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NOMINATION OF HON. PETER T. GAYNOR

HEARING

BEFORE THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

ONE HUNDRED SIXTEENTH CONGRESS

FIRST SESSION

NOMINATION OF HON. PETER T. GAYNOR TO BE ADMINISTRATOR, FEDERAL EMERGENCY MANAGEMENT AGENCY, U.S. DEPARTMENT OF HOMELAND SECURITY

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NOMINATION OF THE HONORABLE PETER T. GAYNOR TO BE ADMINISTRATOR, FEDERAL EMERGENCY MANAGEMENT AGENCY, U.S. DEPARTMENT OF HOMELAND SECURITY

THURSDAY, NOVEMBER 14, 2019

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

The Committee met, pursuant to notice, at 9:33 a.m., in room SD–342, Dirksen Senate Office Building, Hon. Ron Johnson, Chairman of the Committee, presiding.

Present: Senators Johnson, Lankford, Romney, Scott, Hawley, Peters, Carper, Hassan, Sinema, and Rosen.

OPENING STATEMENT OF CHAIRMAN JOHNSON

Chairman JOHNSON. Good morning. This hearing will be called to order.

Today we are considering the nomination of Mr. Peter Gaynor to be the Administrator of the Federal Emergency Management Agency (FEMA), and I am pleased to see that Senator Jack Reed is here to introduce Mr. Gaynor. So, without further ado, Senator Reed.

STATEMENT OF THE HONORABLE JACK REED,[1] A UNITED STATES SENATOR FROM THE STATE OF RHODE ISLAND

Senator REED. Thank you very much, Mr. Chairman. Chairman Johnson, Senator Hassan, and Senator Scott, thank you for the opportunity to introduce Peter Gaynor, whom the President has nominated as the Administrator of the Federal Emergency Management Agency.

A little over a year ago, I had the opportunity to introduce Peter to the Committee at his confirmation hearing for the post of Deputy Administrator of FEMA. It is a pleasure to be back before you again.

Let me begin by acknowledging Acting Administrator Gaynor's family and friends, particularly his wife, Sue. Thank you, Sue. I want to commend them for their great support of Peter of his entire career.

FEMA is a flagship Federal agency for disaster preparedness and response. Today it faces extraordinary challenges confronting the

[1] The prepared statement of Senator Reed appears in the Appendix on page 38.

very real effects of climate-related disasters, reforming the National Flood Insurance Program (NFIP), administering critical grant programs, and helping ready the Nation for possible chemical, biological, and radiological attacks.

In carrying out their jobs, the 14,000 women and men of FEMA are often called upon to help people who are going through the worst experiences of their lives. These can be hard jobs. To ensure that the agency and its people are capable of meeting such extraordinary challenges, FEMA must have steady, competent, professional, and permanent leadership that forces a positive culture focused on its mission.

Having started in the U.S. Marine Corps (USMC) as a Private and working his way up to Lieutenant Colonel, having served as a management director for the city of Providence in the State of Rhode Island, and having served as FEMA Deputy Administrator and Acting Administrator under President Trump, Peter Gaynor understands the importance of building a team that can fulfill its mission without fear or favor.

Mr. Chairman, FEMA needs a capable leader at this critical time, and I hope you give Mr. Gaynor's nomination every consideration. Thank you for your consideration.

Thank you.

Chairman JOHNSON. Well, thank you, Senator Reed. You have pretty well stolen my thunder, so I will just ask that my written statement be entered in the record.[2]

I certainly want to welcome the nominee. Thank you for your service to this Nation. I want to welcome all your family members, encourage you during your opening statement to introduce them as well.

The only thing I will add outside of my opening statement is, first of all, the feedback we have already gotten in terms of your acting capacity. You have just done an excellent job.

The importance of leadership within FEMA, recognizing that FEMA is just not only FEMA, when a disaster hits—and I have been down there in the Operations Center when you just surge other Federal employees from the Federal workforce inside the Department of Homeland Security (DHS) and outside of DHS. That level of dedication is really pretty extraordinary, and those men and women need steady leadership which you have already provided in an acting capacity now, as you are nominee to be the full-time confirmed Administrator of FEMA. I just truly appreciate that.

Also, I think your recognition, as we spoke, of the structure of emergency management, which is really locally executed, State and federally support, it kind of goes in that, and what we need to do and why we have all these grant programs, that the Federal Government encourage the States and the cities to be prepared, to mitigate any kind of natural disasters that occur, and then pretty much be able to handle it as best they can until it gets to a point where FEMA has to come in and then FEMA be ready to swoop in.

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[2] The prepared statement of Senator Johnson appears in the Appendix on page 35.

Since Hurricane Katrina, I think the record is pretty clear, FEMA has really upped its game, and we are getting better and better and better at that as well.

So, again, it is an agency that I think we have witnessed dramatic improvement. I come from a manufacturing background. Nothing is ever perfect. I am into continuous improvement, and I really, truly believe that you are the person that will continue us along that path.

So, with that, I will turn it over to Senator Hassan.

OPENING STATEMENT OF SENATOR HASSAN[1]

Senator HASSAN. Well, thank you, Mr. Chairman, and welcome, Mr. Gaynor.

I want to thank Ranking Member Peters for the opportunity to serve as Ranking Member at this important hearing today.

Mr. Gaynor, I want to thank you not only for being here this morning but for your service to our Nation as a marine and as an emergency manager and for the past year as Deputy and then Acting Administrator for FEMA.

And I would be remiss if I did not also thank your family. Public service is a family business, and their support, I know, is incredibly important to you, and it has made your service possible, so a special thank-you to them.

Our Nation faces serious challenges when it comes to emergency management, and I also want to take a moment to acknowledge the incredibly hardworking men and women at FEMA who really do extraordinary service in very difficult circumstances.

But I want to focus a little bit on the challenges that I think are before FEMA as well that you are going to be asked to address. The science definitively shows, for instance, that climate change is causing more intense weather events with ever-increasing frequency. If FEMA ignores these realities, then it does so at the peril of the Americans who depend on the agency for mitigating and recovering from extreme natural disasters.

We only have to look to the 2017 hurricane season, when major disasters concurrently struck Puerto Rico, Texas, Florida, and California, and overwhelmed FEMA's capabilities to give us a view of the future of effects of global climate change on U.S. safety and security.

And beyond natural disasters, State and local governments are contending with a wide range of other catastrophic events. Across the Country, schools, hospitals, municipalities, county governments, and State agencies have been hit by an outbreak of ransomware attacks that are affecting key services and disrupting our economy.

FEMA must work with its fellow agencies, including the Cybersecurity and Infrastructure Security Agency (CISA), in order to help State and local governments prevent and recover from these cyberattacks. The next Administrator must make this cooperation and coordination a key priority.

Finally, FEMA must get its own house in order. Eighteen months ago, then Administrator Brock Long announced that sexual harass-

[1] The prepared statement of Senator Hassan appears in the Appendix on page 36.

ment at FEMA was a "systemic problem going on for years" and that senior officials at FEMA must work toward "the eradication of this cancer." Yet only now is FEMA's key management tool for addressing sexual harassment in the workplace, the Office of Professional Responsibility (OPR), being fully stood up and staffed. While steps are apparently under way toward changing FEMA's toxic culture, progress has not come fast enough, and much more work needs to be done.

I truly appreciated our discussion yesterday in my office about these critical issues. I look forward to your testimony today and working with you to ensure that our Country has a healthy and fully functional emergency management component.

Thank you, and thank you, Mr. Chair.

Chairman JOHNSON. Thank you, Senator Hassan.

It is the tradition of this Committee to swear in witnesses, so if you will stand and arise your right hand. Do you swear that the testimony you will give before this Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. GAYNOR. I do.

Chairman JOHNSON. Please be seated.

Peter Gaynor has served as Acting Administrator for FEMA since March 8, 2019, as mentioned. He has over a decade of experience at local, State, and Federal levels of emergency management. Prior to his career in emergency management, he served for 26 years in the United States Marine Corps. Mr. Gaynor.

TESTIMONY OF THE HONORABLE PETER T. GAYNOR,[1] NOMINATED TO BE ADMINISTRATOR, FEDERAL EMERGENCY MANAGEMENT AGENCY, U.S. DEPARTMENT OF HOMELAND SECURITY

Mr. GAYNOR. Good morning, Chairman Johnson, Ranking Member Hassan, 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 for the position of FEMA Administrator. Once again, I am honored to have been nominated by the President for this critical Federal Emergency Management leadership role.

I would first like to recognize a few members of my family and friends that are here today—my wife Sue, my friends, Peter Marinucci and Fred Stolle, who came from Rhode Island to give me support. So thanks for being here, and also thank you for all the support everyone has given me throughout my career. I really greatly appreciate that.

To the Members of this Committee, I would like to thank you for the support and trust you have placed in me during my last confirmation hearing in August 2018 for the position of FEMA Deputy Administrator.

Since my first day at FEMA, a little over a year ago, I have had the pleasure of serving the agency as both the Deputy and as the Acting Administrator. In these roles, I have traveled the Country, engaging with our dedicated and mission-focused workforce. I firmly believe FEMA has the best mission in Federal Government. I

[1] The prepared statement of Mr. Gaynor appears in the Appendix on page 39.

have seen firsthand the dedication our employees exhibit from the FEMA Corps employee members to our incident workforce, local hires, reservists, and full-time employees. They are devoted every day to helping people before, during, and after disasters.

Each disaster response must be locally executed, State managed, and federally supported. FEMA cannot accomplish this mission alone. It requires mature and strong partnerships at the State, local, tribal, and territorial (SLTT) levels. It requires a firm bond with our voluntary, non-governmental, and private partners. It requires a prepared citizenry across neighborhoods, businesses, and communities.

Not to be forgotten is our many mission partners, the DHS Surge Capacity Force, the Department of Defense (DOD), the American Red Cross, and many others that make success possible. It is only through Unity of Effort that the Nation can be fully prepared for the next catastrophic event.

Briefly, I would like to describe my background, experience, and qualifications for the position which I have been nominated. As previously stated, I have spent 26 years serving my Country in the United States Marine Corps as an enlisted marine and subsequently as a Commissioned Officer.

I have learned how to succeed in chaotic situations, use intellect to overcome daunting obstacles, to never quit, and most importantly, that personal integrity is paramount.

I know firsthand the importance of an effective emergency response and the Homeland Security mission. I served at Headquarters in the Marine Corps as the head of Operations and personally witnessed the attack on the Pentagon in our Country on September 11, 2001. 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 late 2007, I transitioned into the field of emergency management, serving as the Emergency Management Director for both the city of Providence and the State of Rhode Island. I believe my time as an emergency manager at all levels, combined with my military service, gives me a unique perspective on the challenges for the position for which I am nominated.

It is imperative that the American public have the highest trust and confidence in FEMA's capabilities. This agency is often the last line of hope when a disaster strikes and cripples a community. We must be able to deliver life-saving, life-sustaining resources on that community's worst day.

We continue to champion our Strategic Plan, focusing on our three goals: first to build a culture of preparedness, second to ready the Nation for the catastrophic disaster, and third to reduce the complexity of FEMA.

This job is about people, the disaster survivors we serve and individuals who serve them. Today the FEMA team is actively engaged in recovery missions from hurricanes in the Caribbean, floods in the Central Plains, wildfires in California to typhoons in the Northern Mariana Islands. It is my firm belief that if we take care of and empower the people of FEMA, then these dedicated public

servants will deliver meaningful and much needed assistance to our citizens when they need it the most.

Our Nation is counting on us, and we will do it in accordance with our core values of compassion, fairness, integrity, and respect. We are the sole owners of our mission, and each employee must be the embodiment of these core values.

This month, we are going to release our capstone doctrine, FEMA Publication 1 entitled "We are FEMA." With our core values as our guide, it will provide direction for how we conduct ourselves and make the best decisions for the agency and the disaster survivor. It will promote unity of purpose, guide professional judgment, and enable each employee to fulfill their responsibilities. This document coupled with our Strategic Plan, and our soon-to-be-released Blueprint for Business Excellence will serve as the roadmap for the future of the agency.

We are not perfect. We must accept responsibility for our shortcomings and seek out solutions so our mistakes will not be repeated. However, for any failures we may have had, I can show you countless success stories, large and small, that have made a difference in bettering the lives of disaster survivors and furthering the preparedness of the Nation. Every day, the men and women of FEMA make me proud.

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

Chairman JOHNSON. Thank you, Mr. Gaynor.

There are three questions the Committee asks of every nominee for the record, and I will ask these. And then I will turn it over to Senator Hassan and hold my questions for the end.

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

Mr. GAYNOR. No, sir.

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. GAYNOR. No, sir.

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. GAYNOR. Yes, sir.

Chairman JOHNSON. Thank you. Senator Hassan.

Senator HASSAN. Well, thank you, Mr. Chair, again, and thank you, Mr. Gaynor.

I just want to start by addressing a matter that has come to light since your previous nomination hearing before this Committee. According to documents that you submitted to the Committee, you disclosed that 1998, during your time with the Marines, that you were the subject of a command assessment and command investigation. Could you please describe the circumstances of this investigation to the Committee, and what were the results of this inquiry?

Mr. GAYNOR. Yes, ma'am. Thank you.

As stated, in 1998, I was the commanding officer of Recruiting Station Detroit in Detroit, Michigan. A marine in my command who was under scrutiny for poor performance made several allegations and false claims about me and my command staff.

As you know from the report, I was completely cleared of any allegations of bias or prejudice, as was my entire command.

This was an unfortunate incident where there was a lack of sensitivity and poor communication that allowed for false claims to be perpetuated, and as I look back and reflect on this particular moment in my 25-plus years in the Marine Corps, it really reshaped the way I communicate with my superiors, my peers, and the people I lead at FEMA today.

So I remain committed to creating a workplace that is diverse, inclusive, and ensuring everyone feels welcome and a part of the FEMA team.

Senator HASSAN. Well, thank you for that, and I appreciate the disclosure. And I thank you for discussing this matter with the Committee. I will leave it up for some of my colleagues if they want to follow up with you should they have additional questions.

Mr. Gaynor, several weeks ago, FEMA's Director of the National Exercise Division, Mr. Chad Gorman, briefed me on FEMA's 2020 National Level Exercise. As you know, the 2020 Exercise focuses around widespread cyberattacks with significant impacts to critical infrastructure, resulting in a domestic national security emergency. Do you agree with me that FEMA should play a role in mitigating the impact of cyberattacks on our State and local governments?

Mr. GAYNOR. Yes, ma'am. With our many partners, we are part of that response.

Senator HASSAN. And what steps will you take to ensure that FEMA is working closely with the Cybersecurity and Infrastructure Security Agency and prepared to keep pace with this ever-changing threat?

Mr. GAYNOR. Ma'am, there is not a week that goes by that we do not have a conversation with our partners at CISA. I personally have a close relationship with the director, and they are part of our national response when it comes to disasters.

We just rewrote the National Response Framework (NRF), and cybersecurity and infrastructure is prominently in there. We have a solid relationship, and cyber is one of the top priorities for FEMA and for the Department.

Senator HASSAN. It is a top priority for me. It is a top priority for our constituents and I think for all of us who are familiar with aspects of emergency management, understanding that cybersecurity is critical to emergency management and critical to preparedness as well. It is something that we all have to keep in mind.

Mr. Gaynor, as Ranking Member of the Subcommittee on Federal Spending Oversight and Emergency Management, I am particularly interested in ensuring that the Federal Government spends taxpayer dollars wisely and efficiently. Toward that end, did you know in 2018, a FEMA-sponsored report indicated that every dollar spent on Federal mitigation grants saves society $6 overall?

So, during your time at FEMA, what steps have you taken to improve hazard mitigation efforts, and what steps will you take in the future?

Mr. GAYNOR. Yes, ma'am. So, first, let me thank Congress for passing the Disaster Recovery Reform Act (DRRA), which has a provision, Section 1234. We call it Building Resilient Infrastructure in Communities (BRIC), which allows us to set aside 6 percent of all disaster costs and make that investment in pre-disaster mitigation.

So we are working on a new innovative transformational way. We look at pre-disaster mitigation in the Country. So that is the development of BRIC.

Senator HASSAN. Yes.

Mr. GAYNOR. Today Congress also provided a bridge from the legacy program, Pre-Disaster Mitigation (PDM), until we have BRIC on the streets in October 2020.

Senator HASSAN. OK.

Mr. GAYNOR. So today there is $250 million, five times what we traditionally had on the street legacy for States and locals to apply to today, start using some money to do pre-disaster mitigation that makes their jurisdictions more resilient and more robust.

So we are really excited about the opportunity to really make a difference when we invest in pre-disaster mitigation to reduce that risk, loss of life and loss of property, before a disaster strikes.

Senator HASSAN. Thank you.

Last topic. As you well know and as I mentioned in my opening, FEMA is struggling with serious problems relating to sexual harassment of its female employees. Last year, FEMA Administrator Brock Long called sexual harassment at the agency "a systemic problem going back years" and said that one of his biggest challenges would be the "eradication of this cancer."

It will be imperative that the next FEMA Administrator and any future FEMA Administrators have the highest integrity on this matter, that they lead by example and adopt a zero-tolerance policy for sexual harassment.

Simply put, changing an agency's toxic culture requires the top agency officials to set the tone for the entire agency.

Toward that end, I am going to ask you the same series of questions that I asked the previous FEMA nominee that came before this Committee.

First, have you ever been accused of or disciplined for sexually harassing your colleagues in any previous position?

Mr. GAYNOR. No, ma'am.

Senator HASSAN. Second, have you ever been accused of or disciplined for any inappropriate sexual behavior with a colleague?

Mr. GAYNOR. No, ma'am.

Senator HASSAN. Third, in your opinion, have you adopted a zero-tolerance policy for sexual harassment in the workplace in all of your previous positions?

Mr. GAYNOR. Absolutely, ma'am. Sexual harassment is not tolerated.

Senator HASSAN. Fourth, will you commit to taking swift action against any future instances of sexual harassment perpetrated by employees of FEMA?

Mr. GAYNOR. Absolutely.

Senator HASSAN. And, finally, what steps will you take specifically to change the culture within the agency, including to encourage reporting to punish transgressors and to train staff?

Mr. GAYNOR. Yes, ma'am. I think one of the most important things my predecessor Brock Long started and I in the process of making real is the Office of Professional Responsibility.

Prior to this incident in 2017, it did not exist. There was nowhere for a female employee to go to really——

Senator HASSAN. Raise a concern?

Mr. GAYNOR [continuing]. Raise a concern and see it get validated and adjudicated to the end. So it has taken us a little while to get it stood up because we are doing this out of hide, making sure that this is our priority. So people in facilities, all those things take a little bit.

The director I personally hired reports to me directly. I meet with her every day or every week about what cases are pending, the status of cases. This has the highest priority within FEMA, and it will remain so, because, again, sexual harassment is not tolerated at FEMA.

Senator HASSAN. Well, thank you, and we need every employee, male or female, to be operating at their full capacity and their full potential.

Thank you, Mr. Gaynor, for your answers, and thank you, Mr. Chair. I yield back.

Mr. GAYNOR. Thank you, ma'am.

Chairman JOHNSON. Senator Scott.

OPENING STATEMENT OF SENATOR SCOTT

Senator SCOTT. Mr. Gaynor, first of all, thank you for what you do.

There is not a lot of people that started at the private level and get to commissioned officer in any branch of the service, and I am sure it was very difficult in the Marine Corps. So I want to thank you for your service as a marine. I want to thank your family for their commitment, and I just want to thank you.

FEMA is not perfect, like no group is, but I can tell you what. There is not one person I have ever called at FEMA that they were not responsive, and the face of FEMA for me has been Gracia Szczech because she ran the Southeast my entire 8 years as Governor, and she just showed up all the time. Whatever I called about, she was responsive.

To this day, people—as you know, everybody wants to blame everything on FEMA and think it is always FEMA's responsibility if something does not get done and FEMA is holding everything up, which I do not believe that is true. So I always tell everybody that you should call directly, Gracia Szczech, and she will find out where everything is. And she does it every time.

So you should be really proud of the people you have.

Mr. GAYNOR. Sir, I have a great team. Gracia is one of those great teammates around the country. I have 20,000 great teammates that do their very best every day for the American public.

Senator SCOTT. I think one of the biggest issues that FEMA has is people do not know your purpose. I think people think that, ulti-

mately, FEMA is going to pay for everything, and they think that FEMA is a first response organization and an organization that is responsive generally to the Governor of the State or Territory and then to be supportive of locals.

How do you get that message? First off, am I right, and then how do you get that message out?

Mr. GAYNOR. Yes, sir. Typically, people think that the Federal Government, to include FEMA, will make it all right. This is just not a problem at Federal Government. I have been in emergency management for 12 years now, and it is probably a challenge at every level of government, so local, State, and Federal, about setting the right expectations.

As a local emergency manager and a State emergency manager and now the Acting Administrator, I tell people that FEMA does not make you whole, and that is something we have to discuss more. We have to create more awareness. We have to encourage preparedness across the Country so people take action to prepare themselves, their family, their business.

I think as Senator Johnson alluded to, this is a shared responsibility we have responding to disasters. Locally executed, all disasters start locally and end locally. So the locals have to have a capacity. State managed, if the local gets——

Senator SCOTT. If the locals do not do well, it is very difficult for FEMA to do well.

Mr. GAYNOR. If they do not do well, their backstop is the State that can redirect resources, and then from my point of view, I need States with great capacity because if I have States with great capacity, it makes it easier on me. So it is a shared responsibility up and down, not only for disasters but for preparedness.

We are attacking that at all levels to make sure that we encourage the locals and States to build true local capacity, true State capacity, and therefore, you have more national capacity when you need it.

Senator SCOTT. I think you have heard the story about how we would have a contract for our local debris cleanup was $8.50 a cubic yard. Then there was a contract that the Corps had with the same sort of companies, with the same companies, with over $70.

I have done a bill called the Disaster Contract Transparency Act. I do not know if you have had a chance to look at it, if you have any thoughts, but what do you think about something like that? What are you doing to try to make sure? Because there is not like unlimited dollars up there. That is what I tell everybody. If we waste money over here, there is less money to spend to do something that is good over here.

Mr. GAYNOR. Yes, sir. I think, again, going back to my local and State and now Federal experience, we are pretty good as locals and States and Federal in response. I think we do pretty well at that.

One of the things I think we struggle with is recovery. Recovery has a long lead time. In some cases, big disasters become complicated and convoluted, and it is never fast enough, even if you are moving as fast as you can.

So we encourage at every level, locals and States, to have recovery plans and test those recovery plans and exercise those recovery plans.

We also encourage, I think, pre-disaster contracts that you are getting to. Have a contract ready to go when you need it should a disaster happen. Do not try to do it after the disaster because now you are competing with others who want the same thing that you want, in this case, debris removal, and in some cases, you pay a premium for that.

The Corps of Engineers and DOD, they are premium providers, and they come at a cost. They do an awesome job. There is no one better at it, at debris removal or big tasks like DOD, but you are going to pay that premium on it.

These disasters are not free. There is a cost to all of it, and again, I go back to it is a shared responsibility by all of us.

Senator SCOTT. One issue that has impacted Florida is flood insurance. I think it is now 40 years since flood insurance has been around. We have been a 4:1 donor State.

Then what we watched while I was Governor is in certain areas, we had a significant increase in our rates under the National Flood Insurance Program, and what I tried to do is get to build, the private sector. For a State like Florida, it would be a lot cheaper than participating in a national program.

One, do you believe in that? What can FEMA do to help accelerate that? I think the more government can get out of the business of providing insurance or products that the private sector can do, it seems better to me at least.

Mr. GAYNOR. Yes, sir. I think there are a couple fronts on this.

So when it comes to flood insurance and individuals, the best offense, if you are a homeowner, is flood insurance. It has flooded in 98 percent of the counties in the United States. So just because you are not in Miami or in Tampa does not mean you are not going to get flooded. If you are in Arizona or in the middle of the country, Midwest, likely you are going to have a flooding event during the length of mortgage of your home. So we want people to invest in flood insurance.

If I can just tell you a story about what is that value that we offer in flood insurance. If I go back to Hurricane Harvey in Houston, we have a program called Individual Assistance (IA), and the max we can give an individual that has been, in this case, flooded out of their home is about $34,000. That is the max we could give out for assistance, temporary housing.

The average we actually gave out in Florida was about $4,000. Very few people maxed out the $34,000 cap on that IA program.

If you had flood insurance from NFIP, the average payout was about $110,000. You can do a lot with $4,000, but you can do much more with $110,000, especially if you get flooded out of your home. So it really is the best defense.

On the other side about updating NFIP, it has not been updated. The actuarial practices have not been updated in 50 years. We are on a course to make sure that insurance is risk-based, is actuarially sound, and is property-specific, and so we are on a mission to update that. There are a lot of intricate moves we have to make with rates, and we want to take our time to make sure that we get it right.

But back to the original premise, flood insurance is your best defense.

Senator SCOTT. You do a great a job.
Mr. GAYNOR. Thank you, sir.
Chairman JOHNSON. Senator Hawley.

OPENING STATEMENT OF SENATOR HAWLEY

Senator HAWLEY. Thank you, Mr. Chairman.

Mr. Gaynor, I want to thank you on behalf of the people of Missouri for you and your team's work in the State, your hard work this year in what has been an unprecedented flooding season in the State of Missouri, and I enjoyed the chance to talk with you at some length about this last week in my office.

Let me just ask you a few of the questions, a few of the topics to return to, a few of the topics that we discussed, beginning with Individual Assistance, and as I said to you then, this question of the distribution of IA is the top issue my constituents face when they are in the midst of the sort of severe flooding that we have experienced in my State. And I wrote to you about this on July 31, and you responded on August the 30.

Let me just ask you. Among the issues that are very important to us in the State of Missouri is the designation, FEMA's designation of counties that might be eligible for IA. Can you explain a little bit how FEMA goes about making that designation? Because this is a question that I have at home all the time and that, frankly, Missourians want to hear about.

Mr. GAYNOR. Yes, sir.

Just in the general look at a disaster, we try to look at every disaster as it is a unique disaster. We look at it on its own merits because we want to be fair and objective about the level of disaster and the level of impact on a community.

When it comes to determining the level of impact in a community, we do this as a team. Local emergency managers, State emergency managers, and my team, the Federal emergency managers, go out into the community and look at damage from a disaster. So we call it a Preliminary Damage Assessment (PDAs).

From all those PDAs, we determine does it meet criteria, and then it goes to the Governor of the State to determine if he or she wants to forward a request for a major declaration to the President.

There is lots in between that, but that is the simple process. In some cases, it is obvious how big the damage is. In other cases, it takes a little while.

Flooding is problematic. Especially this year, we have had flooding from the Canadian border to the Mexican border and as wide as Kansas through Kentucky and many other States in there, about 47 disasters this year out of about 70 disasters were flooding.

Senator HAWLEY. Let me ask you this. Tell us about how FEMA communicates with and conducts assessments in hard-to-reach areas.

In my State, the areas that have been hardest hit by the flooding, most of the areas have been hardest hit are rural. Some of them are very rural, and something that I hear a lot from folks there who have been affected is they do not know. They do not know what the status is of their claims. They do not know what FEMA is doing. They are not always sure how to get in touch with

you or what the process is for submitting a claim. So how do you go about communicating that?

Mr. GAYNOR. Yes, sir. So, in a disaster, it is really door-to-door, going out with that team and going door-to-door and seeing if people have been impacted, recording all that, encouraging people to register so they can be in the registry. So, if they have claim, we know about it, and we can track it.

In some cases, power is down. You cannot get on your Internet. Maybe you have no telephone service. You cannot get on your telephone. But the last resort is knocking on doors and make sure we get to every single person.

So it is intensive, but we want to make sure that we touch everyone and not miss anyone.

Senator HAWLEY. Let me ask you about something odd that we have seen with the flooding in Missouri here this past year, and that is some of my constituents being awarded IA, and then FEMA asking for the money back.

In one case in Craig, Missouri, for instance, FEMA demanded that a constituents rescind her IA because her home was a second home, but, of course, she had only acquired this so-called second home because her first home was flooded and was unavailable. And she had applied for IA in Craig at her first home, where she lived for most of her life, but then when she moved to this other residence, then she was ultimately asked to give the money back. That is just one example. I have heard many similar cases.

Can you elaborate for us how that kind of thing happens and what the right remedy is?

Mr. GAYNOR. Yes, sir. I mean, I cannot comment exactly on all the facts, but I would be happy to work with you and your staff to kind of maybe unravel some of those facts.

Senator HAWLEY. That would be great.

Mr. GAYNOR. Not only on that one but any that you may have.

So the way we operate is on eligibility. If it is eligible under the law, then typically, we will provide disaster assistance.

The other thing that we have to balance is duplication of benefits. Is there another agency out there? Is insurance payout first? I mean, there is lots of different criteria that we use to make sure that, first of all, we get disaster assistance in the hands of disaster survivors and we keep with the intent of the law. We do not want to give more than the law allows because then again we are forced to come back—and in this case, the example that you gave, have to come back and get it. That is the last thing we want to do.

In some cases, we are slow and deliberate to make sure we get it right the first time, but again, I would be happy to look into some of these cases and maybe provide some greater detail to you and your staff.

Senator HAWLEY. Great. Well, we look forward to working with you on that, and I thank you again for the work that FEMA has done in Missouri this past year. A lot of Missourians still have questions. Of course, a lot of them are still out of their homes. I mean, the flooding has been quite severe in the State. The displacement has been broad and wide, and we look forward to continuing to work with you and your staff to make sure that people get the assistance that they need and that they get the information that

they need in order to understand the process and apply and get the assistance.

Thank you.

Thank you, Mr. Chairman.

Chairman JOHNSON. Senator Carper.

OPENING STATEMENT OF SENATOR CARPER

Senator CARPER. Semper Fi.

Mr. GAYNOR. Semper Fi, sir.

Senator CARPER. Senator, Governor Scott was enlisted Navy, and I am the son of a 30-year Navy chief and a retired Navy captain myself. Navy Reserve Officers Training Corps (ROTC), Ohio State. Some of the best officers we had in the Navy, a lot of them came through a program called Navy Enlisted Classification Attainment Program (NECAP). Some of them we had were called Mustangs, and they were some of the finest officers I ever served with. So thank you for all of your service.

Mr. GAYNOR. Thank you, sir.

Senator CARPER. I like to tell people. People say, "Well, what is Delaware like?" I say, "It is the 49th largest State in the Country, and it is because Rhode Island is out there that we hold that distinction. [Laughter.]

Mr. GAYNOR. We are going to hold on to that, I think, sir.

Senator CARPER. I have been to Rhode Island any number of times. I love your State. In fact, I remember being a midshipman on a destroyer out in Newport, the Dyess, DD–880, and that summer that I showed up, it was after my freshman year. I was about 18 years old. They were having the Newport Folk Festival. That was the year that Bob Dylan played rock and roll and got booed off the stage, a memorable summer.

I also remember being on the Dyess, DD–880, out in the middle of the Atlantic and being run over by a hurricane, and that is not something I want to do again soon.

Speaking of bad weather, some of my colleagues have been talking about bad weather that has visited their States. There is a place not far from here called Ellicott City that you may have heard of where they have had two 1,000-year floods within 18 months.

I was down in Houston when they had a really bad hurricane a couple of years ago. They have experienced, I am told, three 500-year floods in Houston in about 2 years.

My son, one of our sons, lives in the Bay Area in California. They have not gotten a lot of rain out there this year, and they have had, as you know, wildfires the size of our States and hurricane-force winds.

Earlier this year, I was in Iowa, about a month ago, with my wife. We were campaigning for Joe Biden in the western part of the State in his bid for the presidency, and I remember going for a run along the Missouri River, where they had huge flooding, and even months later, you could still see the vestiges of the floods. The farmers were unable to plant for much of the spring. We had the same situation in Delaware.

All of what I am doing—there is a great song by—speaking of music, a great song written by Stephen Stills, Crosby, Stills, and

Nash, that starts off with the lyric, "Something is happening here. Just what it is is not exactly clear." And for me, it is pretty clear what is going on.

I just want to ask you, what do you think is going on?

Mr. GAYNOR. Yes, sir.

I am just talking general disasters and maybe a little more on hurricanes. If you look at the last 75 years, hurricanes more frequent, more intense, closer together, have generated a larger impact on the United States, extremely costly disasters, and you go back to 2017 and 2018.

One of the things that helps overcoming these larger more frequent disasters is investment in pre-disaster mitigation. We know we are going to have hurricanes.

Senator CARPER. What do you think is causing this? That is what I am asking. What do you think is causing this?

Mr. GAYNOR. I am not a scientist.

Senator CARPER. I am not either. There are a lot of scientists in the world, and they are pretty much in unanimity as to what is going on. What do you think is going on?

Mr. GAYNOR. I do not know, sir.

Senator CARPER. That is not a very good answer.

Mr. GAYNOR. But what I——

Senator CARPER. Stop.

Mr. GAYNOR. Yes, sir.

Senator CARPER. I asked my staff to let me know how much we are spending on disaster assistance just over the last couple of years, and I am told since 2005, it has approached a half trillion dollars. I think most Americans believe that the cause of this is a whole lot of carbon in the air, more than we have ever seen in the last, literally, million years. We have the scientific evidence to say that.

The folks that were at the Government Accountability Office (GAO) really did not pay a whole lot of attention to climate change and invest what—the results of what is flowing from that. But in recent years, every 2 years, as you may know, at the beginning of every Congress, GAO puts out a high-risk list, and it is high-risk ways of us wasting money. They have become focusing on climate change.

I guess my question of you is, Do you believe climate change is real?

Mr. GAYNOR. Sir, like I said——

Senator CARPER. It is not a tricky question. It is a pretty simple yes/no question. If you do, say so. If you do not, say "I do not."

Mr. GAYNOR. The climate has changed. I cannot attribute the scientific reasons why.

Senator CARPER. I am not asking you to do that.

If you are confirmed, how will your knowledge of climate change inform your actions as FEMA Administrator?

Mr. GAYNOR. Yes, sir.

So I think one of the greatest things that Congress has done for us is the DRRA, investment in pre-disaster mitigation. For every $1 invested, before a disaster hits, we will get a $6 return post-disaster. For me, it is really a practical thing about my mission.

So we are committed to preparing for and responding to disasters, no matter the cause. We are an all-hazards agency, and one of the greatest tools you have provided is this pre-disaster mitigation funding, 6 percent set-aside. So we can be prepared for whatever happens, no matter the cause, and that is really my focus as the FEMA Administrator.

I am going to be graded for what happens tomorrow, right? So if I can reduce the risk, if I can save lives by making investments today, if I can reduce damage to property by making investments today, then that is my mission.

Senator CARPER. I think GAO released a report that stated at the height of the 2017 disasters, a little over half of the staff, I think, at FEMA were serving in a capacity that they did not hold the title of qualified, qualified according to FEMA's qualification system standards. The GAO report noted that FEMA staff shortages and lack of trained personnel led to complications in response efforts, particularly after Hurricane Maria.

I think it is understandable how after a large disaster, staff can take on roles that they may not have been fully prepared for or trained to handle. Due to the magnitude of the situation, that is understandable.

However, if confirmed, how will you ensure that when the next disaster hits—we know it is coming. They are all coming, and how can you assure us that we will have more qualified individuals serving where we need them?

Mr. GAYNOR. Yes, sir.

I believe I have one of the highest-quality, ready workforces in Federal Government. When it comes to qualifications, many of our FEMA employees have a blue-sky job and many of them have a dual-disaster job. So qualifications are in constant need of update and upkeep because turnover is great. So we are looking on ways to improve, making sure people are qualified for their disaster work.

When it comes to response and recovery, again, I will divide this into two pieces when it comes to staffing challenges. Response, we have no shortage of people who respond. Our challenge today is really on the recovery side.

Again, I have 650 disasters that have been open since the year 2000 that we are dealing with. The hurricane season in 2017, 2018, historic. I have 2,300 people in Puerto Rico right now assisting in the recovery of the Commonwealth. We have a program underway. It has been underway for a while to make sure that we aim at the qualified people that we need and to fill those ranks as fast as we can.

Senator CARPER. All right. If I could ask one last thing. There are several of us who serve here on this Committee are former Governors, and my last year as Governor, I gave my last State address, I was in the Governor's office afterwards and receiving. There is a whole lot of people, open house and people coming through to say hello and congratulations.

One lady, an elderly lady, came up, an she said to me—she was going through my office. She said, "Were you the Governor the year when we had the ice storm of the century?"

I said, "Yes, ma'am."

She said, "Were you the Governor the year when we had the blizzard of the century?"

I said, "Yes, ma'am."

She said, "Were you the Governor when we had the drought of the century?"

I said, "Yes, ma'am."

She said, "Were you the Governor when we had the flood of the century?"

I said, "Yes, ma'am."

And she said, "You know what I think?"

I said, "No, ma'am."

She said, "I think you are bad luck." [Laughter.]

That may be true, but we are lucky we have FEMA. And we are grateful to all the people with whom you work and lead.

Mr. GAYNOR. Thank you, sir.

Senator CARPER. Thank you for your extraordinary service, both now and in uniform.

Mr. GAYNOR. Thank you.

Chairman JOHNSON. I think we probably ought to share i-List tunes. For somebody who likes folk music, I am surprised you did not quote Jackson Browne's "Before the Deluge" here.

One of the problems we are facing is just the moral hazard of rebuilding in flood-prone areas, building incredibly expensive properties on shorelines that we know at some point in time are going to be hit by hurricanes. Just the general affluence of our society has created these, the cost of mitigation or some of these disasters as well, but that is part of the issue. Senator Rosen.

OPENING STATEMENT OF SENATOR ROSEN

Senator ROSEN. Thank you.

I wish I had a song to quote. I have to come more prepared for that.

But, really, I would want to say to you as we think about Veterans Day this week, we honor and are grateful for your service and your continued service. Like you said, this important mission that helps make our families and our communities whole again after a disaster that often takes away their priceless memories, pictures, their homes, all the little things that—people want to keep their lives, but all those things that make a home and a community, so thank you for that.

But I would like to switch a little bit to talk about the Urban Areas Security Initiative (UASI). UASI is a vital program for protecting people in Las Vegas. I represent the State of Nevada. It helps protect Las Vegas, our critical infrastructure and our tourism economy. UASI grants assist high-threat, high-density urban areas like Las Vegas in preventing, mitigating, responding to, and recovering from terrorist attacks, and FEMA oversees this program.

The UASI program ensures that urban law enforcement departments have the resources they need to defend large metropolitan areas against terrorism, but the program needs reform in order to better serve densely populated tourist destinations like Las Vegas.

Nevada is home to a year-round population of about 3 million people, but just in Clark County, in the Las Vegas area alone, we have nearly 50 million visitors a year. We host more than 20,000

conventions. So this really impacts our UASI-related needs. With this in mind, last year when I represented Nevada in the House of Representatives, I joined my Nevada colleagues in sending a letter to then DHS Secretary Nielsen about changing the UASI funding formula.

I was pleased that one of the results of the letter is that FEMA incorporated visitor and special event data into its risk assessment profile, which determines the aid received.

Will you consider making changes to the risk assessment formula permanent so that visitor and special event data continue to be considered?

Mr. GAYNOR. Yes, ma'am. And we are always looking at the formula because we want to make sure that we reflect the current risk, and risk is dynamic, and it changes over time. So we want to make sure that that grant is meeting the need when you need it. Like you said, we added different criteria to the grant.

Also, this year we are going to add another criteria to the grant. We are going to put back in chemical facilities as a weighted element of the formula.

So we are always looking at it. That grant is ultimately approved and has eyes on from the DHS Secretary. We have to go brief him or her——

Senator ROSEN. Right.

Mr. GAYNOR [continuing]. About how that all falls out. So it gets the highest scrutiny to make sure that it is fair and it is consistent.

Senator ROSEN. I want to ask about potentially one more change because I want to talk to you about disaggregating the qualifying assets.

Right now, the Las Vegas Strip is clustered. It is considered one asset, even though there are more than 35 hotels along the strip. Twenty of the 30 largest hotels in the world are in the Las Vegas Valley, and a single property in Las Vegas at any one time can have over 70,000 employees and tourists. But, DHS clusters, all of these properties as one entity, and counts them as only one single asset for the formula.

So, again, can you commit to coming to my office to talking about how we can de-aggregate this and look at our critical assets in a different way? We are not just one entity in the Las Vegas Boulevard, and the McCarran Airport, if you have been to Las Vegas, it sits right at the end of some of our largest hotels.

Mr. GAYNOR. I will absolutely commit to meeting with you and your staff. I will have all my grant experts that specialize in this and formula. We will come over, and we will hear you out.

Senator ROSEN. I will come take them on a tour up and down.

Mr. GAYNOR. They would love that.

Senator ROSEN. They can see that.

I want to switch in my brief time left over to something that happens a little bit more in northern Nevada, which is wildfire. Of course, when we questioned the previous nominee, we talked about this a little bit.

So, in August 2018, the South Sugarloaf fire scorched over 230,000 acres in northeastern Nevada. It prompted the evacuation of about 300 people. It threatened infrastructure, State Route 225, multiple power lines, cell towers, radio towers. It destroyed public

and private lands. It affected our ranchers, our recreation, and our wildlife.

So despite this devastation and despite my Nevada colleagues in the State fighting for funding, FEMA denied the State of Nevada's request for a Fire Management Assistant Grant (FMAG) because the fire did not threaten such destruction that would constitute a major disaster.

So, again, we have to look at the current criteria that you use, it might need to be reevaluated, as we have more and more critical wildfires to evaluate applications and grants that makes it so difficult for our rural communities not just in Nevada—we all have them—that they receive funding, whether it is flooding, as we previously talked about, or wildfires.

In rural areas, they do not have structures to destroy, but the land is what people live off of. So it is difficult to qualify.

So can we talk about what you might think about helping our rural communities in flooding and wildfires?

Mr. GAYNOR. Absolutely, ma'am.

Just a little bit on the purpose of Fire Management Assistant Grants, these are grants that we give to jurisdiction that have fires, and the purpose of it is really to make sure that the local or the State has enough capacity to deal with the fire, so it does not turn into a major disaster.

When we consider what qualify—and I am not speaking exactly about your——

Senator ROSEN. No, I understand. Yes.

Mr. GAYNOR. But just generally, we look at what economic impact will it have. Will the impact from a fire create an economic impact that will result in a large federally declared disaster? That is generally one of the criteria we look at, but I would be happy to discuss——

Senator ROSEN. We can talk about scale, so it is not all or nothing. Maybe there are scales or things that we can put in there. I know some of my friends in every other State with rural communities would appreciate it too.

Mr. GAYNOR. Yes, ma'am.

Senator ROSEN. Thank you.

I yield back.

Chairman JOHNSON. Senator Lankford.

OPENING STATEMENT OF SENATOR LANKFORD

Senator LANKFORD. It is good to see you again. We have had the opportunity to be able to visit multiple times. Obviously, you have been around this Committee several times. In your earlier role, you visited my office several times. We would talk about different FEMA issues.

In Oklahoma, I appreciate your engagement——

Mr. GAYNOR. Thank you, sir.

Senator LANKFORD [continuing]. And your work on detail as you go through the process.

You and I have spoken about the by-out process, and this goes back to mitigation. You have been a big advocate for to say if we are looking in advance of a disaster, that is a lot cheaper to be able to do it there than it is after the disaster to do debris cleanup.

We have an issue with the buy-out, in the buy-out process, just length of time becomes the driving force. It is not uncommon for it to take 2 years or more to be able to go through a buy-out. This is a home that has been through disaster probably twice or more. That the State and local authorities step in and say, "We want to use our mitigation dollars to help clear some of these properties out, so we are not perpetually dealing with folks in a flood plain or another major disaster area that we expect will happen again in this same area.

What can we do to shorten the decision time for buy-outs and for those mitigation dollars? We have a 12-month lock-in at this point. Could we do a 3-month lock-in, a 6-month lock-in, a 9-month? Should there be some variables there, ways for States to get involved in this earlier? Because this is shared funding between the Federal Government and local communities on those buy-outs. What are creative ideas we can have to be able to help shorten that time period?

Mr. GAYNOR. Yes, sir.

And we talked about this in your office, and I promised you that I would get you some of the best practice from around the country to kind of shorten that timeline.

Again, if I go back to my local and State emergency management days and face these same kind of things, buy-outs, it never moves fast enough.

Senator LANKFORD. Right.

Mr. GAYNOR. I grant——

Senator LANKFORD. Flood insurance is better by far and faster by far to be able to do it that way.

Mr. GAYNOR. These things are complicated because it is just not FEMA. It is the State. It is the State environmental management. It is local zoning codes, building codes, local officials that have a say in it, the Environmental Protection Agency (EPA). All those people are involved in getting the stamp of approval on these kinds of things.

I will commit to you that I will follow up. I will get you best practice on how we can shrink that time because it is never fast enough if you are not in your home as a disaster survivor.

Senator LANKFORD. Yes. As you know from working on local communities that you have done in the past, if you have been through a major flood, which in the north as part of our State, they have been recently through a major flooding event, and they are told, "OK. We are looking at buy-out, but it is a year before we can make the decision, and then there are several processes that happen after that year." And you are trying o figure out, "Am I going to live in a hotel for a year? Am I going to live with my cousin for a year? What am I going to do at some point to be able to try to manage this for a year?" And even if it is a year into it, now the decision is not really made. It may be 2 or 3 years before the decision is actually made.

At that point, people start rebuilding. We pay individual assistance to be able to help folks rebuild and then eventually buy it out and lose money twice on it.

That is still cheaper than having a perpetual flood event, but if there is a way the Federal taxpayer can save money and the indi-

vidual can get on with their lives, that improves everything. So I appreciate that engagement.

Let me ask you a little bit about some of the mitigation still, which you have been such a great advocate for. There are several rural communities in my State that they have chosen not to do the mitigation plans, which means individuals within those communities cannot get flood insurance. What would you say to local communities about doing mitigation plans? Because some of them say it is too much paperwork, not going to go through this, do not have the manpower to be able to do it. But then individuals in the community that want to get flood insurance cannot get it.

Mr. GAYNOR. Yes, sir.

I would encourage every local county that does not have a mitigation plan to get one. Again, speaking as my time as a local and State emergency manager, I think it is the responsibility of the local government to have one.

We can provide through the regions, the 10 regions around the country and headquarters, technical assistance to help locals build a plan. The plan exists in other places, and so it is not something you have to build from scratch. Lots of help is out there.

But it really is, I think, the obligation, and again, I go back to locally executed, State-managed, federally supported. You have an obligation to make your local community as ready as it can be and ready for the next disaster.

Senator LANKFORD. Right.

Mr. GAYNOR. So I would put the onus back on the local. Having been one, I know it is hard. The bandwidth is small. Resources are slight, but it really is, I think, you have to do your due diligence to get it done.

Senator LANKFORD. Would you grab a couple of emergency management folks around the State? Get them to ask some of their locals why they have not filled out the paperwork and why they have not done it and just to see if there is something that could ben simplified in the process——

Mr. GAYNOR. Yes, sir.

Senator LANKFORD [continuing]. So that they go through that, so again, encourage people to be able to buy flood insurance. It helps for more folks to be able to have it, but if the locals find the paperwork onerous or the process onerous, then they do not do it. Then it just trickles down and becomes a more and more complicated issue. So maybe it is something that can be fixed. I am not going to tell you I have the idea on that, but I will bet a couple of folks in emergency management from around the Country could say, "We could do this better if"——

Mr. GAYNOR. Yes, sir.

I think between States and the Federal Government, technical assistance is available on many different things, to include this.

Senator LANKFORD. Right.

I appreciate it. We have also had a conversation about houses of worship.

Mr. GAYNOR. Sure.

Senator LANKFORD. You go back a couple years ago. FEMA excluded all houses of worship of all type, saying they are not eligible. FEMA has now redefined that, quite frankly, coming in line

with the U.S. Constitution, which is a good thing to be able to come inline with and to be able to say OK. Houses of worship are just like every other facility in every other community. You cannot say to a library and a museum that you are eligible, and if you are a house of worship, I am sorry that you are not. They are a community organization, just like the museum and the library is, so treating all entities the same.

I just want to tell you I would just appreciate it not to discriminate on a place because they actually do worship there and other places they just meet as a community there. So that is a fair way to be able to do that.

You brought me some recent statistics on the engagement, and I appreciate that, and we will continue to be able to follow up in every way that we can just to be able to make sure that continues to be just treated the same, no matter what that building is.

Mr. GAYNOR. And that is our goal, sir. I mean just part of the way we do business.

Senator LANKFORD. Right, it is. I appreciate that very much. Thanks for stepping up in the leadership and for continuing to take the reins.

Mr. GAYNOR. Thank you for your support. Thank you, sir.

Chairman JOHNSON. Senator Romney.

OPENING STATEMENT OF SENATOR ROMNEY

Senator ROMNEY. Mr. Gaynor, thank you for being willing to take on what is often a thankless task, but it is often a target for blame, a challenge.

Do I detect a New England background in her heritage?

Mr. GAYNOR. Yes, sir. Rhode Island. You may be familiar with that small county.

Senator ROMNEY. Yes. It is a southern county of Boston, as I recall.

Mr. GAYNOR. Something like that, yes, sir. [Laughter.]

But we are all Patriots fans, though, sir.

Senator ROMNEY. That is exactly right.

Thank you. I presume that FEMA does get involved in helping various institutions determine how they can reduce the probability of disasters occurring, and I am thinking in particular of wildfires.

My colleague from Nevada, who is about to escape my question here, Senator Rosen and I have spoken about the concerns of wildfires. There are some of us who are concerned that we do not have anywhere near enough equipment to put out wildfires before they become major conflagrations. Do you get involved in providing counsel to other agencies of the Federal Government, such as the Bureau of Land Management (BLM) and so forth or the Forestry folks to take action that would reduce the risk of wildfires running completely out of control?

Mr. GAYNOR. Yes, sir. I think we do it on multiple paths. I think our greatest focus of effort is with our State emergency management partners and to either build capacity or improve capacity.

If you look at the State of California, they have access to preparedness grants, whether it is a Homeland Security grant, UASI grant. They have a significant investment over time, with appropriate funds also. They have about 2,500 firefighting pieces of ap-

paratus that they have invested in and made sure that it is spread across the State to respond to those disasters.

I will go back and say that it is about equipment, but it is also about mitigation, pre-disaster mitigation.

Senator ROMNEY. Oh, yes.

Mr. GAYNOR. And not just wildfires, but pre-disaster mitigation for every hazard out there. If you invest ahead of time, reduce the risk to people, reduce the risk to loss of property. We will be better off once that disaster occurs. Hopefully, it will never occur, but we have to be ready for the worst-case scenario.

So I think it is in everyone's interest to mitigate and to include wildfires.

Senator ROMNEY. I think there is a potential for us to manage our forests in a much more effective way to reduce the risk of major wildfires, and that will be something that you could have some input in to the various agencies that have responsibility for our forests and our public lands.

You also have responsibility for flood insurance. Why do we have Federal flood insurance as opposed to having private insurance companies provide for flood insurance?

Mr. GAYNOR. I think, historically, sir, that the Congress approved the flood insurance program over 50 years ago, and this is the world in which we live today.

When I came to FEMA, I did not realize I owned an insurance program. I own the largest single-peril insurance of flood in the country. Now, there is some providers that provide flood insurance on their own but not really enough.

To go back to my previous statements, flood insurance really is the best offense. We need to make sure that it is affordable, that it reflects accurate risk, and that it is building specific. We are working on updating that through our Risk Rating 2.0. We are going to take a pause because we have a little more work to do, a little more due diligence, and understanding the rates to make sure the rates are right that reflect risk. We need to do it for all 50 States.

We need to do more analysis on risk for levees. We are not just there yet.

And I think the biggest thing we have to do is make sure we raise awareness about why flood insurance is so important and why homeowners should make sure they have flood insurance if they have that flood risk.

Like I said before, 98 percent of the counties in America have flooded. It is just a matter of time before your home gets flooded, and insurance is the best defense.

Senator ROMNEY. I applaud your willingness to take a very close look at creating accurate risk assessments and determining the premiums for flood insurance, and I do believe, in many cases, that the people are able to rely on FEMA to provide for them, even if they do not have flood insurance. If, in fact, you do not need to get flood insurance and FEMA is going to come in and provide funding for you to rebuild, whether or not you have the insurance, why, it creates a disincentive to actually purchase that insurance.

I hope that we apply, if you will, private-sector thinking to what is a public-sector program, flood insurance, in such a way that we

actuarially are pricing flood insurance and responding to disasters for those people who have insurance in a different way than for those that do not.

Mr. GAYNOR. Yes, sir.

I will just share we actually moved about $2.3 billion of our liability to reinsurance. We have been doing about a billion dollars a year. We think that that has been very successful. We are very well looked at by the commercial insurance business, and we will continue to do that. If we can share some of that risk, some of that liability with the private sector, it is better for the taxpayer.

Senator ROMNEY. Yes. People in my State are concerned, in Utah are concerned about, in many cases, outdated mapping of the price associated with their flood insurance, and in some cases, the flood maps are as old as 20 years old. During that time, the cities or towns have taken steps to make it far less likely that a flood might occur.

Is it possible for us to update these maps on a more timely basis? Is there an effort underway, or can you make sure that there is an effort underway to update the mapping of risk, so that premium rates can be more fair and reasonable?

Mr. GAYNOR. Yes, sir.

So we update 20 percent of the catalog every year, and we have 5 years before we return to the next—that we start over again. So every 5 years, we will update the maps that need updating. So we are doing that today. Congress provided significant funding to make sure we keep up with that. It has been very successful.

I think part of it in the Risk Rating 2.0 update is really to look how we use maps. Right now, between the flood zone lines, if you have ever seen some of those maps, it is a steep drop-off that really does not reflect a graduate risk as you look at the entire flood zone.

In some cases, you may be right on the coast, and you may be underpaying your premium, where somebody behind you a couple blocks is paying more. We want to make sure that is fair and is reflective of distance from the coast, the type of building that you are in, the cost that it is going to take to put that building back together, should it be flooded. All those factors, we are looking into to make sure that maps reflect risk and that risk reflects your premium.

Senator ROMNEY. Thank you.

Chairman JOHNSON. Thank you, Senator Romney.

Mr. Gaynor, you have made a lot of pretty interesting statements. You said FEMA does not make you whole. I am not sure that is true.

I think one of the problems—and Senator Romney is really talking about the moral hazard of how we approach these things, but we have these major disasters. America is a very compassionate country, and then Congress just appropriates tens of billions of dollars, not just for the 1 year but 5 years out in the future. We do not have the information on this, and so that signals to just about everybody that if we have a major disaster, the Federal Government will come in, whether we have the money or not. We will just print the money, and we will try and make those communities as whole as possible. Is that part of the issue here?

Mr. GAYNOR. Well, again, sir, I think it goes back to shared responsibility.

If you just look at Stafford Act authorities—and I am just talking general terms. If a State gets a major disaster declaration, it is a shared, 75 percent Federal, 25 percent State. So you have a stake in the game in that disaster.

Now, is that the right balance? I think we could probably debate that, but it is a shared responsibility.

Chairman JOHNSON. In theory, it is supposed to be 75 percent, but is that actually what happens?

Mr. GAYNOR. The majority of times, it is, sir. In some cases, depending on factors, it can go up as high as 100 percent. I am sure you are aware of those, 90–10. But for the most part, it is 75–25.

Chairman JOHNSON. Well, that is the problem. When it is such major and you have so much compassion, it is 100 percent. Everybody kind of expects, well, something really bad happens, Federal Government, come bail us out.

Mr. GAYNOR. Yes, sir.

Chairman JOHNSON. You talked about flood insurance. It is not priced properly. It is certainly not priced based on the risk to a particular dwelling or property based on hurricanes or flood. So those individuals not in hurricanes, in States not in hurricane zones or in flood plains, basically, through tax dollars are subsidizing that moral hazard, correct?

Mr. GAYNOR. Yes, sir. We have to do work on it to make sure that it is affordability and it is fair.

Chairman JOHNSON. I think we need to speak very honestly about this. We need to get the data behind it, and we have to come up with a program where we stop subsidizing this and we stop creating this moral hazard. That is the only way we are going to start really doing true mitigation here.

Mr. GAYNOR. Yes, sir.

Chairman JOHNSON. You talked about the FMAGs. You started talking a little bit about fire. I am no expert at all, but I have to admit I keep looking at these wildfires in California. I ask the question. I mean, are they removing the fuel? Is there no way to create firebreaks? I mean, to what extent has California done that? How much further do they need to go?

Mr. GAYNOR. So I will first say, sir, again, pre-disaster mitigation, whether it is wildfires or it is another hazard is really in our best interest.

I have a pretty close relationship with the State Director, Mark Ghilarducci, and have had several conversations with Governor Gavin Newsom, especially this year with wildfires. California has done a pretty respectable job about trying to mitigate, and again, I think they are upholding our theme of locally executed, State-managed, and federally supported.

Chairman JOHNSON. They do fund a lot.

Mr. GAYNOR. They do. Almost $400 million last year to reduce the wildfire risk. They have a new California Fire Plan that looks at building codes and building materials and tries to reduce risk to life and property. Again, this is a shared responsibility.

Chairman JOHNSON. I mean, that is when a fire is raging over a house. What about preventing the fires to spread as much as they do?

Mr. GAYNOR. Yes, sir. Fires start in many different ways. I am sure that some are preventable. So if you think about power companies and those kind of things that are started, I am sure there is more you can do to do cutbacks from power lines. In some cases, it is Mother Nature that creates these fires.

But, again, I go back to investment in pre-disaster dollars. What can you do to reduce that risk ahead of time, knowing that it is going to happen? I think really whether it is a wildfire or it is flooding or hurricanes, we just need to do a better job in pre-disaster mitigation. That investment, 6:1 payout at the end. It is really in our best interest.

Chairman JOHNSON. But I have been looking at the map and going, "Here is the real vulnerable zones. We are going to remove fuel. We are going to create much larger firebreaks, so these fires cannot jump into residential communities." Again, I am not from California. It is horrific, and I have nothing but sympathy for those individuals. But are they doing that basic mitigation effort?

Mr. GAYNOR. I am not a wildfire expert either, sir. I would be happy to look into some of the details about what they have done and what they are doing and what they are planning to do. I would be happy to research that information and meet with you and your staff. I would be happy to do that.

Chairman JOHNSON. I would like to know that because every year, you have the same problem and just going what more can they do.

Mr. GAYNOR. OK.

Chairman JOHNSON. I want to turn attention in terms of FEMA's key role in terms of recovery.

We had a few years ago the blue ribbon study panel on biodefense, and that recommendation to that panel first of all, somebody has to be in charge. If something were to happen, whether it is a biochemical weapon attack—but the same could be said of a kinetic attack on our power grid or Electromagnetic (EMP) or Geomagnetic Disturbance (GMD).

I think when we have these hearings, when I talk to Federal officials, when it comes to recovery, people pretty much point to FEMA. Well, it is going to be FEMA leading this.

First of all, are you aware of that? Are you ready for it, and who in your mind would you be reporting to in that type of situation? Let us say it is a bio-attack.

Mr. GAYNOR. So just in recovery, sir, in general, I think you are right. I think most people point at FEMA that we are going to come to the rescue, and we are going to manage the entire recovery.

We are trying to change that dynamic today, making sure that locals and States invest in the things that are important to them.

I look back at my time as a local and State emergency manager. The success and response is fantastic, but that response is short.

I think true success in emergency management program in a State is recovery. If you are successful in recovery, you are successful as an emergency manager.

So everyone should have a State recovery plan. They should have pre-disaster contracts. They should do all those things, do their due diligence, to make sure they are ready should a disaster happen because it is not a matter of if. It is just a matter of when.

The question on bio, I would have to go refer to legal authorities on that.

Chairman JOHNSON. Again, it is not really a specific threat. It is really when something would really shut things down. We would just have a major disaster, whether it is hurricane, fire, whether it is shutting down the electrical grid, whatever.

Again, I continue to have a concern because we have heard it repeatedly that we need somebody in charge. Again, it always seems to fall—"Well, it is going to be FEMA that is going to help recover." So one of the questions I want to ask you is you have been there a year now. Administrator Long, birth by fire, within days, weeks, all of a sudden, he had this just unprecedented level of disaster on hurricane and wildfire.

You fortunately did not face that kind of level of disaster. What is your annual cycle as Administrator of FEMA? Obviously, you have hurricane season. You have fire season. You are going to be totally focused on that. Do you have time to kind of step back when you are not dealing with these huge disasters to plan, to mitigate?

Senator Lankford was talking about localities that do not do mitigation plans, so their citizens do not qualify for flood insurance. Do you have the bandwidth and the time to actually try and manage so you have some FEMA help for those communities that do not have mitigation plans? Kind of map it out. Here are the communities that do not. These are the people that do not have flood insurance as a result. Let us proactively go help those communities or those regions.

Mr. GAYNOR. Yes, sir. If you go back to 2017 and 2018, really historic disaster seasons and really stretched FEMA and some of our partners to deliver those disaster services to disaster survivors. That did stretch us.

So there is an ebb and flow to a season, so from hurricane season to flooding to wildfire, and every day is earthquake season. So we have to be prepared for that.

Set aside another 2017, I think we have enough bandwidth to do all those things you were talking about. We are doing them today. We will do them tomorrow. Should we have a big season? We will have to sideline some of that, but I think those are anomalies.

Chairman JOHNSON. So if you are in between disasters and just kind of sitting there almost twiddling your thumbs, what is the first thing you are going to pick up that you have kind of been putting off to the side because you have not had time?

Mr. GAYNOR. So, sir, we are never twiddling our thumbs. [Laughter.]

Chairman JOHNSON. I did not think you were, but let us pretend.

Mr. GAYNOR. From my first day at FEMA, it is breathtaking about all the things that we are responsible for. The obvious things, disaster, all kinds, all shapes, from American Samoa to U.S. Virgin Islands, 9,300 miles that we are responsible for.

Flood insurance. I did not know I own that insurance company. Continuity of Government. Not many people know I own Con-

tinuity of Government. Preparedness programs. And the list goes on and on and on about the things that we do that are not disaster-related.

I think one of the things that I have had a revelation about is that much of my time is really not disaster, managing the act of disaster. It is all those other things that we have to do. People doing all those kinds of things are the things that we do every day.

We have had a really kind hurricane season this year. It gives us more bandwidth to accomplish those things. It is about balancing priorities, and we try to achieve that every day.

Chairman JOHNSON. So the answer is all of the above, which is again one of the reasons I think you have seen us consistently thank you and your family.

Mr. GAYNOR. Yes, sir.

Chairman JOHNSON. This is a full-time responsibility and probably very thankless. A lot of blame if it is not perfect. So, again, we truly do appreciate your service.

Mr. GAYNOR. Thank you, sir.

Chairman JOHNSON. Senator Sinema.

OPENING STATEMENT OF SENATOR SINEMA

Senator SINEMA. Thank you, Mr. Chair. Thank you, Senator Hassan, and thank you to our witness for being here.

The Phoenix region is one of the fastest growing in the Nation, and the Phoenix-Mesa-Scottsdale Metropolitan Statistical Area (MSA), comprises just under 6 million people, and that is made up of residents, commuters, and daily visitors.

So our Phoenix first responders depend on the UASI to keep Arizona safe. The UASI program assists high-density and high-threat Metropolitan Areas to prevent, mitigate, respond to, and recover from acts of terrorism.

But the program, we believe, is missing a key metric for determining funding levels, and that is proximity to an international border.

Our UASI district is just 30 miles away from the United States-Mexico border, yet only visits who enter the Country through Phoenix Sky Harbor International Airport are measured for the threat assessment. We believe it is vitally important to expand the UASI metrics to include proximity to the border.

So my question for you is, if confirmed, would you review the UASI and work to include proximity to a high-traffic border when measuring relative risk for funding allocations?

Mr. GAYNOR. Yes, ma'am. And as I stated before, a similar question, we are always analyzing risk because risk is dynamic. The threat changes over time. Many of these grants are post 9/11 grants, and some of those threats have changed over time. So we want to make sure that the grants that we have today reflect risk, and through some of those formulas, we try to balance all that.

So I will be happy to send my grants experts and my formula experts to kind of see what we can do to assist in making it fairer.

However, I need to be fair to the entire field of applicants when it comes to UASI. You would be surprised that even small changes in threat, risk, vulnerability change the order in some cases. Your

score may not have changed at all, but somebody above you has changed and moved you out because the formula works that way.

But I would be happy to have a conversation with you and your staff on grant formula.

Senator SINEMA. Thank you.

In particular, as you have seen in recent events, individuals who are living in Arizona near the border see increased threats from massacres from dangerous activity and, of course, continuing gang and drug activity. So this is very concerning for us in Arizona.

Mr. GAYNOR. Absolutely.

Senator SINEMA. Thank you.

There also remains concerns in Arizona regarding the FEMA grant program that provided assistance to non-governmental organizations (NGO's) that helped migrants who are released into communities. In Arizona, our NGO's stepped up and played a critical role in helping manage the crisis at our borders this past spring, but my office has heard concerns that the program rules and application process were confusing and that they kept changing.

So FEMA has invited those who have already received funds and those who did not to submit follow up applications as needed. My question for you is what steps is FEMA taking to make sure that the NGO community understands the program and understands the rules, and then, of course, looking forward, what lessons can FEMA take from the tough rollout of the program to improve the grant programs in the future?

Mr. GAYNOR. Yes, ma'am. So this is the $30 million supplemental, I think, to help the border crisis. About $8 million is on the street right now, and we are going to reopen the grant period in January, this coming January.

This week, my FEMA team that runs this program is actually out in New Mexico and Texas doing a listening tour, doing exactly what you are asking to have happen in your State to help with documentation, help with the application, kind of give them technical assistance, so that they can be eligible to apply.

I think that was one of the difficulties when we rolled this out.

Senator SINEMA. That is right.

Mr. GAYNOR. And we are on the street today trying to change that direction, change that dynamic, so more can apply because there is still money on the table.

Senator SINEMA. I would invite him to come visit us in Arizona, and my office would be happy to give you a list, the NGO's, both those that did apply and received money, those who applied and did not receive money, but also those who stepped up to provide assistance without any interaction with FEMA. There are a number of organizations that did a yeoman's amount of work without ever having any kind of formal interaction with the Federal Government.

Of course, as you have noted, we anticipate, unfortunately, that there will be another surge of individuals who come in the spring because this crisis has not yet been resolved.

Mr. GAYNOR. Yes, ma'am. I will follow up with you and your staff——

Senator SINEMA. Thank you.

Mr. GAYNOR [continuing]. And we will try to get that team out to Arizona.

Senator SINEMA. Thank you.

My last question for you is about wildfires in Arizona. As you know, they pose a significant risk, and this year, over 372,623 acres have burned as a result of wildfires. That is just in my State.

So our fire companies depend on grants from FEMA to make sure that they have the tools they need to protect both life and property.

The President's Fiscal Year (FY) 2020 budget proposed sweeping cuts to these grants, and that is concerning to us because these are grants that help our firefighters do their job. So my question is how you and the Department will ensure that Arizona's first responders have the resources they need to respond to wildfires and keep Arizona safe.

Mr. GAYNOR. Yes, ma'am. Annually, we put out about $2.3 billion in preparedness grants, a whole host of different programs, UASI, Emergency Management Performance Grant Program (EMPG), Staffing for Adequate Fire Emergency and Response (SAFER) Grants to fire, and part of my challenge as the Administrator is some of these grants have turned into entitlement grants. Sustainability and maintenance really snuffs out the ability to do innovation and to follow emerging threats. So we are trying to right-size grants so they keep up with the threat, the risk that is appropriate for your jurisdiction.

It is one of our priorities to make sure that we deliver that capability through grants to locals because if you build capability at the local level, you build State capability. If you build State capability, you build national capability. So we are committed to make sure that firefighters have all the support that we can give them through these grants.

Senator SINEMA. I appreciate that.

As you know, due to a number of factors, weather patterns, drought, and of course, not having the ability or the financial support to provide low-level clearance for forests has actually increased the risk of fire in places like Arizona and other parts of the Southwest. So this is as growing concern for our communities.

As you know, a number of years ago, Arizona actually suffered the loss of 19 firefighters from the Yarnell fire. That is something we want to make sure never happens again in my State or in any other State in this country.

Mr. GAYNOR. Yes, ma'am.

Senator SINEMA. So I look forward to working with you on that, and thank you again for being here.

Mr. GAYNOR. Thank you.

Senator SINEMA. Mr. Chairman, my time has expired. I want to thank you for allowing me to participate this morning.

Chairman JOHNSON. I appreciate you coming. Senator Hassan.

Senator HASSAN. Thank you, Mr. Chair.

I just had a quick comment and a question because there has been a lot of discussion about the shared responsibility of local, localities, counties, States, and the Federal Government when it comes to natural disaster response.

We have had a good discussion about the importance of mitigation and the importance of everybody investing in mitigation regardless of level of government.

This is just a comment. I do not expect you to respond to it, Mr. Gaynor. As a country, one of the things we need to do to mitigate our risk is to address climate change. Much of the extreme weather we are seeing is a result of climate change, and we can have whatever debate we want to have about what causes climate change, but the science is very clear and the recommendations are very clear about what we could be doing to address climate change as a Nation.

Luckily, some of our cities and States continue to do the work that right now the Federal Government is not doing, in my view, as much as it should have, but I just want to make that note because at a certain point, asking localities, small towns in New Hampshire, to keep reinvesting in new infrastructure, to keep up with the extremity of the weather they are seeing is just not a fair ask.

The second thing—and this is a question—we have talked about moral hazards and perceptions perhaps that sometimes individuals or certain localities are expecting the Federal Government to come and help them and do all of the repair and recovery.

As a former Governor, that has not been my experience. In fact, at times, my experience has been the people said, "We qualify for FEMA assistance here, but it is a lot of paperwork. We are just going to do it ourselves."

But the bigger point is this. The reason we have a Federal response capacity is that sometimes these disasters are so big that they wipe out every part of local infrastructure. So you do not have—if your first responders do not have homes because the storm just came through and wiped them out—I know a lot of heroic first responders who come to work anyway while their families are figuring out where they are going to go.

But have you seen, Mr. Gaynor, in your experience—and I am thinking of Puerto Rico here. Their capacity to mount a response was deeply impacted by the severity of hurricane Maria. So there are times that the Federal Government really does need to come in and be the major responder, and I just am wondering if you see that from time to time.

Mr. GAYNOR. I think being from the smallest State in the Union, I feel your pain——

Senator HASSAN. Yes.

Mr. GAYNOR [continuing]. Because the capacity of Rhode Island compared to the capacity of Texas is much different.

Senator HASSAN. Right.

Mr. GAYNOR. So what is a small disaster in Texas may be a major disaster in Rhode Island or Delaware. So I am particularly sensitive to that.

I want to be the honest broker with my background as a local and State and now acting Federal FEMA Administrator about we all have a role to play here, and you have to do what you can do within your locality to keep your community safe.

If something really bad happens, we will be there. There is no doubt about it, but we need to be more honest about what we expected, all levels, so we have a truly prepared and resilient Nation.

Senator HASSAN. I think that is exactly the right approach. It is a balanced approach, but just I wanted to go on the record with sometimes, on matter how well a locality or a State has prepared, Mother Nature has a different idea.

Mr. GAYNOR. Absolutely.

Senator HASSAN. Thank you.

Chairman JOHNSON. Thanks, Senator Hassan.

As somebody who obviously raised that issue of moral hazards, let me also say that—because I talked about how compassionate this Country is, but we also see in—I do not care what disaster we are talking about, what tragedy we are talking about. We just see heroes at a local level rise to the occasion, and it just kind of reaffirms your faith in our fellow citizen. So, I mean, that is, across the board, we see that.

I mentioned in my opening comments too, in 2017, FEMA deployed other Federal agencies as part of the Surge Capacity Force for the first time ever, and the stats on that, 4,063 members deployed from 28 different agencies, 8 DHS components, and they worked 24/7 during that unprecedented hurricane season. Again, I saw the men and women.

Did you want to comment on that, Mr. Gaynor?

Mr. GAYNOR. Sir, thank you. So we have "emergency" in our title. So I think people just expect that we are the single responders to these emergencies or disasters. It is actually a whole-of-government response.

We have many partners that have unique capabilities that we rely on that we just do not have. So whether it is DOD or the Department of Health and Human Services (HHS) or any of our Federal partners, we are all together, and it is unique, I think, for government, so whether local or State, whether you are at the local emergency operations center or the State emergency operations center or the National Response Coordination Center right down the street. This is where all of government comes together to help disasters and disaster survivors get over the hard spot and get them on the road to recovery. It is absolutely unique to see, and I think we do a pretty good job at it.

Chairman JOHNSON. It is actually a whole Nation response.

We had caravans coming from all over the Nation taking building materials, roofers, people bringing food stuffs and other needed items. You just pick your disaster you want to talk about. It is really a whole Nation response. That is what is so extraordinary about this country.

So, again, Mr. Gaynor, your family, thank you for your service. From my standpoint, I am very confident and want to support your nomination. I hope this passes unanimously through the Senate as quickly as possible.

The nominee has made financial disclosures and provided responses to biographical and prehearing questions submitted by the Committee. Without objection, this information will be made a part

of the hearing record,[1] with the exception of the financial data which are on file and available for public inspection in the Committee offices.

The hearing record will remain open until 12 p.m., tomorrow, November 15th, for the submission of statements and questions for the record.

This hearing is adjourned.

[Whereupon, at 11:03 a.m., the Committee was adjourned.]

[1] The information for Mr. Gaynor appears in the Appendix on page 41.

APPENDIX

Opening Statement of Chairman Ron Johnson
Nominations Hearing to Peter Gaynor to be Administrator of the Federal Emergency Agency, U.S. Department of Homeland Security
November 14, 2019

As prepared for delivery:

Today, the Committee will consider the nomination of Mr. Peter Gaynor who has been nominated by the President to serve in a critical leadership position as the Administrator for the Federal Emergency Management Agency (FEMA).

The FEMA Administrator serves as the principal advisor to the President, Homeland Security Council, and the Secretary of Homeland Security for all matters related to emergency management. The Administrator's duties include the operation of the National Response Coordination Center; the effective support of all Emergency Support Functions; and, more broadly, coordinating the implementation of a risk-based, all-hazards strategy to prepare for, protect against, respond to, recover from, and mitigate against natural disasters, acts of terrorism, and other man-made disasters. The Administrator is also responsible for the management of the core Department of Homeland Security grant programs supporting homeland security, and for providing an annual estimate of the resources needed for developing the capabilities of federal, state, and local governments necessary to respond to catastrophic incidents.

In October 2018, the Senate confirmed Mr. Gaynor as the Deputy Administrator of FEMA. Over the past eight months, he has served as the Acting Administrator for FEMA. During this time, Mr. Gaynor has demonstrated exceptional leadership that would greatly benefit the agency, if confirmed. I am pleased that Mr. Gaynor has been nominated to be the next FEMA Administrator.

Mr. Gaynor's extensive experience working in emergency management will be vital as FEMA works towards building a culture of preparedness, readying the nation for catastrophic disasters, and streamlining FEMA's processes. If confirmed, I look forward to continuing to work with Mr. Gaynor on transforming the response and recovery model to one that is locally executed, state managed, and federally-supported given his experience at both the state and federal level. This Committee also looks forward to working with FEMA as the agency continues to implement the Disaster Recovery Reform Act that Congress passed last October.

I also want to thank Mr. Gaynor for his commitment to public service, and in particular, highlight his 26 years of service as an enlisted Marine and Infantry Officer in the United States Marine Corps prior to becoming an emergency manager.

Homeland Security and Governmental Affairs Committee
Nomination Hearing of Peter Gaynor to be FEMA Administrator

Opening Statement
Senator Maggie Hassan
November 14, 2019

Mr. Chairman, thank you.

And I would like to thank Ranking Member Peters for the opportunity to serve as Ranking Member at this important hearing.

Mr. Gaynor, I want to thank you, as well, not only for being here this morning but for your service to our nation as a Marine, as an emergency manager, and—for the past year—as Deputy and then Acting Administrator for FEMA.

And I would be remiss if I didn't also thank your family. Public service is a family business, and they're support is incredibly important and has made your service possible. So, a special thank you to them.

Our nation faces serious challenges when it comes to emergency management.

And I also want to take a moment to acknowledge the incredibly hard working men and women at FEMA who really do extraordinary service in very difficult circumstances.

But I want to focus a little one the challenges that I think are before FEMA that you're going to be asked to address.

The science definitively shows that climate change is causing more intense weather events with ever-increasing frequency.

If FEMA ignores these realities, then it does so at the peril of the Americans who depend on the agency for mitigating and recovering from extreme natural disasters.

We only have to look to the 2017 hurricane season—when major disasters concurrently struck Puerto Rico, Texas, Florida, and California and overwhelmed FEMA's capabilities—to give us a view of the future of effects of global climate change on U.S. safety and security.

And beyond natural disasters, state and local governments are contending with a wide range of other catastrophic events.

Across the country, schools, hospitals, municipalities, county governments, and state agencies have been hit by an outbreak of ransomware attacks that are affecting key services and disrupting our economy.

FEMA must work with its fellow agencies—including the Cybersecurity and Infrastructure Security Agency—in order to help state and local governments prevent and recover from these cyberattacks. The next Administrator must make this cooperation and coordination a key priority.

Finally, FEMA must get its own house in order. Eighteen months ago, then-Administrator Long announced that sexual harassment at FEMA was a "systemic problem going on for years" and that senior officials at FEMA must work toward "the eradication of this cancer."

Yet, only now is FEMA's key management tool for addressing sexual harassment in the workplace—the Office of Professional Responsibility—being fully stood up and staffed.

While steps are apparently underway toward changing FEMA's toxic culture, progress has not come fast enough and much more work needs to be done.

I appreciated our discussion yesterday in my office about these critical issues.

I look forward to your testimony today and working with you to ensure that our country has a healthy and fully functional emergency management component.

Thank you.

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

November 14, 2019

Chairman Johnson and Senator Hassan, thank you for the opportunity to introduce Pete Gaynor, whom the President has nominated to serve as Administrator of the Federal Emergency Management Agency (FEMA).

A little over a year ago, I had the opportunity to introduce Mr. Gaynor to this Committee at his confirmation hearing for the post of Deputy Administrator of FEMA. It is a pleasure to be back before you again.

Let me begin by acknowledging Acting Administrator Gaynor's family and friends, particularly his wife Sue. I want to commend them for their support of Pete.

FEMA is the flagship federal agency for disaster preparedness and response. Today, it faces extraordinary challenges – confronting the very real effects of climate-related disasters, reforming the National Flood Insurance Program, administering critical grant programs, and helping ready the nation for possible chemical, biological, and radiological attacks.

In carrying out their jobs, the 14,000 women and men of FEMA are often called upon to help people who are going through the worst experiences of their lives. These can be hard jobs. To ensure that the agency and its people are capable of meeting such extraordinary challenges, FEMA must have steady, competent, professional, and permanent leadership that fosters a positive culture focused on its mission.

Having started in the Marine Corps as a private and working his way up to Lieutenant Colonel; Having served as emergency management director for the City of Providence and the State of Rhode Island under Democratic administrations; and Having served as FEMA Deputy Administrator and Acting Administrator under President Trump, Pete Gaynor understands the importance of building a team that can fulfill its mission without fear or favor.

Mr. Chairman, FEMA needs a capable leader at this critical time. And so I hope you give Mr. Gaynor's nomination every consideration.

Thank you.

Prepared Testimony
Peter T. Gaynor, Nominee
Administrator, FEMA
United States Senate
Committee on Homeland Security and Governmental Affairs
November 14, 2019

Introduction:

Good morning Chairman Johnson, Ranking Member Peters, and distinguished members of this Committee. My name is Pete Gaynor, and it is a privilege to appear before you today as President Donald Trump's nominee to the position of Administrator for the Federal Emergency Management Agency. I am once again honored to have been nominated by the President for this critical emergency management leadership role. If confirmed, I look forward to continuing our work to build a more resilient and prepared Nation.

I would first like to recognize a few members of my family and friends that are here today, my wife Sue and my brother Paul. Thank you all for being here today. I am truly grateful for the support you all have given me.

To the members of this Committee, I would like to thank you for the support and trust you placed in me during my last confirmation hearing in June of 2018 for the position of FEMA Deputy Administrator. Since my first day at FEMA in October 2018, a little over a year ago, I have had the pleasure of serving the agency as both the Deputy and as the Acting FEMA Administrator. In these roles, I have traveled the country, engaging with our dedicated, mission-focused workforce. I firmly believe FEMA has the best mission in federal government. I have seen firsthand the dedication our employees exhibit – from FEMA Corps members, to our incident workforce, local hires, reservists, and full-time employees – FEMA employees are devoted to helping people before, during, and after disasters.

Each response must be locally executed, state managed and federally supported. We cannot accomplish this mission alone; it requires mature and strong partnerships at the state, local, tribal, and territorial levels. It requires a firm bond with our voluntary, non-governmental, and private partners. It requires a prepared citizenry across neighborhoods, businesses, and communities. Not to be forgotten is our many mission partners; from the DHS Surge Capacity Force, to the Department of Defense, to the American Red Cross and many, many others that make our success possible. It's only through this unity of effort that the Nation can be fully prepared for the next major disaster or catastrophic event.

Background/Experience:

Briefly, I would like to describe my background, experience and qualifications for the position for which I have been nominated. I spent twenty-six years serving my country in the United States Marine Corps as an enlisted Marine and subsequently as a Commissioned Officer. I have learned how to succeed in chaotic situations, use intellect to overcome daunting obstacles, to never quit, and most importantly, that personal integrity is paramount.

I know first-hand the importance of effective emergency response and the Homeland Security mission. In 2006, I deployed in support of Operation Iraqi Freedom with the 1st 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. I served at Marine Corps Headquarters as the Head of Plans, Policy, and Operations and personally witnessed the attack on the Pentagon and our country on September 11, 2001. 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 late 2007, I transitioned into the field of emergency management, serving as the Emergency Management Director for both the City of Providence and the

State of Rhode Island. As previously stated, I have served as the Deputy FEMA Administrator and as the Acting FEMA Administrator for over a year. I believe my time as an emergency manager, combined with my military service, has given me a unique perspective on the challenges for the position for which I am nominated and for improving capabilities for preparedness, mitigation, response, and recovery across the Nation.

Looking Forward:

It is imperative that the American people have the highest level of trust and confidence in FEMA's capabilities. This agency is often the last line of hope when a disaster strikes and cripples a community. We must be able to perform the delivery of life-saving, life-sustaining resources on that community's worst day. We continue to champion our Strategic Plan, focusing on three key goals for the entire emergency management community; first to Build a Culture of Preparedness, second to Ready the Nation for Catastrophic Disasters and third to Reduce the Complexity of FEMA.

This job is about people – the disaster survivors we serve and the individuals who serve them. The FEMA Team continues to provide hurricane recovery support from the Caribbean, to the flooded US central plains, western wildfires and to the typhoons of the Northern Mariana Islands. It is my firm belief that if we take care of and empower the people of FEMA, then these dedicated public servants will deliver meaningful and much needed assistance to our citizens when they need it the most. The Nation is counting on us to accomplish our mission and we will do it in accordance with our Core Values of Compassion, Fairness, Integrity, and Respect. We are the sole owners of this mission and each employee must be an embodiment of these Core Values.

This month we are going to release our capstone doctrine, FEMA Publication 1 entitled, *We are FEMA.* It explains who we are, why we are here, what we face, what we do and how we do it. With our core values as its guide, it will provide direction for how we conduct ourselves and make the best decisions for the Agency and the disaster survivor. It will promote unity of purpose, guides professional judgement, and enables each employee to fulfill their responsibilities. This document, coupled with our FEMA Strategic Plan, and our soon to be released Blueprint for Business Excellence, will serve as the roadmap for the future of Agency.

We are not perfect. We must accept responsibility for our shortcomings and seek out solutions so our mistakes will not be repeated. However, for any failure we may have, I can show you countless success stories, large and small, that have made a difference in bettering the lives of disaster survivors and furthering the preparedness of the Nation. Every day, the men and women of FEMA make me proud.

During my time as the Acting FEMA Administrator and, if confirmed as Administrator, my priority will continue to be the people of FEMA, who guarantee our success and the readiness of the Nation.

Conclusion:

If confirmed, it will be my honor to serve in one of the most challenging jobs of government—helping people before, during, and after disasters.

I can think of no higher honor than serving the American people as FEMA Administrator. 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.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Administrator, Federal Emergency Management Agency (FEMA)	October 15, 2019

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
Peter	Thomas	Gaynor	N/A

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			**Street:** 500 C Street SW		
City: Jamestown (Permanent Address)	**State:** RI	**Zip:** 02835	**City:** Washington	**State:** DC	**Zip:** 20472
City: Washington (Temporary Address)	**State:** DC	**Zip:** 20024			

Other Names Used						
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 ☐	10/24/1963 Est ☐

Birth Year and Place	
Year of Birth (Do not include month and day.)	**Place of Birth**
1958	Providence, RI

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	**Married**	**Separated**	**Annulled**	**Divorced**	**Widowed**
☐	☒	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	**Spouse's Middle Name**	**Spouse's Last Name**	**Spouse's Suffix**
Susan	Mary	Gaynor	

Spouse's Other Names Used (current spouse only)						
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)**
Susan	Mary	O'Neil		X	4/3/1962 Est ☐	8/18/1989 Est ☐
Susan	Mary	Sanft			8/19/1989 Est ☐	3/22/1994 Est ☐
Susan	Mary	O'Neil		X	3/23/1994 Est ☐	10/21/1994 Est ☐

Children's Names (if over 18)			
First Name	**Middle Name**	**Last Name**	**Suffix**
Grace	Devlin	Gaynor	

2. Education

List all post-secondary schools attended.

Name of School	Type of School (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	Date Began School (month/year) (check box if estimate)	Date Ended School (month/year) (check box if estimate) (check "present" box if still in school)	Degree	Date Awarded
Community College of Rhode Island	Community College	10/1982 Est ☐	5/1984 Est ☐ Present ☐	AA, Liberal Arts	May 1984
Rhode Island College	College	10/1984 Est ☐	5/1986 Est ☐ Present ☐	BA, History	May 1986
Naval War College	Military College	8/2000 Est ☐	6/2001 Est ☐ Present ☐	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.

Type of Employment (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	Name of Your Employer/ Assigned Duty Station	Most Recent Position Title/Rank	Location (City and State only)	Date Employment Began (month/year) (check box if estimate)	Date Employment Ended (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 ☐	9/1977 Est ☐
Active Duty	US Marine Corps / 2ND MARDIV, Camp Lejeune, NC	Corporal (E-4)	Camp Lejeune, NC	10/1977 Est ☐	2/1980 Est ☐
Active Duty	US Marine Corps / 3RD MARDIV, Camp Schwab, Okinawa, JA	Sergeant (E-5)	Camp Schwab, Okinawa, JA	3/1980 Est ☐	3/1981 Est ☐ Honorably Discharged
Non-Government Employment	International Fueling Company	Fueler	Warwick, RI	4/1981 Est ☐	10/1983 Est ☐
Non-Government Employment	Ransome Airlines	Agent	Warwick, RI	11/1983 Est ☐	4/1986 Est ☐
Active Duty	US Marine Corps / TBS / IOC, Quantico, VA	2nd LT (O-1)	Quantico, VA	5/1986 Est ☐	3/1987 Est ☐
Active Duty	US Marine Corps / 2ND MARDIV, Camp Lejeune, NC	1st LT (O-2)	Camp Lejeune, NC	4/1987 Est ☐	5/1990 Est ☐
Active Duty	US Marine Corps / NSF, Thurmont, MD (Camp David)	Capt (O-3)	Thurmont, MD	6/1990 Est ☐	5/1992 Est ☐
Active Duty	US Marine Corps / AWS / OCS, Quantico, VA	Capt (O-3)	Quantico, VA	6/1992 Est ☐	9/1993 Est ☐
Active Duty	US Marine Corps / 3RD SRIG, Camp Hansen, Okinawa, JA	Capt (O-3)	Camp Hansen, Okinawa, JA	10/1993 Est ☐	10/1994 Est ☐
Active Duty	US Marine Corps / 2ND MARDIV, Camp Lejeune, NC	Major (O-4)	Camp Lejeune, NC	10/1994 Est ☐	5/1997 Est ☐

Active Duty	US Marine Corps / 4TH MCD, Detroit, MI	Major (O-4)	Detroit, MI	6/1997 Est ☐	7/2000 Est ☐
Active Duty	US Marine Corps / Naval War College, Newport, RI	Major (O-4)	Newport, RI	8/2000 Est ☐	6/2001 Est ☐
Active Duty	US Marine Corps / HQ Marine Corps, Wash, DC	LtCol (O-5)	Wash, DC	7/2001 Est ☐	7/2004 Est ☐
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 ☐	10/2007 Est ☐ Retired from Active Duty
Unemployment	NA / Jamestown, RI	Husband & Dad	Jamestown, RI	11/2007 Est ☐	2/2008 Est ☐
Government Employment	Providence Emergency Management Agency and Office of Homeland Security	Director	Providence, RI	3/2008 Est ☐	12/2014 Est ☐
Government Employment	Rhode Island Emergency Management Agency	Director	Cranston, RI	1/2015 Est ☐	10/2018 Est ☐
Government Employment	Federal Emergency Management Agency	Deputy Administrator	Washington, DC	10/2018 Est ☐	3/2019 Est ☐
Government Employment	Federal Emergency Management Agency	Acting Administrator	Washington, DC	3/2019 Est ☐	Present Est ☐

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

Name of Government Entity	Name of Position	Date Service Began (month/year) (check box if estimate)	Date Service Ended (month/year) (check box if estimate) (check "present" box if still serving)
N/A	N/A	Est ☐	Est ☐ Present ☐

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).

Name of Organization	Dates of Your Membership (You may approximate.)	Position(s) Held
Rhode Island Association of Emergency Managers (RIAEM)	2008 – October 2018	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 - October 2018	Member
Emergency Management Accreditation Program (EMAP)	December 2010 - October 2018	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 - October 2018	Mentor & Board Member
WaterFire Salute to Veterans Committee	October 2012 - January 2017	Executive Committee Member

International Emergency Management Group (IEMG)	January 2015 - October 2018	Member
Northeast States Emergency Consortium (NESEC)	January 2015 - October 2018	Vice Chairman
National Association of Emergency Managers (NEMA)	January 2015 - October 2018	Member, Preparedness Committee and NEMA Representative (Commissioner) to the Emergency Management Accreditation Program (EMAP)
Rhode Island Emergency Management Advisory Council	January 2015 - October 2018	Vice Chairman
State Interoperable Communications Committee (Rhode Island)	January 2015 - October 2018	Chairman
State Emergency Response Commission (Rhode Island)	January 2015 - October 2018	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?

Name of Office	Elected/Appointed/ Candidate Only	Year(s) Election Held or Appointment Made	Term of Service (if applicable)
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
Deputy Administrator, Federal Emergency Management Agency	Appointed	2018	At the Pleasure of the President

(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.

Name of Party/Election Committee	Office/Services Rendered	Responsibilities	Dates of Service
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.

Name of Recipient	Amount	Year of Contribution
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.

Title	Publisher	Date(s) of Publication
The Disaster Recovery Reform Act has made such a big difference	The Hill	October 5, 2019
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.

Title/Topic	Place/Audience	Date(s) of Speech
National Fallen Firefighters Memorial Service, *Memorial Remarks*	National Emergency Training Center, Emmitsburg, MD / First Responder Community	October 6, 2019
Big City Emergency Managers Fall Meeting, *Update on FEMA Priorities*	London House, Chicago, IL / Members of BCEM, FEMA Staff	September 18, 2019
International Association of Fire Chiefs Conference; *Fire and EMS' Role in Response and Recovery*	Georgia World Congress Center, Atlanta, GA / IAFC Members and other first responders	August 8, 2019
National Governors Association, Council of Governors *Update on FEMA Priorities*	National Governors Association Summer Meeting, Salt Lake City, Utah / Governors and senior staff	July 24, 2019
FEMA Youth Preparedness Council, *Coming-of-age Advice Through the Lens of Emergency Management*	American Red Cross Headquarters, Washington DC / FEMA Youth Preparedness Council Members/FEMA Staff	July 17, 2019
The Rhode to Recovery 2019 Preparedness Conference, *Five Things I Would Have Done Differently as a State EM*	Community College of Rhode Island / Rhode Island emergency management officials	June 20, 2019
Massachusetts Emergency Management All Hazards Preparedness Conference, *Five Things I Would Have Done Differently as a State EM*	Royal Plaza Trade Center, Boston, MA / Massachusetts emergency managers	June 19, 2019
House Committee on Homeland Security, *Assessing FEMA's Readiness for Future Disasters*	Cannon House Office Building, Room 310, Washington, DC / Open to the Public	June 12, 2019
HUD Innovative Housing Showcase, *Joint FEMA/HUD Partnership in Disaster Housing*	National Mall, Washington, DC / Open to the Public	June 3, 2019
2019 Hurricane Season Congressional Briefing; *FEMA Preparedness Posture*	U.S. Capitol Visitors Center, Washington, DC / Congressional Staff	May 24, 2019
National Preparedness Symposium, *Four Things I Would Have Done Differently as a State EM*	Center for Domestic Preparedness, Anniston, AL / FEMA Staff and First Responders	May 22, 2019

Defense Support to Civilian Authorities Interagency Meeting: *FEMA Priorities for 2019 Hurricane Season*	Regional Training Institute, Camp Nett Niantic, CT / FEMA and DoD personnel	May 15, 2019
House Committee on Appropriations, Subcommittee on Homeland Security, *The Federal Emergency Management Agency's Budget Submission for Fiscal Year 2020*	Rayburn House Office Building, Room 2359, Washington, DC / Open to the Public	April 30, 2019
USMC Command and Staff College, *FEMA Strategic Vision & Transformation of Emergency Management*	USMC Base Quantico, VA / USMC Command and Staff Students	April 22, 2019
FEMA Administrators Awards, *Keynote Remarks*	NTSB Conference Facility, Washington DC / FEMA Employees	April 11, 2019
Senate Appropriations Committee, Subcommittee on Homeland Security, *The Federal Emergency Management Agency's Budget Submission for Fiscal Year 2020*	Dirksen Senate Office Building, Room SD-138, Washington, DC / Open to the Public	April 3, 2019
Big City Emergency Managers Conference, *FEMA Strategic Plan and Lifeline Update*	Boston, MA / Attendees of BCEM Conference	March 27, 2019
Defense Support to Civilian Authorities Preparedness Workshop, *FEMA Strategic Vision & Transformation of Emergency Management*	Grapevine, Texas / Department of Defense, FEMA, and state emergency management personnel	March 24, 2019
House Committee on Appropriations, Subcommittee on Homeland Security, *Update on Recovery Efforts for 2017 and 2018 Disasters*	Rayburn House Office Building, Room 2008, Washington, DC / Open to the Public	March 12, 2019
Senate Homeland Security and Governmental Affairs Committee, *Nomination of Peter T. Gaynor to be Deputy Administrator, Federal Emergency Management Agency, U.S. Department of Homeland Security*	Dirksen Senate Office Building, Room SD-138, Washington, DC / Open to the Public	August 22, 2018

House Committee on Homeland Security, Subcommittee on Emergency Preparedness, Response and Communications, *Congressional Testimony focused on Ensuring Effective and Reliable Alerts and Warnings*	House Capitol Visitor Center (HVC) Room 210, Washington, DC / Open to the Public	February 6, 2018
House Committee on Homeland Security, Subcommittee on Emergency Preparedness, Response and Communications *Congressional Testimony focused on Defense Support of Civil Authorities*	Cannon House Office Building, Room 311, 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.

Title	Place/Audience	Date(s) of Speech
2014 Johnson & Wales University, John Hazen White School of Arts & Sciences' Law & Technology Symposium *Is Privacy Dead?*	Johnson & Wales, Schneider Auditorium, Providence, RI / Open to the Public (Opening Remarks on Panel)	March 19, 2014
2013 Publick Occurrences (Providence Journal Forum) *Privacy: Condition Critical?*	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) *Extreme Weather*	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 *Building Resilient Regions for a Secure and Resilient Nation*	Hartford, Connecticut / Open to the Public (Opening Remarks on Panel)	March 12, 2012
2011 Annual Conference, Northeast Disaster Recovery Information X-Change (NEDRIX) *Building Resilience Capability and Capacity*	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 18th 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.

9. 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.

Date Claim/Suit Was Filed or Legislative Proceedings Began	Court Name	Name(s) of Principal Parties Involved in Action/Proceeding	Nature of Action/Proceeding	Results of Action/Proceeding
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.

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

(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.

10. 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.

Name of Agency/Association/ Committee/Group	Date Citation/Disciplinary	Describe Citation/Disciplinary Action/Complaint	Results of Disciplinary Action/Complaint

	Action/Complaint Issued/Initiated		
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.

11. 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

X 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.

All prior positions and memberships are listed in Section 3 (Prior Employment) and Section 6 (Memberships).

Name of Organization	Address of Organization	Type of Organization (corporation, firm, partnership, other business enterprise, other non-profit organization, educational institution)	Position Held	Position Held From (month/year)	Position Held To (month/year)
N/A					

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.

Status and Terms of Any Agreement or Arrangement	Parties	Date (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.)

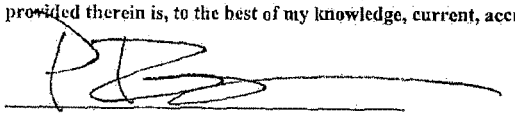
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SIGNATURE AND DATE

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.



This 25 day of October, 2019

REDACTED

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

October 17, 2019

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 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: 2019.10.17 18:51:01 -04'00'

David J. Apol
General Counsel

Enclosures REDACTED

September 25, 2019

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 Administrator for the Federal Emergency Management Agency, U.S. 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.

I resigned from my positions with the following entities in October 2018: State of Rhode Island, George J. West Elementary School Mentor Program, Emergency Management Accreditation Program, and Northeast States Emergency Consortium. 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).

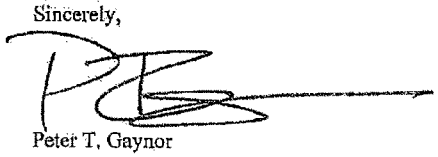
If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment 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 U.S. Department of Homeland Security ethics official during the first week of my service in the position of 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 must continue to abide by the Ethics Pledge (Exec. Order No. 13770) that I previously signed 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
Administrator, Federal Emergency Management Agency,
Department of Homeland Security

I. Nomination Process and Conflicts of Interest

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

   The President and the Acting Secretary of Homeland Security believed that my emergency management experience coupled with the time I have spent as Deputy Administrator of FEMA has made me the most qualified person to lead FEMA, if confirmed.

2. Were any conditions, express 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 Administrator? If so, what are they and to whom have the commitments been made?

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

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 Administrator of FEMA?

Throughout my professional emergency management and military career, I have been fortunate enough to have developed a wide range of skills and leadership qualities that have served me well as Acting Administrator and I look forward to continuing to utilize these skills, should I be confirmed for the position of Administrator of FEMA.

During my time as a United States Marine, spanning the ranks from Private to Lieutenant Colonel, I have followed and led some of the nation's most exceptional men and women in some of the most inhospitable and dangerous corners of the globe.

I arrived for a tour at Marine Corps Headquarters in Washington D.C., approximately 30 days before September 11, 2001 and witnessed first-hand the attack on our country. Immediately following the attack on the Pentagon and the destruction of the Navy Operations Center (NOC), 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 9/11, my team managed around-the-clock operations supporting the Marine Corps across the globe. We also advised, managed, coordinated and executed Continuity of Operations and the Joint Emergency Evacuation Plans for Marine Corps Headquarters in support of the Global War on Terror.

In 2006, I was deployed in support of Operation Iraqi Freedom with the 1st Marine Expeditionary Force 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 as the Director of the Providence Emergency Management Agency & Office of Homeland Security. In this capacity, I advised both elected officials on emergency management issues 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 also 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 on two separate occasions 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 Providence School District consisting of 24,000 students, 2,200 employees, and 40 facilities.

In 2015, I was appointed by Governor Gina M. Raimondo to serve as the Director of the Rhode Island Emergency Management Agency. At the State level, I was responsible for preparedness measures designed to reduce the loss of life and damage to property from natural, manmade, and technological incidents. I advised the Governor and coordinated the response and recovery for small and large-scale 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 in 2016.

From October 23, 2018 until March 7, 2019, I served as the Deputy FEMA Administrator under former FEMA Administrator Brock Long. During this period, I was mainly focused on the internal functions of the Agency. My focus was to rebuild FEMA's Office of Mission Support by finding the very best leaders from both inside and outside of government to fill these critical vacancies. I needed an experienced team to focus on building business excellence processes to improve the way FEMA delivers critical services. To that end, I have hired a Deputy Associate Administrator for Mission Support, Chief Information Officer, Chief Component Human Capital Officer, and a Director of the Office of Professional Responsibility.

On March 8, 2019, I assumed my current role as the Acting FEMA Administrator. During this time, I have continued to focus on business excellence as well as leading the Agency's response to flooding events, fires, hurricanes, tornados, and earthquakes. Having the opportunity to act as the Administrator has afforded me unique insights into the mechanics of the Agency that I believe will serve me well, if confirmed.

I received my master's degree in National Security and Strategic Studies at the Naval War College and attended the Homeland Security Executive Leaders Program at the Naval Postgraduate School in Monterey, CA. Both programs provided me in-depth background on national policy, strategy, operations, and the interagency.

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 appropriate person and/or team that should be assigned the task. I am firm but fair, recognizing employees for superior performance while holding them accountable for poor

performance and mismanagement. I believe in putting my people first and have worked as Acting Administrator to ensure that goal is met every day. Meeting the mission is of the utmost importance, and I believe an empowered staff is critical to accomplishing that.

b. Your experience managing personnel.

I have managed and led various sized units in the Marine Corps, from 3 to 300. Similarly, I have managed and led various sized organizations in my time as an emergency manager from 5 individuals in a small, local agency, to 50 individuals 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. As the Acting FEMA Administrator, I am currently managing and leading approximately 20,000 employees.

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

Approximately 20,000.

7. Please describe your experience working in federal and/or state emergency management.

a. How have you successfully managed and responded to large-scale disasters during your career?

Local Leadership - In 2008, I was appointed as the Director of the Providence Emergency Management Agency & Office of Homeland Security. As the Director, I advised 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.

State Leadership - In 2015, I was appointed by Governor Gina M. Raimondo to serve as the Director of the Rhode Island Emergency Management Agency. In this capacity, I was responsible for preparedness measures designed to reduce the loss of life and property from natural, manmade, and technological incidents. I advised the Governor and coordinated the response and recovery for small and large disasters.

Federal Leadership - Since October 2018, I have had the honor of leading FEMA through various response and recovery activities to include the historic 2019 Midwest flooding, California wildfires, hurricanes and tropical storms, Pacific typhoons, tornados, and earthquakes to name a few. Since January 1, 2019, the FEMA team and I have responded to 69 major disasters, 15 Emergency Disasters and 18 fires requiring Fire Management Assistance Grants.

8. How has serving as the Deputy Administrator of FEMA and as Director of Rhode Island's Emergency Management Agency prepared you to serve as FEMA Administrator?

I have had the unique opportunity to serve as an emergency management professional at the local, state, and federal levels. This experience has allowed me to truly understand the administrative, operational, and strategic requirements at all levels of government in support of our mission to help people before, during, and after disasters.

III. Role of the FEMA Administrator

9. Why do you wish to serve as FEMA Administrator?

It is my personal belief that there is no better mission in the federal government than FEMA: helping people before, during, and after disasters. It is what drew me to the profession of emergency management, and why I came to FEMA. I have had the distinct honor to serve as both the Deputy Administrator and Acting Administrator over the past year. There has been no greater honor than to serve with and lead the men and women of FEMA. I have visited with staff and leadership across the country at our regional and field offices, and it is the highlight of this role. If confirmed, it would be my privilege to continue to lead them in our support of the Nation.

10. What do you consider to be the mission of FEMA? What are FEMA's principal strengths and weaknesses in its ability to accomplish that mission?

Our mission is helping people before, during, and after disasters. Our principal strength is the dedication of our tremendous workforce that time after time continues to perform when the Nation and its citizens need us the most. Our greatest weakness is two-fold. First, I believe that FEMA has underinvested in recruiting, hiring, training, and retaining the workforce, and providing a clear career-path for both current and prospective employees. Second, I believe our recovery programs are far too complex.

a. What actions would you take as Administrator to advance the 2018-2022 Strategic Plan?

As both the Deputy FEMA Administrator and the Acting FEMA Administrator, I have remained focused on the implementation of the 2018-2022 Strategic Plan's three goals: 1) Building a Culture of Preparedness, 2) Readying the Nation for Catastrophic Disasters, and 3) Reducing the Complexity of FEMA. I will continue to build on our efforts to invest in mitigation; improve financial literacy; properly recruit, train, staff, and retain our disaster workforce; and focus on the development of our business core competencies to reduce the complexity of FEMA.

11. If confirmed, what do you believe to be your role and responsibilities as FEMA Administrator?

If confirmed as the FEMA Administrator, I commit to fulfilling this position consistent with our regulations in the Stafford Act, PKEMRA, and all other relevant statutes, authorities, executive orders, and presidential directives listed in the National Response Framework (NRF). Additionally, I believe it is the role of the Administrator to serve as an advocate and champion for the Agency internally and externally, provide an open door to the workforce so I can support what they need to do their jobs effectively, and act as a model public servant. Lastly, if confirmed, I will work to embody FEMA's mission of helping people before, during, and after disasters.

12. If confirmed, what do you anticipate will be your greatest challenges as FEMA Administrator, and what do you expect will be your top priorities? What do you hope to accomplish during your tenure?

The Agency's greatest challenge will be the ongoing multi-billion dollar recovery of Puerto Rico and the U.S. Virgin Islands. During my tenure, I want to achieve significant progress in Puerto Rico and the U.S. Virgin Islands, particularly in the Energy and Education sectors. It takes good people and high morale to tackle intricate problems. It is my belief that solving many of the workforce issues within the Agency will allow us to better deliver solutions to these complex recovery operations.

Let me share a quote from the book, *Built to Last* by Jim Collins, it reflects what I believe in and what I aspire to achieve when it comes to the men and women of FEMA.

> **"People still have a fundamental human need to belong to something they feel proud of. They have a fundamental need for guiding values and sense of purpose that give their life and work meaning. They have a fundamental need for connection with other people, sharing with them the common bond of beliefs and aspirations. Employees will also demand that the organization they're connected to stand for something."**

13. Has the President or the Acting Secretary of DHS discussed their priorities for FEMA with you? If so, what were they?

During the past year, FEMA participated in the development of the U.S. Department of Homeland Security's Strategic Plan for Fiscal Years 2020-2024, in which four of the six goals FEMA is apart of. Additionally, the President and Acting Secretary are routinely briefed on the status of the Agency and its posture, especially when we have heightened disaster activity. Their priorities align with the Agency's desire to help people before, during, and after disasters.

IV. Policy Questions

Federal Disaster Costs and Programs

14. How do you view the role of the federal government in funding the response and long-term recovery to major state and local disasters? What steps would you take to decrease the federal government's future fiscal exposure to disasters and extreme weather?

It is the primary mission across every level of emergency management to protect life and minimize damage to property. Our national emergency management system works best when disasters are locally executed, state managed, and federally supported. Each municipality, state, tribe, and territory must build organic capabilities and have resources set aside in the case of disasters and extreme weather, as help from the federal government does not begin automatically. Having resiliency across all levels of government is key.

There are several steps I would take to decrease the federal government's future fiscal exposure to disasters and extreme weather. The passage of the groundbreaking legislation, The Disaster Recovery Reform Act of 2018 (DRRA), supports FEMA on two of these steps: investing more heavily in pre-disaster mitigation and the adoption and enforcement of modern building codes. The legislation gives us two ways to build back stronger and reduce future risk. Studies indicate that for every dollar invested in pre-disaster mitigation, six dollars are saved in future disaster costs. Another key step that will help decrease the federal government's future fiscal exposure is through encouraging our citizens to invest in adequate insurance in order to buy down their own risk.

15. To what extent is FEMA currently working effectively with state, local, tribal and territorial (SLTT) governments to ensure they are prepared to meet their emergency management responsibilities? How can FEMA improve its support to SLTT governments?

I believe we have an excellent relationship with local, state, tribal and territorial partners, however that relationship requires constant engagement and feedback. To date, there are 36 FEMA Integration Teams (FIT) embedded within states across the Nation providing continuous and coordinated lines of effort, bolstering connections, and improving cooperation to enhance the Nation's overall readiness and resilience. Additionally, we support local, state, tribal and territorial governments with a suite of preparedness grants such as the Emergency Management Performance Grant Program (EMPG) and the Homeland Security Grant Program (HSGP), technical assistance, the National Exercise Program and no-cost training provided at the Emergency Management Institute in Emmitsburg, MD and the Center for Domestic Preparedness in Anniston, AL.

16. The largest share of DHS's budget authority is provided to FEMA to carry out its mission; however, the DHS Inspector General and other government watchdogs have identified problems with FEMA's management and cybersecurity of its grant programs.

    a. If confirmed, what initial actions would you take to improve FEMA's management of its grant programs?

    On May 2, 2019, I took action on this issue.

    Grants are an important part of how FEMA supports citizens and communities before, during, and after disasters. FEMA currently manages over forty grant programs through which we provide approximately $10 billion annually to recipients and survivors. The grant programs administered by FEMA constitute 97 percent of the Department's grant funding.

    Given the importance of grants in successfully achieving our mission and in support of Objective 3.4 (Strengthen grants management, increase transparency, and improve data analytics) of the FEMA 2018-2022 Strategic Plan, I directed that non-disaster and disaster grants policy and procedures, as well as the Grants Management Modernization (GMM) program, be aligned under the Assistant Administrator of the Grants Program Directorate (GPD). I directed this realignment to unify the Agency's approach to grants management.

    The realignment of these functions under one program office will reduce complexity by simplifying and making more transparent all grants management processes. Streamlining our grant processes by creating easier ways to coordinate all grants functions within FEMA will ultimately improve the grants experience for our disaster survivors, grant recipients, and the internal partners we serve. This new structure will enable FEMA to operate efficiently and effectively to adapt to changing policies and business practices, particularly the rapidly evolving cybersecurity landscape, in a cost-effective way.

    To ensure the success of this realignment, I authorized a second Deputy position to be created in support of GPD. I also directed the Assistant Administrator of GPD, through the Grants Executive Steering Committee (Grants ESG), to develop an integration strategy.

    I am confident these steps will strengthen FEMA's grants management and will improve our ability to deliver the mission while ensuring stewardship of taxpayer dollars.

    b. What qualities will you look for in those responsible for managing FEMA's disaster assistance and preparedness grant programs?

    The qualities of the Assistant and Deputy Assistant Administrators for GPD that I felt were most important include technical expertise in the administration and

programmatic/financial review of grants and the ability to blend policies, technology, and program delivery of the diverse suite of FEMA grant programs in a way that is beneficial to our customers and ensures good stewardship of taxpayer dollars.

c. If confirmed, will you commit to conducting a full review of open DHS Office Inspector General (OIG) recommendations and directing program offices to work with the DHS OIG on closing outstanding recommendations?

Yes.

d. If confirmed, what steps will you take to improve FEMA's cybersecurity posture related to grant management?

As previously stated, we have already taken steps to dramatically improve FEMA's cybersecurity posture related to grants management. In May 2019, I directed that non-disaster and disaster grants policy and procedures, as well as the Grants Management Modernization (GMM) program, be aligned under the Assistant Administrator of the Grants Program Directorate (GPD).

The realignment of these functions under one program office will reduce complexity by simplifying and making more transparent both the non-disaster and disaster grants management processes. The decision to consolidate nine separate grant systems into one is inherently more secure. Streamlining our grant processes by creating easier ways to coordinate all grants functions within FEMA will ultimately improve the grants experience for our disaster survivors, grant recipients, and the internal partners we serve. This new structure will enable FEMA to operate efficiently and effectively to adapt to changing policies, business practices, and the rapidly evolving cybersecurity landscape in a cost-effective way. In the GMM effort, cybersecurity is a driving element of the construction and design of the systems from the beginning. Cybersecurity is not an after-thought, but deliberately and conscientiously built into the system.

17. How would you strike a balance between effective working partnerships with SLTT governments and being a good steward of taxpayer dollars by holding SLTT governments accountable for monitoring subgrantees?

I have had the unique opportunity to serve at every level of emergency management in the United States; at the local, state, and federal level. Having experience as a State Administrative Agent (SAA), responsible for managing federal grants, has allowed me to truly understand and appreciate the administrative, operational, and strategic requirements at all levels of government in support of our mission to help people before, during, and after disasters.

Our mission is best accomplished when a disaster is federally supported, state managed, and locally executed. This concept holds true across disasters, mitigation

initiatives, and preparedness efforts. In this case, FEMA must issue clear and achievable grant preparedness goals that truly enhance capability and reduce risk. FEMA must continue to provide technical assistance, training, and periodic audits and oversight to ensure the grant programs are being properly implemented fiscally and programmatically and are achieving their intended purpose.

As previously stated, this past May, I directed that non-disaster and disaster grants policy and procedures, be aligned under the Assistant Administrator of the Grants Program Directorate (GPD), enabling FEMA to issue more consistent grant guidance.

Additionally, we are conducting audit trends analysis, which allows us to see if our SLTT partners are having difficulty managing grants. To support this, we are building out new training courses that focus on lower performing applicants concentrating on procurement, documentation, and records retention.

18. 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?

Disaster closeouts depend on proactive and timely actions taken by both FEMA and the applicants at the SLTT level. Disaster closeout typically takes place years after the disaster occurred. During this period, many staff have left or have turned-over, which can make paperwork and documentation difficult to locate. If confirmed, I will continue to champion the value of Section 428 of the Stafford Act (Alternative Costs). "Fixed-costs" are in everyone's best interest, especially the taxpayer as opposed to the traditional model of "actual costs" where the applicant has no incentive to close the disaster in a timely manner. Additionally, I am encouraged by the progress we have taken in the recovery operations of Harvey, Irma, and Maria to collect documentation and validate cost as we go.

The Stafford Act

19. The Robert T. Stafford Disaster Relief and Emergency Assistance Act authorizes the President to issue "major disaster" or "emergency" declarations before or after catastrophes occur. Are there any changes you think Congress should make to the Stafford Act?

The Stafford Act provides the President and FEMA significant authority to provide resources to protect lives and property after disasters in direct support of state and local governments. Congress has been helpful in providing additional authorities post-disaster such as the 2006 Post-Katrina Emergency Management Reform Act (PKEMRA), the 2013 Sandy Recovery Improvement Act (SRIA), and the 2018 Disaster Recovery Reform Act (DRRA). FEMA will always favor any reforms that streamline processes, and/or simplify and reduce the delivery time of programs in the recovery process.

20. The Stafford Act provides for federal assistance when the severity of an incident is beyond the capacity of state and local governments.

    a. The Disaster Recovery Reform Act requires FEMA to review and propose adjustments to the method used in assessing eligibility for major disaster declarations and in determining the estimated cost of assistance. What weight, do you believe, should be given to the estimated per capita damage costs in a state or locality when determining whether a disaster declaration should be issued?

    The per capita damage indicator is an important factor when determining whether the damage from an event was of such sevcrity and magnitude as to be beyond the capabilities of the state, affected local governments, and voluntary agencies to respond to and recover from. However, it is not the only factor. In order to inform decision-making FEMA uses other factors such as estimated cost of assistance, insurance coverage, recent disasters, voluntary assistance, and localized impacts.

    b. The Disaster Recovery Reform Act requires the Administrator to give greater weight and consideration to severe local impact or recent multiple disasters. Do you believe that enough weight has been given in the past to the localized impacts of a disaster when determining whether a disaster declaration should be issued?

    As stated previously, localizcd impacts are just one factor we use when determining whether a disaster declaration should be issued. In order to inform decision-making, FEMA uses other factors such as estimated cost of assistance, insurance coverage, recent disasters and voluntary assistance along with localized impacts. The Agency recently issued guidance to FEMA Regional Administrators to ensure we are faithfully carrying out the intent of the Disaster Recovery Reform Act (DRRA) as it relates to this specific issue. Part of the solution is to build greater capacity at the State level so that all partners more equitability share the recovery burden and embrace the reduction of risk through pre-disaster investments.

National Flood Insurance Program

21. 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 would you take to address this problem?

    The National Flood Insurance Program (NFIP) was not designed to be self-sufficient. We are operating the program as well as we can within the current structure. It is my desire to build a more transparent, fair, and sustainable program which will lead to a sound financial framework. We will likely not be off the high-risk list until the $20

billon dollar debt is repaid; however, we have no ability to repay the debt within the current program requirements.

a. According to a recent FEMA briefing, 8 out of 10 properties affected by Hurricane Harvey did not have flood insurance. Since Hurricane Maria, FEMA stated that the NFIP has doubled the number of insurance policies in Puerto Rico. If confirmed, what steps would you take as Administrator to address the fact in the highest-risk areas, only 35% currently hold flood insurance and only 4 out of 10 Americans on average hold flood insurance policies?

Floods are the Nation's most common disaster. In fact, this year the President approved 47 Major Disaster Declarations and 4 Emergency Declarations for flooding. Increasing flood insurance adoption can only be realized if we have a program that clearly establishes risk to both home owners, renters and business owners. If confirmed, I will continue to champion the benefits of flood insurance as the best defense against a number of different disasters. Only then can we reduce the personal and national costs of disasters.

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?

Currently, the way NFIP collects premiums does not accurately reflect risk. As stated above, it is my desire to build a more transparent, fair, and sustainable program which will lead to a sound financial framework. Congress has directed us to have risk-based, actuarially sound, property specific pricing of flood insurance policies. We are working with Congress and the Administration on the details of this initiative.

c. What steps would you take to ensure the Flood Insurance Risk Maps (FIRM) are updated to properly inform buyers and sellers of the risk?

FEMA identifies flood hazards from riverine, coastal ponding, and lakes through scientific and engineering methods. We then map those hazards on the FIRM. The FIRM is used for floodplain management, flood insurance and to help communicate flood risk to the public; after adoption by the community these maps become community maps. The main conduit for FIRM and NFIP information is through the state's designated Flood Plan Managers and Community Assistance Program (CAP). Combined with our 60 private insurance companies who "write" the insurance policy, FEMA continues to raise awareness, via campaigns such as Flood Smart, through all our partners in trying to increase the adoption of flood insurance.

Hazard Mitigation and Disaster Resilience

22. 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?

We are moving mitigation forward with the implementation of our new Building Resilient Infrastructure Communities (BRIC) as outlined in the Disaster Recovery Reform Act (DRRA). DRRA Section 1234 authorizes the National Public Infrastructure Pre-Disaster Mitigation fund (renamed BRIC), which will be funded through the Disaster Relief Fund as a six percent set aside from estimated disaster grant expenditures. This allows for much greater investment in mitigation before a disaster. We are supporting communities through capacity building, promoting partnership across SLTT governments, and maintaining our flexibility to encourage incentives. We have received over 5,000 comments, the most of ANY program in FEMAs history on the implementation of the program. We are getting remarkable reception from all our stakeholders during this process.

23. 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?

We have the National Preparedness Report that assists us in measuring progress across the Nation. We are working on developing a measurable index to assist in achieving 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.

24. What role do you think hazard mitigation will have in addressing federal disaster cost issues?

Investment in pre-disaster mitigation is critical to decrease the federal government's future fiscal exposure to disasters. The Disaster Recovery Reform Act (DRRA) is groundbreaking legislation that now allows FEMA to invest in pre-disaster mitigation strategies before disasters strike. Studies indicate that for every one-dollar invested, pre-disaster mitigation saves six dollars in disaster costs. That means our FY2019 investment (the BRIC "bridge" authorized in DRRA) of $250 million dollars has the potential to reduce disaster costs by $1.5 billion dollars.

25. What could FEMA do to help states, localities, and individuals better assess their own disaster risk?

I encourage all SLTT partners to conduct community-based Hazard Identification and Risk Assessments (HIRA). The HIRA provides the factual basis for activities proposed in the strategy portion of a hazard mitigation plan. An effective risk assessment informs proposed actions by focusing attention and resources on the greatest risks.

The four basic components of a risk assessment are: 1) hazard identification, 2) profiling of hazard events, 3) inventory of assets, and 4) estimation of potential human and economic losses based on the exposure and vulnerability of people, buildings, and infrastructure.

I also encourage our SLTT partners to read and adopt the principles outlined in the recently released National Mitigation Investment Strategy, which describes the benefits of being prepared by understanding risks and what actions can help address those risks.

Disaster Preparedness

26. What is your assessment of our nation's preparedness today, both at the federal level and at the state, local, tribal, and territorial (SLTT) level? What are your top priorities in improving our nation's preparedness, and what measures will you take to implement those priorities?

Preparedness measures require consistent maintenance and attention. We are better today than we were yesterday and will be better tomorrow than we are today. One of our recent top priorities was the rewrite of the National Response Framework (NRF) as a result of the 2017 and 2018 historic disaster season. The NRF is a guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities across the Nation. One of the key additions is the Community Lifelines concept. Community Lifelines are those services that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security. If disrupted, rapid stabilization of Community Lifelines is essential to restoring a sense of normalcy. Recent disasters illuminated two underlying features of community lifelines that highlight opportunities to strengthen response planning and operations. Adoption of the Community Lifelines concept is a top priority.

A second priority is financial preparedness. Today 40 percent of Americans do not have access to $400 for use during an emergency. Enabling our citizens to be prepared when disaster strikes is critical in building resilience throughout the Nation. Additionally, studies have shown how a lack of disaster readiness can result in detrimental effects on children and families.

A third priority is closing the insurance gap. FEMA estimates that only 30 percent of residences in the Special Flood Hazard Area and four percent of residences across the country are covered by a NFIP policy. The risk of flooding affects every corner of the United States; every state and 98 percent of counties have experienced a flood event. We need to help communities understand the importance of flood insurance to change this culture.

27. What is your position on the effectiveness of preparedness grant programs to SLTT governments to help prepare for terrorism and other hazards?

Over the last 15 years we have awarded approximately $50 billion dollars in preparedness and terrorism grants. We hope to see communities invest their grant dollars in measures that stabilize Community Lifelines and infrastructure, which will enable communities to recover more quickly. Community lifelines are those services that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security. If disrupted, rapid stabilization of community lifelines is essential to restoring a sense of normalcy.

28. SLTT governments are increasingly the targets of cyber-attacks. FEMA provides funding to SLTT governments for cybersecurity-related projects through the Homeland Security Grant Program (HSGP); however, according to testimony heard before the House Committee on Homeland Security Subcommittee on Cybersecurity, Infrastructure Protection, and Innovation, less than 4% of funds available through HSGP are directed to cybersecurity.[1]

    a. How do you account for the limited amount of grant funding currently being disbursed to SLTT governments for cybersecurity?

    Typically, cybersecurity grant projects are funded out of the State Homeland Security Program (SHSP) and/or the Urban Area Security Initiative (UASI). This issue is not about the total amount granted, but directly related to the choices and priorities made by the State Administrative Agent (SAA), State Homeland Security Advisor (HSA) and/or Grants Executive Steering Committees that may or may not management the investment justifications within the grants. This is a common challenge at the SLTT level when there are competing initiatives and emerging threats. In order to better inform SLTT choice and priorities, FEMA is providing technical assistance by conducting the National Cybersecurity Review (in partnership with CISA) to better determine cyber risk and inform meaningful cybersecurity investments.

    b. If confirmed, how will you work to ensure that SLTT governments are utilizing FEMA resources to bolster their cyber postures?

    In partnership with the Cybersecurity Infrastructure Security Agency (CISA), FEMA is directly supporting state and local partners on cybersecurity activities by providing grant funding, exercises, training, and guidance. There are five actions FEMA takes to support cybersecurity activities nationally. First, in the past ten years, we have provided over $165 million to state and local jurisdictions for cybersecurity projects using DHS grant funds. Second, we are

[1] U.S. House of Representatives, Committee on Homeland Security, Subcommittee on Cybersecurity, Infrastructure, and Innovation, *Hearing on Cybersecurity Challenges for State and Local Governments: Assessing How the Federal Government Can Help," June 25, 2019*, (statement of Frank J. Cilluffo, Director, McCrary Institute for Cyber and Critical Infrastructure Security; and Director, Center for Cyber and Homeland Security, Auburn University), available at: https://homeland.house.gov/imo/media/doc/Testimony-Cilluffo.pdf

facilitating the Nation's largest cybersecurity exercise through the National Level Exercise 2020, and incorporating other exercises, such as the CISA-led CyberStorm. NLE 2020 will involve a complex, adversary-based multidimensional attack that reflects the global threat environment and originates overseas. Third, in support of FEMA's strategic goal on innovation, we are examining ways to educate communities and make them aware of cybersecurity risks consistent with what we are seeing in the National Preparedness Report where cybersecurity is identified as a national area for improvement and identified by states and territories as their least proficient capability. Fourth, through our academic training partners, FEMA is supporting the National Cybersecurity Preparedness Consortium, which offers 21 residential and online courses, focused on everything from network assurance and digital forensics, to information security and cyber incident response. Since 2004, FEMA has trained more than 87,000 federal, state, local, tribal, and territorial officials on cybersecurity. Finally, we provide guidance to individuals on what they can do to protect themselves – through the Ready.gov cybersecurity site.

29. In general, to what extent do you believe more quantitative assessments of preparedness and grants are possible?

Preparedness can be a difficult thing to measure. Some levels of preparedness (quantitative assessments) can be easily measured. For example, you can count bomb squads and urban search & rescue teams across the country today as compared to how many we had prior to September 11, 2001; the Nation has invested in and retains significant capability in these areas. In trying to measure the preparedness of our citizens for example, this measurement is more qualitative than quantitative and therefore the true measurement is harder to determine. If confirmed, I will work to identify a broader more quantitative measurement for investments made from our various grant programs.

30. What are your plans to strengthen FEMA's federal coordination efforts and partnerships on the development and implementation of national preparedness efforts?

We will continue to use and refine our National Preparedness System, to identify and assess risk, determine capability and sustainment requirements, deliver and validate those capabilities with the overall goal to use risk data to better inform grants, planning, training, and exercises across the country.

31. Recent surveys have continued to show that many citizens are unprepared for a disaster. In recent briefings, FEMA has stated that they are focused on promoting personal preparedness. If confirmed, how do you intent to further these efforts?

If confirmed, I will continue to work to promote preparedness and resiliency across the Nation. A key component of the Strategic Plan is Objective 1.3, Build a Culture of Preparedness, and I feel that continued investment in this objective is critical to

furthering personal preparedness. Preparedness is a shared responsibility across federal, state, local, tribal and territorial governments; the private sector; non-government organizations and our citizens. In the U.S. Department of Homeland Security (DHS) Agency Financial Report for Fiscal Year (FY) 2019 there is a summary of key performance measures, selected accomplishments, and forward-looking initiatives to strengthen DHS and FEMA efforts in achieving a safer and more secure Nation. Goal 5: *Strengthen Preparedness and Resilience* highlights some of our efforts to strengthen preparedness and resilience. One sub-goal is the "Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year." This is the first year for this measure's reporting results and they are derived from the 2018 National Household Survey Results on Individual and Community Preparedness, conducted by FEMA. Estimates from the 2018 NHS suggest that an increasing percentage of the American public are actively preparing for disasters. Here are some of the results:

- **57 percent have taken three or more basic actions to prepare. That's eleven percentage points higher than last year's estimate.**
- **94 percent have taken at least one action to prepare.**
- **67 percent of adults have set aside some money for an emergency, although most have set aside less than $500.**
- **When focusing on areas at higher risk of certain disasters, residents in areas at risk for hurricanes are most likely to have taken preparedness actions.**

FEMA Management

32. What do you see as FEMA's most important management challenges, and what steps will you take to address these challenges?

As stated previously, it takes good people and high morale to tackle intricate problems. It is my belief that solving many of the workforce issues within the Agency will allow us to better deliver solutions to these complex recovery operations.

FEMAs' most important management challenge revolves around our workforce. We need to focus our efforts on reinvesting in our tremendously dedicated and talented workforce, what I call the Total Force. The foundation of this effort starts with the release of our capstone doctrine, FEMA Publication 1, entitled, *We are FEMA*. I directed my team to refocus this document to explain who we are, why we are here, what we face, what we do, and how we do it. It will provide direction for how we conduct ourselves and make smart decisions each day. It will promote unity of purpose, guide professional judgement, and enable each employee to fulfill their responsibilities. Our companion program entitled HARNESS will help us address the challenges of recruiting, lack of a career path, and retention. The program focuses on the development and implementation of innovative strategies to attract and retain the right candidates, with the right skills, who are ready to deploy at the right time to support disaster survivors and our partners in order for FEMA to meet its critical manpower needs.

33. Federal Continuity Directive 1 of the Presidential Policy Directive 40 (PPD-40), *National Continuity Policy*, directs the Administrator of FEMA to "develop and promulgate Federal Continuity Directives to establish continuity program and planning requirements for executive departments and agencies." How is FEMA implementing this directive and do you anticipate the need for additional resources or authorities to meet the requirements of this directive?

We are implementing PPD-40 using Federal Continuity Directive 1 and Federal Continuity Directive 2 to push planning, training, and exercises for federal executive agencies. Additionally, we are using the Continuity Guidance Circular to push planning, training, and exercises for our state, local, tribal, and territorial partners. Last week, we also sponsored the annual Reconstitution Summit focused on reconstitution requirements for federal government following a catastrophic continuity event. We are also providing technical assistance via the Federal Continuity Assessment Tool (FCAT) that reviews continuity plans and provides comments on those plans back to the owner. Through our Integrated Public Alert and Warning System (IPAWS) program we are also working with States to support emergency communication requirements for continuity planning. Finally, we are conducting two exercises over the next 18 months to test and evaluate continuity plans; they are Eagle Horizon (HE) 2020 and National Level Exercise (NLE) 2020. Currently, we do not have any requirements for additional authorities.

34. What changes, if any, in culture and leadership tone at FEMA are needed, and what would you do to make progress in these areas?

In my time as Deputy Administrator and Acting Administrator of FEMA, I have come to understand that the workforce expects and demands accountability at all levels, especially from the Agency's senior leadership. That is the only way the American public can maintain the highest level of trust and confidence in all that FEMA is asked to do in support of them. FEMA is the last line of defense when a disaster strikes and cripples a community. Our core values of compassion, fairness, integrity, and respect must permeate everything we do.

By the end of this calendar year, we will celebrate our Agency's fortieth anniversary with the release of our capstone doctrine, FEMA Publication 1, entitled, *We are FEMA*. It will explain who we are, why we are here, what we face, what we do, and how we do it. It will provide direction for how we conduct ourselves and make smart decisions each day. It will promote unity of purpose, guide professional judgement, and enable each employee to fulfill their responsibilities.

35. In the most recent Best Places to Work in the Federal Government survey, FEMA was ranked 316 out of 415 federal agencies. In your view, what factors drive morale and employee engagement at FEMA? What steps are needed to make progress in this area?

In my time at FEMA, I have had the opportunity to meet large portions of the workforce across the Nation through a variety of different engagements. It has been

made clear to me through these engagements that there are longstanding issues that impact morale at the Agency such as career advancement and the high tempo and duration of deployments. If confirmed, I commit to working on these and other issues to make FEMA one of the best places to work in Federal Government.

36. What changes, if any, in FEMA's existing workforce are needed, and what would you do to make progress in this area?

To accomplish our mission, FEMA requires a highly-skilled, right-sized, and geographically dispersed workforce. We need to continue to increase our hiring numbers and improve our retention rates in order to meet this need. It is incumbent on us to provide the appropriate trainings and opportunities for employees to grow within the Agency and advance to leadership positions.

37. Coordination between FEMA's regional offices and headquarters has been repeatedly identified as a management issue by the GAO and others and has sometimes created internal conflict and inconsistent application of policies and procedures to states and localities.

    a. To what extent are you aware of this situation and what steps do you plan to improve coordination between FEMA's regional offices and headquarters?

    While I cannot speak to the GAO report referenced above, I can say that in my travels across FEMA Regions and disaster field offices, I do see a need for policies and guidance to be consistent across the enterprise. If confirmed, I will continue to work with my Regional Administrators to improve coordination between headquarters and FEMA Regional Offices.

    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.

    Yes. The current regional structure has served FEMA well over many years. If there could be an improvement I would suggest that other federal agencies that have regional offices and presence use the same regional construct in order to better align complimentary services and programs. One example is that the Cybersecurity and Infrastructure Security Agency (CISA) adopted the FEMA 10 Region construct which has resulted in better overall alignment and coordination regionally.

    c. What do you see as the appropriate role of the regional offices with respect to headquarters?

    One of the primary roles of the regional offices is to allow both the regions and headquarters to stay well connected to our local, state, tribal, and territorial partners across the Nation. The regional offices are the operational arm of headquarters, providing support for planning, exercises, training, grants

managements, technical assistance, and many more programs that assist in building national capability and resilience.

38. Protecting whistleblower confidentiality is of the utmost importance to this Committee.

a. How do you plan to implement policies within the agency to encourage employees to bring constructive suggestions forward without the fear of reprisal?

We have recently formally established and fully invested in the Officer of Professional Responsibility (OPR). Along with the revitalized Labor and Employee Relations (LER) Section of the Office of the Chief Component Human Capital Officer (OCCHCO), the Office of Equal Rights (OER) and the Alternative Dispute Resolution Office (ADR) these four offices will resolve and adjudicate any issues without the fear of reprisal.

b. If confirmed, what avenues will be available to employees to report waste, fraud, or abuse within FEMA?

First, we concur with and fully embrace the five recommendations outlined in the July 24, 2019 DHS Office of Inspector General (OIG) Report entitled, *FEMA Must Take Additional Steps to Demonstrate the Importance of Fraud Prevention and Awareness in FEMA Disaster Assistance Programs.* We are addressing adequately staffing; implementing the necessary controls to properly monitor, track, and ensure all employees are receiving the required annual fraud training; and establishing a clear and consistent fraud reporting process to promote identification and mitigation of fraud risk. Employees are encouraged to report both internal and disaster fraud to either the DHS OIG or FEMA's Office of the Chief Security Officer (OCSO) Tipline or the National Center for Disaster Fraud Hotline.

c. Do you commit without reservation to work to ensure that any whistleblower within FEMA does not face retaliation?

I do.

d. Do you commit without reservation to take all appropriate action if notified about potential whistleblower retaliation?

I do.

39. On March 15, 2019, the Office of the Inspector General released a report entitled, "Management Alert – FEMA Did Not Safeguard Disaster Survivors' Sensitive Personally Identifiable Information."[2] The report indicated that FEMA's Transitional Sheltering Assistance program violated DHS policy by unnecessarily sharing personally identifiable information and sensitive personally identifiable information of 2.3 million survivors of disasters in 2017 with a contractor. The Inspector General issued two recommendations to improve FEMA's handling of sensitive data and reduce risk of identity theft and fraud.

    a. Do you commit to implementing the recommendations of the Inspector General?

    Yes. We are working diligently on closing the process gaps and improving training of all stakeholders in order to safeguard disaster survivor information.

    b. What steps would you take beyond the recommendations of the Inspector General to safeguard survivors' sensitive data?

    We have developed a Risk Framework that will overlay the standard information sharing process. Information to be shared will be categorized as low, medium, and high risk to improve decision-making on what potential information needs to be shared and balanced against what our "receiving" partners really require to perform their mission. The Risk Framework will also provide check and balances for the over process.

40. The Inspector General's report also noted that FEMA deployed a Joint Assessment Team to assess the contractor's network and subsequently identified 11 cybersecurity vulnerabilities. Four vulnerabilities had been remediated at the time the report was issued; however, the report notes that the contractor was working to develop remediation plans for the remaining vulnerabilities and the estimated completion date is June 30, 2020. The report notes that "[g]iven the sensitive nature of these findings, we urge FEMA to expedite this timeline."[3]

    a. If confirmed, what steps will you take to ensure that these vulnerabilities are expeditiously remediated?

On August 22, 2019, the DHS/FEMA Joint Assessment Team (JAT) submitted the "Final Report: Follow-up Security Assessment of Corporate Lodging Consultants (CLC) July 9-15, 2019" for the DHS Breach Response Team. By the end of the July visit, the DHS/FEMA JAT fully remediated all the original 11 cybersecurity vulnerabilities identified in the July 90-day letter. Additionally, the team identified an

[2] Office of the Inspector General, U.S. Department of Homeland Security, "Management Alert – FEMA Did Not Safeguard Disaster Survivors' Sensitive Personally Identifiable Information," March 15, 2019, available at: https://www.oig.dhs.gov/sites/default/files/assets/2019-03/OIG-19-32-Mar19.pdf.
[3] *Id.*

additional 6 cybersecurity vulnerabilities and fully remediated those as well for a total of 17 cybersecurity vulnerabilities during the July 9-15, 2019 DHS/FEMA JAT visit.

V. Relations with Congress

41. 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?

Yes.

42. 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?

Yes.

43. 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?

Yes.

VI. Assistance

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

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.

U.S. Senate Committee on Homeland Security and Governmental Affairs
Supplemental Minority Pre-hearing Questionnaire for the Nomination of
Peter Gaynor to be Administrator, Federal Emergency Management Agency,
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?

   No.

2. Has the President or his staff asked you to pledge loyalty to the President, Administration, or any other government official?

   No.

II. Background of Nominee

3. Please give examples of times in your career when you disagreed with your superiors and aggressively advocated your position. Were your efforts successful?

   Over the course of my career, I have come to realize that there are few circumstances that don't require some level of compromise. In the past 12 years as an emergency manager, many of my disagreements with superiors revolved around the topic of budget cuts and the impact those would have on mission and staffing. When it came to difficult budget discussions, I first ensured that proposed cuts had minimal impact on my staff and mission; sometimes you are successful, sometimes less so. Even with a compromise, both sides can "win".

4. Do you seek out dissenting views and encourage constructive critical dialogue with subordinates? Please provide examples of times in your career when you have done so.

   I encourage and solicit dissenting views and encourage constructive critical dialogue with subordinates when appropriate. I am careful not to surround myself with people that say "yes" to everything I propose; there is great danger in that. Equally, I am sensitive to those that say "no" to everything. I encourage leadership to be problem solvers, not problem creators. As a leader, I want to have an equal balance of both "yes" and "no" surrounding me. I realize I don't have all the best ideas or solutions and reflect on past meetings where the greatest solution comes from someone that may not be in a primary leadership position. The most recent example is in reference to my journey to focus on business excellence within the agency. There are many hard decisions to create a more enterprise-centric solution. Part of this solution is the "governance" of this new concept. I allowed all interested parties to provide written and in-person comment about the new process. These actions, both positive and negative, allowed for "governance" that was fair and benefited the entire agency.

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

As an emergency manager for the past 12 years, there are very few, if any, "politically difficult" choices that come to mind. I continue to operate as Acting Administrator of FEMA as I always have in the emergency management space for the past 12 years: to always err on the side of public safety and the disaster survivor. Additionally, I have served for twenty-six years in the Marines Corps in numerous command and administrative assignments which required many challenging decisions. I have served for four elected leaders, and in doing so, I have had to make 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.

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

My greatest success as a leader comes when one of my past subordinates (especially ones that had some level of difficulty or challenge) writes you or runs into you and thanks you for believing in them and giving them the guidance they needed to be successful in life.

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

My greatest failure as a leader occurred while I was the State Director of Rhode Island. I was trying to get appropriated funds from the State's Office of Management and Budget and approval from the legislature to construct a state Emergency Operations Center and was unsuccessful. In my opinion, this was a long overdue improvement to the States' emergency management capabilities. Unfortunately, I overlooked the economic realities associated with such a significant capital investment. In my pursuit of this project, I also failed to garner the necessary support from the appropriate legislators. This experience taught me the importance of thorough outreach and clear communication from the inception of an idea with the key stakeholders about risks and challenges.

8. During your career, has your conduct ever been subject to an investigation or audit by Council of Inspectors General on Integrity and Efficiency (CIGIE), Office of Special Counsel, Department of Justice, an agency Equal Employment Opportunity office or investigator, or any other federal or state investigative entity? If so, please describe the nature of the allegations/conduct and the outcome(s) of the investigation(s) or audit(s).

Yes, one.

In April of 1998, I was the Commanding Officer of a Recruiting Station in downtown Detroit. I was responsible for approximately 65 Marine recruiters and civilians and 25 recruiting offices spread over 16,000 square miles. One of my senior enlisted Marines

alleged "racial prejudice, unprofessionalism, and waste, fraud & abuse" by me and my Command Staff. This Marine was held accountable by myself and my Command Staff for poor performance; he fabricated these three allegations to take the spotlight off himself and onto my leadership team. The Commanding General (two command levels above my position) of the Eastern Recruiting Region conducted a "Command Assessment" and a "Command Investigation" of the allegations. After an exhaustive, thorough, and well-documented investigation, all allegations were completely and factually disapproved. I continued to successfully command the Recruiting Station for my complete 3-year assignment which ended in July 2000. I received subsequent promotions and awards until my retirement from the Marine Corps in late 2007. During my first FBI Background Clearance investigation to become the Deputy Administrator, I fully disclosed and turned over a copy of the complete "Command Assessment" and a "Command Investigation" for full review.

III. Role of the Administrator

9. What do you believe are reasonable expectations for FEMA's roles and responsibilities?

If confirmed as the FEMA Administrator, I commit to fulfilling this position consistent with our regulations in the Stafford Act, PKEMRA, and all other relevant statutes, authorities, executive orders and presidential directives listed in the National Response Framework (NRF). Additionally, I believe it is the role of the Administrator to serve as an advocate and champion for the Agency internally and externally, provide an open door to the workforce so I can support what they need to do their jobs effectively, and act as a model public servant.

10. Do you believe the public and other stakeholders (e.g. state/local officials) have reasonable expectations regarding FEMA's roles and responsibilities? If not, what do you think can be done to address this problem?

I believe that all our stakeholders, partners, and the public have some level of reasonable and unreasonable expectations of FEMA. It is our job to ensure we continue to have consistent, clear, open, and honest dialogue with all of our constituent groups to set reasonable expectations on both blue sky and gray sky days.

11. What do you believe is the role of the FEMA Administrator in encouraging diversity across the FEMA workforce?

First, in order to have the valuable impact on the diverse communities and survivors we serve, our Agency's mission demands a diverse workforce to understand and respond to the varied needs of every community impacted by disaster. As the Acting FEMA Administrator, both my senior leadership and I are, and continue, to lead that charge. In my 12 years as an Emergency Manager and my 26 years as a US Marine, many of my successes are directly attributable to the diverse group of men and women with whom I had the privilege to lead and work.

12. What do you believe are the greatest benefits and challenges of FEMA's position as a component within DHS versus a stand-alone agency?

Under the current structure inside DHS, we have a powerful advocate for the FEMA mission and its people. We also have access to the resources of the entire Department with manpower, budget, contracting, IT, and more at our disposal. During times of disasters within my tenure, the Secretary has allowed FEMA leadership to lead and manage disaster response without any interference or micro-managing. We are also allowed to have direct access to the President, when appropriate. Under a stand-alone model, one may enjoy direct access to the President, but lose out on the full-support of the DHS Secretary and fellow component heads.

13. In your biographical questionnaire you state that you held the position of FEMA Deputy Administrator from October 2018 – March 2019, and the positon of Acting Administrator from March 2019 – present.

a. Please clarify whether you continued to serve as FEMA's Deputy Administrator following the start of your tenure as Acting Administrator.

Dr. Dan Kaniewski, Deputy Administrator for Resilience, is the Senior Official Performing the Duties of the Deputy Administrator. Dan and I split Deputy Administrator duties as appropriate. I continue to champion and lead some of the initiatives I started as the Deputy Administrator.

b. If you continued to perform the duties of the Deputy Administrator's office while serving as Acting Administrator, please describe any challenges you have encountered in simultaneously performing both roles.

Splitting duties is not ideal but we've been fortunate that disaster events have been at a pace that we've been able to manage well. Dr. Dan Kaniewski, Deputy Administrator for Resilience, will continue to be the Senior Official Performing the Duties of the Deputy Administrator.

c. If you did not continue performing the duties of Deputy Administrator beginning in March 2019, please identify the individual(s) and/or office(s) who took over the duties of the Deputy Administrator.

Dr. Dan Kaniewski, Deputy Administrator for Resilience is the Senior Official Performing the Duties of the Deputy Administrator.

14. You have been serving as FEMA's Acting Administrator since March 2019.

    a. Are you aware of any limitations to your current authority imposed by statute, regulation, or DHS policy, which will no longer apply if you are confirmed? If so, please describe those limitations.

    No.

    b. In your view, is Senate confirmation necessary for you to achieve your goals as the leader of FEMA?

    The Senate plays a vital oversight role in the execution of our mission at FEMA. I consider them an excellent partner in this regard and a valuable resource in granting certain authorities to better accomplish our mission. If the Committee favorably recommends my nomination to the Senate, the formal Senate confirmation will serve as an important signal to the workforce that my service in this capacity is not temporary and we will press ahead on accomplishing our priorities.

    c. Other than any differences attributable to statutory, regulatory, or policy restrictions, do you expect your approach to leading FEMA to change if confirmed as Administrator? If so, please explain.

    No. I will continue to lead FEMA in the same manner I have been leading since March 2018.

IV. Policy Questions

15. Following the passage of DRRA, questions regarding the timing and adequacy of FEMA's development and deployment of the Building Resilient Infrastructure and Communities (BRIC) program have arisen.

    a. How do you believe the BRIC program fits into FEMA's role of helping communities become more resilient?

    We are moving mitigation forward with the implementation of our new Building Resilient Infrastructure Communities (BRIC) as outlined in the Disaster Recovery Reform Act (DRRA). DRRA Section 1234 authorizes the National Public Infrastructure Pre-Disaster Mitigation Fund (renamed BRIC), which will be funded through the Disaster Relief Fund as a six percent set aside from estimated disaster grant expenditures. This allows for a greater investment in mitigation before a disaster. We are supporting the nation through capacity building, promoting partnerships across state, local, tribal, and territorial communities, and maintaining our flexibility to encourage incentives. We have received over 5,000 comments, the most of any program in

FEMA's history. We are getting remarkable reception from all stakeholders during this process.

b. What additional steps will you take, if confirmed as Administrator, to ensure that the BRIC program delivers on the intent of Congress to reform and revitalize mitigation efforts throughout the country?

Once fully implemented, BRIC will change the way we look at mitigation across the nation. If confirmed, I plan on using my position as Administrator to build capacity among SLTT governments to take full advantage of this innovative program to reduce the loss of life and property in their communities. I will make it a priority to promote BRIC and the benefits of mitigation in all appropriate venues.

16. The State of Texas recently passed a law that requires homeowners to disclose whether their properties lie in a flood-prone area or have flooded before. Do you believe other states should adopt similar laws?

Yes. We applaud Texas for taking this step to make homeowner's aware of risk before purchasing flood insurance.

a. What more can FEMA to support states that are trying to implement policies that are similar to the new law in Texas?

We support any community initiative that makes risk more transparent. Additionally, through grants, we fund NFIP State Coordinator positions and these individuals advise SLTT on how to best manage their flood risk.

17. If confirmed as Administrator, what steps would you take, beyond those you have pursued as Deputy Administrator, to ensure that FEMA provides its employees with a discrimination- and harassment-free workplace?

Prior to the end of this calendar year we will make the move away from the "Not On My Watch" initiative (which is retrospective) to a more proactive and positive approach that embraces and adheres to FEMA's core values of compassion, fairness, integrity, and respect. If we can use these core values as our waypoints as we navigate difficult situations, we will become the Agency we want to be, one that is free of discrimination and harassment.

18. In a response to a question regarding employee complaints in your biographical questionnaire for your nomination to be Deputy Administrator, you stated that "If confirmed, I will hold periodic meetings with [FEMA Office of Equal Rights (OER)] to review open cases, how closed cases were adjudicated, and the effectiveness of OERs education and outreach program." Have you conducted these activities since being confirmed as Deputy Administrator? What have you found out about the effectiveness of OER's education and outreach program?

Yes. Since my arrival, I have witnessed a revitalized and improved OER. I have standing meetings in which I am updated on the status of open cases. With leadership from OER's director, we will continue to aggressively address employee allegations of discrimination, harassment, or other grievances in an expeditious, fair, and objective manner. We are doing well, having made a positive difference in the lives of our employees, however we still have a lot of work to do and I remain committed to the success of OER.

Our way forward includes not only OER but the involvement of the Office of Professional Responsibility (OPR), Labor and Employee Relations (LER) Section of the Office of the Chief Component Human Capital Officer (OCCHCO), and the Alternative Dispute Resolution Office (ADR) to resolve and adjudicate these issues.

Along with establishment of OPR, we will have consistent and transparent standards for how allegations of misconduct, harassment, nepotism, and other prohibited workplace behaviors will be handled inside FEMA, from the lowest graded employee, to Senior Executive Service (SES), and appointees. My commitment to addressing the concerns of FEMA employees has never been stronger.

Every employee must be able to trust a system that acknowledges their unique issue, provides periodic updates, and comes to a timely and fair resolution. At the heart of the changes FEMA is undertaking is our adherence to our FEMA Core Values; compassion, fairness, integrity and respect. If we can use these core values as our way points as we navigate difficult situations, we will end up exactly where we want to be; on the bright side of every decision.

19. The Office of Professional Responsibility (OPR) was established in December of 2018, 6 months after former Administrator Long established the "Not on My Watch Initiative" to address concerns regarding sexual harassment within FEMA. It then took another 6 months for OPR to receive permanent director, who has just recently begun hiring staff.

    a. What were the reasons for the delay in launching the OPR office?

    Upon my arrival to FEMA, it was one of my priorities to stand-up OPR in the shortest amount of time.

    In October 2018, I appointed an interim Director of OPR, who was responsible for determining the requirements of the office, such as a table of organization,

staffing requirements, funding, developing job descriptions, the advertising, screening and selection of new employees, the transfer of existing employees from other offices inside FEMA to OPR, development of interim policy and procedures, and the acquisition of dedicated office space (to name a few of his tasks). Concurrently, we led the search for the most qualified person to manage and lead OPR; that permanent Director of OPR was selected on May 31, 2019 and reported for work on July 21, 2019.

On October 2, 2019, I signed a memo formally establishing the FEMA Office of Professional Responsibility (OPR). I firmly believe the establishment of OPR is the single most important thing we can do to improve employee morale and to restore the faith of our employees. With this seemingly simple act, we will have consistent and transparent standards for how allegations of misconduct, harassment, nepotism, and other prohibited workplace behaviors will be handled inside FEMA, from the lowest graded employee, to Senior Executive Service (SES) and appointees. My commitment to addressing the concerns of FEMA employees has never been stronger.

b. Please describe what steps you will take as Administrator to ensure that OPR receives the resources and support from management to complete its duties?

The Director of OPR reports directly to me. I hold weekly meetings with the Director on the challenges and requirements of the office.

20. In 2017, there were reports that some employees (both in leadership and in frontline roles) believed there was a "boy's club" mentality at FEMA that made it difficult to advance or be heard in meetings. There are very few women in top leadership roles at FEMA currently. Do you acknowledge the concerns of former employees? How has FEMA addressed the concerns since 2017?

The reference to a "boy's club" occurred before my time here at FEMA. When it comes to women filling the top leadership roles at FEMA, there has been an imbalance that I am attempting to rectify. Today, 27 out of our 106 SES positions are occupied by women. In my time as Acting Administrator, 13 SES, were sworn in, 10 of which were women. While FEMA is ahead of the national average when it comes to women in the field of emergency management, I am committed to creating career paths and opportunities for women to compete for leadership positions within the agency. I have worked with our internal employee resource group, the Women's Forum, to support these initiatives.

21. Currently, according to FEMA's leadership website, women occupy only 26 of the Agency's 101 top positions. What more do you plan to do to achieve a greater level of parity for women within the Agency?

See above response. FEMA participated in McKinsey's 5th Annual Report in the 2019 Women in the Workplace study. We are expecting our report soon, and I commit to working with my Chief Human Capital Officer and Director of OER to analyze and take appropriate action on the results.

22. Currently, more than half of the positions at DHS requiring Senate confirmation are vacant and are being filled temporarily by acting officials or senior officials performing the duties of the office.

    a. Based on your experience at DHS, do you believe that the Department benefits from having Senate-confirmed leaders in its top positions? Please explain.

    As previously stated, the Senate plays a vital oversight role in the execution of our mission at FEMA and within the Department of Homeland Security (DHS). I consider them an excellent partner in this regard and a valuable resource in granting certain authorities to better accomplish our mission. Senate confirmation serves as an important indicator of stability to the FEMA workforce that leadership is not temporary, and these leaders will press ahead on accomplishing the many priorities.

    b. Having served under both Senate-confirmed and Acting DHS Secretaries, do you believe that Senate confirmation impacts the relationship between the Department and either Congress or the White House? Please explain.

    In my capacity, I have not observed a discernable difference between Senate confirmed Secretaries or those serving in acting capacities with respect to their interactions with the White House and/or Congress.

V. Relations with Congress

23. 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?

    I do.

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

    I do.

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

    I do.

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

Congress has a critical oversight role in ensuring FEMA is effectively and efficiency executing its mission of helping people before, during, and after disasters. If confirmed, I will reaffirm this position with my staff to ensure timely and accurate information is provided to Congress when requested and as required.

27. 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?

I do.

28. 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?

I do.

29. If confirmed, will you agree to work with representatives from this Committee and the GAO to promptly implement recommendations for improving FEMA's operations and effectiveness?

I do.

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

I do.

31. If confirmed, will you ensure that political appointees are not inappropriately involved in the review and release of Freedom of Information Act requests?

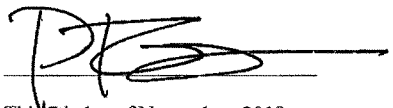
I do.

VI. Assistance

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

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. 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 and Supplemental Questionnaire and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.



This 7th day of November, 2019

Ranking Member Gary C. Peters
Post-Hearing Questions for the Record
Submitted to Peter Gaynor

Nomination of The Honorable Peter T. Gaynor to be Administrator, Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security (DHS)
Thursday, November 14, 2019

1. In 2019, the President declared seven different disasters with an incident period longer than 65 days: DR-4461, DR-4462, DR-4451, DR-4449, DR-4429, DR-4421, and DR-4420. One of those disaster's (DR-4429) incident period is 183 days. These declarations appear to represent a trend in longer than normal incident periods for disasters.

   Please explain why each of these weather events lasted for longer than 2 months?

   This year, we had 47 Major Disaster Declarations and four Emergency Declarations for major flooding. From January through May of 2019, 26 states and 8 tribes were impacted by flooding. It was one of the wettest years on record. Multiple states had prolonged flooding and overlapping disasters declared. In accordance with FEMA regulations, the incident period is defined as the time interval during which the disaster-causing incident occurs. It is our common practice to treat each disaster as a unique event, evaluated consistent with the indicators in the regulations. Incident periods are usually a narrow timeframe. Longer incident periods (exceeding a few days) are usually associated with flooding events. FEMA may consider successive storm events under the same incident period when significant river flooding from the first event is ongoing and successive storm events occur and cause additional significant flooding in the same geographical area(s), making it too difficult to determine which storm caused the specific impacts.

   If a local, tribal, state or territorial jurisdiction believes a Presidential disaster declaration may be necessary to assist in the recovery of an impacted area, a joint, local, state, tribal, federal Preliminary Damage Assessment (PDA) will be conducted. Together, the team will conduct a thorough assessment of the impacted area to determine the extent of the disaster, its impact on individuals and public facilities, and the types of federal assistance that may be needed. During the disaster declaration process, the regional Weather Forecast Office (WFO) of the National Weather Service (NWS) might be requested to provide data and information to the state, tribe, or FEMA Region immediately following an incident to inform the request for federal assistance. In response to these requests, the WFO investigates the incident and provides factual data in as timely a manner as possible to the jurisdiction. Types of data typically requested from the WFO immediately after an incident include rainfall amounts, river crests and maximum flows, and flood inundation. The information provided by the WFO is used to inform the declaration request and FEMA's recommendation to the President.

   Attached is additional information on each of the disasters listed above.

Are states requesting disaster declarations for longer incident periods in order to meet their respective thresholds to receive a declaration?

I do not have reason to believe that states are requesting disaster declarations for longer incident periods in order to meet certain thresholds, but if confirmed, I will closely examine this question.

2. Please detail FEMA's role in DHS's recently released Strategic Framework for Countering Terrorism and Targeted Violence.

    a. Has FEMA received any guidance from DHS on the implementation plan for this framework?

    We continue to participate in the Department of Homeland Security (DHS) working groups to implement the Strategic Framework for Countering Terrorism and Targeted Violence. Additionally, we are engaged in the continuous evaluation of the risks that communities face through the Threat and Hazard Identification and Risk Assessment (THIRA) program, supporting partners in the identification of risks and capability gaps, development of response plans, and efficient allocation of resources.

    b. Is FEMA planning any changes to its homeland security grant programs to help DHS achieve the goals in this framework?

    FEMA works with the Department of Homeland Security (DHS) to develop annual guidance for the Homeland Security Grant Programs. As both the Deputy and Acting FEMA Administrator, the Grant Programs Directorate and I brief the Secretary on recommended guidance for the coming year grant cycle. We will continue to work with DHS, to include recommended guidance supporting the Strategic Framework for Countering Terrorism and Targeted Violence.

3. As there continues to be disagreement regarding the effectiveness of the Transitional Shelter Assistance (TSA) program for victims of the 2017 hurricane season, I would like to ask you which agency you believe should lead disaster housing assistance? Do you believe FEMA is best suited for this mission or the U.S. Department for Housing and Urban Development?

I don't believe that shifting the post-disaster housing challenge to one or the other agency fixes the entire problem. Today the housing mission is shared by both FEMA, who typically provides temporary shelter/housing solutions, and HUD, who typically supports more long-term, permanent housing solutions.

    a. How can the implementation of post-disaster housing be improved? What changes would you like to see made to individual assistance?

These two phases of housing recovery need to be better aligned, better timed, and complementary. The time between when FEMA temporary shelter/housing solutions conclude, and HUD long-term permanent housing solutions begin, can be significant. This often leads to inefficiencies and causes unnecessary frustration for disaster survivors striving to return to a normal life. We have been working with our partners at HUD to strengthen our collective approach, however I would be interested in any effort that would require or encourage through incentives state and local governments to take greater ownership of post-disaster housing missions.

4. The Administration's fiscal year 2020 FEMA budget request would make deep cuts to various FEMA programs, including significant reductions to federal assistance grants like the Urban Area Security Initiative, State Homeland Security Grant Program, and the Complex Coordinated Terrorist Attack grant program. Do you support these proposed cuts to FEMA preparedness grant programs? Why or why not?

I believe that preparedness is a shared responsibility. The budget reflects Agency priorities in an environment with finite resources. Since 2002, the federal government has allocated over $50 billion in grants to support state and local preparedness investments. The request encourages grant recipients to take on a greater share of responsibility for the cost of preparedness in their own budgets, and focuses funding on highest priorities, those most impactful and that demonstrate the greatest return on investments. The proposed reductions still ensure adequate funding to maintain/sustain existing state and local core capabilities. This includes a 25% non-Federal cost match for grant programs that currently do not require one (SHSP, UASI). Match is not a new concept, and currently over 50% (5 of 8) preparedness grants have a match. Beyond the nearly $2 billion in the budget for preparedness grants, FEMA also supports responders through other activities including, but not limited to technical assistance, training, and exercises.

5. Do you believe that publically owned institutions and/or buildings should be permitted to self-insure?

Self-insurance strategies vary widely across the Nation, so it is difficult to make blanket statements about self-insurance. However, what we know is that repair and replacement of public buildings are among the costliest category of FEMA assistance in our largest major disasters, and we know that there is great potential to close the insurance gap across the country – especially for public buildings. I support closing the insurance gap through approaches that ensure sufficient coverage for loss when communities need it most. Every jurisdiction should insure to protect their fire and police departments, schools, and other readily-insurable critical infrastructure that is essential to the stabilization of community lifelines and supports a rapid return to normal operations. Community lifelines provide indispensable service that enable the continuous operation of critical business and government functions, and are critical to human health and safety, or economic security.

6. What is the status of the release of the new grant IT program? When can we expect the program to go live?

The new FEMA grant IT system, better known as "FEMA Go" or FEMA Grants Outcomes is currently live for three of the 40-plus FEMA grant programs. Starting with the FY18 funding, FEMA successfully awarded grants in the Assistance to Firefighter (AFG), Staffing for Adequate Fire Emergency and Response (SAFER), and Fire Protection & Safety (FP&S) grants programs, and will accept new applications for these same fire grants with the FY19 funding. FEMA's next priority for the FEMA Go system is the Building Resilient Infrastructure and Communities (BRIC) grant program authorized under the Disaster Recovery Reform Act (DRRA) of 2018, beginning with the FY20 Notice of Funding Opportunity (NOFO). Additional grants programs will be added as the FEMA Go systems matures, reaching our Full Operational Capability date in the second quarter of FY23.

   a. What challenges have affected the release of the new grant IT program? What have you done since becoming Acting Administrator to address those challenges?

   The FEMA Go project is a very large (Level 2) acquisition program. Development was delayed due to the complexity and highly technical nature of the task. The original contract was awarded in August 2018; however, it was protested. The protest was successfully resolved in FEMA's favor and then again impacted by last year's government shutdown and subsequent furlough of federal employees who are supporting this program. The current vendor has been fully in-place as of this past August with no further delays anticipated. To further support FEMA Go's development, I consolidated all grants related policy, both disaster and non-disaster, within the Grant Programs Directorate, including the FEMA Go project management office to ensure greater visibility and collaboration on its progress.

7. What additional steps do you plan to take, if confirmed, to make FEMA a more data driven agency?

Today, from field-deployed Incident Management Assistance Teams to the most senior levels, FEMA is working to be a more data driven agency and to inform our decisions with evidence at all levels. Within the FEMA Office of Policy and Program Analysis (OPPA), the Enterprise Analytics Division (EAD) empowers FEMA to make data-driven decisions by fostering the Agency's analytic community, building cross-cutting analytic capabilities, and providing trusted, high-impact decision support.

FEMA continues to take several key steps to improve our use of data:

- **In support of the *Foundations for Evidence Based Policy-making Act*, FEMA is working to establish an agency Learning Agenda that supports the Agency's strategic plan and includes a consistent process for supporting an annual evaluation plan; FEMA has also identified an Evaluation Officer and Chief Data Officer, who will be integral in overseeing that project;**

- **FEMA has published *Data Management* and *Data Sharing* directives, which set the foundational rules and tools for using data effectively and enabling us to share our data more easily between our interagency and intergovernmental partners to support effective mission delivery;**
- **At my direction, my team also recently launched a new internal tool for employees to use that is a centralized repository of authoritative sources and links to available data the Agency uses routinely, with the goal of improving the transparency and consistency in how our agency uses data; and**
- **Lastly, we continue to invest in the Enterprise Data and Analytics Modernization Initiative, which will incorporate the data management foundation we are already building into a materiel solution (IT system) that, when finished, will improve employee access and exchange of data to help us make better informed and more expedient decisions.**

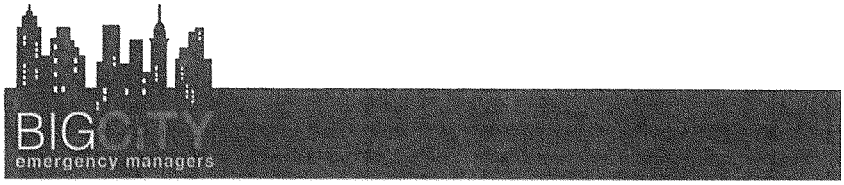
8. Who made the decision to delay the implementation of Risk Rating 2.0?

    a. Please describe the reasoning and provide any documentation related to the decision to delay the implementation of Risk Rating 2.0.

    The recommendation to delay the implementation timeline was made by the FEMA program office (Federal Insurance and Mitigation Administration) managing the project. This decision was approved by me and I made this decision based on four basic factors. First, we need to get it right, as the generational change in how the NFIP identifies risk and prices flood insurance affects over 5 million policyholders in over 22,300 participating communities across the Nation. Second, the rates for all 50 States are not yet complete. Third, we need to better understand and conduct further analysis of risk to levees. Finally, we needed more time to better educate policy holders on upcoming changes to the program.

    b. Did the fact that 2020 is an election year play any role in the decision to delay Risk Rating 2.0 until 2021 for implementation?

    No.



November 4, 2019

The Honorable Ron Johnson, Chairman
U.S. Senate Committee on Homeland Security & Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC, 20510

The Honorable Gary Peters, Ranking Member
U.S. Senate Committee on Homeland Security & Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC, 20510

Dear Chairman Johnson and Ranking Member Peters,

On behalf of Big City Emergency Managers (BCEM), please accept this endorsement of the recent nomination of Mr. Peter Gaynor for Administrator of the Federal Emergency Management Agency (FEMA).

Mr. Gaynor has a fairly unique background, which makes him especially suited to be the FEMA Administrator. His experience running both a local and state emergency management agency is exactly what is needed to run a similar agency at the federal level. In doing so, he understands the regulations and processes that govern planning, response, and recovery and, based on the two BCEM meetings he has attended, Mr. Gaynor has the passion and experience to ensure all levels of government work together efficiently and effectively.

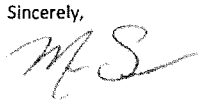
As we previously wrote in our recommendation of Mr. Gaynor for the Acting Administrator position, Mr. Gaynor has distinguished himself as an Emergency Management Director at the local level building the emergency management program in Providence, Rhode Island, as well as at the state level serving as 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.

Successful emergency managers in this country are often great at listening and collaborating. These are both strengths of Mr. Gaynor and these are the character traits that we believe will make him strong "inside the Beltway" and will make him successful in navigating the Federal, state, local, and tribal communities. These are the communities that have to work together when disasters occur, and we

believe that Mr. Gaynor has the right personality and experience to make this happen. Mr. Gaynor has earned the respect and trust of his colleagues across all levels of government and the private sector. He is practical, reliable, and gets missions accomplished.

On behalf of the Big City Emergency Management jurisdictions that represent more than a quarter of the nation's population and risk, we appreciate the hard work and dedication of our partners in the Federal government and, in particular, those that work in FEMA, and we look forward to partnering with Mr. Peter Gaynor in the future.

Sincerely,



Mark Sloan
BCEM Chair
Director, Harris County Office of Homeland Security and Emergency Management



Ron Prater
Executive 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
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November 14, 2019

The Honorable Ron Johnson
Chairman
Homeland Security and Government
Affairs Committee
340 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Gary Peters
Ranking Member
Homeland Security and Government
Affairs Committee
442 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Chairman Johnson and Ranking Member Peters:

The Portland Cement Association (PCA) supports the nomination of Acting Administrator Peter Gaynor to be the Administrator of the Federal Emergency Management Agency (FEMA).

Mr. Gaynor has an extensive list of leadership skills and professional qualifications that make him a great candidate to be the next Administrator. If confirmed, he would bring more than ten years of emergency management experience and knowledge to the post. Acting Administrator Gaynor's experience working on disaster recovery both at FEMA and prior to that for the State of Rhode Island provides him the unique perspective of what communities and states across the country need from FEMA both before and after a disaster.

PCA is particularly supportive of Mr. Gaynor's attention to resiliency and pre-disaster mitigation. Additionally, PCA supports the steps being taken by FEMA to implement the Building Resilient Infrastructure and Communities program authorized by the Disaster Recovery Reform Act which can help communities better withstand future disasters. Placing greater emphasis of pre-disaster mitigation also saves taxpayer dollars. A study by the National Institute of Building Sciences shows that every dollar FEMA invests in pre-disaster mitigation saves six dollars.

PCA respectfully requests the Homeland Security and Government Affairs Committee puts forward the nomination of Peter Gaynor to serve as the Administrator of the Federal Emergency Management Agency for expedited consideration on the Senate Floor.

Sincerely,

Sean O'Neill
Senior Vice President, Government Affairs

State of Rhode Island and Providence Plantations
State House
Providence, Rhode Island 02903-1196
401-222-2080

Gina M. Raimondo
Governor

October 31, 2019

The Honorable Ron Johnson
Chairman
The United States Senate Committee on
Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Gary Peters
Ranking Member
The United States Senate Committee on
Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Chairman Johnson and Ranking Member Peters:

On behalf of the State of Rhode Island, I write to endorse the nomination of Mr. Peter T. Gaynor to be the Administrator of the Federal Emergency Management Agency (FEMA). Mr. Gaynor's candidacy is buoyed by his proven leadership capabilities, his expansive knowledge of emergency management protocol, and his extensive experience in the field. Having served at the helms of the Providence Emergency Management Agency and Office of Homeland Security (PEMA) and the Rhode Island Emergency Management Agency (RIEMA) prior to being installed as the Deputy Administrator of the Federal Emergency Management Agency in late 2018, Mr. Gaynor is keenly aware of the challenges and pitfalls that attend disaster preparation, mitigation, and response at all levels of government. Further, Mr. Gaynor is an adept and adaptable leader who meets challenges head on, as evidenced by his assumption of the role of Acting Administrator of FEMA just months after being confirmed as the Agency's Deputy Administrator. Mr. Gaynor took on the increased responsibility without hesitation, and, since March 2019, he has steadfastly overseen the execution of the critical activities charged to FEMA.

In January 2015, I had the distinct honor of appointing Mr. Gaynor to lead the Rhode Island Emergency Management Agency, having witnessed his capable stewardship of Providence's emergency operations center from 2008 to 2014. Of the many qualities that equipped Mr. Gaynor to effectively oversee RIEMA, none attest to his fitness to lead the Federal Emergency Management Agency more strongly than his unwavering dedication to this country, which manifests as a fierce commitment to preserving and protecting the safety and wellbeing of the American people. Though it has characterized his entire career in emergency management, Mr. Gaynor first demonstrated his uncommon devotion to this nation when he enlisted in the United States Marine Corps (USMC) at the age of eighteen. Ultimately, Mr. Gaynor dedicated twenty-six years to the Marine Corps and in service to this nation.

Over the course of his distinguished military career, Mr. Gaynor achieved the rank of Lieutenant Colonel, received an MA in National Security and Strategic Studies from the Naval War College, and obtained many of the skills that would later enable him to effectively transition to the field of emergency management. As he rose in the Marine Corps, Mr. Gaynor learned to follow orders, collaborate effectively, and direct operations, establishing himself as a reliable teammate and a capable leader. Mr. Gaynor's talent for logistics was recognized by his superiors, enabling him to develop the capacity to coordinate at the highest levels while in the USMC. In 1990, he was entrusted with the coordination and planning of security at Camp David, the Presidential Retreat; in 2001, following the attacks on the Pentagon and our country, Mr. Gaynor and his team were charged with reconfiguring the Navy Operations Center in Washington DC, which had been destroyed on September 11th; and, in 2006, during Operation Iraqi Freedom, Mr. Gaynor oversaw combat operations in the Al-Anbar Province. While deployed, Mr. Gaynor facilitated response and recovery missions, including mass casualty evacuations.

When Mr. Gaynor retired from the Marine Corps in 2007, he sought a career that would allow him to continue to serve his country. In 2008, he was appointed by the Mayor of Providence to serve as the Director of the Providence Emergency Management Agency and Office of Homeland Security, a position he held for more than six years. Twice at the behest of the Mayor, Mr. Gaynor took on the role of the Chief Operating Officer for the Providence Public School Department, managing the Department's facilities and staff in addition to PEMA's activities. As the Director of PEMA, Mr. Gaynor coordinated city-wide response and recovery efforts for disasters of all varieties. During his time in Providence, Mr. Gaynor oversaw the City's response to three federally declared disasters and the H1N1 Pandemic. Impressively, Mr. Gaynor led PEMA through its Emergency Management Accreditation effort in 2010, helping to distinguish the City of Providence as the first municipality in the nation to achieve the certification from the Emergency Management Accreditation Program (EMAP).

When Mr. Gaynor assumed control of RIEMA in 2015, he was tasked with coordinating statewide response and recovery efforts for small and large disasters. Between 2015 and 2018, Mr. Gaynor managed one federally declared disaster – the 2015 Winter Blizzard – and oversaw recovery efforts for seven preexisting active federal disasters. Under Mr. Gaynor's direction, the State Emergency Operations Center was activated sixteen times following natural, human-caused, and technological hazards, and ten times in support of special events throughout the state.

As the Director of RIEMA, Mr. Gaynor worked tirelessly to ensure that Rhode Island was equipped to respond to disasters by promoting preparedness, engaging stakeholders, and modernizing the Agency. Mr. Gaynor spearheaded an effort to update RIEMA's civil defense job descriptions to ensure that positions were geared toward tackling modern threats and hazards and would attract the best candidates. Under his direction, RIEMA offered trainings targeted toward municipal and state leaders that provided information about resource management, mitigation strategies, and effectively funding emergency management. Thanks to coordination efforts led by Mr. Gaynor, Rhode Island became the first state in the country to have all municipalities recognized as "StormReady" by the National Weather Service. He also led initiatives such as the Rhode Island Alliance for Business Resilience, the Rhode Island Cyber Range, Powered for Patients Initiative, and FirstNet. In October 2017, RIEMA earned the prestigious national accreditation from EMAP, making Mr. Gaynor the first ever Director to obtain this achievement at both the municipal and state level.

As Mr. Gaynor will tell you, catastrophic disasters and emergency situations unfold without regard for man-made demarcations, boundaries, and jurisdictions, heedless of convenience, and irrespective of authority. To address and overcome ever-changing hazards and threats, an effective emergency manager must develop and employ adaptive solutions, forge productive partnerships, and foster collaboration across all levels of government – exactly as Mr. Gaynor has done throughout his career. I can think of no better balance of experience to prepare a person for the rigors of overseeing the Federal Emergency Management Agency than Mr. Gaynor's. Should his nomination be confirmed, Mr. Gaynor will draw from his education, his decorated military career, and the knowledge he has acquired while serving the City of Providence and the State of Rhode Island to continue to protect and preserve the safety of the people of the United States.

I strongly recommend Mr. Peter T. Gaynor for the position of Administrator of the Federal Emergency Management Agency, and thank this Committee for the opportunity to convey my resounding endorsement of Mr. Gaynor's candidacy.

Sincerely,

Gina M. Raimondo
Governor