directors who have FITs assigned as well as the FITs, as they uncover best practices that improve performance and the delivery of disaster resources.**

11. Are you familiar with FEMA's Office of Equal Rights?

**Yes, from an external point of view.**

- a. What actions would you take as Deputy Administrator to ensure that FEMA provides its employees with a discrimination- and harassment-free workplace?

**If confirmed, I will actively support the FEMA Office of Equal Rights (OER) mission of “promoting affirmative employment, a discrimination-free work place, and equal access to FEMA programs and benefits.” Additionally, I will ensure there is zero tolerance for sexual harassment, from top to bottom within FEMA to include support of the Administrator’s stated actions consisting of end-to-end, third party review of intake, management, and resolution of employee misconduct allegations, especially sexual harassment allegations and requirements for employees to complete a mandatory, third party, in-person training to recognize, report, and prevent sexual harassment.**

- b. If confirmed, how will you ensure that employee complaints are impartially adjudicated in a timely basis?

**If confirmed, I will hold periodic meetings with OER to review open cases, how closed cases were adjudicated, and the effectiveness of OERs education and outreach program.**

*Response and Recovery*

12. Administrator Long has committed to conducting an “exhaustive, after action review” of FEMA’s response to the 2017 hurricane season. This review reportedly will include an analysis of lessons learned and recommendations for future actions.

- a. What do you view as the key lessons learned from Hurricanes Harvey, Irma, and Maria? Please describe any shortcomings you have identified along with the steps you will take, if confirmed, to address these shortcomings.

**The 2017 Hurricane Season FEMA After-Action Report (AAR), released on July 12, 2018, focused on five main areas; 1) Scaling a Response for Concurrent, Complex Incidents 2) Staffing for Concurrent, Complex Incidents 3) Sustained Whole Community Logistics Operations 4) Responding During Long-term Infrastructure Outages and 5) Mass Care to Initial Housing Operations.**

**The core goal of every emergency manager across the Nation is to preserve life, minimize property damage and speed recovery after a disaster. This FEMA AAR seeks to accomplish these three goals and more. The AAR properly addresses the shortcomings of FEMA along with setting achievable benchmarks for both short-term and long-term goals.**

**In my experience, successful outcomes require the whole community being prepared and engaged. Without that, response and recovery from disasters become problematic.**

Appropriately, the AAR seeks to promote engagement by highlighting the importance of locally executed, state managed, federally supported operations, logistics, and housing solutions.

The Administrator and his FEMA Team thoughtfully reflected on the lessons learned from Hurricanes Harvey, Irma, and Maria and not only designed an action oriented AAR but skillfully weaved the key lessons learned into the *FEMA 2018-2022 Strategic Plan* ensuring persistent and achievable short-term and long-term goals.

One of the major takeaways is a need to review current plans and assumptions to ensure plans are realistic and operationally achievable. Second, the need for a more flexible surge and/or national incident workforce, and that the certified staff are capable of understanding and executing the plan. The key to having a certified and experienced incident workforce is their ability to act and adapt when the plan fails and/or conditions on the ground fail to meet planning assumptions.

The AAR also focuses on the stabilization of critical lifelines infrastructure and coordination across critical infrastructure sectors with a focus on supporting states in order to build greater capacity to respond and recovery from disasters. Without a strong state and local response, the ability for FEMA to be successful is made exponentially more difficult.

Of particular interest is the goal to develop a “better capacity in improving state, local, tribal and territorial ability for disaster cost recovery, pre-event contracting and contract enforcement and vendor-managed inventory.” Again, without a strong state and local response the ability for FEMA to be successful is made substantively more difficult without all levels of government thoroughly engaged in response and recovery efforts.

Lastly, and most important is the goal of promoting all-hazards insurance so that individuals can reduce their losses and speed their recovery. This is an important step in changing the culture of preparedness in the Nation. We must encourage people to assess their risk, protect that risk with proper insurance while aligned with a greater investment in pre-disaster mitigation efforts at the state and local levels, all with the goal of minimizing errors during response and recovery and better serving survivors. In my opinion, the AAR properly addresses the shortcomings of FEMA and sets achievable short-term and long-term goals to ensure the lessons learned in this historic hurricane season are not lost.

13. FEMA has faced perennial challenges in implementing post-disaster non-congregate sheltering programs and tailoring these programs to meet the varying needs of disaster survivors.



- a. What do you view as FEMA's role vis-à-vis the roles of other federal agencies, state and local governments, and non-governmental actors in providing temporary and permanent housing solutions for disaster survivors?

**As outlined in the *Catastrophic Housing Annex to the 2012 Federal Interagency Operations Plan - Hurricane August 2012*, the "restoration of widespread sustainable housing after a disaster provides a foundation for stability and growth and is a critical factor in a community's ability to recover." However, options for non-congregate sheltering may be limited by the damage caused by a disaster and/or the available housing stock may be limited due to local economic factors. As a State Emergency Management Director, it is our preference to keep the displaced survivors in the community. Identifying suitable, available and affordable non-congregate sheltering differs from community-to-community and state-to-state. FEMA should encourage states to proactively develop plans, best-practices and concepts (a framework) that meet the needs of each unique community.**

- b. What ideas do you have for streamlining or expediting the home inspection process?

**I need to better understand the macro inspection process with the goal to make it as cumbersome free as possible. However, streamlining of the home inspection process needs to occur on every level – local, state and federal. FEMA should encourage states and local officials to proactively develop plans, best-practices and concepts (a framework) that allow for an expedited and uncomplicated process.**

- 14. Extended power and communications outages following Hurricane Maria presented severe challenges for an effective and efficient response and recovery in the Commonwealth of Puerto Rico.

- a. What in your view can FEMA do to better prepare for these contingencies in future disasters?

**For the Nation to be successful during disasters big and small, I wholeheartedly agree with the FEMA Administrator's belief that disasters are locally executed, state managed and federally supported. Using the power and capacity of the entire federal family of resources (not just FEMA alone), we must focus on mitigation efforts and infrastructure resilience before a disaster happens. Risk assessments at every level should be conducted to understand the strengths and weaknesses of vulnerable communities. This effort requires elected leaders at every level to honestly assess their ability to withstand and recover from a potentially catastrophic disaster. At every level of government, we must fairly share the burden of disasters; from mitigation, preparedness, and response, through to the last project and dollar of recovery.**

15. As a condition for receiving a 90% federal cost-share for all “permanent work” projects, Puerto Rico must utilize Section 428 Public Assistance Alternative Procedures during the recovery from Hurricane Maria. Section 428 of the Stafford Act authorizes FEMA to award Public Assistance grants on the basis of fixed-cost estimates rather than the actual cost of repairing or replacing public infrastructure. Prior to Hurricane Maria, these Alternative Procedures had never been applied to an entire disaster.

- a. Do you agree with the decision to utilize Section 428 Alternative Procedures in Puerto Rico following Hurricane Maria? Why or why not?

**Yes, from my external review of the *Public Assistance Alternative Procedures (Section 428), Guide for Permanent Work, FEMA-4339-DR-PR*, dated April 2018 the goals are to reduce the costs to the federal government, increase flexibility in the administration of assistance, provide expedited assistance to eligible parties and provide financial incentives and disincentives for timely and cost-effective completion of projects.**

- b. Under what circumstances do you think these Alternative Procedures should be included in future disaster declarations?

**The FEMA Administrator should retain the flexibility to provide assistance that best meets the needs of survivors and impacted communities depending on the circumstances and scale of the disaster.**

#### *Disaster Spending*

16. Over the past three decades, there has been a gradual increase in the frequency and severity of natural disasters and major disaster declarations. What factors, in your opinion, are driving the increases, and what actions, if any, would you take as FEMA Deputy Administrator to address the rising number of disaster declarations?

**I am unsure of the exact reason for the gradual increase in the frequency and severity of natural disasters. However, the fact remains that natural disasters and major disaster declarations continue to negatively impact our Nation, citizens and economy. I believe we must encourage states to better focus on pre-disaster planning and recovery at every level. The *National Disaster Recovery Framework* is a good start to achieve that goal. Local and state elected leaders must make greater investments in preparing for recovery in advance of disasters (including funding, planning, policy, training, and exercising). This includes increased investments in pre-disaster mitigation.**

17. Despite increases in federal spending on disaster response and recovery, the President proposed a net decrease in FEMA’s discretionary budget in Fiscal Year (FY) 2019. Do you support the President’s FY 2019 budget request, and, if Congress approves the budget as

presented, how would you work as Deputy Administrator to ensure that FEMA is prepared to respond to all disasters despite the spending cuts?

**I am unfamiliar with the rationale and discussions, between the White House, the Department of Homeland Security and FEMA that occurred during the budget building process. However, I would seek to align the FEMA Administrator's top-line strategic goals, reprioritize mission essential functions and deliver services more efficiency and effectively. If confirmed, I will fully examine the internal budget process to better understand the rational for both reductions and increases in the FEMA budget.**

18. The need for more competitively bid, prepositioned contracts was a key lesson learned in the wake of Hurricane Katrina, which struck the Gulf Coast in 2005. The following year, Congress enacted the Post-Katrina Emergency Management Reform Act, which required FEMA to adopt a "contracting strategy that maximizes the use of advance contracts to the extent practical and cost effective." However, in multiple instances during the initial response and recovery to 2017 hurricanes, federal, state, local, and territorial governments failed to utilize prepositioned contracts negotiated in advance of the storms. In some instances, federal, state, local, and territorial officials entered into emergency contracts with companies with no relevant – or poor – past performance. Some of these post-event contracts were canceled or featured sharply elevated rates compared to rates that had been negotiated in advance of the storms.

- a. In your view, how can federal, state, local, tribal, and territorial governments better utilize competitively bid prepositioned contracts to prepare for future disasters and ultimately reduce disaster costs?

**I believe it is incumbent of every level of government to properly plan and prepare for future disasters to reduce the economic impact. Federal, state, local, tribal, and territorial governments must better analyze risks, determine and anticipate needs, and coordinate among stakeholders with the goal of having adequate access to supplies through pre-disaster purchase agreements with contractors and/or vendors.**

- b. If confirmed, what efforts will you make as Deputy Administrator to solicit and award additional prepositioned contracts at the federal level and to incentivize state, local, tribal, and territorial governments to do the same?

**I am unfamiliar with the federal prepositioned contracting process and protocol. If confirmed, I will fully examine the federal process and will encourage state, local, tribal, and territorial governments to take actions to have adequate pre-disaster purchase agreements.**

19. In your view, should FEMA be required to collect and publicly report information on contracts awarded by sub-recipients of Public Assistance grants?

**I am unfamiliar with the federal requirements to publicly report (or not) information on contracts awarded by sub-recipients of Public Assistance grants. If confirmed, I will examine this policy.**

20. Do you support increasing the Public Assistance Per Capita Impact Indicator beyond annual adjustments that are made on the basis of the Consumer Price Index? Why or why not?

**I believe this issue is problematic and requires additional effort to determine an equitable solution. Based on previous discussions I have had with my fellow state emergency managers, there is not a one size fix that fits all states. What may be beneficial for one state may not yield the same benefits for another. Changes to this methodology should be compared against the requirements outlined in Title 44 of the Code of the Federal Regulations, §206.48. Factors considered when evaluating a Governor's request for a major disaster declaration.**

- a. In your view, should other factors, such as the total taxable resources of a jurisdiction, be incorporated into the indicator? If so, please explain.

**As stated above, what may be beneficial for one state may not yield the same benefits for another. Changes to this methodology should be compared against the requirements outlined in Title 44 of the Code of the Federal Regulations, §206.48. Factors considered when evaluating a Governor's request for a major disaster declaration.**

21. What is your opinion of the Public Assistance state deductible concept? Will you advocate for this concept – or other Public Assistance reforms – if confirmed as Deputy Administrator? Please explain.

**As a State Emergency Management Director, I fully support FEMA efforts to simplify the Public Assistance (PA) process. The “New Public Assistance Delivery Model” attempts to move away from a one-size-fits-all approach with the goal of targeting problems early in the PA process to avoid challenges that historically surface during grant closeout. Also helpful is the *Grants Manager and Grants Portal* tool, which allows for a cradle-to-grave project tracking for use by FEMA and states. Additionally, I believe *Public Assistance Alternative Procedures (Section 428)* will assist in reducing the costs to the federal government, as well as for state, local tribal and territorial governments, increasing flexibility in the administration of assistance, providing expedited assistance to eligible parties, and providing financial incentives and disincentives for timely and cost-effective completion of projects.**

*FEMA Grant Programs*

22. In 2015, FEMA launched a new Public Assistance delivery model to increase simplicity, accuracy, accessibility, and efficiency of the program. To what extent do these recent

changes address your understanding of the longstanding challenges associated with FEMA's Public Assistance program?

**As stated above, the "New Public Assistance Delivery Model" attempts to move away from a one-size-fits-all approach with the goal of targeting problems early in the public assistance process to avoid challenges that historically surface during grant closeout such as de-obligations based on conflicting policies and/or procedures or legal interpretations after the project has been successfully completed. Also helpful is the *Grants Manager and Grants Portal* tool, which allows for a cradle-to-grave project tracking for use by FEMA and states.**

23. FEMA also provides Individual Assistance to cover the basic needs of individuals and households following a disaster. The six primary factors FEMA uses when evaluating whether Individual Assistance should be included in a disaster declaration have not changed since 1999. In response to congressional direction for updated Individual Assistance factors, FEMA published a proposed rule in November 2016 with six new factors. But, since then, FEMA has not finalized the proposed rule.

- a. Do you support the proposed rule? Why or why not?

**I am unfamiliar with the Individual Assistance proposed rule. If confirmed, I will examine why FEMA has not finalized this proposed rule.**

- b. To what extent do you think updated Individual Assistance factors are necessary to provide more objective criteria, clarity, and efficiency in the disaster declaration process?

**I am unfamiliar with this specific issue. If confirmed, I will conduct a more in-depth examination of this issue.**

24. The President's FY 2019 budget request would reduce funding for five preparedness grant programs that FEMA administers – the Urban Area Security Initiative, State Homeland Security Program, Emergency Management Performance Grant Program, Port Security Grant Program, and Public Transportation Security Assistance – by more than \$500 million compared to FY 2018. These grant programs are intended to build state and local resilience to terrorist attacks.

- a. Do you support the President's FY 2019 budget request for FEMA preparedness grant programs? Why or why not?

**I am unfamiliar with the rationale and discussions, between the White House, the Department of Homeland Security and FEMA that occurred during the budget building process. The federal preparedness grant programs to state, local tribal, and territorial governments are critical to**

**ensure the Nation's ability to prepare for, respond to and recover from a wide-range of hazards. Much of funding to fight terrorism comes mainly from federal funding grant opportunities. FEMA must focus on reducing the necessity of sustainability and maintenance within the preparedness grant program. Increased costs for sustainability and maintenance reduce the ability for local and state grant recipients to pilot new innovative programs and develop new capabilities in an ever-changing threat environment.**

25. FEMA's Pre-Disaster Mitigation Grant Program is intended to build state and local resilience to disasters before they occur while also reducing state and local governments' reliance on future federal funding. Pre-Disaster Mitigation Grants have supported retrofitting public buildings against hurricane-force winds or seismic damage, acquiring and relocating properties out of the floodplain, managing vegetation to mitigate against wildfires, and constructing or converting public spaces into "safe rooms" in tornado-prone areas. The President's FY 2019 budget request, if approved, would reduce funding for FEMA's Pre-Disaster Mitigation Grant Program by approximately \$210 million – or 84% – compared to FY 2018 enacted levels.

- a. Do you support the President's FY 2019 budget request for the Pre-Disaster Mitigation Grant Program? Why or why not?

**I am unfamiliar with the rationale and discussions, between the White House, the Department of Homeland Security and FEMA that occurred during the budget building process. As a Nation, we should sharply focus on pre-disaster mitigation. The goal of the Pre-Disaster Mitigation Grant Program is to "reduce overall risk to the population and structures from future hazard events, while also reducing reliance on federal funding in future disasters." I support the FEMA Administrator's stated goal of "working with Congress to develop flexible and holistic approaches for more federal funds to be spent on risk reduction and pre-disaster mitigation."**

- b. What do you think of current proposals to incentivize pre-disaster mitigation, and what other ideas do you have to encourage individuals and governments at all levels to take action that increases disaster resilience before disaster strikes?

**Pre-disaster mitigation cannot be a federal effort alone. It must start at the local level with stronger building and land use planning codes. State, local, tribal, and territorial governments should support thoughtful funding of mitigation projects in their community to reduce risk and post disaster recovery costs whether those efforts are incentivized or not.**

*Disaster Preparedness and Resilience*

26. What is your assessment of our nation's preparedness today, both at the federal level and at the state, local, tribal, and territorial level? As Deputy Administrator, how will you work with Administrator Long to implement measures that will improve our nation's preparedness?

**Having the opportunity to serve as both a local and state emergency manager, one of the hardest challenges I have had, and continue to have, is to encourage people to be better prepared for a wide-range of disasters. Being prepared is a continual process which requires consistent maintenance and sustainability efforts. Building a culture of preparedness requires a focused campaign to change habits and human nature. It can be done, but we must be innovative and easily replicable at all levels of government. If confirmed, in support of the FEMA Administrator I will work tirelessly to improve preparedness through innovation and marketing.**

- a. In your opinion, should the federal government shift more of the financial responsibility for preparedness to state, local, tribal, and territorial governments?

**Like mitigation efforts, there is a shared responsibility for preparedness at every level. I believe FEMA should continue to support preparedness with the variety of tools and programs at their disposal. However, state, local, tribal, and territorial governments must do more to increase preparedness from the individual level on up.**

27. Earlier this year, Administrator Long established a Resilience organization within FEMA, combining the National Preparedness Directorate, Grant Programs Directorate, Federal Insurance & Mitigation Administration, National Continuity Programs, and other Protection and National Preparedness offices.

- a. What is your opinion of this reorganization? Do you think it was necessary? Why or why not?

**I am unfamiliar with the specifics of this internal reorganization. If confirmed, I will examine the rationale and overarching concept in greater detail.**

*National Flood Insurance Program (NFIP)*

28. The National Flood Insurance Program (NFIP) is a key component of the federal government's efforts to limit the damage and financial impact of flooding nationwide. However, the NFIP has consistently been unable to generate sufficient revenues to cover policyholder claims.

- a. What modifications – if any – would you like to see made to the NFIP?

**As a Nation we should redouble our efforts to expanding the number of properties covered by flood insurance. I fully support the FEMA Administrator's desire to "get back to basics and understand that almost any property could flood, and almost every property should carry flood insurance." As a State Emergency Management Director, I have been consistently encouraging property owners and tenants to purchase flood hazard insurance through NFIP.**

- b. In your view, how should FEMA properly balance NFIP solvency and policyholder affordability?

**The NFIP program is in great need of reform. As of July 31<sup>st</sup>, the program has had 42 short-term extensions that have not offered any substantial changes. FEMA should continue to transfer risk for private insurers, encourage private insurance companies to better train agents to sell flood insurance to a wider number of at risk properties, simplify the process for customers to buy insurance and finally to improve the customer experience so they clearly understand the value of flood insurance in protecting their most important asset. If confirmed, I will examine the solvency of NFIP and policyholder affordability in detail.**

- d. What ideas do you have for better incentivizing individuals, communities, and businesses to manage risk by purchasing flood insurance?

**If confirmed, I would encourage the examination of the requirement for the annual lump-sum payment that is required of insurance holders; this may be an impediment to insurance uptake.**

29. The NFIP is not just an insurance program. It is also a mitigation, mapping, and sound floodplain management program. How will you ensure that FEMA prioritizes these aspects of the NFIP to promote less risky development and to encourage more mitigation action before flooding occurs?

**As previously stated, I believe to increase the number of structures insured in the Special Flood Hazard Areas (SFHA) one must start at the local level by improving zoning and building code requirements, as well as making sure floodplain compliance is met. Additionally, local municipalities should be encouraged to participate in the Community Rating System (CRS) which can reduce the homeowner's flood insurance premiums by as much as 45 percent. The value of the CRS program also enhances floodplain management activities for public safety, reduces damages to property and public infrastructure, avoids economic disruption and losses, reduces human suffering, and protects the environment.**

30. The President's FY 2019 budget request, if approved, would reduce funding for FEMA's Flood Hazard Mapping and Risk Analysis Program (Risk MAP) by approximately \$160



million – or 62% – compared to FY 2018 enacted levels. Risk MAP is intended to provide technical flood hazard information to states and local communities for planning, flood-mitigation, and insurance purposes.

- a. Do you support the President’s FY 2019 budget request for Risk MAP? Why or why not?

**I am unfamiliar with the rationale and discussions, between the White House, the Department of Homeland Security and FEMA that occurred during the budget building process. Risk MAP is an important tool which provides high quality flood maps and information to communities to better assess the risk from flooding. The tool allows them to properly plan and take informed actions with the goal of mitigating flood risk. I support the Administrator’s strategy to “be successful in closing the Nation’s insurance gap, FEMA must be a catalyst for increasing the public’s knowledge of risk and encouraging adequate insurance coverage so that individuals, communities, and businesses can reduce their losses from all hazards.” This can only be achieved by a well-informed and well-prepared consumer.**

### **III. Relations with Congress and the Public**

31. If confirmed, how will you make certain that you respond in a timely manner to requests for information from all members of Congress?

**I will ensure that all members of Congress are provided with answers to requests for information in the timeliest manner possible.**

32. If confirmed, do you agree without reservation to respond to any reasonable request for information from the Ranking Member of any duly constituted committee of the Congress?

**I do.**

33. If confirmed, do you commit to take all reasonable steps to ensure that you and your office comply with deadlines established for requested information?

**I do.**

34. If confirmed, do you commit to protecting subordinate officials or employees from reprisal or retaliation for any testimony, briefings, or communications with members of Congress?

**I do.**

35. If confirmed, will you ensure that your staff fully and promptly provides information and access to appropriate documents and officials in response to requests made by the DHS OIG, GAO, and Congressional Research Service (CRS)?

**I will.**

36. If confirmed, will you agree to work with representatives from this Committee and the GAO to promptly implement recommendations for improving your office's operations and effectiveness?

**I will.**

37. If confirmed, will you direct your staff to fully and promptly respond to Freedom of Information Act requests submitted by the American people?

**I will.**

#### **IV. Assistance**

38. Are these answers your own? Have you consulted with DHS or any other interested parties? If so, please indicate the individuals or entities with whom you have consulted and the nature of the assistance they provided.

**These are my own answers. In an effort to be forthright and responsive to the Committee, I have participated in high level pre-confirmation briefings with FEMA staff and the Department of Homeland Security. These consultations were generally used to inform my answers at a very high level.**

I, Peter Thomas Gaynor, hereby state that I have read the foregoing Pre-Hearing Questionnaire and Supplemental Questionnaire and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.



(Signature)

This 10<sup>th</sup> day of August 2018

**Senator Claire McCaskill  
Post-Hearing Questions for the Record  
Submitted to Peter T. Gaynor**

**“Hearing to Consider the Nominations of William N. Bryan to be Under Secretary,  
Directorate of Science & Technology, U.S. Department of Homeland Security and Peter T.  
Gaynor to be Deputy Administrator, Federal Emergency Management Agency U.S.  
Department of Homeland Security”  
August 22, 2018**

1. What are your ideas for incentivizing state, local, tribal, and territorial governments to award more competitively bid, prepositioned contracts in advance of future disasters?

**I understand that FEMA has recently begun the solicitation process for prepositioned contracts, although I have not fully been briefed on the issue. If confirmed, I intend to meet with FEMA staff to fully understand how the agency currently administers, tracks, and measures return on investment with respect to its disaster contracts. Additionally, because each disaster and the communities they impact are unique, I would also like to get a sense from the agency’s State-level partners on what they think their resource gaps are and what the correct purchasing contract for their desired end state might be. If confirmed, I plan to assess this to the fullest extent and look forward to working with Congress to ensure prepositioned contracting is effectively utilized at all levels of government.**

2. What steps will you take, if confirmed, to improve hiring, retention, and training at FEMA?

**I strongly believe that the greatest potential for return on investment is by investing in people. While I have not received a full briefing on FEMA’s Human Capital plans and programs, if confirmed, I will make it a top priority to gain a better understanding of FEMA’s target staffing goals, current hiring practices, performance evaluation system and related workforce retention initiatives. I am also committed to making sure the agency is recruiting and retaining the best and brightest. Rest assured, I am deeply committed to ensuring FEMA does its utmost to imbue core values, camaraderie, teamwork and a sense of purpose within its ranks. If confirmed, I look forward to working with Congress to make certain that the men and women of FEMA, across all components and regions, have the knowledge, skills, training, and resources they need to effectively respond to disasters and assist survivors in their time of need.**

3. What role do you anticipate playing in upgrading FEMA's grants management, financial management, and IT systems and making FEMA a more data-driven agency if confirmed?

**If confirmed as Deputy Administrator, saving lives, protecting the Nation, and helping communities in the time of their greatest need will be my top priorities. This starts with putting the right structure in place, with the best-trained people. I intend to take a hands-on approach, working across the agency's varied components to set expectations, define deliverables and track programs to ensure they are being implemented effectively and consistently with the agency's strategic objectives. I also want to reduce inefficiencies and risks in FEMA's grants program delivery and mature FEMA's technologies, systems and contracts in support of more robust data-driven decision making.**

**Senator Heidi Heitkamp  
Post-Hearing Questions for the Record  
Submitted to Peter Gaynor**

**“Hearing to Consider the Nominations of William N. Bryan to be Under Secretary,  
Directorate of Science & Technology, U.S. Department of Homeland Security and Peter T.  
Gaynor to be Deputy Administrator, Federal Emergency Management Agency U.S.  
Department of Homeland Security”  
August 22, 2018**

1. In your questionnaire, you expressed support for the FEMA Integration Team concept, which embeds multi-disciplined integration teams in state agencies with the intent to enhance planning, integration, increase customer service, speed up the approval process, and double down on communications. You also indicated that as State Emergency Management Director, you received a team.
  - a. As State Emergency Management Director, how would you describe your experience with the team? **See answer below.**
  - b. Did you see improved integration and coordination of federal-state planning and operations?

**As a State Emergency Management Director, I believe the current initiative of assigning a FEMA Integration Team (FIT) to the state level is ground-breaking. It will better ensure the integration and coordination of federal-state planning and operations. It will also allow for better information sharing in both directions, as well as timely decision-making. FEMA Region I has advised that the first FIT member will arrive at RIEMA in approximately 30-45 days.**

2. Investing in mitigation efforts are critical because they make communities more resilient and better prepared, which can mean significant cost savings to the federal government in future disasters. In North Dakota and across the country, investments in mitigation are critical to helping communities remain strong and safe.
  - a. As State Emergency Management Director, how did you prioritize mitigation efforts, and how will you pursue mitigation efforts as the Deputy Administrator?

**In Rhode Island we primarily use the following plans to prioritize and pursue mitigation efforts:**

- **The Hazard Identification and Risk Assessment (HIRA) Plan, (in accordance with the Emergency Management Accreditation Program (EMAP) Standard)—*The HIRA allows the state to clearly identify and assess the risk and vulnerability of people, property, the environment, and operations hazards.***

- **The Consequence Analysis (CA) Annex (to the HIRA), (in accordance with the EMAP Standard)—***The CA allows the State to evaluate the impact on the public, responders, continuity of operations, delivery of services, property, facilities, infrastructure, environment, economic condition of the jurisdiction, and public confidence in the jurisdiction's governance.*
- **The State Hazard Mitigation Plan (SHMP), (in accordance with the EMAP Standard and the required FEMA Crosswalk)—***The SHMP, Disaster Mitigation Act of 2000 mandates that states have a hazard mitigation plan as a condition of receiving federal mitigation grant assistance.*

**I strongly believe in the value pre-disaster mitigation and if confirmed, I will work to fully understand how FEMA currently administers, tracks, and measures return on investment for all pre-disaster and post-disaster grant funds. I would also welcome the opportunity to work with Congress and FEMA's stakeholders on incentivizing local and state-level investments in pre-disaster mitigation.**

3. Hazard mitigation planning and Threat and Hazard Identification and Risk Assessments (THIRAs) play important roles in helping states prepare for, respond to, and recover from future hazard events. However, I have heard concerns from stakeholders in my state that the FEMA guidance provided regarding THIRAs and hazard mitigation planning is not as streamlined or as simple as it should be.
  - a. If confirmed, what opportunities do you see to simplify or consolidate THIRA and hazard mitigation planning requirements?

**The THIRA continues to undergo positive reforms, mainly from feedback solicited from State Emergency Management Directors. If confirmed, I would like to review the development of FEMA's THIRA guidance with an eye towards further reducing its complexity.**

- b. What are your thoughts on allowing the THIRA to fully satisfy the Hazard Identification and Risk Assessment (HIRA) requirements of the Multi-Hazard Mitigation Planning (MHMP), and how do you feel such a change could be implemented to create further efficiencies in the MHMP process?

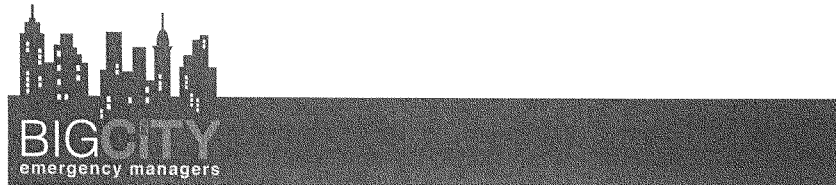
**If confirmed, I look forward to reviewing how FEMA evaluates SHMPs (state to state) across the country in order to fully assess the best way forward.**

- c. If changes were made to better align and consolidate THIRA and MHMP efforts, would you support allowing the THIRA process to be completed once every five years (vs. the 3 year cycle it is transitioning to now) to align with the MHMP revision cycle and Emergency Management Accreditation Program re-accreditation?

**If confirmed, I look forward to receiving a full briefing on THIRA to learn more about efficiencies and working with Congress on the best way forward.**

- d. If confirmed, will you commit to following up with my staff to further discuss this issue?

**Yes.**



June 27, 2018

Honorable Ron Johnson  
Chairman  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

Honorable Claire McCaskill  
Ranking Minority Member  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

Dear Honorable Johnson and Honorable McCaskill,

On behalf of Big City Emergency Managers, we would like to express our strong support for the nomination of Mr. Peter Gaynor, Rhode Island Emergency Management Director, as the Deputy Administrator of the Federal Emergency Management Agency.

Mr. Gaynor has distinguished himself as an Emergency Management Director at the local level building the emergency management program in Providence, Rhode Island, as well as at the state level serving as the Rhode Island Emergency Management Director. As such, he has been a customer of FEMA services at both levels of government and has extensive experience in partnering with FEMA on the missions stated in FEMA's current strategic plan – creating a culture of preparedness and preparing his communities for the catastrophic effects of disaster. Mr. Gaynor is the only Emergency Management Director in the entire nation to have succeeded in receiving third-party review and accreditation of both a local and a state program.

Mr. Gaynor has been an Emergency Management Accreditation Program Commissioner and Program Review Committee member as well as active member of the National Emergency Management Association. Therefore, he is very well acquainted with current emergency management programs and issues across the nation.

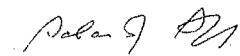
His experience at the local and state level uniquely qualifies him to understand the many issues emergency management programs face daily – mitigating, preparing for, responding to, and recovering from any number of threats and hazards and the policies, budget, staffing, stakeholders, and media involved.



He has the leadership skills, management philosophies, and personal and professional drive necessary to strengthen our nation's capabilities in partnership with the vast cast of preparedness stakeholders. Mr. Gaynor has earned the respect and trust of his colleagues. He is practical, reliable, and gets missions accomplished.

On behalf of the Big City Emergency Management programs that represent more than a quarter of the nation's population and risk, we wholeheartedly endorse Peter Gaynor for the appointment to FEMA Deputy Administrator and look forward to working with him right away.

Sincerely,



Barb Graff  
BCEM Chair  
Director, City of Seattle Office of Emergency Management



Ron Prater  
Director, Big City Emergency Managers

**BCEM jurisdictions include:**

City of Boston  
City of Chicago  
City of Dallas  
City and County of Denver  
Harris County, Texas  
City of Houston  
City of Los Angeles  
Miami-Dade County  
Jersey City/Newark UASI  
New York City  
City of Philadelphia  
County of San Diego  
City and County of San Francisco  
City of Seattle  
Washington, DC



201 Park Washington Court  
Falls Church, VA 22046-4527  
www.emap.org

**EMAP Commission**

Robie Robinson,  
*Chairperson*

Jared Gartman,  
*Vice Chairperson*

Geoffrey Bartlett

Mike Daniska

Judd Freed

Jared Gartman

Barb Graff

Jay Mitchell

Alisha Powell

Joe Wainscott

**EMAP Personnel**

Nicole Ishmael,  
*Executive Director*

Christine Jacobs

Assistant Director

Scott Gauvin

Federal Projects

Specialist

David Liebman

Assessment Coordinator

Lindsey Shafer

Training Coordinator

June 27, 2018

Honorable Ron Johnson, Chairman  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC 20510

Honorable Claire McCaskill  
Ranking Minority Member  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC 20510

Dear Chairman Johnson and Ranking Member McCaskill,

The Emergency Management Accreditation Program (EMAP) strongly supports the nomination of Mr. Pete Gaynor to serve as the Deputy Administrator of the Federal Emergency Management Agency (FEMA).

Mr. Gaynor is one of the most experienced, innovative, and respected emergency managers in the country and EMAP is confident that through his leadership, both within Providence and Rhode Island, and nationally through Emergency Management Accreditation Program (EMAP), FEMA will become an effective partner with state and local governments.

Mr. Gaynor is a first-rate choice for the Deputy Administrator position. His leadership, technical knowledge of emergency management and the National Standards, and practical skills showcase his wide-ranging and distinctive experience. He profoundly understands the importance of strong, federal, state and local government partnerships for disaster management, and local programs trust that he will work collaboratively with all stakeholders to ensure that our nation is prepared and responsive to future all hazards threats and disasters.

EMAP respectfully encourages the Committee to confirm Mr. Pete Gaynor as FEMA Deputy Administrator as promptly as possible.

Sincerely,

Nicole M. Ishmael  
Executive Director

Robie Robinson  
EMAP Commission Chairperson

June 28, 2018



The Honorable Ron Johnson  
Chairman, Committee on Homeland Security and Governmental Affairs  
Dirksen Senate Office Building 340  
Washington, DC 20510

The Honorable Claire McCaskill  
Ranking Member, Committee on Homeland Security and Governmental Affairs  
Dirksen Senate Office Building 340  
Washington, DC 20510

Dear Chairman Johnson and Ranking Member McCaskill:

The U.S. Council of the International Association of Emergency Managers (IAEM-USA), the nation's largest emergency management professional association with approximately 5,000 members across the country, is pleased to strongly support the nomination of Peter T. Gaynor to be Deputy Administrator of the Federal Emergency Management Agency (FEMA). IAEM-USA represents the profession dedicated to protecting America's local communities from all hazards and threats, natural and man-made.

Mr. Gaynor brings extensive leadership experience assisting and supporting local and state governments with building robust emergency management and supporting risk threat and management. Prior to his current position as Director of the Rhode Island Emergency Management Agency, Mr. Gaynor served the previous seven years as the Director of Emergency Management for the City of Providence, so he understands and respects the symbiotic relationship between state and local emergency managers and the role each plays in preparing for, responding to, and recovering from disasters. In addition, Mr. Gaynor's 26 years of honorable service in the United States Marine Corps have certainly helped prepare him for the rigors of managing a large federal agency.

Of great importance to IAEM-USA, Mr. Gaynor recognizes the value of all the emergency preparedness, response, and mitigation grants administered by FEMA in building capacity at the state and local levels. He recognizes that creating a culture of preparedness falls on state and local emergency managers and requires federal support if implementation of that goal is going to be successful. In short, Mr. Gaynor understands and respects the role of FEMA as a partner with state and local stakeholders.

In closing, Mr. Gaynor has impeccable credentials, and IAEM-USA strongly believes he is the right person for the job. We strongly recommend him to the Committee, and we urge a speedy confirmation.

Sincerely,

A handwritten signature in dark ink that reads "Nick Crossley, CEM". The signature is written in a cursive, flowing style.

Nick Crossley, CEM  
President, U.S. Council of the International Association of Emergency Managers



## International Association of Fire Chiefs

4795 Meadow Wood Lane, Suite 100 • Chantilly, VA 20151  
Tel: 703.273.0911 • Fax: 703.273.9363 • IAFC.org

July 27, 2018

The Honorable Ron Johnson  
Chairman  
Committee on Homeland Security  
and Governmental Affairs  
United States Senate  
Washington, DC 20510

The Honorable Claire McCaskill  
Ranking Member  
Committee on Homeland Security  
and Governmental Affairs  
United States Senate  
Washington, DC 20510

Dear Chairman Johnson and Senator McCaskill:

On behalf of the approximately 12,000 leaders of the fire and emergency service, the International Association of Fire Chiefs endorses Mr. Peter T. Gaynor for the position of Deputy Administrator for the Federal Emergency Management Agency (FEMA). Mr. Gaynor is an experienced emergency manager and well-qualified for this position.

Mr. Gaynor has more than 10 years of experience in the field of emergency management. In his current position as Director of the Rhode Island Emergency Management Agency (RIEMA), Mr. Gaynor oversees several initiatives related to his nomination at FEMA. Mr. Gaynor serves as the policy advisor to Governor Gina Raimondo on emergency management issues and the liaison between FEMA and local emergency management offices throughout the state of Rhode Island. He also oversees coordination of federal disaster and preparedness grants for Rhode Island. In addition, Mr. Gaynor is the Chair of the State Interoperable Communications Committee, the State Emergency Response Commission and is Vice Chair of the State Emergency Management Advisory Committee.

Mr. Gaynor also served as the Director of the Providence Emergency Management Agency (PEMA), where he managed numerous federally-declared disasters and oversaw response and recovery operations. He was awarded the International Association of Emergency Managers USA & Global Partners in Preparedness Award for his leadership in Operation SMART EXIT, a planned full-scale evacuation of several commercial buildings in downtown Providence. He also had a distinguished 26-year military career as an enlisted Marine and Infantry Officer of the United States Marine Corps.

The IAFC was impressed by Mr. Gaynor's effort to improve mutual aid within the state of Rhode Island using GIS technology. Also, Mr. Gaynor has started looking at how the First Responder Network Authority can help improve public safety operations in emergencies. It is important that FEMA has a leader who will embrace new technology to improve disaster response.

The IAFC urges the committee to schedule a hearing for Mr. Gaynor soon. We believe that he is an excellent nominee to serve as Deputy FEMA Administrator. We look forward to working with you to ensure his confirmation by the full Senate in a timely manner, so that he can begin his new position before the heart of the hurricane season starts in late August.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom C. Jenkins".

Fire Chief Thomas C. Jenkins V  
President and Chairman of the Board

: kpl



June 26, 2018

Dear Mr. Chairman and Senator Collins,

The International Emergency Management Group (IEMG) is very pleased to send our strong support for Mr. Peter Gaynor for nomination as the next Deputy Administrator of the Federal Emergency Management Agency (FEMA). Mr. Gaynor's vast experience and contributions to emergency management in the state of Rhode Island as well as his contributions to cross-border emergency management coordination between the Eastern Canadian Provinces and New England States has served his constituents well.

The International Emergency Management Group (IEMG) was created in June 1998 through Resolution 23-5 of Eastern Canadian Premiers and New England Governors, with the Senate Joint Resolution 13 passed by the U.S. Congress providing consent to the IEMG Memorandum of Understanding in June of 2007 and signed into law by President George W. Bush on December 26, 2007.

The mandate of the IEMG is to assure coordination of emergency management response and support between eastern states and provinces during times of disaster. The efforts out into planning and preparing for these events within the Compact of the 11 jurisdictions requires commitment and dedicated of capable emergency management senior officials. Peter has contributed significantly to these joint-planning efforts and has demonstrated leadership in bringing the strengths developed in mitigation, preparedness, response and recovery efforts from Rhode Island to share with colleagues from Eastern Canada and the New England States.

As co-chairs of the International Emergency Management Group, we are please to endorse Peter Gaynor as the next FEMA Deputy Administrator and we look forward to continue working with him into the future.

Sincerely,

Aaron Campbell  
Public Safety  
Director  
Province of Prince Edward Island

Perry Plummer  
Homeland Security and Emergency Management  
Director  
State of New Hampshire



**State of Rhode Island and Providence Plantations**  
Office of the Lieutenant Governor

Daniel J. McKee  
*Lieutenant Governor*

June 27, 2018

The Honorable Ron Johnson, Chairman  
The Honorable Claire McCaskill, Ranking Minority Member  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC 20510

Dear Chairman Johnson & Ranking Minority Member McCaskill,

As Lieutenant Governor and Chair of the Rhode Island Emergency Management Advisory Council (RIEMAC), I write in support of the nomination and confirmation of Peter T. Gaynor as Deputy Administrator of the Federal Emergency Management Agency (FEMA) at the Department of Homeland Security.

Over the past three years, I have had the opportunity to work alongside Director Gaynor in his capacity as Director of Rhode Island Emergency Management Agency (RIEMA) and Vice-chair of RIEMAC. Director Gaynor has provided our state with years of wise counsel on matters of emergency management that are critical to the safety of all Rhode Islanders. His approach to leadership is thoughtful, inclusive and fueled by decades of experience in many sectors of public service.

Director Gaynor's extensive record has prepared him well for service as Deputy Administrator of FEMA. In addition to his leadership role with RIEMA, Director Gaynor chairs the Rhode Island State Interoperable Communications Committee and the Rhode Island State Emergency Response Commission. His military history includes over twenty years with the United States Marine Corps, service as an executive officer responsible for the security of Camp David and experience as the head of Plans, Policy & Operations at Marine Corps Headquarters during the attacks on September 11, 2001.

Rhode Island is fortunate to have a leader in emergency management who listens to all sides of an issue, seeks out and involves all relevant stakeholders in a discussion and possesses the forward thinking necessary to keep members of our community safe. We are grateful for Director Gaynor's service to our state and confident in his ability to serve our nation once again.

On behalf of my office and the RIEMAC membership, I offer my sincere support for Director Gaynor and trust that your committee will carefully consider this nomination. Thank you for your time.

Sincerely,

Daniel J. McKee  
Lieutenant Governor  
Chair, Rhode Island Emergency Management Council



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Mr. Mike Sprayberry, NC

**Vice President**  
Mr. Brad Richey, ID

**Secretary**  
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Mr. Chris Kelenoski, MI

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Mr. Jay Mitchell, NM

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Mr. Bryan Tuma, NE

**Region VIII**  
Mr. Kris Hamlet, UT

**Region IX**  
Mr. Caleb Cage, NV

**Region X**  
Mr. Andrew Phelps, OR

June 25, 2018

The Honorable Ron Johnson, Chairman  
Committee on Homeland Security and Government Affairs  
United States Senate  
Washington, D.C. 20510

The Honorable Claire McCaskill, Ranking Member  
Committee on Homeland Security and Government Affairs  
United States Senate  
Washington, D.C. 20510

Dear Chairman Johnson and Ranking Member McCaskill:

On behalf of the nation's state emergency management directors of all 50 states, the District of Columbia, and Territories, please accept this endorsement of the recent nomination of Mr. Peter T. Gaynor for Deputy Administrator of the Federal Emergency Management Agency (FEMA).

Serving as Director of the Rhode Island Department of Emergency Management since 2015, Peter is uniquely qualified for this role at FEMA. As state director, he advises the Governor on emergency management issues and coordinates FEMA assistance within the state. As a member of NEMA, his involvement in NEMA's Preparedness Committee helped guide consideration of recent issues such as examining alert and warning doctrines, ensuring coordination between federal grants and threat/risk assessments, and updating the National Incident Management System. Prior to becoming state director, Pete served the previous seven years as the Director of the Providence (R.I.) Emergency Management Agency. Pete's 26 years of honorable service in both the enlisted and officer ranks of the United States Marine Corps brings the necessary structure and organizational skills necessary to manage a federal agency.

Pete's personality and leadership style will well compliment those already in place at the agency, and the nation will be well-served by his experience. As you proceed with consideration of his nomination for confirmation, please accept our full endorsement of our respected colleague.

Sincerely,

Michael A. Sprayberry  
President



**NEMA OFFICES**  
The Council of State Governments  
1776 Avenue of the States • Lexington, Kentucky 40511 • (859) 244-8000 • FAX (859) 244-8239  
**WASHINGTON OFFICE**  
Hall of the States • 444 North Capitol Street, Suite 401 • Washington, DC 20001 • (202) 624-5459 • FAX (202) 624-5875





June 27, 2018

Honorable Ron Johnson  
 Chairman  
 U.S. Senate Committee on Homeland Security & Governmental Affairs  
 340 Dirksen Senate Office Building  
 Washington, DC, 20510

Honorable Claire McCaskill  
 Ranking Minority Member  
 U.S. Senate Committee on Homeland Security & Governmental Affairs  
 340 Dirksen Senate Office Building  
 Washington, DC, 20510

Dear Mr. Chairman and Senator McCaskill,

On behalf of the Rhode Island Association of Emergency Managers (RIAEM), I am honored to convey the Association's strong support for Peter Gaynor as the next Deputy Administrator of the Federal Emergency Management Agency (FEMA). Mr. Gaynor's long and commendable experience in emergency management at the local and state levels will serve the nation well.

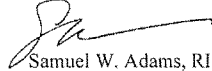
Our Association includes broad representation from local emergency managers, state agencies, hospitals and healthcare facilities, higher education, NGO's, and for-profit businesses across the state. Mr. Gaynor has been an active participant in the Association throughout his emergency management career, first as Director of Emergency Management for the City of Providence and more recently Director of the Rhode Island Emergency Management Agency (RIEMA).

As Director of RIEMA, Mr. Gaynor's leadership has been nothing short of transformative. In just a few short years, he has completed a major reorganization and modernization of RIEMA's staffing, transitioning the agency from Civil Defense era job descriptions to present day professional emergency management roles. He has led RIEMA through accreditation by the national Emergency Management Accreditation Program, raising the bar for emergency management excellence at the state level. He has engaged a wide range of external partners to launch new initiatives in areas of Business Reliance, Cyber Security, Weather Readiness, Healthcare Preparedness, and Interoperable Communications. And he has guided the RIEMA team through comprehensive review and update of the state's many emergency preparedness and hazard mitigation plans.

Mr. Gaynor is very familiar with the importance of genuine partnerships among federal, state, and local officials to make our emergency preparedness practices effective. He has also been successful in working with non-profit organizations and the private sector in pursuit of his public safety mission. Mr. Gaynor's vision embodies the full breadth of our nation's disaster preparedness, response, recovery, and mitigation activities.

The Rhode Island Association of Emergency Managers is pleased to endorse Peter Gaynor as the next Deputy Administrator of FEMA and we look forward to working with him. We also very much appreciate the Committee's timely consideration of his nomination.

Sincerely,

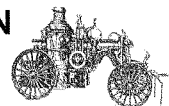
A handwritten signature in black ink, appearing to read 'S. Adams', with a long horizontal flourish extending to the right.

Samuel W. Adams, RIAEM President



# **RHODE ISLAND ASSOCIATION OF FIRE CHIEFS, INC.**

*Incorporated November 6, 1967  
Chief Frank Brown, President*



June 27, 2018

Honorable Claire McCaskill  
Ranking Minority Member  
U.S. Senate Committee on Homeland Security & Government Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

Re: Nomination of Peter Gaynor as the next FEMA Deputy Administrator

Dear Senator McCaskill:

I write on behalf of the Rhode Island Association of Fire Chiefs, to weigh in directly with you on the nomination of Peter Gaynor as the next FEMA Deputy Administrator. Mr. Gaynor is the Director of the RI Emergency Management Agency and has had many accomplishments during his tenure.

Under Mr. Gaynor's leadership at RIEMA, the agency has earned the prestigious distinction of being awarded national accreditation from the Emergency Management Accreditation Program. RIEMA has also completed the implementation of the agency's Workforce Modernization Initiative, the State Safety and Security Initiative, the Storm Ready RI Initiative as well as a long list of other accomplishments. His leadership, technical knowledge and strong record of emergency management experience would serve him well in this position.

Therefore, the RIAFC would like to be on record as being in strong support of Peter Gaynor as the new FEMA Deputy Administrator, and urge your committee to approve his confirmation.

Thank you for your consideration of our position with regard to this important FEMA appointment. Please feel free to contact me with any questions you may have at [rifirechiefs@gmail.com](mailto:rifirechiefs@gmail.com) or on my cell phone at 401-692-0795 at any time.

Sincerely,

Chief Richard A. Susi, Ret.  
Executive Director  
Rhode Island Association of Fire Chiefs

CC: Chief Frank Brown, RIAFC President  
Peter Gaynor

Chief Richard A. Susi, Ret., RIAFC Executive Director  
PO Box 6041 Providence, RI 02940  
Ph: 401-692-0795 e-mail: [rifirechiefs@gmail.com](mailto:rifirechiefs@gmail.com) [www.rifirechiefs.com](http://www.rifirechiefs.com)



June 27, 2018

The Honorable Ron Johnson, Chairman  
United States Senate Committee on Homeland Security & Government Affairs  
340 Dirksen Senate Office Building  
Washington, DC 20510

Honorable Claire McCaskill, Ranking Minority Member  
United State Senate Committee on Homeland Security & Government Affairs  
340 Dirksen Senate Office Building  
Washington, DC 20510

Dear Senator Johnson and Ranking Member McCaskill:

On behalf of the Rhode Island Broadcasters Association (RIBA), we are honored and privileged to write this letter in support of the nomination of Peter T. Gaynor by President Trump for the Deputy Administrator position at the Federal Emergency Management Agency. We are excited at the possibility of having Director Gaynor, a Rhode Island native, sitting in a top position at FEMA. Pete is a true leader of emergency management not only here in Rhode Island but across the nation. It is a little-known fact that Pete has gained national accreditation at both the local level while serving as the Director in the capital city of Providence and at the state level. He is the only Emergency Management Director we are aware of who has accomplished that prestigious achievement.

Director Gaynor has been a true and dedicated leader for the advancement of the Emergency Management in Rhode Island. Pete possesses impeccable leadership qualities and carries with him vast experience and knowledge which has kept him solidly anchored in leading our State to pioneer a system of broad ranged and detailed accountability, organizational and orderly structure to our current Emergency Alerting System (EAS) program. As Broadcasters, we know the EAS program is a tool in messaging the public during times of emergency. Director Gaynor has implemented tremendous project management skills and coordination of stakeholder efforts to create monthly and weekly testing to ensure accountability and a steady state of

readiness in the event of need. He has formed solid working committees which uphold the preparedness of our State, bringing a collection of key mechanisms to the table to enhance Rhode Island's state of readiness regarding critical public messaging. The Rhode Island Broadcasters Association has worked closely with and under his direction on countless EAS projects. Recently, we worked under Pete's guidance and through his leadership we wrote the Rhode Island's State EAS Plan.

Because of his diligence and exemplary team building skills, the RIBA has forged a solid relationship with Pete throughout his tenure as the State Emergency Management Director which has led to a state of readiness in Rhode Island that has never been better. The Broadcasters of Rhode Island have never been better prepared due to the interoperable readiness we have achieved under Pete's management. His steady and strong leadership skills have a designed focus within the State's mission of preparedness.

Director Gaynor will leave a legacy in Rhode Island of organized and critical thinking, a better prepared and informed populace, and a renewed State Agency which he has rebuilt from the ground up. His background at both the Providence Emergency Management Agency and Rhode Island Emergency Management, we believe, makes Director Gaynor a perfect candidate to serve as our nation's FEMA Deputy Administrator. His experience, diligence, intelligence – but moreover his character, make him the most qualified and respected person that could take on this title.

Thank you for the opportunity to write on his behalf, we have been honored to work with Director Gaynor and gain knowledge and direction from such an honorable leader. If you have any further questions, I would be more than happy to discuss and elaborate.

Respectfully submitted,

*Lori Needham*

Lori Needham, President  
Rhode Island Broadcasters Association  
11 South Angell Street  
Providence, Rhode Island 02906  
401-255-8200  
LNeedham@ribroadcasters.com



## Rhode Island League of Cities and Towns

July 11, 2018

The Honorable Ron Johnson  
Chairman  
U.S. Senate Committee on Homeland Security &  
Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

The Honorable Claire McCaskill  
Ranking Minority Member  
U.S. Senate Committee on Homeland Security &  
Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

Dear Chairman Johnson and Ranking Member McCaskill:

The Rhode Island League of Cities and Towns is pleased to share its strong support for Peter Gaynor's nomination as Deputy Administrator of the Federal Emergency Management Agency (FEMA). His extensive experience at the Federal, state and local levels of government make him an excellent choice to advance FEMA's efforts in emergency preparedness, disaster response, disaster recovery and hazard mitigation.

Pete is deeply respected by Rhode Island's municipal officials, having previously served as director of Providence's Emergency Management Agency and now leading the Rhode Island Emergency Management Agency (RIEMA). His work in those roles has been characterized by three common themes – robust stakeholder engagement, extensive preparedness planning and consistent public communications. Pete recognizes that emergency response requires the participation of many organizations and levels of government, and his tenure at RIEMA has been notable for the agency's engagement efforts with state agencies, local officials and public safety departments, nonprofit organizations and other key groups. RIEMA has coordinated those stakeholders in numerous emergency preparedness drills and after-action sessions, emphasizing the importance of real-world practice. Further, under Pete's leadership, RIEMA has developed a strong working relationship with state and local media, as well as an active social media presence, promoting consistent and informative messaging throughout the year – not just at the time of crisis.

Coupled with his two decades of services in the U.S. Marine Corps, Pete Gaynor's accomplishments in Rhode Island make him the ideal candidate to promote collaboration among the Federal, state and local levels of government in emergency preparedness, disaster response, disaster recovery and hazard mitigation. Rhode Island's municipal leaders are proud of his service to the state and our nation, and we respectfully request the Committee's support for his appointment as Deputy Administrator of FEMA.

Sincerely,

Brian M. Daniels  
Executive Director, Rhode Island League of Cities and Towns

cc: ✓ The Honorable Jack Reed, U.S. Senate  
The Honorable Sheldon Whitehouse, U.S. Senate

ONE STATE STREET, SUITE 502, PROVIDENCE, RHODE ISLAND 02908 PHONE (401) 272-3434 WWW.RILEAGUE.ORG



## RHODE ISLAND POLICE CHIEFS' ASSOCIATION

PRESIDENT  
Colonel James J. Mendonca  
Central Falls Police Dept.

VICE PRESIDENT  
Chief Richard Schlar  
Westerly Police Dept.

SECREATARY  
Colonel John S. McDonald  
Covington Police Dept.

SECRETARY  
Chief Sam Corrigan  
Narragansett Police Dept.

TREASURER  
Chief Ed Mello  
Lincoln Police Dept.

IMMEDIATE PAST  
PRESIDENT  
Chief Dean Hovsie  
DEPT Law Enforcement

June 25, 2018

Honorable Ron Johnson, Chairman  
Honorable Claire McCaskill  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

Dear Chairman Johnson and Ranking Member McCaskill:

The Rhode Island Police Chiefs' Association (RIPCA) would like to formally express our staunch support for Mr. Peter Gaynor to serve as the Deputy Administrator of the Federal Emergency Management Agency (FEMA) at the Department of Homeland Security (DHS). The relationship between local law enforcement and FEMA is extremely vital not only for how emergency response efforts are coordinated but also how the Agency administers essential DHS grants to local law enforcement agencies. The individual selected to serve in this position must recognize this critical relationship and continue to strengthen the partnership between FEMA and local law enforcement throughout the United States.

Mr. Gaynor is unequivocally that individual. He has the necessary education, experience and leadership to service as FEMA Deputy Administrator. After spending over two decades in the United States Marine Corps as an enlisted marine and infantry officer, Mr. Gaynor served as the Director of the Providence Emergency Management Agency (PEMA) and most recently as the Director of the Rhode Island Emergency Management Agency (RIEMA). As such, he understands the needs of the state and local first responders who reach the areas of disaster before anyone else. Furthermore, in his previous emergency management positions, Mr. Gaynor has displayed the knowledge and proficiency in operating and coordinating the response of large – and oftentimes – complex incidents. His vast experience and qualifications make him the ideal candidate and one that the RIPCA is pleased to give its full endorsement.

Thank you for your consideration. If you have any questions, please do not hesitate to contact me.

Respectfully,

Colonel James J. Mendonca  
President  
Rhode Island Police Chiefs' Association



STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
DIVISION OF STATE POLICE

HEADQUARTERS: 311 DANIELSON PIKE, NORTH SCITUATE, RHODE ISLAND 02857  
Telephone: (401) 444-1001 • Fax: (401) 444-1105 • E-Mail: ann.assumpico@risp.gov

OFFICE OF THE SUPERINTENDENT  
ANN C. ASSUMPICO  
COLONEL  
SUPERINTENDENT  
DIRECTOR  
DEPARTMENT OF PUBLIC SAFETY

June 25, 2018

The Honorable Ron Johnson, Chairman  
U.S. Senate Committee on Homeland Security  
& Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC 20510

*Re: Letter of Recommendation for Peter T. Gaynor*

Dear Chairman Johnson:

As Superintendent of the Rhode Island State Police and Director of the Rhode Island Department of Public Safety, I am writing to provide my full support for the nomination of Peter T. Gaynor for the position of Deputy Administrator of the Federal Emergency Management Agency.

Peter Gaynor served as the Director of the Providence, Rhode Island Emergency Management Agency, and he currently serves as the Director of the Rhode Island Emergency Management Agency.

During his tenure at the state level, I have had an opportunity to work closely with Director Gaynor. He has made significant improvements in the way our state and its communities prepare for emergencies. He has worked with key leaders at all levels, both in the private and public sectors, to ensure that accurate and timely information is disseminated. In turn, the lines of communication from the private and public sectors are open to Director Gaynor, so the state can more effectively provide resources where they are needed.

His pre-planning has included simulation exercises, policy and procedure improvements and staging resources. During weather and other emergencies, he is the person that both state and municipal leaders look to for guidance. He consistently and flawlessly turns his pre-planning into successful action. Following recovery from an emergency, he obtains feedback from all parties to make improvements to operational plans for the future. I have relied on his advice and counsel numerous times, and I know I can depend on him to consistently have the best solution for any problem or challenge.



*The Honorable Ron Johnson*  
*June 25, 2018*  
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Director Gaynor is the type of person who will be the first one into the Emergency Operations Center to begin planning for a storm, and he will be the last person to leave when he is confident that the emergency and recovery is completed. He ensures that the people who work for him have the tools, knowledge, and support from him to effectively do their jobs. He truly cares about his job and the people of the State of Rhode Island who depend on him. He is both an outstanding leader and a hands-on team member.

Director Gaynor's appointment as Deputy Administrator of FEMA will be a loss for the State of Rhode Island, but he will be a very valuable asset to the federal government. He has the experience and education to do an exceptional job. In addition, he has an outstanding work ethic, is highly principled, a great problem solver, calm in times of crisis, and is a caring and kind person. Under his leadership, the citizens and businesses of the State of Rhode Island have been much better prepared for storms and emergencies, which has decreased injuries and property damage.

It is without hesitation that I recommend Peter T. Gaynor to you for the position of Deputy Administrator of the Federal Emergency Management Agency. If you have any questions or need additional information on this outstanding candidate, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Colonel Ann C. Assumpico".

Ann C. Assumpico  
Colonel  
Superintendent



July 10, 2018

Honorable Ron Johnson  
Chairman  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

Honorable Claire McCaskill  
Ranking Minority Member  
U.S. Senate Committee on Homeland Security & Governmental Affairs  
340 Dirksen Senate Office Building  
Washington, DC, 20510

Dear Mr. Chairman and Senator McCaskill:

We are writing on behalf of the Rhode Island Alliance for Business Resilience (the Alliance) to express the membership's unwavering support of Peter Gaynor's nomination to serve as the Deputy Administrator of the Federal Emergency Management Agency at the Department of Homeland Security.

The Alliance is a coalition of public and private sector entities dedicated to the resilience of Rhode Island. It facilitates communication and coordination between Rhode Island businesses and Rhode Island government agencies before, during and following manmade or natural events that could potentially disrupt business operations. Without Pete's vision and support, the Alliance would have never launched. His leadership has been integral to the Alliance's continued growth and success.

Rhode Island has been fortunate to have Pete at the helm of the Emergency Management Agency. It is time to share Pete's considerable talents with the rest of our great nation. He will make an excellent Deputy Administrator.

Sincerely and on behalf of the Founding Members,

A handwritten signature in black ink, appearing to read "Teresa C. Lindsey".

Teresa C. Lindsey  
Executive Vice President  
Citizens Bank

A handwritten signature in black ink, appearing to read "Todd Larson".

Todd Larson  
Corporate Services Officer  
Amica Insurance

A handwritten signature in black ink, appearing to read "Mark Goodheart".

Mark Goodheart  
Site Operations Manager  
Raytheon Company  
Integrated Defense Systems