

NOMINATION OF RICHARD A. SERINO

HEARING

BEFORE THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

OF THE

ONE HUNDRED ELEVENTH CONGRESS

FIRST SESSION

NOMINATION OF RICHARD A. SERINO TO BE DEPUTY ADMINISTRATOR,
FEDERAL EMERGENCY MANAGEMENT AGENCY, U.S. DEPARTMENT OF
HOMELAND SECURITY

SEPTEMBER 16, 2009

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NOMINATION OF RICHARD A. SERINO

WEDNESDAY, SEPTEMBER 16, 2009

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

The Committee met, pursuant to notice, at 2:04 p.m., in room SD-342, Dirksen Senate Office Building, Hon. Joseph I. Lieberman, Chairman of the Committee, presiding.

Present: Senators Lieberman, Landrieu, and Collins.

OPENING STATEMENT OF CHAIRMAN LIEBERMAN

Chairman LIEBERMAN. Good afternoon and welcome to this hearing on the nomination of Richard Serino to be the Deputy Administrator at the Federal Emergency Management Agency (FEMA).

I am glad to see our colleague, Senator John Kerry, here. And though I note, Senator Kerry, that you probably would love to hear the opening statements that Senator Collins and I have, I also know that you are on a busy schedule, so we welcome your introduction first.

TESTIMONY OF HON. JOHN F. KERRY, A U.S. SENATOR FROM THE STATE OF MASSACHUSETTS

Senator KERRY. Well, that is very generous of you, Mr. Chairman. I appreciate it. You will make sure you send me the opening statements.

Chairman LIEBERMAN. I will. [Laughter.]

Senator KERRY. Chairman Lieberman and Senator Collins, thank you very much for the opportunity to be able to introduce a terrific son of Massachusetts. Richard Serino is a 55-year-old guy who has been at this for a long time, but he still calls himself a kid from Dorchester. A lot of people there are proud of him because of his many accomplishments throughout his career.

He is sort of the pride of Massachusetts, in a sense, in the way in which he has approached his job. I think President Obama could not have made a better choice than to choose him to be the Deputy Administrator of the Federal Emergency Management Agency.

I do know that the call from the White House came as a bit of a surprise to him. They asked him if he was interested in the No. 2 job at FEMA, and he said he would like to talk to a few people about it before deciding. And then he was still talking to folks about the job when the White House called back and said, it is yours if you want it. I think he may have been surprised by the call, but those who know something about his work were not sur-

prised at all, and he has met with a remarkable array of compliments and of support from across the spectrum, from police chiefs, fire chiefs, the Mayor of Boston, and everyone who has come in contact with him.

He has worked for the Boston Medical Services for 35 years. He began as a paramedic, rising to Superintendent in Chief, Superintendent for Field Operations, and for the past years, Chief of Boston EMS. He is chief of a department, Mr. Chairman and Senator Collins, that handles 100,000 medical calls a year, coordinates safety for massive events like the Boston Marathon, and the enormous celebrations we have had after the Super Bowl and World Series. We obviously now have to find a replacement to manage those celebrations since we anticipate more of those, don't we, Mr. Serino?

Mr. SERINO. Yes, we do.

Senator KERRY. He has been responsible for disaster preparedness, and he literally helped to write the book on how to respond to terrorism as one of the authors of a book called, "In a Moment's Notice: Surge Capacity for Terrorist Bombings," a blueprint for other major cities developing disaster response.

He served as a guest lecturer on homeland security and emergency preparedness at Harvard University, at Boston University, as a national faculty member for the Domestic Preparedness Program at the U.S. Department of Defense. He has also participated in senior leadership programs in national preparedness and homeland security at the Kennedy School of Government and at the Naval Post-Graduate School Center for Homeland Defense and Security.

Mr. Chairman, let me just share with you how he tests some of his disaster preparedness. Rather than just running the drills, as many choose to do, on an average day in a city, which would make the drills difficult enough, he chooses to run disaster plans during the major events in Boston, like the Marathon or the Fourth of July celebration. That is the kind of thinking that can make a difference when a disaster actually does occur.

As Deputy Administrator of FEMA, Mr. Serino will be involved in building, sustaining, and improving the Department's capacity to prepare for, protect against, and respond to and recover from all types of disasters. The only challenge the folks at FEMA may have with him, I think, is possibly the same one we have had in Boston as Chief of the EMS. That challenge will be keeping him out of the ambulances, Mr. Chairman. Once a paramedic, always a paramedic.

But he is grassroots. He understands the challenges, and I think President Obama could not have made a better choice for FEMA. I have worked with FEMA for many years, as you both have. We know how it takes somebody who really understands what it is like to be on the ground and be a part of the local community, if you will, and who thinks the way that he does.

I congratulate the kid from Dorchester in this nomination, and I think FEMA is going to do well with his stewardship. Thanks.

Chairman LIEBERMAN. Thanks, Senator Kerry. That was really a very excellent, thoughtful, and obviously personally felt statement, which is important for the Committee to hear. I thank you for your time.

Senator KERRY. It is my pleasure to be here. I know his wife and kids are here, and I know they share that thought.

Chairman LIEBERMAN. It looks like a big crowd behind the Chief here.

Senator KERRY. Absolutely.

Chairman LIEBERMAN. Chief Serino, I appreciate your presence here. I have just been informed that there are a couple of votes in the Senate around 2:30 p.m. I am going to have a little time after that, but I will see if we can go through this and allow us to complete the hearing so we don't have to hold you over and bring you back.

I am going to put my statement in the record as if I had read it and just say, echoing what John Kerry has said, that you have an extraordinary record.¹ It seems to me that you are a great complement to Craig Fugate in his role as administrator, not just north-south, but to a certain extent, his experience has quite naturally been in dealing with natural disasters, particularly hurricanes that hit Florida. I don't mean that is his only experience, but it is a primary one, and that is very important to us.

Your involvement in a big urban metropolitan area has not only given you that experience, particularly with, for instance, medical emergencies, but the kind of extra dimension of responsibility to which Senator Kerry testified about being ready in the case of an unnatural disaster, which is to say a terrorist attack. I am really grateful that you have accepted this.

Senator Collins and I, our Committee, have had a longstanding interest in FEMA. We did, with Senator Landrieu's very active support, for obvious reasons, a very intensive investigation of FEMA post-Katrina, produced legislation, which was enacted, which we feel has really put this agency into a position to give us the kind of preparedness and response that we really need.

So that is all I have to say at this point, and I will yield to Senator Collins.

OPENING STATEMENT OF SENATOR COLLINS

Senator COLLINS. Thank you, Mr. Chairman. I am going to follow your lead, given the upcoming votes, and put my statement in the record, as well.² I hope that is not the first of the upcoming votes.

I just wanted to make one point, and that is during the government's failed response to Hurricane Katrina, there was no deputy leader at FEMA. There was no Deputy FEMA Director, and that was a major problem as we looked at the flaws in organization as well as in the delivery of the response. So the position that you have been nominated to fill was created by the Post-Katrina Emergency Management Reform Act, which we authored, and it was specifically to ensure better management and day-to-day direction of the agency. So this is an important position. We know that well because we created it.

I am going to put my statement in the record so that we can get to questions before the votes. Thank you, Mr. Chairman.

Chairman LIEBERMAN. Thank you, Senator Collins.

¹ The prepared statement of Senator Lieberman appears in the Appendix on page 17.

² The prepared statement of Senator Collins appears in the Appendix on page 19.

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

Chief, as you know, our rules require that all witnesses at nomination hearings give their testimony under oath, so I would ask you to please stand and raise your right hand.

Do you swear that the testimony you are about to give to the Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. SERINO. I do.

Chairman LIEBERMAN. I thank you. Please be seated, and you are welcome now to proceed with your statement, including the introduction of family and friends who are here, so long as it doesn't take us past 2:30 p.m. [Laughter.]

Mr. SERINO. Well, thank you, Mr. Chairman, Senator Collins.

I would like to introduce my wife, Doreen, who has given me the opportunity to embark on this challenge, and I appreciate that. There was only one condition, Senator Collins, and that is that we can go to Christmas Prelude in Kennebunkport in December, that we do every year.

Senator COLLINS. She is a wise woman. [Laughter.]

Mr. SERINO. And next to her is my son, Bryan, who came. He is Assistant District Attorney in Manhattan and a graduate of Connecticut College.

Chairman LIEBERMAN. Great.

Senator COLLINS. He is covering all the bases. [Laughter.]

Chairman LIEBERMAN. This is a good move on the Chief's part because we agreed that I wouldn't ask a question about the Yankees or the Red Sox. [Laughter.]

Mr. SERINO. And also, my son Peter, who is a high school history and psychology teacher in Massachusetts, is here. And unfortunately, my daughter, who is a high school English teacher, Chairman of the English Department at a high school in Honolulu, couldn't be here today.

Chairman LIEBERMAN. Understood. Thank you.

Mr. SERINO. Also, I just wanted to recognize a couple of people who made the trip from Boston today. President of the Boston Police Patrolmen's Association, EMS Division Union, Jamie Orsino, and Vice President Bobby Morley, who is also our President of the National EMS Alliance, Superintendent Brendan Kearney, and Deputy Superintendent Shea, as well as a host of first responders and people from the emergency management community are here to support me, and I truly appreciate that. So thank you.

Chairman LIEBERMAN. Thanks, Chief, and thanks to them for taking the time to be here.

You don't know this, but in the back, I have spotted Craig Fugate, Administrator of FEMA, who is here to perhaps see how you do. [Laughter.]

TESTIMONY OF RICHARD A. SERINO¹ TO BE DEPUTY ADMINISTRATOR, FEDERAL EMERGENCY MANAGEMENT AGENCY, U.S. DEPARTMENT OF HOMELAND SECURITY

Mr. SERINO. Well, good afternoon, Mr. Chairman, Ranking Member Collins, and Members of the Committee. My name is Richard Serino. I am grateful to Senator Kerry for his warm introduction and for his years of strong support of the emergency responders in Boston, throughout Massachusetts, and indeed across the country.

I am privileged to appear here before you today as President Obama's nominee for the Deputy Administrator at FEMA. I am honored to have the opportunity to answer your questions as you consider my nomination. If confirmed, I look forward to working closely with the Committee, with Congress, to ensure that FEMA performs at the highest possible level in supporting our first responders and our citizens in this ongoing national effort to protect against, respond to, and recover from all hazards.

I began my career, as you heard, over 35 years ago as a volunteer on an ambulance squad, and during that time, I rose through the ranks to my current position as Chief of Boston EMS. During my tenure as Chief, the paramedics and EMTs have been nationally recognized for the quality of care that they provide, and it truly has been my great privilege and honor to lead such a dedicated, hard-working, humble, and accomplished cadre of first responders.

FEMA's mission is critical to our Nation's security and resilience. Your leadership and the work of this Committee specifically on the Post-Katrina Emergency Management Reform Act and other congressional initiatives have provided FEMA with truly a much-needed compass to ensure that the agency can succeed and bring a more common-sense approach to emergency management in the 21st Century, and I thank you for that.

I believe I can assist Secretary Janet Napolitano and Administrator Craig Fugate in aligning FEMA's personnel and resources to support our citizens and the first responders so that as a Nation we may work together to collaboratively rebuild, sustain, and improve preparedness, protection, response, and recovery capabilities. My operational experience as a first responder and the leadership roles I have assumed over the past decades have given me the tools needed to successfully bridge the gap between the Federal, State, local, and non-government officials who must work together.

As a senior leader in metro Boston's community of emergency response officials, I facilitated preparedness, response and recovery efforts, and worked to forge strong partnerships, not just with the EMS, fire service, law enforcement, and emergency management, but also with public health, volunteer organizations, and business leaders throughout the Commonwealth and throughout Boston.

A primary theme across all of my emergency preparedness efforts has been a dedication to building partnerships, whether they are in the businesses, faith-based communities, universities, academia, or government departments. In my own experience, these strong partnerships have time and time again resulted in enhanced effi-

¹ The prepared statement of Mr. Serino appears in the Appendix on page 21.

ciency, communications, coordination, response, and recovery efforts.

Federal, State, and local emergency response officials must continue to reach out to build stronger relationships with each other to ensure a properly functioning national system of public safety and public health. These officials routinely collaborate in Boston to prepare for high-threat, large-scale events, unfortunately, such as the recent events honoring Senator Kennedy that we were able to pull together.

I have led emergency medical planning and operations for a number of high-threat events that the Senator has mentioned, including the 2004 Democratic National Convention, which was a national special security event. I know firsthand the type of collaboration that ensures our collective preparedness. Each time we all work together, Federal, State, and local, we execute an operational plan for a high-threat event, increasing our chances of full operational success should we be confronted with a major incident.

In addition to serving as Chief of Boston EMS, I also currently serve as the Assistant Director of the Boston Public Health Commission, where I oversee public health preparedness policy and programs, including city-wide preparedness efforts on H1N1 as well as the DelValle Institute for Emergency Preparedness. I have led efforts to prepare Boston's responders to address the consequences of chemical, biological, and radiological incidents. During my tenure, we have dramatically expanded weapons of mass destruction (WMD) detection equipment and training, as well as provided responders with critical personal protective equipment and interoperable communications equipment.

The vast majority of these new capabilities have come as a result of crucial Homeland Security grant programs that FEMA manages and Congress authorizes and funds. I have seen firsthand the importance of these programs. They prepare our responders for the threats our Nation faces.

In addition to my work in Boston, I have lectured on topics in public health preparedness across the country. Like Secretary Napolitano and Administrator Fugate, I understand the challenges that State and local officials face, and if confirmed, I am committed to strengthening partnerships amongst government officials at all levels, as well as with members of the business community and non-governmental organizations.

I am committed to galvanizing the dedicated professionals that make up the FEMA workforce. We must continue to build morale and recognize the contribution that the employees make to our Nation's preparedness while ensuring they have the training, support, and resources that they need to deliver on FEMA's commitment to our citizens and our first responders.

If confirmed, I will also work with Secretary Napolitano and Administrator Fugate to ensure that Gulf Coast recovery remains a top priority at FEMA and DHS. The Secretary and Administrator have visited New Orleans and announced detailed additional funding obligated to the State of Louisiana for ongoing efforts. Since January 20 this year, over \$1 billion in additional public assistance funding has been provided to rebuild the public infrastructure across the State of Louisiana.

In closing, I am anxious to bring the more than 35 years of experience that I have to FEMA. If confirmed, I look forward to working hand in hand with Administrator Fugate, the entire FEMA team, and our partners here in Congress to help strengthen the agency's ability to respond to all hazards, to expand its partnerships with first responders, and to build relationships and teamwork that is needed for the threats that our Nation faces.

I thank you, Mr. Chairman, Senator Collins, and Members of the Committee, for the opportunity to appear before you and look forward to answering your questions.

Chairman LIEBERMAN. Thanks very much for that excellent statement, Chief.

I am going to begin by asking you the three questions that we ask all nominees. First, is there anything you are aware of in your background that might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. SERINO. No.

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

Mr. SERINO. No.

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

Mr. SERINO. Yes.

Chairman LIEBERMAN. Thank you. You are doing really well so far, Chief. [Laughter.]

Chairman LIEBERMAN. We are going to do a 7-minute round for each of us.

Let me ask you first about a public health crisis—I hate to use the word “crisis,”—but it is an emergency that we are in the midst of with regard to H1N1 flu. Let me ask you to reflect on the work you have been doing. As you know, the Department of Homeland Security is actually the incident manager for the Federal Government in a situation of this kind. I wanted to ask you if there are any lessons that you have learned from the work you have been doing to prepare the greater Boston area for the flu that would be relevant and useful to FEMA nationally and to other communities as they try to prepare for it.

Mr. SERINO. With the outbreak this past spring in Boston, we were significantly hit with the flu in the City of Boston. We had over 23,000 cases of H1N1 flu within the City of Boston, and 11 percent of the student population, age five to 17, also came down with H1N1.

Chairman LIEBERMAN. Those are much higher numbers than I was aware of.

Mr. SERINO. Right. Boston was one of the more significant places that was hit. And one thing that we learned from this outbreak is that we have to do this together. We learned some lessons during the spring, but over the summer, we did a lot of outreach. We reached out to all of our partners, to the business community, faith-based organizations, the unions, and other governmental

agencies. We worked with the schools, the colleges, and the universities throughout the area to actually put some plans in place, to actually work with them to develop things that made sense for them because one thing that we found early is that getting the right information out to the people early on was extremely important.

We developed a medical intelligence center—it is called the Lawlor Medical Intelligence Center—with different Homeland Security and Center for Disease Control and Prevention (CDC) funding, and that is a place where we are able to bring people together from across all the different disciplines to share the information in a medical setting. That worked out very well. We have weekly briefings that bring together people from across the business community, voluntary organizations, the Red Cross, and also Federal organizations, specifically the FBI, to share information.

We found it is very important to have all the players at the table. One of the stories is that we had a couple of police deputy superintendents in the room as we were discussing this and wanted to know how we could reach out to people, and they came up with the idea, what about using crime watch groups, another avenue to reach out to people. So I think the more groups that you get together, the more ideas you get and the more ways you are going to share the information.

Educating the public, I think, is absolutely crucial. The simple things, like telling people if you have a cough, cover it. If you have hands, wash them. Simple things like that, we have the messaging. So I think it is a multi-prong approach that you need to do.

And one of the things that, if confirmed, I can bring to this position is the relationship that I have with people both at CDC in Atlanta and at HHS, people who I have been working with for many years, people I have published articles with and who are now in other positions that we are going to be able to work together with and continue to bridge the gap between the health community and the emergency response community, as well.

Chairman LIEBERMAN. Thanks. Let me go to a related but slightly different question. I am impressed by the writing that you have done on what we all ought to be doing, including at the local level, to prepare to respond to a chemical or biological attack. We have heard testimony in this Committee, and Senator Collins and I have just introduced legislation to attempt to prevent a biological attack because the feeling is growing increasingly here that, of the various forms of weapons of mass destruction attack, it is probably the most likely because of the ease of moving biological material into a public place.

I just wanted to ask you to spend a couple of moments and reflect from the position you had on what you take to be the state of preparedness of our public health system, our emergency medical system, in the words of the article, I gather, to surge in the case of what we hope never happens but we have to prepare for.

Mr. SERINO. One of the things that we have been able to do over the last number of years is bring together, again, a large group of people across the different disciplines, and we worked specifically with the hospitals to ensure that they were able to deal with the

surge capabilities and things that they could do within their hospital and also within the community.

And one thing that we also did was work with the community health centers. In Boston, for example, there are 26 community health centers that see a large population of patients. And what we want to do is ensure that they are part of the system and able to handle any sort of problems that may come if there is a surge because there isn't going to be one hospital that is going to be able to handle it on its own. There isn't going to be one system. So you are going to have to actually work across many different lines to bring lots of different people together.

And also, in a certain incidence, you have to look at other policies that you may have to put into effect. For example, in EMS and pre-hospital care, you may actually have a different standard of care, and you should work through the regulatory issues ahead of time in case we need to step back and say rather than having two EMTs or two paramedics in an ambulance, maybe you are only going to be able to have one and you may be able to do something a bit different. One small example is where you could deal with it. And also looking at different places to take care of large numbers of patients.

And also, as we are seeing now specifically with H1N1, another example is encouraging people to determine certain times for who has to go to the hospital and who can actually be taken care of at home. We have done a lot with H1N1, and it actually can be applicable to biological incidents, as well, so you can be prepared to take care of people at home and not put as much of a stress on the system.

So it is a multi-prong approach. There isn't just one way to address this. You have to do it in many different areas. And as we prepare for biological incidents, actually, preparing for H1N1 is going to help us as we learn across other areas, as well.

Chairman LIEBERMAN. Yes, well said. I appreciate the answer, and I hope that, if confirmed, and I certainly hope and believe you will be, that you will be able to be proactive, both within FEMA and with your colleagues in DHS, to push this level of preparedness that you have strived for in Boston throughout the country, particularly throughout the major metropolitan areas, because my own impression is that we are not fully prepared. It is tough to be fully prepared, but we have a lot of work to do to develop that surge capacity. I thank you.

Senator Collins.

Senator COLLINS. Thank you, Mr. Chairman.

Chief, I am very encouraged to hear you talk about the need for strengthening collaboration with all your partners. That was so missing in the response to Hurricane Katrina. There was not that kind of collaboration. There hadn't been joint exercises. And the people of the region paid a real price because of the lack of collaboration and previous training.

I have seen FEMA really improve in this area. I have attended joint exercises in New England and have seen State, local, Federal, county, emergency management, first responders, everybody gathering together, and that is exactly what we need.

But another area where FEMA needs to improve its State and local outreach has to do with FEMA's ongoing initiative to modernize flood maps. Now, I completely support FEMA's efforts to use the latest technology, to gather better data, and to produce more accurate maps. These new maps are designed to more accurately portray flooding risks. But FEMA must do a better job of working collaboratively with State and local officials who are in the best position to know their community strengths, the vulnerabilities, and what the impact is going to be.

Contentious litigation-style appeals are no substitute for the cooperation that FEMA should be fostering with State and local officials in the first place. As an example, FEMA is now revising the flood map for portions of the State of Maine, including that of its largest city, Portland, Maine. And FEMA and Portland officials disagree on the accuracy of these new maps. It has been extremely frustrating to try to get FEMA to sit down and work with local officials and try to go through these issues.

I am now hopeful that FEMA is going to propose a more cooperative approach for dealing with this particular case, but my point to you would be that Portland's complaints are not unique. They are not even unusual. And in fact, I remember Senator Landrieu bringing up the issues of the impact of designating an area as a V-zone many times. It has a huge impact on local economic development.

So that is a long introduction, but the problem is a very real one. If you are confirmed, will you commit to establishing a more collaborative process when FEMA is updating its flood maps?

Mr. SERINO. The short answer to that is yes. I think that you hit on some very important points and things that I have believed for many years. There was a gentleman who was a member of the House from Massachusetts, a number of years ago, who had a saying, "All politics are local," a gentleman by the name of Tip O'Neill.

Senator COLLINS. Tip O'Neill.

Mr. SERINO. Not only are all politics local, all disasters are local, as well, and I think that is important, and you have my commitment because I firmly believe that it is important to deal with the locals, it is important to build those relationships at the regional level, at the State level, and at the local level, and to do that on a consistent basis because when a disaster happens, those are the first people to be there, and then later on, after everything else is over with, the locals are still going to be there when everybody else has gone home.

Senator COLLINS. Absolutely.

Mr. SERINO. And I have been in that position. I understand that position. And FEMA is there to support, as Administrator Fugate has said, we are there to support, not supplant, the locals. One of the functions I see is to really continue to build those relationships across the country with the States and the locals.

Senator COLLINS. Thank you for that commitment because that is absolutely key. These are our partners, not our adversaries.

You have been the Chief of a Boston EMS Department that represents one of the few major metropolitan EMS departments that is not affiliated with the local fire department, and that is unusual. You have historically been a strong proponent of keeping EMS systems separate from the fire service. Yet fire service-based EMSs

currently serve 67 percent of the American population and provide more than 90 percent of the emergency medical service to jurisdictions with populations of more than 50,000 people.

Since your background is not typical, then, of what we see in most parts of the country, and since you have been a proponent of keeping them separated, I am asking for your assurance that you will recognize the importance of the fire department-based EMS and that you will be impartial as far as supporting both models.

Mr. SERINO. I have been a proponent of EMS for many years, and I have said many times that I believe that the decision on how EMS is provided is a local issue, as we just discussed. There is not one set way to provide EMS across the country. It is going to be provided best in different cities by different agencies. The fire department has some great systems. The third service has some great systems. And that is a local issue.

But the key part is to provide very good patient care quickly and effectively, in a timely manner. That is what is essential and to do that with the local input of the local government, and I have been a big proponent that it is a medically based system regardless of who is the provider, regardless of which patch you wear, and I am a supporter of EMS.

Senator COLLINS. Great. Thank you.

Chairman LIEBERMAN. Thanks, Senator Collins.

There is actually a quorum call, not a vote yet, so maybe we will do a couple more questions each.

Looking at the statute about the role of the Deputy, it is interesting. One thing that we did do that we are pleased about is we put some statutory qualifications in for the Administrator. I note that we didn't put them in for the Deputy, but you more than satisfy whatever qualifications we would have put in.

My point that I want to get to is that we also did not specifically spell out areas of responsibility for the Deputy. That in itself is not unusual. But I wanted to ask, to the extent that you may have discussed this with Administrator Fugate or you have ideas yourself, what your priorities and goals will be and whether Administrator Fugate and you have talked at all about specific areas of focus and priority that you will carry, if confirmed.

Mr. SERINO. If confirmed as the Deputy Administrator at FEMA, I would first be supporting certainly Secretary Napolitano and Administrator Fugate's priorities, and specifically two of those have been ensuring that we are ready to respond to the next disaster and supporting our first responders and citizens. And I believe those are the very two top priorities.

In addition to that, we haven't discussed this specifically, but I see some areas where I have an opportunity to be supportive—one is around H1N1, which we discussed earlier, some of the experiences I have had with that, some of the relationships I have with people in the medical and the public health community and helping to bridge those gaps.

Also, developing citizen preparedness and looking at how citizens become not just prepared, but more resilient in the community, where it is not just making sure that they have their supplies, which everyone should have, but going to the next step. If there is an elderly neighbor next door, checking on him. If there is a single

parent with three kids on the other side, to check on them. So now if everybody were to do that, that helps build a resilient community where they are taking care of themselves and taking care of the others, as well. I think those are a couple of key areas.

In addition to that, I am looking at, as I also mentioned briefly, developing relationships. One thing I am going to look at is visiting all the various regions throughout the country and spending time in the regions and getting to know the State directors, visiting some of the cities and some of the rural areas and really developing those relationships, how we can build a better team. This isn't going to be just about FEMA. This just isn't about local administrators. We have to do this together as a team.

And one of the other priorities I see is looking at the workforce within FEMA. There are some very dedicated, wonderful, passionate people who work at FEMA, and I, if confirmed, really want to look at how we can encourage people to make FEMA a career. There are a lot of people who have been there who are passionate. There are a lot of younger people who are trying to get into FEMA, trying to get into the Homeland Security arena. And how can we mentor new people and partner them up with some people who are more experienced?

I had the opportunity to talk with a fairly new employee. He didn't know who I was. We were sitting outside, grabbing something to eat, and I just talked to him and asked him why he got involved. And he said, "I tried for 4 years to get to FEMA. I worked for a contractor. and I finally got in," and now he has been at FEMA for about a year, and he is thrilled to work here. He has his master's in homeland security. He is really, truly dedicated.

But one thing that bothered me is, I said, "Do you wear the FEMA shirt?" He said, "No, I stopped wearing that on the Metro as a contractor a while ago." One thing that I would really like to do is for people to be proud to wear the FEMA shirt and the FEMA jacket and the FEMA hat again. I think that is going to take a lot of work, but that, to me, is a priority because without having good people at FEMA, without giving them all the support, all the training and guidance, and all the work that goes into that, if we don't have good people and support and train them and recognize them when they do well, FEMA isn't going to be able to do its job the way it should.

Chairman LIEBERMAN. Well said. A final question. One of the aspects of the Post-Katrina Act that I think was most important was the establishment of 10 regional offices of FEMA. I would be interested in your overall reaction to the regional offices, if you have any anecdotal responses to your own experience with the regional office in your area, and any thoughts about what you might do to improve the capabilities of those regional offices.

Mr. SERINO. If confirmed, there are many things that I would do. First, in the Region I area, we actually have a good relationship. I worked with many of their staff for many years, whether it was with the Democratic National Convention, which was a national special security event, I worked closely with their staff. They were supportive.

And I think that also as we continue to move forward, we should be actually pushing more to the regions. The regions know what is

going to work in their region better than anybody else. A lot of things cannot be managed from Washington, DC. The regional directors, the staff in the regions know their regions. They should know and they will know all their State directors if they don't. They will know their governors. They will also know a number of the people in the local areas, and I want to continue to work with them and to really develop the regional administrators to actually be a key, integral part.

Chairman LIEBERMAN. Excellent. Thank you very much. Senator Collins.

Senator COLLINS. Thank you, Mr. Chairman.

Chief, in your response to the questions that we submitted prior to this hearing, you indicated your belief that the FIRE Act grant program had been successful and efficiently run, and I certainly agree with you. I think this is an example of a program that has made a tremendous impact with a minimum of bureaucracy. It is peer reviewed. My fire departments in Maine love the program, and I gather that the Boston EMS, which you lead, has received FIRE Act grant funding in the past.

Could you explain from your perspective on the EMS side why you think the program has been successful?

Mr. SERINO. The FIRE Act grant program for us has been successful. What has been successful about it is the fact that it is less bureaucratic than a lot of other programs, and we have applied many times. And even the times we didn't get our grant, we got a response quickly, and we got a response as to why, and that, to me, was just as important as when we did receive the grant. We were able to outfit, in fact, all of our staff with personal protective equipment through that grant, which we otherwise wouldn't have been able to do.

So I think that grant is actually—I don't want to say it is simple, but it is user friendly, and the fact that it is peer-reviewed is helpful, as well.

Senator COLLINS. I think it is a terrific program. The authorization is due to expire at the end of September. We are working on a reauthorization bill.

I would note, and I am not going to ask you about this because I don't want to put you in a difficult position with the Administration that has just nominated you, that the President's budget, unfortunately, slashed the FIRE Act grant program below the funding level that we had in the previous year, and I think that was very unfortunate. I hope that you will be an advocate internally in the budget deliberations and that you can bring the personal experience that you have had to the budget deliberations. I doubt a lot of the people who are making the funding decisions have actually seen firsthand the tremendous good that the FIRE Act grants can do, so I hope that you will be that voice as the next budget is put together. And you don't have to answer that.

Mr. SERINO. Thank you. [Laughter.]

Senator COLLINS. But I will assume from the twinkle in your eye that the answer is yes. [Laughter.]

I want to follow up with just one final question, and that is about other grant programs within the Department. I think that FEMA's grant programs, the Homeland Security grant programs, have done

a great deal of good. They have allowed countless areas throughout our country to build interoperable communication networks. That is of great interest to the Chairman and me because we saw not only in Hurricane Katrina, but in other disasters that have occurred that the lack of interoperable communications has worsened the disaster and impeded an effective response. But we have seen the funds go for that.

We have seen the Homeland Security grant programs being used to develop detailed response plans that otherwise would not exist. They have been used to train thousands of first responders. I have seen in Maine the funds being used for Regional Emergency Operations Centers, for interoperable communications, hand-held radio devices, command and control vehicles, mobile vehicles that can be used in an emergency.

Nevertheless, the experience with these programs is not perfect, and last Friday, the *Sacramento Bee* in California published a story that exposed wasteful expenditures by the State of California with money that it had received from DHS grant programs. In some cases, equipment that had been purchased was still in boxes years or a considerable time later.

So it is imperative that FEMA have strict controls to ensure that the money is being used to achieve the baseline emergency preparedness that we all agree is necessary throughout the country, in big cities and small, and it is imperative that there be a way of auditing and checking to make sure that funds are not wasted.

As Deputy Administrator, if confirmed, what specific actions would you take to ensure that these dollars are spent wisely and not wasted or lost to fraud?

Mr. SERINO. If confirmed, one of the things that I would do is commit to getting more specifics on that particular event. I have read the article. I am going to commit to getting back to you with more information as we work together with Administrator Fugate to look more in depth at this issue.

Senator COLLINS. You can, indeed. I would suggest to you that working very closely with the Inspector General in your agency is one way forward. It is my understanding that the IG has published a report with some 21 recommendations that address many of the flaws and problems that are outlined in this news story. So that is a path forward for FEMA to implement. But fraud in FEMA programs has been a problem. We saw rampant fraud in the wake of Hurricane Katrina, sadly, but we also saw it in previous hurricanes, after the Florida hurricanes, as well.

It is evident that FEMA needs better internal controls, that it needs a better system, and that we not let the urgency of responding cause a lapse of internal controls and the suspension of internal controls. That is a false choice. You can deliver the aid, whether it is emergency assistance in the wake of a disaster or a Homeland Security grant, in a timely fashion without making the programs vulnerable to waste, fraud, and abuse.

Mr. SERINO. And if confirmed, I will make a commitment to working to ensure that the taxpayers' money is spent properly, wisely, and to avoid fraud, but at the same time meet the needs of the citizens when they need it the most.

Senator COLLINS. Thank you. Thank you, Mr. Chairman.

Chairman LIEBERMAN. Thanks, Senator Collins.

The vote has begun, but this timing worked out well. I think we had a really good discussion. I must say, I am very impressed by your answers. Beyond the record that we see in your biography of your experience, you are obviously familiar with all that you will be asked to do, if confirmed for this position.

I certainly hope you are confirmed. I think, together with Administrator Fugate, you will constitute really a first-class team to head this agency, and you will do it in a way that will lead that employee to be proud to put on that T-shirt with FEMA on it.

Without objection, the record of the hearing will be held open until the close of business tomorrow for the submission of any written questions or statements for the record. We will give them to you by then, tomorrow, and ask you to respond in writing to the questions.

With that, I thank you very much for your willingness to serve your country. I thank your family for backing you up and doing that, and now I adjourn the hearing.

Mr. SERINO. Thank you.

[Whereupon, at 2:50 p.m., the Committee was adjourned.]

A P P E N D I X

**Opening Statement for Chairman Joseph Lieberman
Homeland Security and Governmental Affairs Committee
Confirmation Hearing of Richard Serino/FEMA Deputy Administrator
Washington, DC
September 16, 2009**

Good afternoon. This hearing will now come to order. Today our Committee will consider the nomination of Richard Serino as the Deputy Administrator to the Federal Emergency Management Agency.

Welcome Mr. Serino and welcome as well to Senator Kerry who is here to introduce you.

Mr. Serino began his career as a volunteer ambulance medic in 1972, steadily rising through the ranks with jobs of increasing responsibility until he was named Chief of the City Boston's Department of Emergency Medical Services in 2000.

Mr. Serino has been in command at the scene of more than 35 mass casualty events and has led EMS planning and operations for other high-profile events with high-threat potential.

In addition, since 2007, Mr. Serino has also served as Assistant Director of the Boston Public Health Commission, where he oversees public health preparedness policy and programs – including citywide preparedness efforts for H1N1 influenza.

Besides his on-the-job training, Mr. Serino has received advanced education in government and emergency management techniques from Harvard's Kennedy School of Government and the Naval Postgraduate School's Center for Homeland Defense and Security.

The breadth of Mr. Serino's experience has led a broad range of groups to support his nomination, some of which include the International Association of Emergency Managers and the International Association of Fire Chiefs.

I'm sure FEMA's new Administrator, Craig Fugate – himself eminently qualified – is looking forward to having an emergency response veteran like yourself by his side as he continues the work already underway to improve FEMA after its weaknesses were exposed in the response to Hurricane Katrina.

Following the failures in responding to Hurricane Katrina, Senator Collins and I authored the Post-Katrina Emergency Management Reform Act, which was signed into law in 2006.

The Post-Katrina Act strengthened FEMA, giving it significantly new and enhanced responsibilities and missions and has led to steady improvement at the agency.

This Act has led the way for FEMA to reform itself as the New FEMA and there is clear evidence that FEMA has made great improvements. For example, in recent testimony before

Congress, Department of Homeland Security Inspector General Richard Skinner credited the Post-Katrina Act, in part, for his conclusion that FEMA was stronger now than it has ever been.

Additionally, IG Skinner testified before this Committee in April 2008, that FEMA was better prepared for a catastrophe now than it was when Hurricane Katrina struck.

Finally, FEMA's performance in the active 2008 Hurricane Season also demonstrates the improvements FEMA has made.

But despite FEMA's many improvements, there are still challenges to address.

Among the top priorities will be making improvements in FEMA's recovery programs.

For example, continuing to push forward on the recovery from Hurricane Katrina along the Gulf Coast which for too long has been delayed; developing a long-term recovery strategy and improving FEMA's existing recovery programs.

Additionally FEMA must complete plans for responding to future large-scale disasters; must work with states to ensure they are better prepared for response and recovery responsibilities; and must better track where our homeland security grant dollars are going.

So if confirmed, Mr. Serino, you will have your work cut out for you and I look forward to your testimony.

Senator Collins.

Statement of
Senator Susan M. Collins

Nomination of Richard Serino to be
Deputy Administrator of the Federal Emergency Management Agency

Committee on Homeland Security and Governmental Affairs
September 16, 2009

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I join the Chairman in welcoming Mr. Serino, the nominee to be Deputy Administrator of the Federal Emergency Management Agency (FEMA).

This important post functions as FEMA's second-in-command. During the government's failed response to Hurricane Katrina, there was no deputy leader at FEMA. This position was created in the Post-Katrina Emergency Management Reform Act, authored by this Committee, specifically to ensure better management and direction of the agency's daily operations.

If confirmed, Mr. Serino will join FEMA at a critical time. As a result of changes from the Post-Katrina Reform Act and better leadership, our nation's ability to prepare for and respond to disasters has improved dramatically. Yet, challenges remain as the agency moves to implement all the reforms. These range from improving FEMA's management practices and strengthening FEMA's regional offices to ensuring better collaboration with state and local officials.

One example of the need for improved state and local outreach is FEMA's ongoing initiative to modernize flood maps. I support FEMA's efforts to use the latest technology to gather better data and produce more accurate maps. FEMA must, however, do more to work collaboratively with state and local officials who are in the best position to know their communities' strengths and vulnerabilities.

Changes in flood maps can have a significant effect on local economic development. I have seen this first-hand as FEMA recently proposed new flood maps for Portland, Maine. I encourage FEMA to work with Portland to develop a new flood map that more accurately assesses risks without unduly burdening the city and its residents. Contentious, litigation-style appeals are no substitute for the cooperation FEMA should be fostering with state and local officials.

FEMA's preparedness responsibilities extend beyond responses to floods and hurricanes. It also includes duties such as pandemic preparedness and response. Mr. Serino has worked in the emergency response community for 36 years. He currently serves as the Chief of Boston's emergency medical services department and also is the Assistant Director of the Boston Public Health Commission. Given this experience, I am particularly

interested in the nominee's views about our nation's ability to combat the dangerous H1N1 virus.

My concerns are not, however, limited to the threat posed by naturally transmitted pathogens. Last week, the Chairman and I introduced the Weapons of Mass Destruction Prevention and Preparedness Act. This legislation would enact many of the recommendations of the Graham-Talent WMD Commission Report and would strengthen our nation's ability to prevent and respond to WMD attacks. If, in a worst-case scenario, our prevention efforts fall short, then FEMA would be responsible for leading our nation's emergency response and for communicating with the public.

At this juncture in our nation's history, we face a daunting convergence of emergency response challenges.

No matter what the hazard or the danger, we rely on FEMA to guide our nation through the emergency. It is the agency we turn to for clear-headed direction, strong leadership, and coordinated action in the event of an emergency.

This is a massive responsibility, and it requires exceptional leaders. I look forward to hearing Mr. Serino's insights on emergency preparedness and on ways we can continue to improve and strengthen FEMA.

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**Statement of Richard Serino
Nominee for Deputy Administrator of the
Federal Emergency Management Agency before the
U.S. Senate Committee on Homeland Security & Governmental Affairs
September 16, 2009**

Good morning Mr. Chairman, Ranking Member Collins, and Members of the Committee. My name is Richard Serino.

I'm very grateful to Senator Kerry for his warm introduction, and for his years of strong support of emergency responders in Boston, throughout Massachusetts, and, indeed, across the country.

I am privileged to appear before you today as President Obama's nominee to be Deputy Administrator of the Federal Emergency Management Agency, and am honored to have the opportunity to answer your questions as you consider my nomination. If confirmed, I look forward to working closely with this Committee, and with the Congress, to ensure that FEMA performs at the highest possible level in supporting our first responders and our citizens in its ongoing national effort to protect against, respond to and recover from all hazards.

I began my career in public service more than thirty-five years ago as a volunteer on the Boston Ambulance Squad in 1972, and as a Boston EMS Emergency Medical Technician in 1973. I served the agency for over thirty-five years and am proud to now lead the organization as its chief executive. Boston EMS responds to emergency medical calls throughout the City of Boston, covering a resident population of nearly 600,000. Boston EMS EMTs and Paramedics responded to over 100,000 calls for service in 2008, and transported 75,000 patients to area hospitals. I oversee more than 450 full-time EMTs, Paramedics, EMS Physicians, and professional staff, and I have commanded operations at over thirty-five mass casualty incidents. During my tenure as Chief, our EMTs and Paramedics have been nationally recognized for the quality of care they provide. It has been my great privilege and honor to lead such a dedicated, hard-working, humble, and accomplished cadre of first responders.

FEMA's mission is critical to our nation's security and resilience. Your leadership and the work of this Committee on the Post-Katrina Emergency Management Reform Act and other Congressional initiatives have provided FEMA with a much needed compass to ensure the Agency can succeed and bring a more common-sense approach to emergency management in the 21st century.

I believe I can assist Secretary Napolitano and Administrator Fugate in aligning FEMA's personnel and resources to support our citizens and first responders, so that as a nation we may work together to collaboratively build, sustain, and improve our preparedness, protection, response, and recovery capabilities. My operational experience as a first responder and the leadership roles I have assumed over the

past several decades have given me the tools needed to successfully bridge gaps between the federal, state, local and non-governmental officials who must work together.

As a senior leader in Metro-Boston's community of emergency response officials, I have facilitated preparedness, response and recovery efforts and worked to forge strong partnerships with EMS, fire service, law enforcement, emergency management, public health, public safety, volunteer organization, and business leaders throughout Metro-Boston and across the Commonwealth of Massachusetts.

A primary theme across all of my emergency preparedness efforts has been a dedication to building better partnerships, whether with a business, faith-based organization, university or government department. In my own experience, these strong partnerships have time and again resulted in enhanced efficiency, communication and coordination, response and recovery efforts.

Federal, state and local emergency response officials must continue to reach out and build stronger relationships with each other in order to ensure a properly functioning national system of public safety and public health. These officials routinely collaborate to prepare for large-scale or high-threat events, such as the recent services honoring Senator Kennedy. I have led emergency medical planning and operations for a number of high-threat events, including the Boston Marathon, Boston's Fourth of July celebration, and the 2004 Democratic National Convention—a National Special Security Event—and I know first-hand that this type of collaboration ensures our collective preparedness. Each time federal, state, and local officials work together to execute an operational plan for a high-threat event, we increase our chances of full operational success should we be confronted with an incident.

In addition to serving as Boston EMS' Chief of Department, I also currently serve as Assistant Director of the Boston Public Health Commission, where I oversee public health preparedness policy and programs – including citywide preparedness efforts for H1N1 flu. I have led efforts to prepare Boston's responders to address the consequences of chemical, biological, and radiological incidents. During my tenure, we have dramatically expanded WMD detection equipment and training, as well as provided responders with critical personal protective equipment and interoperable communications equipment. The vast majority of these new capabilities have come as a result of the crucial homeland security grant programs that FEMA manages and that Congress authorizes and funds. I have seen first-hand the importance of these programs – they prepare our responders for the threats our nation faces, a responsibility, if confirmed, that I will continue to take very seriously.

In addition to my work in Boston, I have lectured in both the United States and abroad on topics ranging from public health preparedness to integrated disaster response. I have also served as a preparedness and security advisor to several branches of the U.S. military.

Like Secretary Napolitano and Administrator Fugate, I understand the challenges state and local officials face, and, if confirmed, I am committed to strengthening partnerships amongst government officials at all levels, as well as with members of the business community and other non-governmental organizations.

I'm also committed to galvanizing the dedicated professionals that make up the FEMA workforce – we must continue to build morale and recognize the contribution they make to our nation's preparedness while ensuring they have the training, support, and resources they need to deliver on FEMA's commitment to our citizens and first responders.

If confirmed, I will also work with Secretary Napolitano and Administrator Fugate to ensure Gulf Coast recovery remains a top priority for FEMA and DHS. The Secretary and the Administrator recently visited New Orleans and announced additional funding obligated to the State of Louisiana for the ongoing recovery efforts. Since January 20, 2009, over \$1 billion in additional public assistance funding has been provided to rebuild public infrastructure across the State of Louisiana.

This demonstrates the significant strides that FEMA's Louisiana Transitional Recovery Office has made recently in expediting assistance to New Orleans and Louisiana. Because of the enhanced coordination between FEMA, Louisiana, and individual applicants, the recovery effort in the wake of hurricanes Katrina and Rita is finally showing real results and generating positive feedback.

If confirmed, I will continue to closely monitor the ongoing progress of the recovery efforts throughout the Gulf Coast. The Post-Katrina Emergency Management Reform Act delineates necessary action for a comprehensive recovery. I will work toward realizing the objectives laid forth in the Reform Act.

In closing, if confirmed, I will work towards strengthening FEMA's ability to respond to all hazards, work collaboratively and supportively with first responders, build relationships and teamwork, strengthen the organization's leadership, and ultimately have people feel proud to work for FEMA. I will also commit to cooperating fully with this Committee as it fulfills its important oversight function.

I thank you, Mr. Chairman, and Senator Collins for the opportunity to appear before you, and I look forward to answering your questions.

**BIOGRAPHICAL AND FINANCIAL INFORMATION REQUESTED OF
NOMINEES**

A. BIOGRAPHICAL INFORMATION

1. **Name:** (Include any former names used.)
 - Richard Allen Serino
2. **Position to which nominated:**
 - Deputy Administrator, Federal Emergency Management Administration
3. **Date of nomination:**
 - July 15, 2009
4. **Address:** (List current place of residence and office addresses.)
 - REDACTED (Home)
 - 767 Albany St, Boston, MA 02118 (Office)
5. **Date and place of birth:**
 - January, 23, 1954; Boston, MA
6. **Marital status:** (Include maiden name of wife or husband's name.)
 - Married - Doreen Serino (Gartatzoghian –maiden name)
7. **Names and ages of children:**
 - Jessica Elyse Serino, 28
 - Bryan Francis Serino, 26
 - Peter Richard Serino, 23
8. **Education:** List secondary and higher education institutions, dates attended, degree received and date degree granted.
 - Catholic Memorial High School, West Roxbury, MA, 1967-1971, H.S. Diploma, 1971

- Boston State College, Boston, MA, 1971-1975, no degree
 - Harvard University, Kennedy School of Government, Boston, MA, January - February 2000, Awarded Certificate of Completion (Program for Senior Executives in State and Local Government)
 - Harvard University, Kennedy School of Government, 2004-2005, Awarded Certificate of Completion, National Preparedness Leadership Initiative), May 2005
 - Naval Postgraduate School, Center for Homeland Defense and Security, August 2006- May 2007 (Certificate for Executive Leadership Program),
9. **Employment record:** List all jobs held since college, and any relevant or significant jobs held prior to that time, including the title or description of job, name of employer, location of work, and dates of employment. (Please use separate attachment, if necessary.)
- Assistant Director, Boston Public Health Commission; 2007-Present
 - Chief of Department, Boston Emergency Medical Services, Boston Public Health Commission, Boston, MA; 2000-Present
 - Superintendent-in-Chief, Boston Emergency Medical Services, Boston Public Health Commission, Boston, MA; 1996-2000
 - Superintendent-Field Operations, Boston Emergency Medical Services; Boston Public Health Commission, Boston, MA; 1993-1996
 - Deputy Superintendent-Shift Commander, Boston Emergency Medical Services, Boston Public Health Commission, Boston, MA; 1988-1993
 - Emergency Medical Technician - Paramedic, Boston Emergency Medical Services, Boston Public Health Commission, Boston, MA; 1973-1988
10. **Government experience:** List any advisory, consultative, honorary or other part-time service or positions with federal, State, or local governments, other than those listed above.
- Instructor/ Advisor, National Faculty Member - Domestic Preparedness Program, U.S. DEPARTMENT OF DEFENSE; Washington, D.C; 1998-Present
 - Program Instructor, U.S. NAVY, Bureau of Surgery and Medicine, Office of Homeland Security, Washington, D.C; 2002-2005
 - Worldwide Exercise Controller, U.S. ARMY, Soldier Biological and Chemical Command (SBCCOM)
11. **Business relationships:** List all positions currently or formerly held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any

corporation, company, firm, partnership, or other business enterprise, educational or other institution.

- Booz Allen Hamilton - I worked as lecturer instructor for the Domestic Preparedness program
- EAI Corporation - I worked as lecturer instructor for the Domestic Preparedness, Installation preparedness and DVATEX programs

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

Current Memberships

- International EMS Chiefs Association, 2008-Present
- National EMS Advisory Council, 2007-present
- Washington, DC, Fire/EMS Task Force (Rosenbaum Commission), 2007-present
- American Red Cross Blood Services, Northeast Division Volunteer Chairperson, 2007-present
- National Association of EMTs, 2007-Present
- Editorial Board, Journal of Emergency Medical Services, 2007-Present
- American Red Cross of New England, Volunteer Board of Directors, 2006-present
- National Association of Emergency Medical Technicians, 2006-present
- U.S. Attorney's Anti-Terrorism Advisory Council, 2002-present
- U.S. Coast Guard Boston Model Port/ Area Maritime Security Committee, 2001-present
- International Association Fire Chiefs, 1996-Present

Past Memberships

- U.S. DHS Lessons Learned Information Sharing, Development and Consulting Team, 2002-2006
- The Joint Commission (JCAHO), Emergency Room Overcrowding Roundtable, 2002-2005
- Massachusetts Statewide Unified Anti-Terrorism Unified Response Network (SATURN), 2002
- Boston University School of Public Health, Department of International Health, Advisory Board, 1994-2002

13. **Political affiliations and activities:**

- (a) List all offices with a political party which you have held or any public office for which you have been a candidate.
 - None
- (b) List all memberships and offices held in and services rendered to any political party or election committee during the last 10 years.
 - None
- (c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$50 or more during the past 5 years.
 - None

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

- Innovators in Emergency Medical Services Award, Journal of Emergency Medical Services Conference, 2009
- Logan Stars Award, Logan Airport Emergency Planning Group, 2008
- National EMT Chief of the Year, National Association of EMTs, 2007
- William Klingensmith EMS Administrator of the Year, National Association of EMTs, 2007
- The Bob Howard Good Fellow Award, Boston Press Photographers Association, Inc., 'Person of the Year,' 2006
- U.S. Model Cities Award, Centers for Disease Control and Prevention, 2005
- Mark E. Weinstein, MD Award, Metropolitan Boston EMS Council, 2004
- Regional Director Commendation Award, Metropolitan Boston EMS Council, 2004
- President's Award, Metropolitan Boston EMS Council, 2004
- Directors Award, United States Secret Service, 2004
- Leadership Award, Conference of Boston Teaching Hospitals, 2004
- City Excellence Award, Managing for a Healthier City, City of Boston, 2000
- Mayor's Certificate of Appreciation, City of Boston, 2000

- Commandant's Commendation for Operation Sail, United States Coast Guard, 2000
 - Program Award, Charlestown Parents of Murdered Children, 2000
 - Henry L. Shattuck Award, Boston's Highest Public Service Award, Boston Municipal Research Bureau, 1996
 - Citation for Exceptional Public Service, Commonwealth of Massachusetts, 1996
 - Citation for Exceptional Public Service, Boston City Council, 1996
 - Citation for Exceptional Public Service, Mayor of Boston, 1996
 - Heroic Lifesaver's Award, Dorchester Temple Baptist Church, 1996
 - Public Service Award, American Red Cross, 1995
 - Unit Citation, Boston Emergency Medical Services, 1995
 - Community Award, Teens Against Violence, 1994
 - Chief of Department's Medal, Boston Emergency Medical Services, 1993
 - Meritorious Service Medal, Boston Emergency Medical Services, 1992
 - Citation for Heroism, Boston Police, 1987
 - Special Citation, Boston Police Department, 1987
 - Chief of Department's Award, Boston Emergency Medical Services, 1983
 - Certificate of Merit, Boston Emergency Medical Services, 1982
15. **Published writings:** Provide the Committee with two copies of any books, articles, reports, or other published materials which you have written.
- "The Return of Tourniquets," *Journal of Emergency Medical Services*, September 2008.
 - "Emergency Medical Consequence Planning and Management for National Special Security Events After September 11: Boston: 2004," *Disaster Medicine and Public Health Preparedness*, August 2008.
 - "Implementing the Cities Readiness Initiative: Lessons Learned from Boston," *Disaster Medicine and Public Health Preparedness*, March 2008.
 - "In a Moment's Notice: Surge Capacity for Terrorist Bombings," U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, April 2007.
 - "Mass Medical Care with Scarce Resources: A Community Planning Guide," *Agency for Healthcare Research and Quality*, February 2007.
 - "Building Community-Based Surge Capacity through a Public Health and Academic Collaboration: The Role of Community Health Centers," *Public Health Reports*, March - April 2006.
 - "Back to the Future: An Agenda for Federal Leadership of Emergency Medical Services," George Washington University, Homeland Security Policy Institute, 2005.

- "Intersecting Missions: Public Health and Public Safety in the post 9/11 World," Boston Public Health Commission, June 2003.
- "Basic Disaster Awareness for Healthcare Providers," Boston Public Health Commission, 2003.
- "Effect of field based emergency medical services during large scale public events on hospital emergency department visits," Communicable Disease Control Division, Boston Public Health Commission, 2003.
- "Increasing Utstein Cardiac Arrest Survival," *Academic Emergency Medicine*, Volume 8, Number 5 431, Society of Academic Medicine, 2001.
- "Boston EMS Community Service Unit," *American Public Health Association*, November 2000.

16. **Speeches:**

- (a) Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated. Provide copies of any testimony to Congress, or to any other legislative or administrative body.
 - In the performance of my official duties, I am frequently called upon to give public remarks and testimony on numerous topics related to emergency medical services, emergency preparedness, public health, and public safety. Topics range from H1N1 flu preparedness and response to automobile child seat safety legislation. These remarks take place at professional conferences, during award presentations, during press conferences, and other events. Most often, I deliver these remarks extemporaneously or from prepared talking points - I very rarely deliver formal speeches.
- (b) Provide a list of all speeches and testimony you have delivered in the past 10 years, except for those the text of which you are providing to the Committee. Please provide a short description of the speech or testimony, its date of delivery, and the audience to whom you delivered it.
 - I've delivered numerous speeches in performance of my official duties over the last 10 years. I have been as exhaustive as possible in the following listing:
 - 6/19/2003 - "Practical Issues in Managing Crises" - Conference on Leadership and Healing in Times of Crisis, Massachusetts 9/11 Fund

- 2003 - "Partnerships for Success" - Harvard University Kennedy School of Government
- 2003 - "Preparing for Bio-Terror in America" - Harvard University Kennedy School of Government
- 2003 - "EMS At the Intersection of Public Health and Public Safety" - New Hampshire EMS Conference
- 2003 - "Leading with our Strengths - Enhancing Community Health Center Preparedness" - Massachusetts League of Community Health Centers Conference
- 2003 - "Meeting the Homeland Security Challenge" - Tufts University, Fletcher School of Law and Diplomacy
- 5/27/2004 - "Homeland Security" - New England Homeland Security Conference
- 2004 - "Special Events as Planned Disasters" - Journal of Emergency Medical Services National EMS Conference
- 2004 - "Critical Incident Stress Management" - National Group Psychological Association
- 4/28/2005 - "Future of EMS as Third Service Providers" - Bridge The Gap Summit 2005, Save a Life Foundation
- 2005 - "Emergency Care Community and Public Health in Relation to Mass Casualty Incidents" - CDC US Model Cities Presentation, Terrorism Injuries Information, Dissemination, and Exchange Project
- 2005 - "Emergency Preparedness: Lessons Learned and Challenges Ahead" - National Community Health Center Conference
- 2005 - "Transition and Leadership for Newly Elected Mayors" - US Conference of Mayors and Harvard Kennedy School of Government
- 2/25/2006 - "EMS At the Intersection of Public Health and Public Safety" - Conference of the National Collegiate Emergency Medical Services Foundation
- 4/5/2006 - "Local Planning and Coordination for Medical Preparedness" - Testimony to the Senate HELP Subcommittee on Bioterrorism and Public Health Preparedness
- 4/29/2006 - Panel on Emergency Preparedness - 'Are We Ready?' Conference - Massachusetts Association of Registered Nurses Spring Convention
- 1/26/2007 - "Lessons Learned from Political Conventions" - Hennepin County Medical Center Preparedness Practicum 2007, Metro Area Planning and Response Issues and Updates
- 2/22/2007 - "Partnering for Preparedness: A Region That Does It Right" - 2007 Public Health Preparedness Summit

- 6/22/2007 - "Dealing with Public Events as Planned Disasters" - Planning for Major Emergencies: National and International Perspectives, Conference of the Irish Society for Immediate Care
- 9/19/2007 - "Integrating Primary Care Providers into Regional Response Planning" - National Summit on Primary Care Emergency Preparedness
- 11/7/2007 - "EMS At the Intersection of Public Health and Public Safety" - Georgia Association of Emergency Medical Services General Conference
- 3/28/2008 - "Special Events as Special Operations" - EMS Today 2008
- 3/19/2009 - "Induced Hypothermia" - Contemporary Topics in Clinical Care for the EMS Practitioner, Santa Clara Valley Public Health Department
- 3/25/2009 - "Best Practices in EMS Special Event Management" - EMS Today 2009

17. **Selection:**

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

I believe the President and Secretary Napolitano value my decades of experience in responding to and managing emergencies. I have spent my entire career, more than thirty years, delivering and improving the delivery of public health and emergency medical services to the people of Boston. Over that time, as I have risen through the ranks, I have had the opportunity to drive innovation in how we deliver care, and how we prepare our city, our region, our state, and our country to respond to major emergencies. Boston's innovative approaches to delivering emergency medical care and increasing public health and disaster preparedness brought regional and national attention, both before and after the events of September 11, 2001. As a result, I have often found myself playing a leadership role with partners at the local, state, national, and international level - among government entities and with partners in the non-profit medical community. I believe I have demonstrated the level of experience and competency, as well as the type of judgment President Obama and Secretary Napolitano value in their appointees.

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

My career in public service spans more than thirty years. I have held strategic and direct operational roles, leading and directly managing government employees in a demanding, operationally-oriented environment. For more than fifteen years, I have served as an Incident

Commander, or Medical Incident Commander for over 35 mass casualty events and for all of Boston's major planned events, including the Boston Marathon, Boston's Fourth of July celebration, Boston's First Night New Years Event, and the Democratic National Convention in 2004, a National Special Security Event (NSSE).

I have managed and I have had responsibility for the well-being of those inhabiting a city with a population that swells to well over 1 million people each work day. I understand first-hand the challenges front-line, local responders face in dealing with major incidents, yet I also appreciate the strategic challenges and resource constraints that the state and federal government face in bringing their assets to bear in disaster response. I understand budgets and the importance of making resources go as far as possible – I have led an organization through austere times, while still managing to drive results and performance improvement. I am adept at building and sustaining coalitions, developing and articulating a clear vision and strategy, and holding teams accountable for success in achieving results. I have exercised extensive leadership on emergency medical, emergency management, emergency preparedness, and homeland security issues at the local, state, national, and international levels. Since 1998, I have been a member of the National Faculty for the Domestic Preparedness Program. I was also one of the original members to the Department of Defense Domestic Training Program and Metropolitan Medical Response System. Since its genesis, I have been involved with the Lessons Learned Information Sharing network for emergency responders. Throughout my career, I have continually developed skills that enable me to be the most effective leader I can be: I have undertaken substantial practical and academic leadership development. I have a proud track record of cultivating and mentoring leaders in public service.

I understand the principles, theory, and practicalities of emergency preparedness and emergency management, and I understand how to successfully lead and manage a public service organization. I am as comfortable making operational decisions as I am making fiscal, human capital, and other business decisions.

B. EMPLOYMENT RELATIONSHIPS

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?
 - Yes
2. Do you have any plans, commitments or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.
 - No
3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization, or to start employment with any other entity?
 - No
4. Has anybody made a commitment to employ your services in any capacity after you leave government service?
 - No
5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?
 - Yes
6. Have you ever been asked by an employer to leave a job or otherwise left a job on a non-voluntary basis? If so, please explain.
 - No

C. POTENTIAL CONFLICTS OF INTEREST

1. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.
 - In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Homeland Security's designated agency ethics official to identify 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 Department's designated agency ethics official. I am not aware of any other potential conflicts of interest.
2. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration or execution of law or public policy, other than while in a federal government capacity.
 - In the performance of my duties as Chief of EMS for the City of Boston I have routinely testified before the Boston City Council, the Massachusetts House of Representatives and Senate on matters of public safety including issues such as seat belt and helmet use and pandemic flu. I have not retained any copies of testimony, however, I am attempting to obtain this information and will provide whatever transcripts I am able to obtain.
3. Do you agree to have written opinions provided to the Committee by the designated agency ethics officer of the agency to which you are nominated and by the Office of Government Ethics concerning potential conflicts of interest or any legal impediments to your serving in this position?
 - Yes

D. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative

agency, professional association, disciplinary committee, or other professional group? If so, provide details.

- No

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

- No

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

- In March 2009, a former employee of the Boston Public Health Commission filed a discrimination complaint against the Commission and several officials, including me in my capacity as Chief. The complaint alleged that the employee had been subject to a hostile work environment and had been terminated in retaliation for reporting inappropriate behavior by other EMTs. The complaint did not allege that I had personally taken any discriminatory actions. The Commission has vigorously disputed the employee's allegations, noting that the employee was actually terminated due to repeated attendance problems and other misconduct. The complaint is pending before the Massachusetts Commission Against Discrimination.

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

- N/A

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

- None

E. FINANCIAL DATA

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

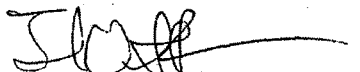
- REDACTED -

AFFIDAVIT

Richard Allen SERINO being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.



Subscribed and sworn before me this 20th day of August
20 07



Notary Public

Jared Vincent Ferris
Notary Public, District of Columbia
My Commission Expires 12-14-2009



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

I. Nomination Process and Conflicts of Interest

1. Why do you believe the President nominated you to serve as Deputy Administrator of the Federal Emergency Management Agency (FEMA)?

I believe the President nominated me to serve as FEMA Deputy Administrator because of my experience as a first responder and my leadership in emergency management and emergency medical services over the past 36 years.

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

No.

3. What qualifications and experience do you have that you believe are relevant to the duties you would have if confirmed as Deputy Administrator?

Successful response and recovery from emergencies and disasters is rooted in effective mitigation and preparedness. As a senior leader in Metro-Boston's community of emergency response officials, I have facilitated, encouraged, and supported mitigation and preparedness efforts to best position local assets to respond and recover from incidents. I have commanded operations at over thirty-five mass casualty incidents and led EMS planning and operations for numerous high-threat events, including the Boston Marathon, Boston's Fourth of July celebration, and the 2004 Democratic National Convention, a National Special Security Event (NSSE). During my tenure as Chief, Boston EMS EMTs and Paramedics have been nationally recognized for the quality of care they provide.

I began my career in public service as a volunteer on an ambulance squad in 1972, and as a Boston EMS Emergency Medical Technician in 1973. Boston EMS responds to emergency medical calls throughout the City of Boston, a city with a population of nearly 600,000. Boston EMS EMTs and Paramedics responded to over 100,000 calls for service in calendar year 2008, and transported 75,000 to area hospitals. I rose through the ranks, and have held nearly every position within Boston EMS to become the agency's chief executive – a position I hold now. As Chief of EMS, I oversee more than 450 full time EMTs, Paramedics, EMS Physicians, and professional staff.

Concurrently with my service as Boston EMS' Chief of Department, I serve as Assistant Director of the Boston Public Health Commission, where I oversee public health preparedness policy and programs – including citywide preparedness efforts for H1N1 influenza.

In addition to my work in Boston, I've lectured in both the United States and abroad on topics ranging from public health preparedness to disaster response. I have advised Department of Defense officials on military installation preparedness and security, and I've served as a Department of Defense 9/11 after-action reviewer for medical response at the Pentagon.

Over the course of my career in Boston, I have forged strong partnerships with EMS, emergency management, public health, and public safety leaders throughout Metro-Boston and across the Commonwealth of Massachusetts. We have institutionalized EMS mutual aid pacts across the region and routinely collaborate to prepare for large-scale or high-threat events, such as the recent services honoring Senator Kennedy. This type of collaboration ensures our collective preparedness and increases our chances of operational success should we be confronted with a national incident. Each time local, state, and federal officials collaboratively execute an operational plan for a high-threat event, we strengthen the operational relationships that are so crucial to coordinated, seamless response to major incidents.

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

No.

5. If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? If so, please explain what procedures and/or criteria that you will use to carry out such a recusal or disqualification.

No.

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

No.

II. Roles and Responsibilities of the Deputy Administrator of FEMA

7. Why do you wish to serve as Deputy Administrator of FEMA?

FEMA's mission is absolutely critical to our nation's security and resilience. I believe I can assist Secretary Napolitano and Administrator Fugate in aligning FEMA's personnel and resources to support citizens and first responders in collaboratively building, sustaining, and improving our preparedness, protection, response, and recovery capabilities. My operational experience as a first responder and the leadership roles I have assumed over the past several decades have given me the tools needed to successfully bridge gaps between the federal, state, and local officials who must work together to ensure we have the capabilities we need.

Like Secretary Napolitano and Administrator Fugate, I understand the challenges state and local officials face, and, if confirmed, I'm committed to strengthening partnerships amongst officials at all levels. I'm also committed to galvanizing the professionals that make up the FEMA workforce – rebuilding their morale and recognizing the contribution they make to our America's preparedness while ensuring they have the training, support, and resources they need to deliver on FEMA's commitment to the nation's citizens and first responders.

8. What do you see as the principal mission(s) of FEMA?

I see the principle mission of FEMA as leading the country in strengthening and supporting the four pillars of emergency management: preparedness, mitigation, response and recovery. FEMA is responsible for supporting citizens and first responders in collaboratively building, sustaining, and improving our preparedness, protection, response, and recovery capabilities.

9. What do you believe will be your principal duties and responsibilities, if confirmed as FEMA Deputy Administrator? What do you see as the most critical responsibilities of the FEMA Deputy Administrator?

If confirmed as the FEMA Deputy Administrator, I believe my principal duties will focus on assisting Secretary Napolitano and Administrator Fugate in strengthening emergency management capabilities, through a commitment to teamwork, building relationships, improving morale, building first responder capabilities, and enhancing citizen preparedness.

10. What do you believe are reasonable expectations for FEMA's roles and responsibilities? Do you believe the public has reasonable expectations of FEMA's roles and responsibilities? If not, what do you think can be done to address this problem?

If confirmed, I will work toward strengthening the ability of FEMA to fulfill its role in supporting state and local governments, as well as enhancing partnerships at all levels, to build a culture of preparedness. Managing public expectations is best done in concert with a comprehensive plan to build citizen preparedness. The

public should be engaged in preparing for and responding to emergencies. Every disaster happens at the local level. As the Chief of a local emergency response agency, I have seen the ability of everyday citizens to respond and recover from catastrophic events. Simple measures, such as investment in emergency kits, can enhance the resilience of a family during an incident. Last year, Boston EMS distributed 10,000 such kits to the lowest income families in the City. Over two thousand residents are enlisted in the Boston Medical Reserve Corps and it is very often an ordinary citizen who, on a call to one of our EMS dispatchers, is guided through the steps of saving a life. If confirmed, I will strive to engage the public and both clarify expectations of FEMA and expectations for individuals.

11. What do you see as FEMA's principal strengths and weaknesses in its ability to accomplish its mission(s)?

I believe FEMA's principal strength is its people, who I believe are committed to public service and the agency's mission – enhancing emergency management capabilities. Without strong, competent professionals, FEMA would not be in a position to carry out its basic responsibilities. Conversely, FEMA has opportunities for improving the investment it makes in its employees, so that they are fully able to carry out their responsibilities. The more FEMA is able to invest in its workforce, the more it will be able to carry out the goals and priorities set forth. If confirmed, I look forward to working with FEMA to continue to explore creative options that maximize the pace of recovery while concurrently looking out for the best interests of FEMA employees.

In addition to its professional workforce, FEMA has another tremendous strength in its ability to directly aid state, local, and tribal entities in building capabilities through grants. Grants provide FEMA with an opportunity to guide non-federal partners in the development of mitigation, protection, preparedness, response, and recovery planning and capabilities building. FEMA must continually evaluate the effectiveness of these grants and ensure that there is a measureable, satisfactory return on this substantial investment.

12. If confirmed, what would be your top priorities and goals? What do you hope to have accomplished at the end of your tenure?

If confirmed, I will work tirelessly to realize Secretary Napolitano and Administrator Fugate's priorities to strengthen federal, state, local, and tribal capabilities to mitigate, prepare for, protect against, respond to, and recover from all hazards. I will work to build preparedness at all levels of government and amongst citizens, while ensuring government is ready to respond when it must. FEMA must work collaboratively with partners at all levels of government to execute its mission, and strengthening partnerships and teamwork will be a top priority of mine.

As many of our most seasoned professionals prepare to enter retirement, we must capture their knowledge and leverage it for the progress of our organization. I will be very much focused on building the workforce's professionalism and esteem to ensure we can attract and retain top talent going forward. I am committed to assisting the Secretary and Administrator in bringing FEMA to a level where our professionals are once again proudly proclaim they work for FEMA.

If confirmed, I will work towards strengthening FEMA's ability to respond to all hazards, work collaboratively and supportively with first responders, build relationships and teamwork, strengthen the organization's leadership, and ultimately have people feel proud to work at FEMA.

III. Policy Questions

General

13. The Committee's report into the failed response to Hurricane Katrina found that FEMA lacked the resources needed to accomplish its mission and that resource shortages contributed to FEMA's failures in responding to Katrina. The investigation found that FEMA was especially short of the resources necessary to be prepared for a catastrophe and that there has not been sufficient investment in capabilities to be able to respond to a disaster. In FY2008-2009, Congress provided increases in FEMA's budget, but for FY2010, the Department of Homeland Security appropriations bill passed by the Senate actually cuts FEMA's main operational account by approximately \$33 million from the FY2009 appropriated levels. Recent reports from the Department of Homeland Security ("DHS" or "the Department") Office of Inspector General (IG) have pointed out resource shortages. Additionally, FEMA's own Strategic Human Capital Plan 2008-2012 states that FEMA's current permanent full-time workforce is "less than adequate to address [FEMA's] growing mission requirements." Do you believe there is a need for additional increases to FEMA's budget? If so, please identify where such increases should be made.

I believe that FEMA has greatly increased its ability to meet its mission over the past few years in large part due to the increase in budget and staffing approved by Congress. I have learned that Administrator Fugate has made it a priority to thoroughly assess FEMA's current capabilities in order to identify key priorities and critical resource requirements. Clearly, the Administrator understands that we are operating in a very constrained budget environment and the government must maximize the use of existing resources. In his nomination testimony, Administrator Fugate pledged to make recommendations for additional funding, if necessary, through the established budget process. If confirmed, I will support the Administrator's efforts to maximize use of existing FEMA resources and work through the established budget process if additional funding is required.

14. In the wake of the failed response to Hurricane Katrina, the Committee conducted a far-reaching investigation and issued a resulting report entitled, "Hurricane Katrina: A Nation Still Unprepared." In its investigation, the Committee found that the FEMA was unprepared – and never had been prepared – for a catastrophic event. In addition to a lack of basic capabilities and resources at FEMA, the Committee found other key failures by the Department of Homeland Security as a whole and its leadership, such as a failure to timely employ the substantial resources of the components of DHS, the lack of effective communication between the then-Secretary of Homeland Security and the then-Director of FEMA, and the lack of situational awareness both at FEMA and DHS. The Committee recommended replacing FEMA with a new, stronger, more robust federal preparedness and response agency. In September 2006, Congress passed the Post-Katrina Emergency Management Reform Act of 2006, (P. L. 109-295) ("the Post-Katrina Act") to do just that.

The Post-Katrina Act, which implemented many of the recommendations from the Committee's investigation, created a new FEMA – with responsibilities, missions, capabilities, and resources far exceeding those of FEMA at the time of Hurricane Katrina. The Post-Katrina Act also requires the President to appoint a qualified individual as FEMA Administrator, clarifies that the FEMA Administrator shall serve as the President's and Homeland Security Secretary's principal advisor on emergency management issues, elevates the FEMA Administrator to the level of Deputy Secretary of the Department, permits the President to elevate the FEMA Administrator to cabinet level status during disasters, and preserves FEMA as a distinct entity within the Department.

In testimony before the Committee in April 2008, DHS Inspector General (IG) Skinner concluded that FEMA was better prepared for a catastrophe than it was in 2005 and found that in the nine areas reviewed by the IG's Office, FEMA had made moderate progress in five areas, modest progress in three areas, and limited progress in only one area. In other recent testimony before Congress, IG Skinner credited the Post-Katrina Act, in part, for his conclusion that FEMA was stronger now than it has ever been. In a report released on December 8, 2008, the Government Accountability Office (GAO) similarly found that DHS and FEMA had taken action to implement many of the Post-Katrina Act's requirements.

- a. If confirmed, what will you do to ensure the new, enhanced FEMA, as envisioned by the Post-Katrina Act, continues to be strengthened?

The Post-Katrina Emergency Management Reform Act (PKEMRA) and other Congressional initiatives have provided FEMA with a much needed compass to ensure the Agency's ability to continue to succeed in its mission and bring a more common sense approach to emergency management in the 21st century. If confirmed, I intend to work closely with the Administration and Congress to identify those areas where FEMA has not yet fully implemented PKEMRA

provisions, as well as identify any other areas where there is a need for improvement.

- b. Many of the requirements of the Post-Katrina Act have not been fully implemented and some deadlines have been missed. If confirmed, will you commit to ensuring that these remaining requirements are met and fully implemented as soon as possible?

If confirmed, I will strive to successfully see through the goals and initiatives set forth. I intend to achieve this through working collaboratively with Secretary Napolitano and Administrator Fugate to continue their efforts toward gaining necessary commitment and investment to meet the Post-Katrina Act requirements.

- c. What management challenges do you believe you will face in implementing the Post-Katrina Act? What will you do to address those challenges?

I am committed to working with the Administrator and the senior leadership of FEMA to implement the remaining PKEMRA requirements. I understand and appreciate the importance of the Act in defining emergency management for the nation in the 21st Century, and I intend to use my experience in team-building and project follow-through to ensure success. I also look forward to working with Congress as FEMA implements these requirements.

- d. What will you do to ensure that the emergency preparedness functions are properly integrated into FEMA?

I understand that Administrator Fugate has already made progress toward enhancing the emergency preparedness functions. If confirmed, I will work with him to continue such efforts and ensure the principles of emergency management are fully integrated into FEMA.

- 15. A fundamental principle of emergency management is that all emergency management begins at the local level first, moving to the state and then the federal level only as the local or state managers become overwhelmed. If confirmed, how will you ensure coordination and communication with state, local, and tribal governments? How can FEMA best ensure that state, local, and tribal governments are capable of meeting their responsibilities for emergency management?

In my career as a local first responder, I understand the importance of coordinating the efforts at all levels of government. I have spent much of my career investing in strengthening partnerships across public and private entities, state and local departments, agencies and jurisdictions. I understand the current expectations of state and local governments, what is effective and ineffective, as well as the role and support that the federal government can provide. That is why,

if confirmed, I will work to ensure that each level of government carries out their individual obligations in a disaster response. We should, however, keep in mind that as Administrator Fugate has noted, FEMA's role is to support, not supplant the responsibilities of state, local, and tribal governments

16. Recent surveys have continued to show that many citizens are unprepared for a disaster. What emphasis will you place on promoting personal preparedness? What ideas do you have to promote better preparedness in order to increase the preparedness of our nation's citizens?

Since his confirmation as FEMA's Administrator, Craig Fugate has repeatedly stressed that the American people play a central role in how we, as a nation, prepare for and respond to disasters, regardless of the cause. I wholeheartedly agree with the Administrator, and if confirmed as his Deputy, I will carry that message all over our country. FEMA is part of the national emergency management team. But so are the American people. We need their support and assistance to be truly prepared to respond to all disasters.

Within Boston EMS, I have worked toward a robust investment in community outreach and citizen preparedness. The department employs six full time staff who are dedicated to working with high-risk youth, the elderly, community groups, and neighborhoods to teach first aid and CPR, enhance individual preparedness and responsibility, and instill a commitment to helping others. As part of the emergency medical technician recruitment program, our recruits gain invaluable experience working with patients through providing free health screenings to elderly individuals and assisting them fill out their File of Life, a medical history card to facilitate rapid emergency care. Four of our community initiative staff are young men who were hired through a program that targets high-risk youth, who are often victims of violent crimes. These members serve as community educators and role models for their peers. Whether an individual is dealing with neighborhood violence or a natural disaster, preparedness is about building resilience and empowerment to take control of one's situation. We teach that to our employees and the community. If confirmed, I will maintain my dedication to strengthening individual resilience and preparedness.

In addition to our community initiatives program, I also oversee the Boston Medical Reserve Corps program, which not only enlists individuals to volunteer, but also offers a comprehensive leadership training program, teaching risk management, incident command, and other emergency management concepts and skills, so that they are not only prepared to support us during an emergency, but also themselves, their family, their friends, and their neighbors.

In order to promote this message, I will, if confirmed, work to improve the effectiveness of FEMA and the Department's citizen preparedness programs, including the "Ready Campaign" and "Citizen Corps." In addition, I will work to ensure that FEMA's Community Preparedness Division continues to engage

closely with the National Commission on Children in Disasters. I will work through our Center for Faith-Based and Community Initiatives and Private Sector Office to partner with leaders in these critical arenas. I also support strongly Administrator Fugate's recent creation of a Children's Working Group and will facilitate its involvement and engagement in all of FEMA's planning and outreach efforts.

17. What, if any, changes or improvements do you believe need to be made to the Stafford Act?

Before recommending statutory changes, it is FEMA's duty to ensure that it has not imposed unnecessary or unduly burdensome limits on the authority that the Stafford Act provides. I understand that Administrator Fugate has announced a three-tiered process for accomplishing this task. The first part of the process will entail an internal review of FEMA's policies and guidance and the second phase will include a FEMA assessment of its rules and regulations. Once these two phases are completed, FEMA will have a much better picture of the changes or improvements that can only be made by statute, including possibly amending the Stafford Act. If confirmed, I look forward to working with Congress to identify additional ways to make FEMA even more effective and efficient.

18. The Stafford Act provides for federal assistance where the severity of the incident is beyond the capacity of state and local governments.

- a. How do you believe FEMA should calculate the impact of the disaster at the "local government level" in states that do not have county government? What should be the required damage per capita and what population should be used to calculate the damage per capita in determining whether local governments should be eligible for Stafford Act assistance?

I understand that the Stafford Act recognizes the complexities of calculating the impact of disasters on communities. Section 320 of the Act provides that, "No geographic area shall be precluded from receiving assistance under this Act solely by virtue of an arithmetic formula or sliding scale based on income or population. As a result, a number of factors are assessed in developing a recommendation to the President for supplemental disaster assistance. Primary factors considered include:

- Amount and type of damage (number of homes destroyed or with major damage);*
- Impact on the infrastructure of affected areas or critical facilities;*
- Imminent threats to public health and safety;*
- Impacts to essential government services and functions;*
- Unique capability of Federal government;*

- *Dispersion or concentration of damage;*
- *Level of insurance coverage in place for homeowners and public facilities;*
- *Assistance available from other sources (Federal, State, local, voluntary organizations);*
- *State and local resource commitments from previous, undeclared events;*
- *and*
- *Frequency of disaster events over recent time period.*

FEMA also recognizes that states have unique characteristics, particularly in their form of local government. The very nature of disasters, their unique circumstances, the unexpected timing, and varied impacts, prevents me from providing a complete listing of factors considered when evaluating disaster declaration requests.

While the above lists most primary considerations, I understand that FEMA has and will continue to work closely with stakeholders to review and make recommendations and revisions to these criteria, as needed. If confirmed, this is an issue that I would like to explore in more detail.

- b. What commitment will you make to ensuring that FEMA will fairly calculate the impact of disasters at the local government level in states that have no county government and to make fair disaster declaration recommendations to the President concerning local governments in states that do not have county government?

If confirmed, I am committed to ensuring that all eligible applicants receive the assistance for which they are eligible. If confirmed, I will ensure that FEMA is active in soliciting input from state and federal stakeholders.

19. The Post Katrina Act formally established the ten FEMA regional offices and gave significant new responsibilities to the Regional Administrators. For example, they must have regional capabilities for a national catastrophic response system, develop regional plans that support the National Response Framework, and maintain and operate a regional response coordination center.

- a. What do you believe should be the roles and responsibilities of the FEMA Regional Offices?

It is my understanding that FEMA's Regional offices have historically played an integral role in how the agency carries out its mission to support State and local governments, and engage with the private sector and private non-profit partners in all emergency management responsibilities. To me, emergency management encompasses prevention, preparedness, response, recovery, mitigation, and continuity. It is my belief that strong FEMA regions will mean strong Federal support to the hazards our country faces. As a local emergency manager, I know that you cannot manage incidents from

Washington, D.C. That is why it is important that FEMA Regions maintain strong relations with Governors and all of the members of the emergency management team – State, local, private sector, private non-profit to ensure adequate support to disaster survivors.

- b. Do you believe having strong regional offices is critically important for FEMA to be able to achieve its mission?

Yes. Former House Speaker Tip O'Neil famously noted that "all politics is local." The same is true for disasters. When it comes to emergency management, I think government serves best when it is closest to those served. Having strong Regional offices will enable FEMA to better support State, local, tribal, and other non-governmental partners when they are preparing for and responding to incidents. Over the years I have had the honor of working with some of FEMA's best Regional leaders and know that they are dedicated professions who share the same goals as I do — seamless emergency management.

- c. What are your priorities for continuing to strengthen the regional offices?

Working under Craig Fugate's leadership, I want to ensure that FEMA's Regions have adequate resources, leadership and clear resolve to build relationships with governors, mayors and other local officials to learn and understand the unique regional needs of every community. If confirmed, one of my top priorities will be to visit every FEMA Regional Office, meet with FEMA regional staff, state directors, urban and rural civic leaders to ensure that their concerns and needs are being met.

Additionally, I will work to carry out the principals of the Post Katrina Emergency Management Reform Act—to, "partner with State, local, and tribal governments and emergency response providers, with other Federal agencies, with the private sector, and with nongovernmental organizations to build a national system of emergency management that can effectively and efficiently utilize the full measure of the Nation's resources to respond to natural disasters, acts of terrorism, and other man-made disasters, including catastrophic incidents."

20. The hurricane season of 2005 was the most active hurricane season in recorded history, with a total of 28 tropical storms, of which a record 15 became hurricanes, including Hurricanes Katrina and Rita. Some scientists predict that extreme weather events, including hurricanes, flooding, snowfalls, coastal erosion, heat waves, and wildfires, are expected to become more severe and more frequent as global concentrations of carbon dioxide and other greenhouse gases increase. Moreover, in April 2007 testimony before this Committee, the Government Accountability Office (GAO) indicated that private insurers are already incorporating climate-change into their risk models for predicting the

frequency and severity of natural disasters (GAO-07-760T). What short-term and long-term strategies and activities do you feel are needed at FEMA in order to prepare the nation to respond and recover from increased frequency and severity of natural disasters that may be caused by climate change?

As part of that planning, and in line with the Post Katrina Emergency Management Reform Act (PKEMRA), FEMA has been working to develop and implement a framework for meeting the housing needs of disaster survivors. I understand that this strategy was shared in January 2009, and since that time the National Disaster Housing Task Force has been meeting to develop an implementation plan, outlining the specific action of the member agencies, charter, and concept of operations to more fully provide guidance to states on the roles and responsibilities of all levels of Governments.

FEMA has also been working with its interagency partners to develop an overall approach to resume efforts on the National Disaster Recovery Strategy, which will provide an overarching framework for activities and actions needed for the nation to respond to and recover from all natural and man-made disasters.

I believe Secretary Napolitano and Administrator Fugate's investments in these priorities will serve to enhance the ability of FEMA to prepare the country for large scale and more frequent natural disasters. By enhancing the functions that proved to be critical areas of weakness in the Katrina response, such as leadership, coordination, communication, logistics, contract management, and resource tracking, the organization will be in a better position for an all hazards approach, whether they be natural or man-made. Over the long term, I believe the country needs to invest in solutions that mitigate risk and build a national mindset and commitment to individual preparedness.

If confirmed, I look forward to helping staff define the vision and implement the strategy necessary to bring this plan to fruition.

21. What should FEMA be doing to be prepared for any potential worsening of the H1N1 influenza outbreak? Do you believe FEMA has sufficient authorities to be able to adequately respond to any potential worsening of the H1N1 influenza outbreak? If the H1N1 outbreak worsens what role do you expect FEMA to play?

I understand that FEMA is currently engaged in multiple planning efforts and initiatives which fully support the Department of Health and Human Services (HHS) as the Lead Federal Agency for the H1N1 threat. The FEMA Pandemic Influenza (PI) Plan, finalized April 2009, was developed to integrate the Department and other components' plans to help ensure our personnel do not become ill and that our essential capabilities to protect the Nation remain viable and available in the event of a pandemic. This plan addresses FEMA's responsibility to maintain essential functions and services, ensure the safety of its

employees, coordinate Federal response and support interagency activities, and communicate with internal and external stakeholders. These preparations and planning efforts are critical to ensuring we can effectively support State, local, tribal, and territorial response efforts in a timely and effective manner and coordinate the response to simultaneous emergencies that may occur during an influenza pandemic.

I understand that FEMA is also participating with the DHHS, Department of Veterans Affairs, and Department of Education on Regional Assessment Program Teams to discuss with the States their vaccination plans and overall H1N1 preparedness and issues. As part of this effort, FEMA is analyzing possible vaccination distribution plans to lean forward ensuring a rapid response should FEMA be called upon to assist. As needed, FEMA will coordinate the Federal support to States and locals, carrying out its primary mission to support citizens and first responders.

22. In carrying out its responsibilities, FEMA routinely interacts with first responders from various disciplines, including the fire service, law enforcement, and emergency medical services (EMS) and emergency management. Each of these groups is integral to national preparedness and response and each is dedicated to the safety of our citizens, yet each has different responsibilities and brings a distinct perspective to the table.
 - a. What can and should FEMA do to ensure that all first responder disciplines are included in its preparedness and response activities and to promote coordination among these disciplines?

FEMA should be dedicated to bringing people together and building partnerships. There are a number of steps FEMA can and, I understand, is taking to ensure the inclusion of all first responder disciplines. In addition to consultation with its National Advisory Council, which includes all response disciplines and community stakeholders, FEMA hosts a variety of response community conferences each year to solicit feedback on all preparedness issues. FEMA is in a unique position to foster collaboration and training efforts through embedding such requirements in grant language. In Boston, we have an extensive history of successful collaborative, interdisciplinary training. At the DelValle Institute for Emergency Preparedness, which is located within Boston EMS and the Boston Public Health Commission, emergency management, fire service, EMS, public health, and law enforcement officials routinely participate in training together. Such integrated training ensures that relationships are built before an incident occurs. Cultural challenges are thus mitigated, and each different discipline approaches their response with a greater appreciation and understanding of the responsibilities and approaches of fellow responders.

Bringing response discipline leadership together on a regular basis also promotes coordination among disciplines, as does FEMA's requirement that state and local

agencies engage in formal, joint planning as a condition for funding through many of FEMA's preparedness grant programs.

- b. A few articles in the Boston Globe have suggested some differing perspectives between Boston's EMS and fire service. For example, a January 23, 2009 Boston Globe article entitled, *Fire Department Defends Using Trucks For Medical Calls: Some Doubt Need if EMS Responds*, discusses a so called turf battle between Boston EMS and fire service on whether the two organizations should be merged. In your role as Chief of Emergency Medical Services for the Boston Public Health Commission and in your 35 years with Boston Emergency Medical Services, how have you reached out to first responders from other disciplines? What have you done to promote effective coordination among first responders from different disciplines?

During my tenure as a Boston EMS senior leader, I have maintained a long-standing commitment to building partnerships across jurisdictions and disciplines. Boston EMS works on a daily basis with fire services, health care providers, other first responder agencies, and businesses, within and beyond the limits of the City. The Conference of Boston Teaching Hospitals (COBTH) is a consortium of ten teaching hospitals within the City that have been coordinating planning and preparedness for over 30 years; Boston EMS became a partner of COBTH 26 years ago, sending representatives to their monthly disaster and surge committee meetings. This partnership has led to a strong relationship between Boston EMS and area hospitals; we train together, we prepare and plan together, we exercise and drill together, and for the 70,000 annual Boston EMS transports, we work together. Similarly we have been a partner with the Massachusetts League of Community Health Centers, offering flu preparedness mini-grants, tailored trainings and workshops, disaster radios and disaster kits. In the case of other EMS partners, we have a relatively unique relationship, compared to other regions. Boston EMS built a path for other EMS services to participate in emergency management planning and coordination. As a whole, the EMS agencies across the region, whether municipal, private or fire-based are mutually supportive. With the police and fire departments, Boston EMS works jointly at the leadership and individual responder levels. Boston EMS and the Boston Police Department have co-located dispatch centers, all three agencies share a computer-aided dispatch system, all three agencies have communications interoperability, and all three agencies have representation at the Mayor's homeland security roundtable. While Boston EMS and Boston Fire have had their differences, the two services respond daily to emergencies in a seamless and coordinated manner, and at the leadership level there is strong sense of partnership and mutual respect.

With the dual function of providing public safety and health care services, Boston EMS has become a bridge across the two groups. This motto has been extended over the years to include partnerships with private, non-profit, and

governmental organizations and departments. When we sought representatives for the Boston MMRS advisory panel, we realized just how large our number of partnerships had grown; there are currently over 60 individuals on the panel, including FBI, Civil Support, private business, hotels, hospitals, health centers, public health departments, police, fire, EMS, government, and emergency management representatives.

In 2002 Boston EMS recognized the importance of different agencies and jurisdictions training together. Using MMRS seed money, the DelValle Institute for Emergency Preparedness, a training program within Boston EMS, was born. The Institute has since trained over 10,000 individuals on principles of emergency management. The courses and conferences offered through the Institute are all free of charge and available to all partner agencies, both public and private. The investment in joint training has served to not only educate individuals and enhance general competency levels, but also provide standardized information and an opportunity for people from different sectors to come together, exchange business cards and develop relationships. Between the co-planning, co-training, and co-exercises, partnerships are an unavoidable outcome. These partnerships have been invaluable when needed most, for a true emergency.

General Management

23. What is your approach to managing staff, and how has it developed in your previous management experiences?

I believe strongly in articulating a clear vision, rallying a team around that vision, and holding the team accountable to executing that vision. I manage staff as I would like to be managed. I am supportive and invest in professional development, while at the same time holding them accountable for their areas of responsibility. I believe that people require clear guidance and expectations, sufficient training and experience to carry out those responsibilities, and recognition for work done well. Everyone has particular strengths and as a manager it has been my responsibility to capitalize on and maximize the strengths of those reporting to me.

24. In the wake of Hurricane Katrina, the Committee found that in FEMA's rush to meet the needs of thousands of victims, FEMA often failed to implement or follow basic measures to prevent fraud, waste and abuse. To fix these failures, Congress included several measures in the Post-Katrina Act to control waste, fraud, and abuse, which FEMA is implementing. How will you ensure that FEMA is able to lean forward and meet the needs of victims overwhelmed by disasters while also maintaining appropriate controls to prevent fraud, waste and abuse of taxpayer dollars?

One of the objectives in FEMA's Strategic vision is to improve the delivery of disaster assistance while minimizing opportunities for waste, fraud, and abuse. I understand that FEMA has and will continue to review its own business practices through use of after-action reviews, and quality control processes to ensure every effort is made to do so. In the past few years, I think that FEMA has improved identity and occupancy verification to prohibit fraud, and developed an internet registration application to prohibit duplication of registrations thereby preventing duplicate payments. Additionally, I understand that FEMA has worked to ensure greater collaboration with voluntary and non profit agencies to ensure the limitation of duplication of benefits. If confirmed, I will work to ensure that FEMA continues to exercise good stewardship of taxpayer resources.

25. One of the lessons learned from the failed response to Hurricane Katrina was that in order to better respond to a catastrophe, the federal government needs to be more forward leaning and be prepared to engage in a more proactive response. Section 681 of the Post-Katrina Act codified this lesson, giving the President the authority to provide accelerated federal assistance and support where necessary to save lives, prevent human suffering, or mitigate damage in the absence of a specific request for assistance. How do you interpret this requirement? If confirmed, how will you implement this section?

In the Hurricane Katrina: A Nation Still Unprepared report, a critical weakness in the FEMA response was the inability to be flexible and overcome the levels of bureaucracy to both anticipate need and provide assistance in an accelerated fashion. Under current FEMA policies, states can receive a pre-disaster emergency declaration. In the event of a pre-disaster declaration, direct federal assistance is available to assist in meeting those needs. Additionally, PKEMRA includes a provision that permits accelerated Federal assistance and Federal support where necessary to save lives, prevent human suffering, or mitigate severe damage, in the absence of a specific request from a Governor. This assistance may include:

- *The surging of assets into an area in anticipation of an approaching storm or event that is expected to cause a significant impact and result in a declared emergency or major disaster. This surge allows FEMA to position for a quick response. But actual assistance cannot be provided until the Governor requests and a Presidential declaration is made.*
- *Deployment of multiple disaster response teams and assets that can be rapidly deployed to support State and local response operations including Urban Search and Rescue (US&R), Mobile Emergency Response Support (MERS), and Incident Management Assistance Teams (IMAT).*
- *Use of the Pre-Positioned Equipment Program (PEP). PEP provides standardized equipment sets that are pre-positioned in selected geographic areas to permit rapid deployment to support States and localities in WMD and*

other disaster events and is available following a formal request initiated by the Governor.

If confirmed, I will work with Administrator Fugate to ensure that these resources and assets are used as needed, and in accordance with the law.

26. FEMA has long suffered from failure to have core management practices. Although it has made improvement during the last few years, what are your views on the importance of having solid core business/management practices? What emphasis will you place on establishing such practices?

Within my role as the Chief of Department of Boston EMS and Assistant Director of the Boston Public Health Commission, I have found strong business and management practices to be an essential component of a successful operation. I will continue to support and invest in such practices if confirmed. I will work with Administrator Fugate to ensure we have a highly professionalized workforce within key business functions such as acquisitions, information technology, fiscal, and human capital.

27. Both GAO and the DHS IG found that FEMA's use of noncompetitively awarded contracts exposed FEMA to millions of dollars of wasteful, abusive and potentially fraudulent spending and billing practices. What actions should FEMA take to maximize its use of competition when awarding future contracts?

If confirmed, I will support the ongoing efforts of Administrator Fugate and the FEMA Management Directorate to maximize FEMA's use of competition when awarding future contracts while ensuring the needs of disaster survivors and responders are met in a timely fashion.

28. Contractors are prohibited by law from performing "inherently governmental functions." However, various sources define "inherently governmental" differently and, in any event, it is not unusual for government contractors to provide services that, even if they do not technically meet the definition, closely support "inherently governmental functions." The Committee, GAO, and many outside observers recognized the need for DHS's heavy reliance on contractors during its early days, given the need for DHS to attain specific expertise quickly. More than six years later, many offices remain heavily staffed by contractors who perform a variety of tasks at the core of DHS's operations, including policy planning, the drafting of regulations, intelligence analysis, preparation of budget requests, and even the drafting of an IG report. For example, FEMA's IG report on Katrina contracting provided to this Committee was written by a contractor.
- a. What will you do to strengthen FEMA's own ability to perform those tasks at the core of its operations, whether inherently governmental or closely supportive of "inherently governmental functions?"

If confirmed, I will fully investigate FEMA's use of contractors to ensure that contractors at FEMA are not performing inherently governmental functions.

- b. Given the government's extensive reliance on contractors, what would you suggest are the key considerations in determining the appropriate role for contractors in supporting government operations (particularly, in the areas that border on "inherently governmental functions," such as rulemaking and awarding contracts)?

I believe that contractors should never be in a position to make policy, regulation, budgetary or other mission critical decisions. If confirmed, I would work toward supporting a clear-cut role for contractors and ensuring that FEMA is sufficiently staffed, so that contractors are not used to fill the vacant job responsibilities.

- c. Government contractor employees often work side-by-side with federal employees, and also perform the same or similar functions as their federal employee counterparts. Please discuss any experiences that you have had managing such augmented workforce and your views on ensuring that government agencies establish appropriate safeguards to prevent conflicts of interest by contractor employees?

Within Boston I have seen successful and unsuccessful use of contractors. In the best situations, employees identify a critical function that they do not have the expertise to carry out, such as GIS skills. The contractor is then hired with clear objectives and responsibilities, and reports directly to the staff member who has hired him/her and manages the contract. In such cases, contractors can prove to be an efficient solution for technical assistance.

- d. Do you believe that the contracting out of work, even if not "inherently governmental," can reduce essential staff expertise or otherwise diminish the institutional strength of agencies? If so, how should such considerations be taken into account in determining whether work should be contracted out or done in-house?

I understand and appreciate the concern for maintaining the balance of contractors and ensuring that executive branch employees are responsible for inherently governmental functions. Building a strong FEMA that is capable of improving and sustaining capacity for the all of the hazards that we face is critical to the success of the agency. Some non-inherently governmental functions necessary to run operations like FEMA's can better be performed by contractors and may be more cost efficient. I understand that FEMA's Acquisition Management Division (AMD) is well positioned to provide FEMA's senior management with expertise on the appropriate functions that can be contracted, while avoiding placing contractors in inherently governmental functions. FEMA also has the flexibility to use Disaster

Assistance Employees and CORE positions to support the mission of the organization.

Recovery

29. What do you see as the proper role of FEMA in recovery from disasters, both man-made and natural? What are your goals and priorities for FEMA's recovery programs? What, if any changes, do you believe need to be made to FEMA's recovery programs?

The Stafford Act and the National Response Framework outline the role of the Federal government in recovery from disaster. As immediate response priorities are met, the long-term recovery process begins. I understand that while FEMA has several programs to assist in this process, it plays a more limited role in some areas of long term recovery. For instance, while FEMA can provide short-term sheltering needs and interim housing options, it cannot provide long-term housing solutions for disaster survivors. Such a mission is best connected to those organizations and agencies, such as HUD, that are better equipped to address the challenges survivors face when seeking long-term housing.

That being said, FEMA does play an important role in assisting communities in recovery. And, I understand that at the request of the FEMA administrator, the Assistant Administrator for Disaster Assistance is conducting a review of all the Disaster Assistance Directorate (DAD) policies to determine which ones need to be updated or are no longer needed. If confirmed, I will fully support him in this effort, so that we can help to clarify recovery priorities and expectations for State and local governments.

As I have stated previously, disasters happen at the local level and all aspects, from the pre-incident planning to the post-event recovery, require local level investment. I plan to actively work to build partnerships and strengthen local capacity. In regional drills and exercises it never ceases to amaze me how the recovery function is inevitably disregarded. It is oversights such as this that make recovery such a critical weakness within emergency management. I intend to work toward a comprehensive investment in a risk management framework, including preparing, planning, and exercising recovery and not just response. If confirmed, I will also work to ensure that FEMA continues to support community recovery through the Emergency Support Function #14, Long Term Community Recovery. As FEMA provides assistance to support States and communities as plan for the challenges associated with recovery, I believe that it will ensure more resilient communities.

30. Many have complained that FEMA has too much bureaucracy and red-tape in implementation of its recovery programs which slows recovery. Do you believe

any of FEMA's recovery programs need to be streamlined? If so, what ideas do you have on how to streamline FEMA's recovery programs?

As stated above, I understand that at the request of the FEMA Administrator, the Assistant Administrator for Disaster Assistance is conducting a review of all DAD policies to determine which ones need to be updated or are no longer needed. If confirmed, I will do all I can to help streamline and simplify FEMA's programs. I am sensitive to those who criticize the programs as being overly bureaucratic, but I am also aware of the need to be judicious in the use of taxpayer funds.

I am committed to working with staff to identify ways that the Federal recovery programs can be more accessible, understandable, and effective in meeting the needs of disaster survivors. As an organization, we must ensure FEMA is capturing and capitalizing on the lessons we have learned from in past disasters – we must continually make meaningful, lasting improvements in how we deliver recovery services.

31. The Gulf Coast recovery from Hurricane Katrina has to date been moving very slowly and much work remains to be done. State and local officials have complained that many of FEMA's policies, practices, and regulations are unfair, inadequate, and have greatly contributed to the delayed rebuilding. Secretary Napolitano has taken action to turn these problems around, directing FEMA to take a "fresh look at rebuilding" the Gulf Coast and by establishing a Unified Public Assistance Project Decision Team.
 - a. What is your plan to address the lagging recovery? What are your priorities for rebuilding the Gulf Coast?

Secretary Napolitano and Administrator Fugate recently visited New Orleans and announced additional funding obligated to the State of Louisiana for the ongoing recovery efforts. The recovery of the Gulf Coast has and will continue to be a top priority of FEMA and DHS. Since January 20, 2009, over \$1 billion in additional public assistance funding has been provided to rebuild the public infrastructure across the State of Louisiana.

This funding seems to demonstrate the significant strides that FEMA's Louisiana Transitional Recovery Office (LATRO) has recently made in expediting assistance to New Orleans and Louisiana. Because of the enhanced coordination and partnerships between FEMA, the State and the applicants, significant progress has been made toward the continuing recovery efforts following hurricanes Katrina and Rita.

If confirmed, I will continue to closely monitor the ongoing progress of the recovery efforts throughout the Gulf Coast. The devastation of these hurricanes was extraordinary and I will ensure that FEMA is on the ground until the mission is complete.

- b. What changes, if any, do you believe need to be made in FEMA's policies to speed the recovery from Hurricane Katrina?

I understand that FEMA is currently reviewing its authorities in order to streamline assistance, and its current processes and policies to improve FEMA's ability to provide disaster assistance in a timely manner while also preventing fraud, waste and abuse.

- c. Many Public Assistance projects have been delayed due to disputes with state and local governments. If confirmed, what commitment will you make to ensure that such disputes are quickly resolved so that the rebuilding process on the Gulf Coast can be expedited? What measures will you take to resolve these disputes?

I understand that in March 2009, FEMA established two teams in coordination with the State of Louisiana to assist in the resolution of disputed projects, the Joint Expediting Team and the Unified Public Assistance Project Decision Team.

I have been briefed that these two teams have resolved 73 projects previously in dispute and continue to work together in a coordinated effort to resolve any new disputes quickly as they are identified. I understand that the Joint Expediting Team resolved 29 projects in dispute and continues to review and expedite all project worksheet version requests so that funds are available quickly for rebuilding efforts. The Unified Public Assistance Project Decision Team was charged with reviewing stalled projects, working through issues that relate to these projects and making final determinations in order to move the project forward. This team resolved 44 cases that were previously in dispute.

I think that these types of initiatives have helped foster a renewed partnership between FEMA and the State to work together to address the significant challenges that remain throughout the Gulf Coast. If cases still remain where FEMA and the State cannot agree on a disputed project, I understand that the State can submit the project through the formal appeals or arbitration process.

If confirmed, I am committed to promoting this collaboration and partnership and working with the Louisiana Transitional Recovery Office to continue to speed up the recovery process for the State, local governments and communities throughout the Gulf Coast.

- d. If confirmed, will you commit to resolving the substantial number of appeals on public assistance projects related to Hurricane Katrina? What measures will you take to resolve these appeals?

It is my understanding that on August 6, 2009, Secretary Napolitano announced a new arbitration process to review disputes and accelerate resolution of outstanding hurricanes Katrina and Rita public assistance projects. This is a new, streamlined system designed to further recovery efforts by providing an independent, final decision-making process to reconcile disputes.

I have been informed that any eligible applicant for federal Public Assistance funding resulting from damages incurred from Hurricanes Katrina or Rita who disputes a FEMA project eligibility determination and/or amount of the project award and who is eligible to participate in the FEMA appeals process may request review of the dispute by an arbitration panel instead. The new arbitration process is an alternative to the current appeals process.

Also, I understand that the two teams have made progress in resolving disputes prior to moving forward to any appeals or arbitration process.

If confirmed, I will assist the Louisiana Transitional Recovery Office in taking strong, deliberate steps to ensure that the people of Louisiana, and the communities they live in, are fully restored as quickly as possible.

32. The recovery and rebuilding following Hurricane Katrina has been slow and difficult. In many instances, Congress has made changes to the Stafford Act recovery provisions to adjust to the unique set of problems posed in recovering from a catastrophic event.
 - a. If confirmed, what efforts will you undertake to assess FEMA's capacity to assist in the rebuilding and recovery from catastrophic disasters?

I understand that Administrator Fugate is beginning a review of FEMA's capacity to assist in recovery and rebuilding following a catastrophic incident, such as Hurricane Katrina. If confirmed, I will work with him to assess the agencies authorities, resources and capabilities particularly for a catastrophic event. However, I believe that the key to responding in a catastrophe incident is the same for smaller disasters: working with, and building on the strengths of our partners in state and local governments. We need to rely on their expertise, and the expertise of other federal agencies, to collectively respond. For instance, as I noted earlier, FEMA alone cannot address all of long-term housing challenges following a disaster. We must rely on other agencies, such as HUD, who are better equipped to address these long-term challenges. And in the case of catastrophes we must look to the resources of those states and localities that are in the disaster zone for assistance in the immediate 48 hours after the incident.

- b. In your view, what can be done to improve FEMA's ability to provide more effective assistance with recovery efforts if and when future catastrophes occur?

One of the most important tools to ensuring effective assistance in the recovery process will depend on FEMA's ability to leverage the resources of disaster survivors and the communities affected. It is my belief that FEMA can strengthen its ability to manage long-term recovery support by setting aside designated permanent staff resources for long-term recovery planning in each of the FEMA regions. These staff members can assist with building State and local capability to manage recovery by working with States to develop pre-disaster long-term recovery programs and plans.

To effectively increase the pace of recovery, FEMA must develop and maintain close working partnerships with other Federal, State and local governments and non-governmental agencies that have permanent responsibility for ongoing social support programs. For example, FEMA should actively partner with HUD, HHS, and other Federal departments to provide a variety of support services to States, local communities, and individuals throughout their recovery process.

- c. Do you believe that changes should be made to the Stafford Act to provide measures for use only in the recovery and rebuilding from catastrophes?

As I previously mentioned, Administrator Fugate has initiated a three-tiered review of FEMA's policies, rules, and statutory authorities. As FEMA undertakes this review, which will include an assessment of the tools needed to recover and rebuild from a catastrophic event, it is important to remember that Stafford Act has been proven to be an effective framework for many different disasters. Maximizing any flexibility that Stafford affords us will allow for a speedier recovery and less of a burden on our state and local partners. As FEMA's Mission Statement articulates, "FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards." To carry out this mission, FEMA must leverage all available resources and work with all levels of government, and the private sector. In order to optimize success, we must also view the public as an emergency management resource that we incorporate into the planning process from the beginning.

- d. Do you believe FEMA should have different regulations, policies and/or practices for recovery from catastrophic disasters than those used for less destructive disasters?

By their nature, catastrophic disasters will require and exhaust the collective resources of all levels of government. However, if confirmed I look forward

to working with the FEMA Administrator to determine how to effectively utilize all existing recovery tools as well as to develop and refine those that can be more usefully applied in catastrophic scenarios to ensure that disaster assistance continues to be delivered with the community affected in mind.

- e. What do you believe would be important acts that could be taken to speed the recovery and rebuilding process after a catastrophe?

Clear planning, understanding of recovery gaps, and communication and collaboration with the states and the business community in advance of disaster events will help to speed recovery and rebuilding. If confirmed, I will work with the FEMA Administrator to develop these relationships and processes to build on State and local government's capacity to respond, and provide leadership and direction for their residents and communities.

- 33. Housing survivors of a disaster, particularly after catastrophe, has been and continues to be a difficult task.

- a. What are your thoughts on how we can improve methods of housing survivors of a disaster, including a catastrophe?

I understand that FEMA has made numerous improvements to its disaster sheltering and housing capabilities since 2005. If confirmed, I will work with the Agency's leadership to build upon their partnership with HUD to administer long term financial assistance and case management for large-scale and catastrophic disaster shelter operations. In addition, I will ensure that FEMA is better prepared to provide direct shelter assistance with a safer and more diverse range of available housing units, and a well articulated national strategy for providing the continuum of services, which will be required to transition from mass evacuation and sheltering towards sustainable interim and permanent housing in a catastrophic event.

- b. In the past, FEMA has relied heavily on travel trailers and mobile homes to house disaster survivors. Do you support the use of travel trailers and mobile homes to house disaster survivors? Please explain. Do you see any alternatives to using travel trailers and mobile homes to house disaster survivors and if confirmed, how will you go about looking for additional alternatives?

While trailers are not suitable for long-term use, I understand that they can be useful in smaller disasters where the sheltering needs are short-term. So, as long as the safety and health concerns of the residents are considered, I would support the use of manufactured housing for short-term sheltering needs. However, it should be the goal of FEMA to ensure that survivors move as quickly as possible to long-term housing.

It is my understanding that the agency is currently testing some new manufactured housing alternatives from various vendors, and continues to issue solicitations to housing providers to submit their proposals for consideration.

I am also looking to the work that the National Disaster Housing Task Force (NDHTF) is undertaking to identify other resources besides manufactured housing, and believe and commit to continuing these efforts to explore and identify all forms of housing options in partnership with HUD, other Federal agencies and state and local jurisdictions..

- c. Part of the difficulties in housing survivors of catastrophes revolves around the fact that there is often very little available rental housing. How can the federal government increase the stock of available rental housing for eligible disaster survivors? Do you believe repairing rental housing is a possible solution to address this issue?

Because the rental housing market tends to be affected following large disasters, it is imperative that the Federal family work together to identify available resources to assist families in locating available housing. It will be important for families to consider in their housing plans, the very real possibility that these resources may be temporarily located out of the original area of residence.

Additionally, I understand that FEMA recently shared findings and conclusions from the Rental Repair Pilot Program in Iowa and Texas. I hope to explore this report and other research before commenting on the usefulness of this initiative as a housing tool in future disasters

- d. What do you believe the role of the Department of Housing and Urban Development (HUD) should be in providing long-term housing to disaster survivors?

HUD is an active partner with DHS/FEMA in meeting the housing needs of disaster survivors, and has the lead for coordinating the Federal role in long-term housing issues.

The National Response Framework names HUD as a signatory for the provision of disaster housing needs. They partner with DHS/FEMA and other federal agencies, including the HHS, and voluntary organizations to utilize their resources and authorities to help meet the long term housing needs of applicants.

- 34. The recovery and rebuilding process following a disaster in many instances offers a unique opportunity to rebuild "smarter." For example, rebuilding using steps to make our infrastructure more energy efficient could yield future savings and

reduce our energy consumption. Given FEMA's role in assisting disaster impacted areas in the recovery and rebuilding process, what steps do you think the agency should be taking to encourage the implementation of energy efficient measures in the recovery and rebuilding process? What do you see as the biggest challenges for this type of work?

I believe that FEMA should continue to encourage these energy-efficient efforts and explore new ways of rebuilding better, more disaster-resistant communities. If confirmed, I look forward to working with the International Code Council, the American Society of Civil Engineers, the National Fire Protection Association and others, to develop incentives that encourage communities to rebuild in order to mitigate damages from future disasters.

Personnel

35. What do you consider to be the principal challenges in the area of human capital management at FEMA and upcoming challenges in the next four years? If confirmed, how do you intend to address these challenges?

Every day, with every employment opportunity announced, FEMA is competing with and against the Federal Government as a whole to excite and intrigue those individuals looking to serve the public through commitment and integrity. Enticing high quality, multi-talented, and diversely skilled candidates will always be a challenge.

Another challenge will be balancing the internal needs of each individual organization within FEMA, and the priorities and commitments of the Agency as a whole, with the need to produce, advance and improve leadership within the organization at all levels. As you well know, FEMA has a critical mission – and with that mission comes a responsibility that is easily underestimated or misunderstood. Quality, well-rounded leadership is not optional. Growing that leadership from within, despite all the competing priorities, is a necessity.

Although hiring is often seen as the obvious challenge to organizations, hiring is only one piece of the human capital management challenge faced by FEMA. The Agency must continue to develop new retention incentives. Growth from within provides for a strong and steady wisdom and knowledge base.

I believe that these areas will be the principal human capital management challenges faced by FEMA over the next four years. I also believe successes in staffing, leadership, and retention will position the Agency for performance that exceeds expectations during and outside the scope and spotlight of disaster response and recovery activities.

36. The Post-Katrina Act addresses personnel issues that contributed to FEMA failures in the response to Hurricane Katrina. The Act calls for the FEMA Administrator to develop a strategic human capital plan to share and improve the agency's workforce. FEMA's Strategic Human Capital Plan 2008-2012, fails to address some of the requirements of the Post-Katrina Act and instead in many instances simply commits to taking future action.

- a. What commitment will you make to produce a real, actionable plan to better develop FEMA's workforce?

Actionable plans are the foundation upon which successful ventures are begun. Better development of FEMA's workforce requires a strong and solid look at the workforce of today and evaluation/anticipation of the workforce needed to ensure a successful tomorrow.

If confirmed, I look forward to working with Congress, DHS, OPM, and FEMA leadership to ensure that Post Katrina Act workforce requirements are identified and addressed. I further commit that an actionable plan, whether part of the FEMA Strategic Human Capital Plan or as a supporting document to that plan, will be developed and implemented, and that this plan will be evaluated annually and revised as appropriate to meet organizational needs and Agency commitments.

- b. The Strategic Human Capital Plan 2008-2012 states that FEMA's current permanent full-time workforce is "less than adequate to address [FEMA's] growing mission requirements" and states that FEMA, during the next year, will engage in detailed requirements analysis to establish staffing needs. How soon do you believe FEMA can finish this analysis?

An Agency-wide workforce plan based on an in-depth analysis of FEMA's current workforce is essential to any actionable Strategic Human Capital Plan. It requires a thorough review of demographic data, and defines current and emerging workforce needs based on FEMA's mission and evolving role in Federal Government operations. The Agency has begun workforce analysis efforts and I would anticipate analysis results that can be fed into an Agency-wide workforce plan to be available in FY2010.

- c. What specific policies, programs, and resource allocations are necessary to achieve career paths for FEMA employees?

I understand that FEMA has focused, over the past year, on establishing policies and programs geared towards enhancing the personal and professional development of employees and developing career paths. The Disaster Reserve Workforce Division (DRWD) was established in 2008 which has allowed FEMA to better support the Agency's Disaster Assistance Employees (DAE) and ensure that the American public is provided with those

ready, willing, and able to serve in times of need. I understand that this Division specifically focuses on creating career paths for their employees and building a better benefits package to help recruit and retain a strong and dedicated DAE workforce.

FEMA also initiated the Building Engagement, Strengths, & Talent (BEST) program in 2008, designed to improve employee retention by strengthening management, developing employees by focusing on their strengths, and improving FEMA as a place to work. If confirmed, these initiatives represent an opportunity for me to work with labor and leadership to better the Agency and its ability to serve our country.

- d. What staff competencies do you see as key for FEMA to be able to achieve its mission?

As any emergency management organization should, FEMA has identified organizational core competencies. I understand that these core competencies are highlighted as part of FEMA's mission-focused educational curriculum. They include: service to disaster survivors, operational planning, incident management, disaster logistics, hazard mitigation, emergency communications, public disaster communications, integrated preparedness, and continuity programs. The Agency also requires that all new employees take and successfully complete on-line courses regarding the National Response Framework, the Incident Command System, the National Incident Management System and Continuity of Operations.

Additionally, I am informed that an employee-based competency framework will be incorporated into the Agency's workforce plan, linking competency proficiency with career paths. I think this is a good way of ensuring that the Agency ensures that employees have the abilities necessary to support the Agency's mission.

37. FEMA's poor performance in responding to Hurricanes Katrina and Rita was due, in part, to the lack of a sufficient number of trained acquisition personnel. As such, FEMA often found itself too shorthanded to clearly define its requirements, negotiate sound business arrangements, and effectively monitor contractor performance. Although progress has been made in improving and expanding FEMA's acquisition personnel, more work remains to be done. What steps will you take to ensure that FEMA is employing the most qualified acquisition personnel?

I believe that FEMA is focusing on a stronger recruitment and retention plan to attract and keep a skilled workforce. FEMA staff have informed me that the Acquisition Management Division (AMD) is capitalizing on the BEST Managers and Workforce initiatives put in place by the Human Capital Division as well as continuing its development of the AMD Acquisition mentoring program. I also

understand that FEMA is committed to the DHS Acquisition Intern Program and has established a Council of Employees to promote employee involvement in the future of AMD.

In briefings with FEMA employees I learned that beginning in January of 2009, senior Acquisition managers began meeting to discuss the development of a strategic acquisition workforce plan for responding to catastrophic disasters. Plans were discussed that included the development of a deployable procurement and administrative contracting staff that would include quality assurance officials for contract administration.

FEMA established the Acquisition Advisor (AQAD), a senior manager from the FEMA Headquarters Acquisition Management Division (AMD) assigned to the Joint Field Office (JFO) in response to certain large and/or complex disasters to provide expert advice on acquisition issues. The AQAD represents FEMA's Chief Acquisition Officer and the Head of Contracting Activity (HCA) and provides acquisition advice to the Federal Coordinating Officer and the Unified Coordination Group with regard to both the Federal Acquisition Regulations and Homeland Security Acquisition Regulations in addition to interpreting the latest in acquisition information and policy

As FEMA also relies on Disaster Assistance Employees (DAE), the Acquisition Management Division worked with the Disaster Reserve Workforce Division to develop an "Acquisitions Cadre Disaster Workforce Credentialing Plan," which formalizes the credentialing process for disaster workforce personnel and ensures that during times of disaster, FEMA has prepared and qualified staff to meet its disaster mission. Under a separate initiative, FEMA is working to establishing new qualifying standards to hire experienced Federal retirees with GS-1102 backgrounds. I believe that these are all good steps to ensure that FEMA is employing the most qualified acquisition personnel.

38. This Committee's investigation into the failed response to Hurricane Katrina found that the reliance on FEMA Disaster Assistance Employees (DAEs) impeded the response to Hurricane Katrina. Traditionally FEMA has, as it did in Hurricane Katrina, relied on a cadre of reservists, called DAEs, to be able to quickly expand its staff to respond to disasters. As found in the Committee's investigation, since 1992, at least 12 FEMA studies have found problems with the DAE workforce. In an interview conducted during the Committee's Hurricane Katrina investigation, FEMA's then-Acting Director of Human Resources called the DAE system "broken."
 - a. If confirmed, will you commit to making improvements to the disaster surge workforce?

Yes. We must show this workforce that we value their contributions to the Nation. In order to professionalize the workforce, I believe FEMA should continue to look for better ways to reward the contributions that these workers make. I have been briefed that FEMA has recently extended benefits such as premium pays for working on holidays, and the accrual of sick leave to include Disaster Reservists. I believe these types of incentives are important to maintaining a ready, deployable disaster workforce.

- b. In your opinion, what are the current problems with the FEMA workforce and what solutions do you propose?

My experiences have taught me that people volunteer because they are inherently good and want to help. They just need support, guidelines, strong leadership and accountability, without which we will again find ourselves in the same position we faced post-Katrina.

It is my understanding that FEMA began the transformation of the legacy Disaster Assistance Employee (DAE) program into an all-hazards Reserve beginning in FY 2008 by establishing the Disaster Reserve Workforce Division (DRWD). Since then, the Agency has made progress in addressing some of the problems: inconsistent application of workforce policy, inadequate and non-standardized training, and the inability to attract a more diverse array of people into the Reserve workforce. However, there is still work to be done. If confirmed, I will work to solve these problems by continuing to review and adjust internal policies that manage the DRW and maintaining the Agency's focus on standardized credentialing and recruiting.

39. The Post-Katrina Act required FEMA to credential its employees and surge personnel. If confirmed, when do you anticipate FEMA will meet this requirement? Does FEMA have the resources needed to meet this requirement?

You have my commitment to push to ensure that this requirement is met. I have been briefed that Credentialing Plans have been established for 13 Cadres and 161 job titles, covering 60 percent of the DRW. By the end of FY 2009, FEMA anticipates Credentialing Plans will be completed for a total of 14 Cadres, with Credentialing Plans for the remaining Cadres to be completed by mid-FY 2010.

As Credentialing Plans for each Cadre roll out in sequence, I understand that FEMA will begin the process of migrating existing employees to the new credentialing framework and the migration of all Disaster Reservists will be completed by the end of FY 2012. I have been informed that the successful implementation of the Agency-wide Credentialing Program, including the milestone dates cited above, assumes the approval of a \$40M DHS "Resource Allocation Decision" funded by the Disaster Relief Fund (DRF) in FY 2010. I understand this assumes the approval of \$40M funded by 2010.

40. What past executive experiences demonstrate your style and approach in the area of labor-management relations?

As Superintendent in Chief and Chief of Department for Boston EMS since 1996, I have extensive experience working on matters of labor management. I have overseen negotiations pertaining to contracts, drug policies, and benefits. These experiences have taught me the value of sharing information and finding common ground. The negotiations are ultimately all about the people and understanding issues, realizing there are some issues you can agree on and building off of those. In 2007, Boston EMS developed a working group of union and management personnel, specifically dedicated to identifying weaknesses and gaps in service provision and working collaboratively to arrive at a solution. This investment in working on issues jointly has strengthened the relationship across the groups and reinforced the basic need for communication and transparency. Most of the memos sent to personnel, advising of new strategies, initiatives, or investments are sent jointly on behalf of management and a senior labor representative. This early union/management partnership has been invaluable in getting buy-in with the membership as a whole. If confirmed at FEMA, I will ensure FEMA leadership continues to engage rank and file staff, and their leadership, throughout my tenure at FEMA, as no one has a monopoly on wisdom and the best solution often comes from those closest to the problem.

41. What is your general approach to managing personnel, including unionized employees at all levels? What past experiences do you believe best demonstrate your approach and style in personnel management?

My experience in managing personnel, whether they are unionized or not, is simple: people desire transparency at the leadership level, clear expectations, and opportunities for professional development and advancement. As an example, within the working group, described in the response to question 40, we begin all meetings with an overview of where the organization is, covering current statistics and status updates on objectives or goals set forth in previous meetings. This has served as an opportunity for me to be accountable to the people that work for me and provide transparency. I also hold regular meetings with the senior leadership and union leaders, so that we can update each other on events. Transparency and information sharing has led to coordination and collaboration, both at the leadership level, as well as within the union. If confirmed, I will support labor-management partnerships, be accessible to employee representatives, and reach out to union leaders and the staff they represent.

Preparedness

42. What is your assessment of our nation's preparedness today, both at the federal level and at the state, local, and tribal government level?

I believe that we as a nation are more prepared today than we were in 2001. We have a long way to go, but the national investment in all hazards preparedness, the investment in collaboration and partnership building, and the commitment, at all levels, and in emergency management have led to drastic improvements. That said, we still have a long way to go. We thought we had come a long way by 2005, yet Hurricane Katrina highlighted a host of shortcomings. We have assessed and are working to apply the lessons learned from Katrina, but even as those goals are achieved, I see preparedness as an ever-evolving process requiring continual investment to both maintain and improve competencies, while working to make society as a whole more resilient.

43. What are your most important priorities in improving our nation's preparedness and what measures will you take to implement these priorities?

I believe we need to improve our ability to quantify our level of preparedness, particularly in view of the many different risk hazards that each state and region of the country may face. I am aware of programs underway, many required by PKEMRA, that are designed to eliminate this shortfall, such as work on the Comprehensive Assessment System.

Preparedness starts at home. One of the key foundations of preparedness is citizen's own resilience. By ensuring individual resilience, citizens can be better prepared to not only look out for themselves, but their friends and neighbors in the community.

44. Our national preparedness depends not only on the preparedness of the federal government, but also, perhaps more importantly, on the preparedness of states and localities throughout the nation. What do you view as FEMA's role in promoting state, local and tribal preparedness, so that there are no weak links in our national preparedness for terrorism and natural disasters? How can and should FEMA use the various homeland security grant programs it administers to foster national preparedness?

I believe that FEMA should support state, local and tribal governments through fostering a climate of partnership, providing expertise and guidance, and aligning grant guidance with national preparedness priorities. Ultimately the grants should be flexible enough to ensure that recipients can address the unique and different challenges they face, while at the same time stringent enough to achieve intended national purposes. There are some states, localities, and tribal governments with extensive experience and expertise to know what they need to do and how they need to spend the funds to yield desired results, while others may require more guidance. Regional offices should be adept enough in the guidance and emergency management tools to teach, guide, listen to, or learn from the areas they cover. They should be able to help grant recipients overcome challenges, offer solutions (based on either their own expertise or lessons learned

from other regions), and serve to channel information to the regions, as well as to the federal office.

As I have seen in Boston, one of the most cost effective solutions to a successful outcome, when it comes to the emergency management principles of mitigation, preparedness, response and recovery, is to encourage and reward partnerships. By partnerships, I don't just mean the first response, government and public health agencies who traditionally receive federal funding, but also the community groups, associations, schools and businesses that have much to offer. Through volunteer groups, such as the Medical Reserve Corps and Community Emergency Response Team, it is also possible to work on that individual level with members of the community, who themselves become responders and advocates of preparedness. There are single community health centers in Boston who have hundreds of thousands of patient encounters in a given year. They know their community, they speak their language, and they already have a relationship with the residents within their catchment area. We have partnered with them to help them fund community outreach, education and information sharing, while at the same time building financial incentives within the awards for them to partner with other community groups.

FEMA should encourage local level grant recipients to think of creative ways to build relationships and enhance community preparedness. FEMA can also look for other sorts of partners, such as the International Association of Emergency Managers, which provides a nationally recognized Certificate in Emergency Management (CEM). FEMA courses are the basis of their 200-hour training requirement. Some states and communities will actually require emergency managers to have their CEM as a condition of employment. Building partnerships with associations such as this would perhaps build the caliber and quality of employees staffing the FEMA positions, and encourage emergency managers at all levels to become more than just competent in incident command principles, but truly be committed members of the emergency management field. Ultimately, regardless what the guidelines and grant requirements are, or whom we partner with, the most important issue is ensuring a two-way information flow. FEMA's grant programs are a significant tool in promoting national preparedness. These grants allow state and local governments to meet urgent needs and embrace national priorities.

45. The Post-Katrina Act required the merger of significant parts of what had been DHS's Preparedness Directorate with the response and recovery capabilities then existing in FEMA. Coincident with the reorganization required by the Post-Katrina Act, DHS also chose to create two new and separate offices in the new FEMA – the Grant Programs Directorate and the National Preparedness Directorate – dividing between the two offices a number of responsibilities that had previously been housed together in the Office of Grants and Training in the Preparedness Directorate. The responsibilities of the two new directorates, however, remain closely related. The grant programs administered by FEMA, for

example, allow state and local governments to build capabilities that collectively enhance our national preparedness. These grant programs also enable recipients to build the target capabilities and assist governments build successful planning, training, exercise and evaluation programs – all critical elements of preparedness.

- a. If confirmed, what will you do to ensure effective coordination between the two directorates?

Building on my relationships and discussions with the heads of these directorates, I feel confident that they are capable of continuing to work together in a successful partnership. If confirmed, I would work toward enhancing teamwork and coordination across the two directorates to ensure processes are neither duplicative nor leave gaps or result in additional burdens to state, local, or tribal governments.

- b. Will you commit to evaluating whether the current division of responsibilities between these two offices is appropriate as well as whether it would be more effective to re-combine these functions in a single office?

If confirmed, I will support the Administrator in strengthening these programs. I will ensure that they complement each other and evaluate the appropriateness of the current organizational arrangement.

46. After finding a large majority of the private sector was unprepared for a terrorist attack, the 9-11 Commission recommended that the federal government promote a preparedness standard for the private sector. To this end, the Implementing Recommendations of the 9/11 Commission Act of 2007 (9/11 Commission Recommendation Act) (P.L. 110-53) established the Voluntary Private Sector Preparedness Accreditation and Certification Program within DHS, which will allow interested private sector companies to be certified as complying with voluntary preparedness standards. Former Secretary Michael Chertoff gave FEMA the lead responsibility for managing the program. The deadlines in the statute for developing and implementing the program have passed, but the program is not yet fully implemented.

- a. Do you believe DHS has a responsibility to encourage private sector preparedness?

I believe that DHS has a moral responsibility to encourage the preparedness of every segment of American society. In order to support the founding principle of FEMA, that disasters are local and that the agency's role is to support localities, it is illogical to ignore the value the private sector lends to all aspects of emergency management. The vast majority of our nation's critical infrastructure is owned or controlled by the private sector; we cannot have a resilient society without a resilient private sector. In Boston we have had great success in reaching out to partners within all sectors of the City.

For example, we have had a partnership with numerous business owners associations for twenty years, allowing for invaluable information sharing and collaboration. We have reached out to them often over the years to get their input and to work together on issues and initiatives. For nearly every special event, from the small neighborhood parade to the Boston Marathon with 25,000 runners and millions of observers lined along the twenty-six mile course, we coordinate with multiple private partners. For the larger events we can work with thirty or more partners, many of which are private businesses. While it often requires an investment of our personnel and resources, getting to know these partners has proven invaluable during emergencies.

As a general rule, we benefit from these partnerships. Businesses offer up their buildings to serve as temporary shelters, some share their expertise and others have hosted or co-sponsored events. Of course, we also have a lot to offer them, with our expertise, training, education, and opportunities for them to build relationships with public partners, so that their internal emergency preparedness capabilities are enhanced.

- b. Will you make quickly implementing the program a priority?

If confirmed, I will join the Secretary and the FEMA Administrator in considering this a significant priority.

- c. During the development of the Voluntary Private Sector Preparedness Accreditation and Certification Program, some expressed concern that the views of smaller private sector companies are not adequately being taken into account. Will you commit to working to ensure that the program meets the statute's requirements for small business concerns?

If confirmed, I will work to ensure the adoption and implementation of an appropriate voluntary standards and certification program. FEMA recently selected ANAB as the accreditation body to begin the process to create a certification program, under FEMA's supervision. I am also aware that FEMA is creating a small business preparedness program to provide a "good housekeeping" seal of approval from DHS/FEMA. In the wake of the Mumbai terror attacks, I joined the other city emergency responders in working with the hotel industry and local businesses to outline and update response protocols. In addition, as I learned in Boston with influenza preparedness efforts, we must have a firm grasp of the situation, the threat, and actions we would like to see taken. If confirmed, I will ensure that FEMA establishes an outreach program on available resources to assist the business community in its own preparedness efforts.

47. Emergency Support Function 6 (ESF-6) of the National Response Framework was recently modified to make FEMA the lead for providing mass care during an

incident. This modification was made because after Hurricane Katrina, it became apparent that the American Red Cross (ARC), the then-lead for ESF-6, could not successfully fulfill this role. FEMA is still building the capacity to fill this new role and it continues to rely on the ARC and other non-profits to support it. Additionally, the ARC and some other non-profits are currently experiencing serious financial difficulties which will likely reduce the amount of support they are able to provide in future disasters.

- a. What will be your priorities in ensuring FEMA builds the capabilities necessary to fulfill its obligations for mass care under ESF-6?

In 2006, FEMA took the lead in Emergency Support Function (ESF) #6, and their responsibilities were expanded to include evacuation and sheltering support, which were not included as part of the American Red Cross's efforts. I believe that to ensure essential services during a disaster, this is an important step in streamlining capabilities across the nation. We will, however, continue to rely on voluntary organizations that have experience in actively responding to the disaster needs in local communities. The resources they bring to bear have a direct effect on FEMA's ability to feed, shelter and care for residents.

I am familiar with the limitations of the Red Cross and other non-governmental organizations to meet all the expectations of the public and the federal government. Of the hundreds of thousands who required shelter after Hurricane Katrina, the American Red Cross could not help all of them. While we recognize their failures, we cannot dismiss their strengths. I have worked with the Red Cross for many years and currently serve as the Volunteer Chair of the Massachusetts Bay Red Cross Blood Services Division. In my experience, they do several things well, they deliver food, manage a cadre of qualified volunteer staff, have a safe blood supply, support distribution of anti-virals, and advocate citizen preparedness. If confirmed, I will continue work with and learn from the Red Cross and others, while at the same time ensuring a comprehensive strategy within FEMA to extend beyond the resource limitations of such non-profits. If confirmed, I will work to strengthen these relationships and partnerships.

- b. How will you go about evaluating the abilities of the non-profits to support FEMA in its ESF-6 responsibilities and taking actions to fill any recognized gaps?

As stated above, if confirmed, I hope to continue to build upon the long history of the close partnership between FEMA, the Red Cross, and National Voluntary Organizations Active in Disaster (National VOAD) to assess, fill and meet mass care needs of affected States.

48. In addition to conducting deliberate planning, building the necessary capabilities, and training response personnel, preparing for a successful response to a disaster or a catastrophic incident requires rigorous exercising. Those exercises must involve all of the key players in the roles they would actually play in a response, and those players must receive timely feedback so that they may quickly learn and build upon the gaps. However, the Committee has identified numerous challenges to the National Exercise Program (NEP), which under the Post-Katrina Act, is to be managed by FEMA. Specifically, key agencies and personnel have not been involved in the most significant exercises, the federal exercise schedule has not been synchronized with state and local schedules to enable their participation, and lessons-learned reports have not been distributed to state and local governments in a timely manner, if at all.

a. What do you think should be done to improve the NEP?

Secretary Napolitano and Administrator Fugate have clearly stated their desire to improve and strengthen exercise programs. I will work to ensure the delivery of timely and thorough exercise performance evaluations that will allow all levels of government and exercise participants to address operational preparedness shortfalls as quickly as possible.

If confirmed, I will work with all federal, state and local agencies to seek new ways to encourage additional collaboration. I will also support the Administrator in ensuring that FEMA leverages its Regional staff. These regional teams are best able to spearhead strong State and local partnerships. This will improve and build upon relationships with key stakeholders that will allow us to pursue the greatest possible level of participation in a National Exercise Program that will help us measure and build local, state and national preparedness.

- b. The Post-Katrina Act assigns the FEMA Administrator the authority to direct the NEP to realistically test the nation's response capabilities. However, some of the largest domestic disaster exercises have been conducted by DoD, without significant DHS and FEMA participation. While DoD must necessarily exercise its own capabilities under its own authorities, such divergent programs render it impossible to simulate a realistic response, and serve as a drain on state and local participation. What will you do to ensure better cross-government participation under the NEP?

Since April of 2007, many of the largest domestic disaster exercises have been collaborations between the Department of Homeland Security (including FEMA) and the Department of Defense (DoD). I am aware of partnership between FEMA and DoD in the recently developed Federal Training and Exercise Planning Workshops (TEPWs) and in the National Exercise Program Executive Steering Committee (NEP ESC). I believe these and other forums will only improve coordination with DoD and other federal agencies

and, if confirmed, I will work to ensure that these forums continue to be used as platforms for communication and collaboration to drive future exercise priorities and design.

Significant challenges remain in balancing the need for realistic, meaningful and challenging exercises with our ability to resource them in a manner that ensures the broadest participation possible. If confirmed, I will work to encourage interagency collaboration and involve our state and local partners early in exercise planning, thus enabling us to identify overlap, shortfall and resource needs as early in the planning process as is possible.

49. DHS has encouraged regional planning as one of its national priorities under the National Preparedness Guidelines. To what extent do you believe FEMA should encourage and foster a role for regional or multi-state entities in emergency planning and response? Do you believe FEMA currently does enough to help and/or encourage state, local, and tribal governments to be better prepared for recovery?

In my experience, FEMA and DHS as a whole have made progress in supporting multi-state and regional planning entities and work with a number of entities to advance these efforts. This includes the All-Hazards Consortium in the Mid-Atlantic and the Central United States Earthquake Consortium.

If confirmed, I will work towards resolving what has a significant shortcoming in recovery planning, and I will encourage greater emphasis in recovery considerations and capability.

Mitigation

50. What do you see as the proper role of FEMA in mitigation against disasters, both man-made and natural?

FEMA plays a critical role in mitigating the effects of natural and man-made hazards. The Agency employs a series of programs to identify and analyze any potential risks, and then work with communities to mitigate these risks. For example, FEMA has five Hazard Mitigation Assistance (HMA) Programs, which provide grants to States, territories, Tribal governments, and communities to assist in the development of hazard mitigation plans and to implement mitigation projects before natural hazards strike. These projects save lives, reduce property damage, and reduce the financial impact of disasters on the communities they strike. In turn, this decreases reliance on Federal disaster funds. If confirmed, I will work to ensure that they continue to remain effective.

51. This Committee believes that mitigation has shown itself to be an effective and cost-effective way for reducing loss of life, personal injuries, damage to and

destruction of property, and disruption of communities from disasters. This assessment is supported by recent studies. In 2007, the Congressional Budget Office (CBO) issued a report evaluating the assistance that has resulted, and is likely to result, from the Pre-Disaster Mitigation (PDM) program since it was authorized in its current form in 2000. According to CBO, available information suggests that future losses are reduced by about \$3 (present value) for each \$1 spent on mitigation efforts supported under the program. Moreover, CBO found that PDM-funded projects could lower the need for federal post-disaster assistance so that the federal PDM investment would actually save taxpayer money in terms of the federal budget. Additionally, a 2005 report by the Multihazard Mitigation Council shows substantial benefits and cost savings from FEMA's hazard mitigation programs generally.

- a. How much of a priority will you place on mitigation if you are confirmed as FEMA Deputy Administrator?

I believe that mitigation is a cornerstone of emergency management. The Multihazard Mitigation Council study that the Committee references shows that every dollar invested in mitigation saves the nation an average of four dollars in avoided losses. While statistics like these are important, the true value of mitigation programs is best illustrated by the number of lives that they save. That is why I am firmly committed to continuing, and enhancing, the work that FEMA has done in this area to help individuals and communities avoid and reduce disaster losses.

- b. Do you have any thoughts on whether any changes or improvements are needed to the mitigation programs administered by FEMA?

In order to more fully answer your question, I would like an opportunity to more fully assess FEMA's mitigation programs. If confirmed, you have my commitment that I will fully review FEMA's mitigation programs.

- c. For the last two years, the U.S. House of Representatives has inserted earmarks in the appropriation for PDM despite objections from many in the emergency management community. These earmarks substantially reduce the amount of funds available for competitive awards to states submitting mitigation projects. Given these earmarks, how has FEMA been hindered in its implementation of PDM?

If confirmed, I will work with Administrator Fugate to review the Pre Disaster Mitigation (PDM) program. As the Administrator has previously stated, FEMA is committed to ensuring that the PDM program is administered in a way that is consistent with current statute. Moreover, if I am confirmed as Deputy Administrator, I will work to ensure that the program achieves its goal of both saving lives and reducing property loss.

Homeland Security Grants

52. Homeland security grants are the principal means DHS has to ensure that state and local governments are prepared for all hazards, whether natural or manmade. This year, FEMA will distribute approximately \$4 billion to state and local governments, port and transportation system operators, and first responders. How will you ensure these grants are effectively building our national capabilities to respond to – and, in the case of terrorist attacks and other manmade incidents, prevent – disasters?

If confirmed, I will focus on preparing for all hazards. As a recipient of such grants, I have seen how these programs foster collaboration and sufficient flexibility for localities to address issues relevant to their regions and find creative solutions to meet the priorities we set forth.

If confirmed, I intend to work closely with GPD and NPD to ensure that grant funds effectively build on our Nation's capabilities to respond to disasters.

53. The Post-Katrina Act gave FEMA the responsibility for administering all DHS grants to state and local governments. A single geographic area may receive funds from many distinct grants awarded by FEMA – the State Homeland Security Grant Program (SHSGP), the Urban Area Security Initiative (UASI), port security grants, transit security grants, interoperable communications grants, Emergency Management Performance Grants and more. To be most effective, those grants need to be allocated and used in a coordinated fashion, to work together to promote preparedness in that area. If confirmed, how will you ensure that each of the Department's grants in a single geographic area work synergistically to promote preparedness?

I am keenly aware of the need for jurisdictions to coordinate various funding streams into a cohesive and strategically aligned program. The existing grant programs within FEMA already place a premium on regional collaboration, and the Urban Areas Security Initiative (UASI) is an excellent example of a program that works across borders, jurisdictions and individual disciplines. In addition, the Cost to Capabilities initiative, when fully implemented, will provide a decision-making tool for grantees that will enable them to think strategically about determining a community or jurisdiction's priorities, independent of the funding source.

Through my experiences in Boston, the conditions of the grants have given us the opportunity to bring large groups of people together across various disciplines to work together towards a common goal. For example, during the ice storms of last winter, Boston EMS was able to assist our neighboring states in need by providing generators, cots, blankets, and other resources. FEMA regional offices

must take a leadership role in promoting and coordinating regional preparedness to ensure the effectiveness of these grant programs.

54. The Assistance to Firefighter Grant (AFG) program is due to be reauthorized in 2009. AFG grants are a vitally important resource for fire departments and EMS providers across the nation. What experience have you had with the AFG program?

What changes, if any, would you recommend be made to the program?

If confirmed, I look forward to working with Congress to ensure that this successful program continues and work towards its reauthorization. As a recipient of AFG Awards in Boston, I found this program to be efficiently run and I embrace the fact that these dollars flow directly to the recipient. I look forward to working with my colleague, Chief Kelvin Cochran, to ensure this grant program's continued implementation.

55. The Metropolitan Medical Response System (MMRS) provides financial assistance to regions across the country to assist in medical preparedness for disasters, and to ensure that medical planning is integrated with that of other emergency response providers in a region.
- a. What experience, if any, have you previously had in working with MMRS or MMRS jurisdictions?

In 1995, while attending the Public Health Service Conference in Washington D.C., I joined a handful of others in a discussion about the need for improved medical response capabilities during disasters. We came up with the concept of medical strike teams, and from this conversation the Metropolitan Medical Strike Team concept was born off of napkins in a Cheers Bar. Within a year a white paper had been drafted and Boston became one of the first MMRS regions. I offered to oversee the program within Boston EMS and have done so ever since. The program has been an integral part of emergency preparedness within the City, for health care and first response entities, as well as Boston EMS. While the program does not have a lot of money to work with, it has accomplished a lot in the last thirteen years. I have seen the Boston MMRS pilot training program (which later became the DelValle Institute for Emergency Preparedness) develop and implement a regional patient tracking system that has pushed the envelop at the local and national level, build strong relationships with every hospital and health center in the region, develop staff sharing agreements, spearhead new and innovative initiatives, and strengthen the resources, preparedness, and response capabilities of the medical community within Boston and the surrounding cities and towns. The advisory committee of Boston MMRS has over 60 representatives, from state and local public health departments, federal offices, private businesses, emergency management offices, hospitals, health

centers, non-profits, the medical examiners office, fire departments, EMS systems, police departments, the Mayor's Office, and more. In fact, one of the program's greatest successes has been its partnerships.

Not only do I have experience serving as the Director of the Boston MMRS program since its inception, I have also worked extensively with other MMRS partners, within Massachusetts, region 1 and across the Country. I understand the purpose and expectations of the program, its strengths, and the value it lends to emergency preparedness at the local level.

- b. The President's proposed FY2010 budget included a proposal to convert the MMRS program to a new "Medical Surge Grant Program," and the Department has apparently been considering changing how MMRS grants are allocated among jurisdictions. Do you believe that the way MMRS grants are allocated should be changed? If so, why, and how specifically would you propose allocating these grants?

As a recipient of the MMRS grant, I believe the program to be effective in its current capacity. However, I do believe that we should continue to monitor the current grant program to ensure that it remains effective to changing needs. If confirmed, and if changes were necessary, I will work with FEMA and OHA staff to review the allocation methodology.

- c. Apart from any changes in the allocation formula, what changes, if any, would you recommend be made to the MMRS program?

I believe that it is always worthwhile to review programmatic goals and objectives each year in order to keep the program current and relevant. I believe that this is best done in conjunction with our partners in the MMRS cities, as well as the DHS Office of Health Affairs. I understand that FEMA is in the process of soliciting input from our partners for potential changes in the FY2011 cycle, but that input has not yet been finalized. If I am confirmed and FEMA plans to make any changes to the program, I will ensure that Hill members are briefed appropriately.

- 56. To help it allocate grants such as those under SHSGP and UASI, and for other purposes, DHS has developed (or contracted with others to develop) a terrorism risk model. Reflecting the difficulties in determining the true risk of terrorism, however, the model in past years has been incomplete, depended on subjective weighting and has been difficult if not impossible to externally validate. Given the uncertainties inherent in measuring the risk of terrorism, how, if confirmed, would you approach the issue of risk analysis and what criteria would you use to evaluate whether a proposed method for allocating grants is appropriate and adequately reflects the likely risk of terrorism? Do you believe that DHS's current risk model should be changed?

I believe that the risk model used to allocate grant funds must continue to be refined and updated as we gather and analyze data from credible sources. I also believe that the method that FEMA uses for allocating grant funds must be easily understood and transparent to our grantees and stakeholders. By using data from publically available sources and combining the factors in readily understandable formulas, FEMA can best engender the trust and support of our stakeholders and partners. In addition, I believe it is important to consult with our DHS partners to determine if the risk formula warrants any changes.

57. The 9/11 Commission Recommendation Act requires DHS to allocate certain grants, such as those given out under the Interoperable Emergency Communications Grant Program, based on the risk of all-hazards. However, DHS has been slow to develop and implement a formula that encompasses both the risk of terrorism and the better-understood risk of natural disasters. What do you see as the challenges in this regard and, if confirmed, what steps will you take to ensure that DHS complies with the law and implements a true all-hazards risk formula?

The Grant Program Directorate, in partnership and coordination with the DHS Office of Emergency Communications (OEC) and the Risk Management and Analysis (RMA) Office, has been exploring options for the FY 2010 Interoperable Emergency Communications Grant Program (IECGP). I will continue to monitor the development of the multi-hazards risk formula and will push to ensure that the FY 2010 IECGP funds are distributed based on natural hazards as well as the risk of terrorism.

58. The RAND Corporation noted in a 2004 report, "When Terrorism Hits Home: How Prepared are State and Local Law Enforcement," that "[h]omeland-security experts and first-responders have cautioned against an overemphasis on improving the preparedness of large cities to the exclusion of smaller communities or rural areas, noting that much of our critical infrastructure and some potential high value targets (nuclear power plants, military installations, agriculture facilities, etc.) are located in less-populated areas." Moreover, we know that al Qaeda attackers lived, trained, transited, hid, and otherwise used smaller communities and rural areas as a staging ground for the September 11, 2001 attacks. What steps will you take to ensure that smaller communities and rural states and localities receive adequate federal assistance to prevent, prepare for, respond to, and recover from terrorist attacks?

I know that FEMA strives, and will continue to strive, to find the appropriate balance between funding urban areas, which are centers of economic activity and population density, and the more rural areas, where terrorist activity can and has occurred. The Secretary has publicly stated that risk exists everywhere, and I believe that as well. I believe that the current grant portfolio provides an excellent mix of programs that focus on high-risk urban areas and infrastructure resources, such as ports and transit systems, while also providing a baseline level

of funding for each state and territory.

59. Metropolitan areas and transit systems in some cases extend across state boundaries. UASI grants and transit security grants are therefore sometimes awarded to areas that include jurisdictions from more than one state. If confirmed, what steps will you take to ensure that such regional grants are allocated fairly and appropriately among multiple affected jurisdictions and that the grants are used to effectively protect the relevant region or transit system as a whole?

I am aware that security threats and catastrophic events often have little relevance or regard for arbitrary jurisdictional boundaries and that is critical for FEMA to support multi-jurisdictional planning to ensure coordinated and complementary responses to these events. If confirmed, I will ensure that FEMA continues to engage with and support regionally-based planning that will lead to strategically-based allocation of grant funds. Having experience with transit systems in the Boston area, we have worked to develop response plans across the region.

I am certainly no stranger to working across jurisdictional lines. Boston EMS recently held a symposium bringing in international experts from Scotland Yard, trauma surgeons from Madrid, military personnel from Israel, the health minister from Pakistan, and emergency responders/physicians from Mumbai to discuss response to IEDs. This effort resulted in rewriting the response plan for IEDs for the Boston area.

60. The Post-Katrina Act and amendments made by the 9/11 Commission Recommendations Act require that DHS report annually on the extent to which the homeland security grants administered by the Department have assisted states and localities in achieving target capabilities for preparedness and led to a reduction in the risks faced from natural disasters, acts of terrorism and other man-made disasters. Yet DHS is still in the process of developing systems that can effectively track and analyze how such grant funds have been used.
- a. To what extent are you familiar with DHS's efforts to monitor and evaluate the use of the grant funds it provides? What is your assessment of the current state of DHS's efforts to track and analyze the use of homeland security grant funds?

I am aware of the GPD's Cost to Capabilities project that is currently in the pilot and testing stage. I have also reviewed the recently released Grant Accomplishment Report which shows how grant funds were utilized between FY 2003 and FY2007. The report details how grant funds in the Homeland Security Grant Program have helped increase capabilities across the 37 Target Capabilities List and how the grant funds resulted in more capabilities to respond to more events in more communities.

- b. If confirmed, what steps will you take to improve the Department's systems for monitoring and evaluating state and local use of homeland security grants?

I will strive to fully engage with all of the existing initiatives that are currently underway at FEMA, and seek additional input from our partners at the state, local and tribal level, who are ultimately affected by any of our systems.

61. Most of the Department's grants to state, local and tribal governments are administered by FEMA's Grants Program Directorate. However, for historical reasons, certain grants authorized under the Stafford Act – including some grants unrelated to a specific disaster, such as those awarded under the Pre-Disaster Mitigation grant program – are administered by a separate office within FEMA. Do you think this division of grants administration responsibilities makes sense?

Yes.

What, if anything, do you think should be done to coordinate and/or integrate grant administration responsibilities within FEMA?

If confirmed, I would work to ensure that there is coordination and administration of the grant programs with GPD and the various directorates within FEMA. I would like to see an increased awareness of the FEMA regional offices on how these grants are being spent.

Response

62. FEMA is developing disaster emergency communications policies and procedures to facilitate effective emergency management, operability, and interoperability during disasters. However, achieving effective coordination among all DHS components specifically charged with improving interoperable communications remains difficult.

What are your plans to coordinate with the various DHS components that have specific roles and responsibilities for improving interoperability, particularly the Office of Emergency Communications?

I know that the 2007 Homeland Security Act assigned responsibilities for emergency communications to the DHS Office of Emergency Communications (OEC) and the Federal Emergency Management Agency (FEMA) and that the primary difference between the roles of the OEC and those of FEMA relative to emergency communications is that OEC is responsible for the strategic-level planning and policy development aspects of emergency communications, while FEMA is responsible for providing emergency communications support at the tactical and operational levels.

More specifically, OEC is the Department's focal point for strategic-level development, implementation, and coordination of interoperable communications for emergency responders at all levels of government. Currently, OEC oversees three programs for improving emergency communications for Federal, State, local, and Tribal agencies: the Integrated Wireless Network (IWN), the Interoperable Communications Technical Assistance Program (ICTAP), and the SAFECOM program (excluding its research, development, testing and evaluation, and standards functions).

FEMA's Disaster Emergency Communications Division (DEC) helps integrate and coordinate the Federal Government's tactical disaster emergency communications services and capabilities at the national, regional, and local levels. FEMA DEC assists in the development of disaster emergency communications plans and procedures for Regions and States; supports standards and technical advancements to improve communications; and conducts training, tests, and exercises of disaster emergency communications capabilities and procedures. FEMA DEC also provides an integration and coordination point for Federal agencies that provide disaster communications capabilities and support during incidents.

The different roles of OEC and DEC support the distinct but complementary missions of their respective organizations. However, I understand that both offices have encountered some issues in the implementation of the requirements of the Act largely due to differing interpretations of the Act. On July 28, 2009, Secretary Napolitano signed a memo assigning overall responsibility for coordinating DHS interoperability and interoperability-related efforts to OEC. I know that FEMA fully supports this action. And if confirmed, I will ensure that FEMA continues to work with OEC and other DHS components to improve interoperability capabilities and further strengthen Federal, state, local and Tribal emergency communications capabilities.

63. In 2005, Hurricane Katrina highlighted particular concerns faced by disabled, elderly, and other vulnerable populations in the event of disaster. The Post-Katrina Act called for the establishment of a FEMA Disability Coordinator position, among other things, to address concerns of persons with disabilities in emergency preparedness and response.

What measures will you take to ensure that issues involving special needs populations are consistently addressed and that vulnerable populations are fully integrated into emergency planning and preparedness efforts?

I agree with Administrator Fugate's stated belief that 'special needs' populations should be part and parcel of planning efforts at all levels of government from the inception of the planning process. These populations should no longer be addressed through annexes developed after the fact. In Boston, I have routinely worked with special needs populations in developing policies and procedures that

focus on the unique issues of special needs populations as they relate to emergency management. To identify these needs, we have held conferences, meetings, and exercises. If confirmed, I will work to institutionalize an acceptable planning framework that leaves no member of any community behind. I believe that FEMA's recently issued Comprehensive Planning Guide - 301 is an important step in this direction and I will work to ensure that we continue to appropriately and completely consider those with special needs in all of our efforts moving forward.

64. The Committee's investigation of Hurricane Katrina found that one of the serious problems contributing to the failed federal response was FEMA's failure to have enough emergency response teams and the failure to have enough trained and exercised personnel and equipment for those teams that existed. The Post-Katrina Act sought to fix this serious deficiency by requiring DHS to maintain an emergency response team called a "strike team," or National Incident Management Assist Team (IMAT), in each FEMA region. FEMA has not created all of these IMATs as required by the legislation.

- a. Will you advocate for increased funding to finish establishing the required strike teams?

I understand that in response to PKEMRA, and to further enhance disaster response capabilities, FEMA developed a next generation of rapidly deployable emergency response teams known as Incident Management Assistance Teams (IMAT). These teams support State and local governments in all-hazard planning and command and control; provide broad-based expertise in all emergency management functional areas of the National Response Framework (NRF); when deployed, coordinate the delivery of Federal resources with the impacted State(s) through unified emergency response activities; and execute Stafford Act authorities and FEMA missions to direct the support, integration and coordination of Federal resources.

Currently, two National IMATs and four Regional IMATs have been established. In FY 2010, FEMA will stand up Regional IMATs in the remaining six FEMA Regions and continue planning for the third National team. When the IMAT program is fully implemented, this will satisfy the requirement to have three national-level response teams and 10 regional-level emergency response "strike" teams. As the teams continue to form and operate, FEMA will review the composition of the teams and adjust future team development based on sound lessons learned.

I understand that FEMA intends to request funding necessary to establish all of the planned Regional and National IMATs.

- b. How will you ensure that FEMA's emergency response teams and other personnel that deal with disasters are prepared?

FEMA has responsibility for maintaining multiple disaster response teams and assets such as the National and Regional Incident Management Assistance Teams (IMAT), Mobile Emergency Response Support (MERS) Detachments, and Urban Search and Rescue (US&R) Task Forces. All of these teams and their assets must be ready for immediate deployment to support State and local disaster response operations. Maintaining the readiness of these teams and other assets is critical.

I understand that IMAT readiness, Professional Development Plans (PDP) and Position Task Books (PTB) are being developed to support the IMAT organizational structure and to identify measurable and achievable standards of training for all team members. IMAT Training Plans are also being developed for individual IMAT team members, tailored to assist them in meeting the duties and responsibilities identified in the PTBs. I have been informed that IMAT training and credentialing will comply with the Agency's Disaster Workforce Credentialing Plan, being developed for FEMA's workforce, and IMAT team member certification and credentialing will be based on a prospective member's proven ability to perform in a position. I have been briefed that to further ensure their readiness, IMAT team members are required to engage in exercises, participate in professional development activities, and exercise with their State counterparts. The IMAT prepares and operates as a team and continuously engages in coordination with State, territorial, and local officials, and their Federal counterparts, and the teams are also tested through unannounced drills and report their readiness status daily.

I understand that the 28 US&R Task Forces, complete with the necessary tools, equipment, skills and techniques, are available for deployment by FEMA to assist tribal, state and local governments in rescuing victims of structural collapse incidents or to assist in other search and rescue missions. I have been informed that the US&R Task Forces go through regularly scheduled on-site readiness evaluations to maintain readiness, identify areas for improvement, and assist in building a more effective and efficient operational capability. The Task Forces also participate in peer readiness evaluations, training, and exercises, and following real world responses, their activities are critiqued and improvements are implemented.

Additionally, I understand that the MERS assets are available 24/7 and provide a response capability consisting of a flexible mix of vehicles and resources designed to meet all hazards and national security emergency requirements--telecommunications, life support, logistics, operations, and power support. MERS has tremendous experience responding to disasters to support Federal, State and local disaster response activities and participate in a number of training, exercise, and after action critique activities to maintain their readiness.

V. Relations with Congress

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

Yes.

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

Yes.

67. Under what circumstances, if any, do you believe that it is appropriate for the Department of Homeland Security to withhold information from Congress when Congress is exercising its legislative or oversight functions?

I will always respond expeditiously to information requests from Congress.

VI. Assistance

68. Are these answers your own? Have you consulted with DHS or any interested parties? If so, please indicate the individuals or entities with whom you have consulted, and the nature of the assistance they have provided.

Yes, these answers are my own. In order to be as responsive as possible to the Committee, I have participated in pre-confirmation consultations and briefings with DHS and FEMA staff. These consultations and briefings were used to inform me about the current status of various FEMA programs and activities.


AFFIDAVIT

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



Subscribed and sworn before me this 9 day of September 2009.

LORRAINE LEWIS
NOTARY PUBLIC STATE OF MARYLAND
My Commission Expires September 27, 2010



Notary Public



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

July 28, 2009

The Honorable Joseph I. Lieberman
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 Richard A. Serino, who has been nominated by President Obama for the position of Deputy Administrator, Federal Emergency Management Agency, Department of Homeland Security.

We have reviewed the report and have also 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,

A handwritten signature in black ink, appearing to read "Robert I. Cusick".

Robert I. Cusick
Director

Enclosures - REDACTED

Senator Daniel K. Akaka
Additional Questions for the Record
Nomination Hearing of Richard Serino
September 16, 2009

1. Many states rely on neighboring states to provide critical assistance in the event of a disaster. Hawaii is over two thousand miles from the nearest neighboring state. Consequently, other states' ability to provide timely support in response to a disaster is limited. This would create a particular challenge in the event of a catastrophic disaster. What steps will you take to promote adequate planning, preparedness, and other timely response in Hawaii and other remote locations?

As we discussed in our meeting, I agree that Hawaii's remote location does present some challenges, however, FEMA's Region IX Pacific Area Office (PAO) in Honolulu, Hawaii does help address these challenges. This office provides staff that specializes in the functional areas of preparedness, response, recovery, and mitigation to support the unique needs of the Pacific jurisdictions.

As you know, in fiscal year 2009 Congress provided \$2.2 million to FEMA to increase the capacity and capability of the PAO in Honolulu, HI, and to expand training services available to the State and the entire Pacific area. As a result of this funding, FEMA is in the final stages of augmenting the staff in the PAO to include an additional nine new employees. I believe this supplemental staff will help strengthen the planning, preparedness and response capabilities of the PAO. If confirmed, I look forward to working with the PAO staff to ensure they, and all our local partners in Hawaii are prepared to respond and recover from disasters.

I understand that in the event of a catastrophic incident, FEMA coordinates with other federal agencies as outlined in the National Response Framework. To ensure the federal government is ready to support operations within the Pacific, FEMA partners with key federal agencies throughout the region to provide essential response and recovery services. If confirmed, I look forward to the opportunity to further strengthening our relationships with our Federal, State and local partners in the Pacific region, continuing to build and strengthen partnerships with business and voluntary organizations, and if necessary make any improvements to enable us to more quickly and efficiently respond to disaster events in the Pacific.

Below are a few highlights of specific actions that FEMA has taken to plan, prepare and respond to disasters:

- *FEMA Region IX assigned one of its four Federal Coordinating Officers (FCO) to Honolulu to engage with the Pacific jurisdictions. The coordination takes place both prior to and during emergency events to ensure quick response times and improve partnerships*
- *FEMA Region IX also configured their staff into three regional Incident Management Assistance Teams (IMAT) that can be deployed within 24*

hours to any location within its area of responsibility, to include the Pacific jurisdictions. The region continues to deploy teams in advance of storms and approaching emergency events.

- In addition to the Regional IMATs, FEMA has identified HINI IMAT-A teams specifically for the Pacific region. FEMA has rostered 6 IMAT-A teams, one for each Pacific jurisdiction, territory and the State of Hawaii, which will be deployed as appropriate should it be necessary to coordinate a federal response to a pandemic.
- FEMA established two warehouse distribution centers, one located in Honolulu, HI and the other in Guam. These distribution centers store life-sustaining commodities, such as cots, tarps, Meals-Ready-to-Eat (MRE), generators, water and other commodities that are needed during a disaster response. FEMA established an Initial Operating Facility (IOF) in the Guam distribution center that enables federal response staff to expedite the coordination of federal assets during a disaster

2. The Federal Emergency Management Agency's (FEMA) Pacific Area Office has responsibility for assisting Hawaii and the Pacific Rim in the event of a disaster. This Office covers a remote geographic area much larger than the rest of the United States, which creates distinct emergency management challenges. What challenges do you see in FEMA's coverage of this area?"

With a task of serving states and Pacific territories spanning more than 8,000 miles, the Region's most common challenges are ensuring adequate response and recovery capabilities for hurricanes, typhoons, flooding, earthquakes, wildfires, and landslides that can cause damage and destruction to the Region LX Pacific jurisdictions.

As I noted above, the FEMA Region LX Office established the Pacific Area Office (PAO) in Honolulu, Hawaii to respond to these challenges in the large geographic area of the Pacific. In addition, FEMA has made available to the State of Hawaii 33 Pre-Positioned Disaster Supply (PPDS) containers. The PPDS containers house critical emergency resources such as cots, tarps, tools and roofing materials that are needed during a disaster. I understand that the Agency is also in the process of establishing a national logistics system that will establish relationships and agreements with private sector entities to provide supplies. In addition, FEMA has established interagency agreements with the Defense Logistics Agency, GSA and the USACE to provide MREs, water and other response commodities.

Additionally, I believe that training can help the Agency employees maximize preparedness efforts and minimize challenges. I understand that training remains an integral part of the FEMA Region LX mission. I have been briefed that the regional staff have participated in numerous workshops and conferences, conducted tabletop exercises with federal, state, territory, and local governments,

non-governmental organizations, and the private sector. In confirmed, I will work to ensure that these important training activities continue.

I also understand that FEMA is working with the Pacific jurisdictions on the development of specific plans for debris removal and sheltering following a major emergency, including the care of pets and other animals. By helping these Pacific jurisdictions with their disaster planning efforts, FEMA is enabling its local partners to be better prepared for the next incident. FEMA Region IX also completed an all-hazards Concept Plan (CONPLAN) and a Hurricane Operational Plan (OPLAN) with the State of Hawaii. This year-long state/federal planning effort resulted in a detailed and comprehensive plan to respond to an incident impacting the island of Oahu. With the help of the OPLAN, the FEMA Region IX office demonstrated its ability to systematically deploy to Hawaii and conduct a coordinated federal response.

**Senator Mary Landrieu
Additional Questions for the Record
Nomination Hearing of Richard Serino
September 16, 2009**

1. The Post Katrina Emergency Management Reform Act (Post Katrina Act) was passed in 2006 in an effort to reform Federal Emergency Management Agency (FEMA) and to prevent any repeats of the response we saw in 2005. In 2008 both the Department of Homeland Security (DHS) Inspector General's office and the Government Accountability Office (GAO) released reports that credited the Post Katrina Act with addressing the issues that plagued FEMA in 2005. The reports highlighted the fact that FEMA is now better prepared to deal with a catastrophic event. However, the reports also addressed several areas where FEMA has yet to make progress.

- a. If confirmed, what are your recommendations to the Agency to address these areas that are still found to be lacking?

There are a number of key disaster response capabilities that FEMA must continue to focus on to ensure that the Agency can most successfully and effectively execute its mission. Among these are the following:

- **Interoperable Disaster Emergency Communications Capabilities:** *The Post Katrina Emergency Management Reform Act (PKEMRA) assigns the FEMA Administrator the responsibility of ensuring that first responders have interoperable communication capabilities. FEMA must continue development and implementation of its tactical disaster emergency communications program to ensure the availability of operable and interoperable communications for emergency responders in a disaster and support emergency communications operational requirements across the entire disaster management lifecycle—preparedness, mitigation, response, and recovery.*
- **Disaster Response Teams:** *I believe it is critical for FEMA to continue taking the steps necessary to build, maintain, improve, and adjust, based on evolving requirements, the make up and capabilities of its disaster response teams. One of FEMA's highest priorities needs to be ensuring that its disaster response teams are ready for rapid deployment and properly designed to support state/local needs. I will advocate for fully developing the IMAT program in FEMA.*
- **Disaster Operations Doctrine:** *Updating operational doctrine and common standards and practices for incident management and disaster response is critical to ensuring unity of effort in planning for and responding to incidents and disasters of all types. In addition, a solid operational doctrine will also assist our efforts to support our state/local government partners. I believe it is important for FEMA to review, revise, and develop updated foundational doctrine for disaster operations at the field, regional, and headquarters levels and then*

conduct training and exercises based on this doctrine. This will help ensure a clear path for the Agency to move it forward into the future and can help improve professional development for the staff.

- **Coordination and Connectivity:** *Coordination, communications and connectivity are critical to effective disaster response operations. I will support the continued upgrades of FEMA's network of operations centers to make sure the Agency can connect with and leverage the capabilities of all of its Interagency, military, DHS, and State, local, and tribal partners in disaster response operations.*
- **Planning:** *It is also important to improve FEMA's operational response planning capabilities. This includes the development of evacuation plans and multi-modal transportation capabilities, and catastrophic disaster planning that is more broad and national in scope. Additionally, FEMA is working to fulfill the disaster recovery planning requirement as soon as possible.*
- **Mass Care:** *I would also encourage the Agency to continue its work in the delivery of mass care assistance to children and to special needs populations, as well as the development of standard operating procedures. These procedures will provide State, local, and tribal governments with detailed information on how to enhance their preparedness plans.*

- b. How would you draw on your background as a first responder to bring about further reform to FEMA's response to a catastrophic event?

As a first responder, I know that it takes strong communication, coordination, and collaboration amongst local, state, and federal officials to save lives, minimize property damage, and ensure the most effective response possible. Lines of communication must be opened before a disaster strikes. If confirmed, I'll ensure FEMA does its part in encouraging pre-disaster communication, joint planning, training, and exercises. The grants FEMA manages and Congress authorizes and funds are a critical tool in empowering and encouraging partnership-building amongst local, state, and federal officials. The middle of a disaster is no time for responders at different levels of government to be exchanging business cards, and FEMA can play a role in bringing together leaders from different agencies before a disaster strikes to ensure communication and coordination are seamless.

2. In your statement you spoke of the on-going effort within in FEMA to ensure that the Gulf Coast recovery remains a top priority for the Agency.

- a. If confirmed, what are your recommendations regarding FEMA's role in the recovery?

Because of the enhanced coordination and partnerships between FEMA, the State of Louisiana and the applicants, significant progress has been made toward the continuing recovery efforts following hurricanes Katrina and Rita. If confirmed, I will

continue to closely monitor the ongoing progress of the recovery efforts throughout the Gulf Coast. The devastation of these hurricanes was extraordinary and I will ensure that FEMA remains on the ground until the mission is complete.

The Stafford Act and the National Response Framework outline the role of the Federal government in recovery from a disaster. As immediate response priorities are met, the recovery process begins. FEMA plays an important role in partnership with States in assisting communities in the recovery process. Recently, Administrator Fugate announced his intention to establish a National Disaster Recovery Framework. This effort will define the Federal, State, local, Tribal, private non-profit, private sector roles and individual citizen's roles in recovery; design and establish an effective coordinating structure for recovery programs; identify gaps, as well as duplications, in recovery program funding, and; establish performance standards for the Federal support of State and local recovery. If confirmed, I will fully support him in this effort to ensure recovery programs and capabilities at all levels of government and in all sectors function together effectively and efficiently.

- b. What are some initiatives that FEMA can take to ensure that the recovery effort moves ahead smoothly and does not get bogged down in bureaucracy as we have seen happen in the past?

Disasters happen at the local level and all aspects of the recovery process – from the pre-incident planning to the post-event recovery – require local-level investment. If confirmed, I will build partnerships and strengthen local capacity that will assist in the recovery process. I will also work to ensure that FEMA continues to support community recovery through the Emergency Support Function #14, Long Term Community Recovery. The critical support provided by this program will help build more resilient communities.

I understand that at the request of the FEMA Administrator, the Assistant Administrator for Disaster Assistance is conducting a review of all DAD policies to determine which ones need to be updated or are no longer needed. If confirmed, I will do all I can to help streamline and simplify FEMA's programs. I am sensitive to those who criticize the programs as being overly bureaucratic, but I am also aware of the need to be judicious in the use of taxpayer funds.

I am committed to reviewing these reports to work with staff to identify ways that the Federal recovery programs can be more accessible, understandable, and effective in meeting the needs of disaster survivors and communities. As an organization, we must ensure FEMA is capturing and capitalizing on the lessons we have learned from in past disasters – we must continually make meaningful, lasting improvements in how we deliver recovery services.

3. In your testimony you spoke about bolstering the morale of the existing workforce within FEMA and developing a robust recruiting program.

- a. Please elaborate on how you would address the morale of FEMA staff both in the FEMA headquarters office and within the regions?

If confirmed, it will be a priority of mine to build the morale of the FEMA workforce – both in Washington and in the regions. I have many ideas about how to build morale, but, if confirmed, one of the first things I plan to do is visit FEMA offices across the country to listen to the ideas the workforce has to improve our agency. We've got to ensure we're giving our workforce the opportunity to develop professionally by sharpening their skills and building their competencies. We've got to give seasoned employees an opportunity to showcase their talents by mentoring new employees, and we've got to give newer employees the opportunity to learn from the institutional knowledge our longtime officials have accumulated over years of dedicated service. FEMA delivers disaster assistance each day, and we must ensure that we highlight to both the workforce and the public our ongoing successes. We've got to provide incentives and rewards – both formal and informal – when employees go above-and-beyond to deliver excellent, compassionate disaster assistance, or when they identify an efficiency that saves taxpayer dollars, or when they come up with an innovative idea to improve FEMA's effectiveness. If we have a well trained, dedicated workforce that's passionate about FEMA's mission, I am confident we will deliver on our commitment to the American people. It is my hope to make FEMA employees proud once again to wear their FEMA hats and shirts in public.

- b. What recruiting initiatives would you spearhead to bring the best and brightest to FEMA?

FEMA's mission is compelling, and there are thousands of highly qualified people who are interested in embarking on a career in emergency management and homeland security – we need to help get those people through the door. Successfully navigating the federal hiring process can be an arduous chore, particularly for people who are first-time federal applicants. With Administrator Fugate's leadership, I'll work with our human capital officers to ensure we are taking advantage of all available hiring authorities to recruit and hire qualified, passionate people. In addition, I'll work to build partnerships with state and local officials and explore opportunities for seasoned emergency management, public health, and public safety officials to come to FEMA headquarters on rotational assignments. As these seasoned officials conclude their first careers, they are prime candidates to fill important roles both in FEMA regional offices, and in headquarters. If confirmed, I'll ensure that FEMA is capitalizing on every possible opportunity to bring committed, qualified people into the FEMA workforce.

4. In 2007 the Center for Disease Control (CDC) published a report titled, "In a Moment's Notice: Surge Capacity for Terrorist Bombings." You and your team worked with the CDC to craft this report. It is also my understanding that you were brought in to consult with the Pentagon on their emergency response to 9/11 as well.

- a. Please address how your work with these national response plans will translate to the position of FEMA Deputy Director.

Building so-called public health and medical “surge capacity” continues to be a topic of critical importance for emergency responders across the Nation. As the CDC report states, “our current health care system, especially the emergency care system, is already severely strained by its routine volume of daily care.” In the wake of a terrorist bombing or other major incident that rapidly generates a “surge” of sick or injured people, our public health and emergency medical systems must be able to adapt their approach to delivering patient care to ensure as many lives as possible can be saved.

The CDC report offers concrete recommendations for all participants in the delivery of emergency medical care. These include specific guidance on areas for additional planning, training, and exercises, while also identifying specialized equipment responders and facilities may want to have on hand to protect responders or aid in the treatment of the sick and injured. State, local, and tribal jurisdictions can use these recommendations to bolster the surge capacity efforts, and FEMA is a critical partner in these efforts in a number of ways. First, FEMA Regional Offices can seize the opportunity to lead and participate in joint planning, training, and exercises with state, local, and tribal officials who are seeking to build their surge capacity. Second, the homeland security grants FEMA manages and Congress authorizes and funds can provide much needed support for the activities needed to continue to build surge capacity. If confirmed, I’ll work with Administrator Fugate to provide national-level leadership on efforts to build surge capacity. Additionally, I’ll work to ensure that building surge capacity continues to be an area of priority for FEMA’s regional offices, and I’ll also ensure that homeland security grants continue to support activities associated with building surge capacity.

- b. What specific lessons and recommendations from these plans would you use to guide FEMA’s emergency response to such catastrophic events on a national level?

As Administrator Fugate has said, FEMA’s role is to support, rather than supplant, state and local response. If confirmed, I’ll ensure that FEMA continues to build partnerships with state, local, and tribal governments to build preparedness and response capacities. I’ll also work with the Administrator to ensure that state, local, and tribal officials know what to expect from the federal government in terms of disaster response. Communication is critical before, during, and after an incident – we must build partnerships in advance of an incident to ensure our response and recovery will be as coordinated as possible. FEMA must also continue to provide leadership across the federal government to ensure federal partners are prepared to meet their emergency response and recovery missions.

5. You have been credited with transforming a small emergency response team into a nationally recognized emergency management agency.

- a. Please elaborate on how this transformation took place under your leadership and also address some of the lessons learned by yourself and the department during this process.

Boston EMS became a national leader in the delivery of emergency medical care because of its commitment to high quality, medically controlled patient care. Boston EMS employs EMS physicians whose objective is to evaluate and critique the patient care delivered by Boston's EMTs and paramedics. These practicing emergency physicians are among the best in their field, and they set the bar high. Along with leveraging the expertise of these seasoned experts, Boston EMS has always placed priority on instituting significant training requirements for all responders. EMTs and paramedics attend professional development training on a monthly basis as part of their normal schedule. This training ranges from new medical techniques, to incident command, to chemical and biological protection and detection.

In addition to the high quality patient care, Boston EMS is a leader in its planning and execution of operations at "high threat" events. During my tenure as chief, Boston EMS pioneered an approach to special events as "planned disasters" (Boston Marathon, Boston's Fourth of July Celebration, Tall Ships, etc.). These events, which draw significant crowds and present significant logistical challenges for delivery of patient care, also present an opportunity to exercise interagency unified command and to deploy specialized detection and protective equipment.

- b. How will you apply these lessons on a national level?

FEMA must capitalize on the experience of the most seasoned and talented members of its workforce. If confirmed, I'll work to institute mentorship programs and knowledge management initiatives so we can ensure that we capture and transfer their experience so the rest of the workforce can benefit from their wisdom.

In addition, state and local officials across the Nation can adopt the "special events as planned disasters" model that we've had success with in Boston. The homeland security grants FEMA manage and the Congress authorizes and funds can provide support for the planning and execution of such operations at these types of events. This approach helps build relationships across all levels of governments and across all responder disciplines as well as non-profits, community groups, and the business community. Whether at a 4H fair, a NASCAR event, a marathon, or a bicentennial celebration, state and local officials can approach these events as an opportunity to exercise their disaster plans so they're better prepared if a major incident does occur.



**American
Red Cross**

American Red Cross Blood Services
Northeast Division

180 Rustcraft Road
Dedham, MA 02026
Tel 781-461-2226
Fax 781-320-3988
www.redcross.org

September 8, 2009

Honorable Joseph Lieberman, Chair
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Lieberman,

I am writing to offer my strong recommendation and express my high opinion of Chief Richard Serino, who has been nominated by the President to serve as Deputy Administrator to the Federal Emergency Management Agency (FEMA).

Chief Serino has been a longstanding and dedicated supporter of the American Red Cross. Currently, he serves as the volunteer Chairman of the Board of Directors for the American Red Cross Blood Services – Massachusetts Region. He has helped us form key partnerships with local and state agencies, as well as community organizations, to ensure our mission of preparedness and a sufficient blood supply. He is well respected and is tireless in his efforts to forge collaboration between key community leaders, organizations, and non-profits to further public health and safety of the people in the communities we serve.

In 2004, Chief Serino was instrumental in ensuring that the American Red Cross Blood Services was included in planning meetings in advance of the Democratic National Convention. We met regularly with Emergency Medical Services (EMS), Boston Public Health Commission, and Boston hospitals to ensure adequate preparation, as well as sufficient blood inventory during the convention. Through our work, we designated temporary overstock hospitals due to the high alert in Boston and had daily communication with EMS and hospitals regarding inventory levels and bed counts. A large part of our success was due to the efforts of Chief Serino to include Blood Services in preparation for the event.

In 2007, Chief Serino joined with the American Red Cross Blood Services and medical leaders in Boston to present *Boston Area Fresh Whole Blood Transfusion Protocol*. The proposal was to create a regional policy that supports the structured, efficient and effective transfusion of fresh whole blood during a mass casualty incident when blood products are exhausted. The proposal is ongoing and is an example of Chief Serino's invaluable contribution to preparedness in times of disaster.

In 2009, Chief Serino led a training exercise during which Emergency Medical Services set up a portable inflatable hospital in Boston and sponsored a blood drive with the American Red Cross. The exercise met our regulatory requirements and subsequently has provided the American Red Cross with additional resources and flexibility in meeting the blood needs of our communities during disasters. In addition, the event utilized American Red Cross disaster relief volunteers and incorporated educational demonstrations for attendees.

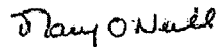
On September 11, 2009, Chief Serino will join with the Boston Red Sox, Beth Israel Deaconess Medical Center, the American Red Cross and the City of Boston to sponsor the *Day of Remembrance Blood Drive* at Fenway Park in honor of those lost so others may survive. This is the eighth year Chief Serino has given his support to the annual event

Honorable Joseph Lieberman, Chair
Page 2
September 8, 2009

and it has been a welcome opportunity for the community to join together to mark the solemn anniversary while giving blood to help patients in need. Over the years, thousands of units of blood have been collected at this event.

Because of his great integrity and steadfastness in to honoring his commitments, Chief Serino has made a lasting and noble contribution to the community he serves. He is a thoughtful individual who fully understands the way in which the government operates and the role of Deputy Administrator of FEMA in that process. He is a conduit that brings people together and would be a valuable addition to FEMA. I whole heartedly offer my support to Chief Serino and his nomination.

Sincerely,



E. Mary O'Neill, M.D.
Vice President
American Red Cross Blood Services
Northeast Division

cc: Honorable Susan Collins, Ranking Member
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

BEACON CAPITAL
PARTNERS

September 2, 2009

The Honorable Joseph I. Lieberman, Chair
The Honorable Susan M. Collins, Ranking Member
Committee on Homeland Security and Governmental Affairs
United States Senate
340 Dirksen Senate Office Building
Washington, DC 20510

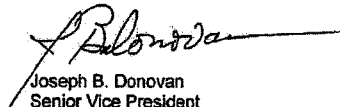
Dear Senators Lieberman and Collins,

We are writing a letter of strong support for the confirmation of Richard Serino to be Deputy Administrator of Federal Emergency Management Administration (FEMA). Mr. Serino and his colleagues at the Boston Emergency Medical Services (EMS) recognized early on the importance of engaging the private sector in preparedness planning. Through his supervision and support Boston EMS has convened various events focused on emergency preparedness and partnering that have been helpful to our industry. Recent successes have been the preparation and support for the Democratic Convention and separately the outreach to the business community for the H1N1 flu preparation.

Mr. Serino has made sure that our teams have been included in discussions and our concerns have been properly vetted to minimize the impact that events could have on our business operations within the Boston area. At his suggestion, his staff included our industry in meetings to discuss potential issues for the upcoming flu season. He could have simply delegated the responsibility to members of his team, however Rich met with us on two separate occasions to make sure he understood and discussed openly the issues that we needed assistance with and those items which could become hindrances to the business community to maintain operations. This was culminated with a late August summit hosted by Mayor Manino which Rich had a large input into the Boston areas. I know that the Boston Public Health Service would mirror our comments of Responsibility, Follow thru and Confidence all traits necessary within the position of Deputy Administrator of FEMA from the business industry perspective.

At the outset of this letter we stated that we strongly support the nomination of Mr. Serino. We believe the country will be well served by having him guide FEMA and the furthering of establishing the necessary public private partnerships that are needed. He understands both the needs of business and what will be required by the business community to improve the nation's resilience. The country will be well served by the experience and vision that Mr. Serino will bring to FEMA.

Sincerely,



Joseph B. Donovan
Senior Vice President
Beacon Capital Partners

Boston

September 2, 2009

Honorable Joseph Lieberman, Chair
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Lieberman:

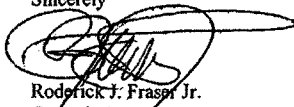
I am writing to you in support of Richard Serino's nomination as Deputy Administrator to FEMA. I have worked with Mr. Serino for the past three years while he served as the Chief of the Boston Emergency Medical Service and the Assistant Director of the Boston Public Health Commission. Mr. Serino has impressed me with his hard work, dedication, enthusiasm and leadership by example. Mr. Serino has my strongest possible recommendation to this important position.

Richard Serino is not only a leader in the emergency management community here in Boston but is also a leader known and relied upon nationally for his expertise and advisement. Mr. Serino was one of the first emergency management leaders to complete Harvard University's National Preparedness Leadership Initiative. He is a frequent guest lecturer at Harvard University's John F. Kennedy School of Government and is recognized as a national leader in Emergency Medical services management.

Mr. Serino has led the preparation for the H1N1 influenza for the Metro-Boston Homeland Security Region and I was impressed by his attention to detail and the manner in which he included everyone in the process to make the region's preparations as thorough as possible. I can think of no better candidate for Deputy Administrator to FEMA than Richard Serino.

Please feel free to contact me for any additional information. My work number is 617-343-3610, my cell number is 617-201-0105, my email address is Roderick.fraser.bfd@cityofboston.gov.

Sincerely



Roderick J. Fraser Jr.
Commissioner



Thomas M. Menino, Mayor/FIRE DEPARTMENT/115 Southampton Street 02118

 Printed on recycled paper





September 1, 2009

Honorable Joseph Lieberman, Chair
Honorable Susan Collins, Ranking Member
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Lieberman and Senator Collins:

I would like to take this opportunity to offer my recommendation to your committee for Richard Serino, who is under consideration for appointment as the Deputy Administrator to FEMA.

I have known Richard Serino for many years and have worked extremely closely with him since my appointment in Boston in 2006. Richard serves as the Chief of Emergency Medical Services and as the Assistant Director of the Boston Public Health Commission in the City of Boston. He has served the City of Boston faithfully for over 36 years, rising through the ranks to Chief of the Department. We have collaborated on many issues facing our city, including major special events attracting thousands of people, health crisis, serious weather concerns that affect the Northeast that have caused havoc, violent crime, emergency preparedness and numerous homeland security concerns.

Working in partnership with many local, state and federal agencies he has worked numerous scenes, managed large scale events, coordinated numerous preparedness trainings and availed himself to the needs of other agencies. He literally transformed emergency response in Boston over the past couple of decades to a place where it is revered nationwide.

Richard Serino is a man who cares deeply for the people he serves and is unwavering in his commitment to providing the best possible resources and assistance to residents, visitors, businesses and academic institutions. He has earned the respect of his peers and counterparts across a wide spectrum, as well as that of the men and women of the Boston Police Department.

He has led by example and with the utmost professionalism and expertise. I am confident that his years of experience, training and strong leadership will serve our country well, that he will transition easily to the national level and work tirelessly for all communities across the United States in this critical role with FEMA.

Sincerely,

A handwritten signature in dark ink, appearing to read "Edward F. Davis".

Edward F. Davis
Police Commissioner



The Honorable Joseph Lieberman, Chair
 The Honorable Susan Collins, Ranking Member
 Senate Committee on Homeland Security and Governmental Affairs
 United States Senate
 340 Dirksen Senate Office Building
 Washington, DC 20510

BOSTON, MA

NEW YORK, NY

PRINCETON, NJ

SAN FRANCISCO, CA

WASHINGTON, D.C.

Dear Senators Lieberman and Collins:

This letter is written on behalf of Richard Serino, Chief of Emergency Medical Services for the City of Boston, Massachusetts. We strongly support Chief Serino's appointment as Deputy Administrator to the Federal Emergency Management Agency. Chief Serino is truly a dedicated professional who is deeply committed and continually demonstrates a progressive vision and leadership for emergency preparedness and management. Due to Chief Serino's progressive vision and leadership, we have been successfully engaged in public/private sector coordination and collaboration for over 15 years, long before it was in vogue.

Chief Serino has shown an unwavering commitment to building partnerships and opening lines of communication between public safety agencies and private sector businesses in developing plans for response to mass casualty incidents and major emergencies that could potentially impact our City. His unassuming style, communication skills and keen intellect affords him the ability to forge alliances with all levels of management and field personnel. His natural leadership, experience and assessment abilities at actual emergencies enable him to know exactly how to prioritize and allocate resources and implement established plans to ensure an organized and professional response to any emergency or mass casualty incident.

Perhaps his greatest attribute is Chief Serino's personal dedication to excellence and professionalism in public service. Through his deeds, actions and years of service, Chief Serino has continuously demonstrated his highest commitment to the preservation and saving of human lives. The progressive Emergency Medical Services department which he built reflects these same levels of integrity, dedication and professionalism throughout its ranks.

We have no doubt that our country will benefit enormously from Chief Serino's abilities, experience and leadership in the emergency management arena. We whole heartedly applaud his nomination and give our unqualified support for his confirmation.

Sincerely,

Alan M. Snow
 Director, Safety and Security

Building Owners and Managers Association International

Suite 800
1101 15th Street, NW
Washington, DC 20005
OFFICE: 202-326-6300
FAX: 202-326-6377
www.boma.org

September 11, 2009

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June 27-29, 2010
Long Beach, California



The Honorable Joseph I. Lieberman, Chair
The Honorable Susan M. Collins, Ranking Member
Committee on Homeland Security and Government Affairs
United States Senate
340 Dirksen Senate Office Building
Washington, DC 20510

Re: FEMA Deputy Administrator Nomination, Richard Serino

Dear Senators Lieberman & Collins:

On behalf of the officers and membership of the Building Owners and Managers Association International, I want to share our support for the nomination of Richard Serino as Deputy Administrator for Federal Emergency Management Agency (FEMA). His nomination is well-deserved, and BOMA is delighted that a person of his experience and qualifications has been nominated to this key position.

BOMA has worked closely with various regions within FEMA as it has taken on projects in response to events throughout the United States. The public private partnerships are key to any successful response as we draw upon each group's strengths. His role within the Boston Emergency Medical Services provided a great opportunity to build the necessary foundation blocks and support that are needed to reinforce the quality programs that exist while identifying new and better ways the business community could partner with the public sector.

Rich has worked with our members within the Boston area to listen and put in motion programs that have assisted our membership with maintaining operations and staying in touch with our members needs to support resiliency. Rich will add a needed voice and steady hand within the FEMA organization and we stand behind his nomination

Thank you for your help in these trying economic times.

Regards,

Henry H. Chamberlain
President, BOMA International

September 9, 2009

The Honorable Joseph I. Lieberman, Chair
 The Honorable Susan M. Collins, Ranking Member
 Committee on Homeland Security and Government Affairs
 United States Senate
 340 Dirksen Senate Office Building
 Washington, DC 20510

Dear Senators Lieberman and Collins,

We are writing a letter of strong support for the confirmation of Richard Serino to be Deputy Administrator of the Federal Emergency Management Administration (FEMA). We represent the Building Owners and Managers Association of Boston (BOMA Boston), and our members own over 80,000,000 square feet of commercial real estate in Boston. Our members commend the outstanding work Mr. Serino has done for the commercial real estate industry in Boston. Mr. Serino and his colleagues at the Boston Emergency Medical Services (EMS) recognized early on the importance of engaging the private sector in preparedness planning—most notably in convening various events focused on emergency preparedness and partnering that have been helpful to the commercial real estate industry in Boston. One shining example was the preparation and support for the Democratic Convention in 2004, and more recently, the outreach to the business community for the H1N1 flu preparation.

Mr. Serino has made sure that BOMA Boston and the commercial real estate owners we represent have been included in discussions regarding emergency preparedness and response, and that our concerns have been properly vetted to minimize the impact that events could have on our members' business operations within the Boston area. At his suggestion, his staff included our industry in meetings to discuss potential issues for the upcoming flu season. He could have simply delegated the responsibility to members of his team, however Rich met with the real estate owners to make sure he understood and discussed openly the issues that we needed assistance with and those items which could become hindrances to the business community to maintain operations. This was culminated with a late August summit hosted by Mayor Thomas Menino, which Rich had a major input in executing. We believe that Rich possesses all traits necessary for the position of Deputy Administrator of FEMA from the business industry perspective.

We strongly support the nomination of Mr. Serino. We believe the country will be well served by having him guide FEMA. His efforts will be instrumental in further establishing the necessary public-private partnerships that are important to the safety and security of our country. He understands both the needs of business and what will be required by the business community to improve the nation's resilience to catastrophic events. The country will be well served by the experience and vision Mr. Serino will bring to FEMA.

Sincerely,



Richard P. Beal, RPA
 Vice President
 A.W. Perry, Inc.



Jeanne W. Wolf, CAE
 Executive Director
 BOMA Boston



**NATIONAL
FRATERNAL ORDER OF POLICE®**

328 MASSACHUSETTS AVE., N.E.
WASHINGTON, DC 20002
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CHUCK CANTEBURY
NATIONAL PRESIDENT

JAMES O. PASCO, JR.
EXECUTIVE DIRECTOR

16 September 2009

The Honorable Joseph I. Lieberman
Chairman
Committee Homeland Security and
Government Affairs
United States Senate
Washington, DC 20510

The Honorable Susan M. Collins
Ranking Member
Committee Homeland Security and
Government Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman and Senator Collins:

I am writing on behalf of the membership of the Fraternal Order of Police to support the nomination of Chief Richard A. Serino to be the Deputy Administrator for the Federal Emergency Management Agency (FEMA) at the Department of Homeland Security.

Chief Serino is an experienced, able, and dedicated emergency manager. He began his career over thirty-five years ago as paramedic working the streets of Boston, and he currently serves as the Chief of Emergency Medical Services and the Assistant Director for the Boston Public Health Commission. In addition to managing a staff of over four hundred and fifty, Chief Serino also plans for critical incidents and large events such as the Boston Marathon, the 2004 Democrat National Convention, and the 2004 and 2007 Boston Red Sox World Series Parades.

Chief Serino has been a leader in the emergency management community which would be as asset for FEMA. He has served as a guest lecturer at Harvard and Boston University on emergency preparedness issues and as a national faculty member for the Domestic Preparedness Program at the Department of Defense. Additionally, he has also published numerous articles contributing to the dialoged on this emerging field.

After reviewing his tenure in Boston and his contributions to the emergency management community, the FOP is pleased to endorse Richard A. Serino be the next Deputy Administrator for the FEMA.

On behalf of the more than 327,000 members of the Fraternal Order of Police, I want to thank you for your consideration of our views. If I can be of any additional help to you, please feel free to contact me or Executive Director Jim Pasco in my Washington office.

Sincerely,


Chuck Canterbury
National President

— BUILDING ON A PROUD TRADITION —



September 2, 2009



The Honorable Joe Lieberman, Chairman
Committee on Homeland Security and Government Affairs
United States Senate
Room 340 Dirksen Senate Office Building
Washington, D.C. 20510

201 Park Washington Court
Falls Church, VA
22046-4527 USA
Phone 703-538-1795
Fax 703-241-5603
Email: info@iaem.com
URL: www.iaem.com

The Honorable Susan Collins, Ranking Member
Committee on Homeland Security and Government Affairs
United States Senate
344 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Chairman Lieberman and Ranking Member Collins:

IAEM-USA, the nation's largest emergency management professional association, is pleased to demonstrate our support of **Richard Serino's nomination for Deputy Administrator of the U.S. Federal Emergency Management Agency** at the Department of Homeland Security.

Richard Serino has been a leader in disaster preparation and management since the early 1990s. He has served for the last 15 years as the Chief of Boston EMS, leading it to become one of the preeminent EMS systems in the country. During his tenure as Chief of Boston EMS, Mr. Serino has played important leadership roles in the development of key initiatives such as the Metropolitan Medical Response System and the Lessons Learned Information System – now both "household" words in the emergency preparedness and response communities. He has helped plan and execute the emergency preparedness and response for numerous notable events, such as the 2004 Democratic National Convention and the annual Boston Marathon.

Serino's experience qualifies him, and we urge a speedy confirmation so that we can begin to work with him on current emergency management activities in the United States.

Sincerely,

Russell J. Decker, CEM
President
IAEM-USA

IAEM-USA is our nation's largest association of Emergency Management professionals, with more than 4,500 members including emergency managers at the state and local government levels, tribal nations, the military, colleges and universities, private business and the nonprofit sector. Most of our members are city and county emergency managers who perform the crucial function of coordinating and integrating the efforts at the local level to prepare for, mitigate the effects of, respond to, and recover from all types of disasters including terrorist attacks. Our membership includes emergency managers from large urban areas as well as rural areas.



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Suffolk Co., New York
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Virginia Beach, Virginia
Washington, DC
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September 14, 2009

The Honorable Joseph Lieberman
Chairman
Committee on Homeland Security
and Governmental Affairs
U.S. Senate
Washington, DC 20510

The Honorable Susan M. Collins
Ranking Member
Committee on Homeland Security
and Governmental Affairs
U.S. Senate
Washington, DC 20510

Dear Senators Lieberman and Collins:

On behalf of the Major Cities Chiefs, representing the 56 largest jurisdictions across the Nation, I am writing to support the nomination of Richard Serino to be the Deputy Administrator of FEMA.

Mr. Serino's credentials are impressive. His long tenure in Boston as Chief of EMS and Assistant Director of the Public Health Commission has prepared him well to meet the challenges he will face as the Deputy Administrator of FEMA. With more than three decades of experience responding to emergencies of all types, we are confident that Mr. Serino will tap this wealth of knowledge and experience and help FEMA prevent, prepare for, respond to and recover from critical incidents.

American law enforcement has always looked to you for leadership and we again turn to you to move the nomination of Richard Serino quickly through the confirmation process. FEMA is too critical an agency not to have all of the top officials in place.

All the best,

William J. Bratton
Chief of Police, Los Angeles, California
President, Major Cities' Chiefs



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133-1054

JEFFREY SÁNCHEZ
15TH SUFFOLK/NORFOLK DISTRICT
BOSTON/BROOKLINE
ROOM 42, STATE HOUSE
Tel. (617) 722-2130
Fax (617) 722-2002

Rep.JeffreySanchez@hou.state.ma.us

Chairman
Joint Committee on Public Health

September 11, 2009

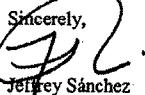
Honorable Joseph Lieberman, Chair
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Lieberman:

Please accept this letter on behalf of Richard Serino on the occasion of his nomination to the position of Deputy Administrator of Homeland Security now before the Senate Committee on Homeland Security and Governmental Affairs. I have known Mr. Serino in his capacity as Chief of Emergency Medical Services for the City of Boston for over 13 years. In that time I have worked closely with him in planning large events in Boston, joining him in his advocacy efforts on behalf of Boston's Emergency Medical Services, and in situations created by natural disasters.

For me, one particularly poignant example of Mr. Serino's leadership occurred during the City of Boston's response to floods caused by torrential rains that inundated a section of the Roslindale neighborhood in Boston in 1996. Mr. Serino expertly dispatched Emergency Medical Teams while working side-by-side with the Massachusetts Emergency Management Agency and the Federal Emergency Management Agency, along with volunteers, police, and other first responders. His prompt and professional actions in addressing this calamity made people feel that government was being responsive and sensitive during a time of great uncertainty.

Richard Serino is a seasoned professional and committed public servant and I am proud to write this letter on his behalf. I respectfully request that you vote to confirm Mr. Serino's nomination. He has served the City of Boston with distinction and I am wholeheartedly confident that he will serve our nation with the same level distinction and commitment. Thank you for your consideration.

Sincerely,

Jeffrey Sánchez
State Representative



The Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Public Health
250 Washington Street, Boston, MA 02108-4619

DEVAL L. PATRICK
GOVERNOR

TIMOTHY P. MURRAY
LIEUTENANT GOVERNOR

JUDYANN BIGBY, MD
SECRETARY

JOHN AUERBACH
COMMISSIONER

September 4, 2009

Honorable Joseph Lieberman, Chair
Honorable Susan Collins, Ranking Member
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC, 20510

Dear Chairman Lieberman and Senator Collins,

It is my great pleasure to offer this letter of support for the nomination of Chief Richard Serino, to the position of Deputy Administrator of the Federal Emergency Management Agency (FEMA). I can think of few public health or emergency management leaders in the nation who are more accomplished and whose range of skills is better suited for the times. Chief Serino has repeatedly demonstrated his intelligence, skill and understanding of the complex health and public safety issues facing the country.

I first met Chief Serino approximately 13 years ago, when I was appointed the health Commissioner for the City of Boston. I quickly became aware of his unfailing commitment to public service, his decades of experience and his knowledge about all aspects of response – from the smallest to the largest details.

Chief Serino has many qualities that make him an excellent candidate. He is temperamentally suited for the job. Year after year he has shown himself to be unflappable, even in life-threatening emergency circumstances. I have observed him deal with large-scale, region-wide emergencies where the health and safety of many were at stake. In these instances, his bravery and skill were unquestionable and lives were saved as a result.

Chief Serino has remarkable expertise in management. He understands and is comfortable with the oversight of complicated budgeting. He is skilled at supervision and labor relations. And he easily works across disciplines respectfully and knowledgeably interacting with those who have different experiences and perspectives. Chief Serino is universally acclaimed for his ability to work respectfully with people of

widely differing viewpoints and somehow to manage to unite them in common alliance towards clearly identified goals.

Chief Serino has a deeply felt sense of fairness and equity that permeates his work. He treats all people with respect, regardless of their situation in life and circumstances. This is a remarkable comment to make about someone who has worked on the streets of the City for decades and seen both the best and the worst that people can do. His optimism and positive energy inspires all those who work along side him.

I had the privilege of working alongside Chief Serino in the period immediately following the tragedy of September 11, 2001. In Boston, as the fear of an intentional attack of weaponized smallpox and anthrax grew, the nation looked to public health and safety leaders for protection and security. Chief Serino rose to the occasion. He mobilized his service to respond professionally and effectively to more than 1,000 suspect anthrax cases. He worked together with the diverse segments of the City - from police and fire officials to laboratory scientists, from infectious disease physicians to elected officials. And he worked with members of the public. He reassured them all that every possible measure was taken to protect the population. Using his considerable communication skills, he regularly spoke to the media when our residents needed information.

And now, as we prepare for the latest resurgence of H1N1 influenza, the Massachusetts Department of Public health looks to Chief Serino for guidance and partnership. He sits on the Commonwealth of Massachusetts H1N1 Advisory Committee and uses his remarkable skills to help design statewide plans to reach millions of residents.

In closing, let me reiterate my enthusiastic and unreserved support for this remarkable individual. I truly believe that, if given this opportunity, Chief Serino will serve the country admirably.

Sincerely,



John Auerbach
Commissioner



Deval L. Patrick
Governor

Timothy P. Murray
Lieutenant Governor

The Commonwealth of Massachusetts
Executive Office of Public Safety and Security

One Ashburton Place, Room 2133
Boston, Massachusetts 02108

Tel: (617) 727-7775
TTY Tel: (617) 727-6618
Fax: (617) 727-4764
www.mass.gov/eops

Kevin M. Burke
Secretary

September 15, 2009

Honorable Joseph Lieberman, Chair
Honorable Susan Collins, Ranking Member
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Re: Nomination of Richard Serino to be Deputy Administrator of FEMA

Dear Senators Lieberman and Collins:

It is with pleasure that I write this unsolicited letter of reference in support of the nomination of Richard Serino to serve as Deputy Administrator of the Federal Emergency Management Agency (FEMA). In my capacity as Secretary of Public Safety and Security for the Commonwealth of Massachusetts, including my oversight of the Massachusetts Emergency Management Agency, I offer unqualified support for this nomination and assure you that if confirmed, Rich Serino will serve FEMA, the administration, and the country with distinction, and will help ensure the prompt, responsive and professional delivery of emergency management preparedness, response, and mitigation services to local and state governments and their residents.

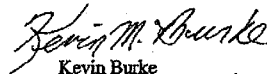
Rich Serino has served as the Chief of Department for Boston Emergency Medical Services, and as Assistant Director of the Boston Public Health Commission for many years. In these roles, he has been a committed partner and constant leader in a wide array of emergency medical, public health and emergency management planning and response efforts, not just in Boston, but across the Commonwealth of Massachusetts. Whether dealing with large-scale pre-planned events such as the Boston Marathon, the Democratic National Convention, and parades and celebratory events surrounding championships of our Boston Red Sox, Boston Celtics, and New England Patriots, or planning for or overseeing the emergency medical and public health response to mass casualty incidents such as plane crashes, CBRNE events, or a pandemic, Rich Serino is always at the

leadership table offering his experience, wisdom, and ability to work collaboratively and progressively with local, state and federal partners.

I whole-heartedly applaud the nomination of Rich Serino to serve as Deputy Administrator of FEMA. Administrator Fugate and his entire staff will benefit from Rich's broad array of experiences in emergency medicine, public health and emergency management, and his many years administering a large public safety agency. I have no doubt that you will find Rich to be a committed, engaged and progressive public safety professional who is well suited to serve as Deputy Administrator of this important federal agency. I also have no reservation in predicting, in strong terms, that if confirmed, the federal role in, and contribution to a comprehensive system of local, state and federal emergency management will be significantly enhanced by Rich Serino's service to FEMA.

Please let me know if I can provide further information or assistance to you, or assist in any way in the confirmation process for Rich Serino's nomination to be Deputy Administrator of FEMA.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin M. Burke". The signature is written in a cursive, flowing style.

Kevin Burke
Secretary of Public Safety and Security



Deval L. Patrick
Governor

Timothy P. Murray
Lieutenant Governor

Kevin M. Burke
Secretary

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

400 Worcester Road Framingham, MA 01702-5399

Tel: 508-820-2000 Fax: 508-820-2030

Website: www.mass.gov/emema



Don R. Boyce
Director

September 8, 2009

The Honorable Joseph Lieberman, Chair
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Senator Lieberman:

It is my pleasure to write this letter on behalf of Rich Serino. I am the State Director for the Massachusetts Emergency Management Agency and I came to my current position after decades of service with the New York City Emergency Medical Service and the New York City Fire Department. Upon my recent arrival in Massachusetts, and after leaving my group of peers and associates from New York City well behind me, I was welcomed by Chief Serino and introduced to many new peers and leaders of Boston's emergency service industry through Rich's long standing professional relationships. His capacity to build bridges and establish collaborative endeavors is second to none.

In my current position, I am responsible for establishing a rapport with every town and city emergency manager in the Commonwealth. I was told early upon my arrival that in the past, "State Emergency Management Directors didn't have any dealings with Boston" - as Boston is their own entity to themselves. With Rich's support and willingness to embrace the Commonwealth's interest in engaging with the City of Boston, he assisted in establishing a renewed working relationship that has brought change to the long standing culture. The Commonwealth and the City of Boston currently enjoy many collaborative initiatives that will result in emergency management enhancement for all citizens and visitors of the Commonwealth.

I've had the opportunity to work with Rich Serino for planned and emergency responses over the recent few years. His professionalism and demeanor bring a consistent sense of collaboration and structure. His leadership with the Boston Emergency Medical Service and his interest in supporting emergency responses - both within and outside of the confines of the City of Boston exemplify all the characteristics that will make him a success if he's given the opportunity to serve as the Deputy Administrator for the Federal Emergency Management Agency.

If there are any questions regarding this letter, please feel free to contact me to discuss at your convenience. My numbers are as follows: office: 508-820-2010 and c/phone: 508-982-3226.

Sincerely,

Don R. Boyce
Director

Region I
P.O. Box 116
361 Rose Street
Framingham, MA 01876
Tel: 978-328-1500 Fax: 978-851-3213

Region II
P.O. Box 34
12-1 Rouse Administration Road
Bridgewater, MA 02324-0034
Tel: 508-697-3600 Fax: 508-697-3369

Region III / IV
1002 Sniffeld Street
Agawam, MA 01001
Tel: 413-821-1500 Fax: 413-821-1599



The Commonwealth of Massachusetts
Department of State Police

DEVAL L. PATRICK
GOVERNOR

TIMOTHY P. MURRAY
LIEUTENANT GOVERNOR

KEVIN M. BURKE
SECRETARY

COLONEL MARK F. DELANEY
SUPERINTENDENT

Division of Field Services
470 Worcester Road
Framingham, MA 01702
Telephone: (508) 820-2355

September 2, 2009

Honorable Joseph Lieberman, Chair
Honorable Susan Collins, Ranking Member
Senate Committee on Homeland Security and Governmental Affairs
340 Senate Office Building
Boston, MA 02108

Dear Senator Lieberman and Senator Collins:

I was recently made aware of the nomination of Boston EMS Chief Rich Serino for Deputy Administrator for the Federal Emergency Management Agency (FEMA). This was most welcome news as Chief Serino's stature and reputation within the public safety community is quite high. It gives me great pleasure and it is an honor to provide to you, a wholehearted and unconditional positive recommendation for Chief Serino.

During the past 6 years, I have had many opportunities to work directly with Rich in matters ranging from small interagency issues to large scale planned events as well as all-hazards unplanned critical incidents. These matters, events and incidents have all had positive outcomes in large part because of Rich's professionalism, leadership and cooperative work ethic.

Of particular note, is our yearly interaction during the high profile Boston 4th of July Celebration which is a nationally televised event that spans four days, involves hundreds of public safety workers, public agencies, private entities, Federal Agencies and the Massachusetts National Guard. Some 300,000 to 500,000 members of the public attend this event each year. Rich's performance in this Unified Command setting is always positive and most reliable.

Rich is a leader who is quick to respond and one who is not merely satisfied to lead from an office or a desk. Regardless of his high level position with Boston EMS, he is known to all of his public safety colleagues to be one of the first responders on-scene at any major incident in the City of Boston. His presence at these scenes creates prompt critical incident stabilization through his visible hands-on leadership presence.

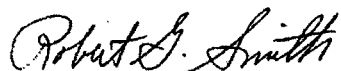
Excellence In Service Through Quality Policing

He is a tireless administrator who has made significant and long lasting contributions to the public safety community in the City of Boston and throughout the region.

I can tell you that after my own experience of over 30 years in public safety service in Massachusetts, inclusive of large agency management and administration, I am most confident in offering to you my strong recommendation for Chief Rich Serino for the position of Deputy Administrator to the Federal Emergency Management Agency.

This Region's loss will be the Nation's gain should Rich's nomination be confirmed. I would be happy to answer any further questions you or the Committee may have at any time. You may contact me at the numbers listed below. Thank you for your time and the opportunity to lend my support to my esteemed public safety colleague.

Sincerely,



Lieutenant Colonel Robert G. Smith
Commander, Division of Field Services
Massachusetts State Police
470 Worcester Road
Framingham, MA 01702
Office: 508-820-2355
Cellular: 508-277-5462
Facsimile: 508-820-2668
Email: Robert.smith@pol.state.ma.us

Excellence In Service Through Quality Policing



Massachusetts Port Authority
One Harborside Drive, Suite 200S
East Boston, MA 02128-2909
Telephone (617) 428-2800
www.massport.com

September 1, 2009

The Honorable Joseph Lieberman, Chair
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Lieberman:

I welcome with great enthusiasm, the opportunity to support the nomination of Boston EMS Chief Richard Serino, for Deputy Administrator to the Federal Emergency Management Agency. By way of introduction, I am a 30-year member of the fire service currently serving as Fire Chief for the Massachusetts Port Authority which operates Boston Logan International Airport and the Boston Seaport.

Chief Serino is a long time colleague and a close friend. I believe he is eminently qualified for this critical position as his professional experience is unmatched and his integrity is beyond reproach. For many years he has been a great visionary and leader in emergency preparedness throughout the Metro Boston region. He epitomizes collaboration in the truest form.

Foremost, throughout his career, Chief Serino has been a steadfast advocate for the safety of first responders across every discipline. His principles are straightforward with laser focus on humanity and embracing compassion. Chief Serino possesses an extraordinary work ethic with a constant eye toward improvement. He plays an integral role in our airport/seaport emergency planning group as a reformer, and is always ready and willing to take a risk, or try new initiatives such as:

Airport Cardiac Survival Strategy

This investment was designed to provide the best chance for survival in the event of cardiac arrest. Rich and I approached this in 2 phases. First, we placed automated external defibrillators on Fire and Police vehicles (having a three minute response time to the terminals). Second, we launched a public access defibrillator (PAD) initiative, locating over 90 PADs in the terminals. Massport Fire and Boston EMS then crafted and still delivers an airport community life saver training program (CPR, First Aid, Defibrillator) for airport workers utilized as a force multiplier. Boston Logan International Airport was among the first airports in the country to launch a PAD program. The return on investment is our cardiac survival rate (45%) – which ranks the highest in Massachusetts and far exceeds the national average.

Operating | Boston Logan International Airport • Port of Boston general cargo and passenger terminals • Tobin Memorial Bridge • Hanscom Field • Boston Fish Pier • Commonwealth Pier (site of the World Trade Center Boston) • Worcester Regional Airport

Airport Family Assistance Plan

Based on the Aviation Disaster Family Assistance Act 1996, Massport, Boston EMS, and a number of local and industry stakeholders, analyzed several aircraft accidents focusing on the affected airport's capability to properly care for families and friends of victims in the early stages of an aircraft accident. We saw a critical need for such a plan at Boston Logan International Airport, and moved to design and test an airport-based Family Assistance Plan using local resources as the initial response, to meet basic human needs and provide the infrastructure for immediate transition of operations to airline corporate teams, National Red Cross, National Transportation Safety Board and others upon their arrival. Logan was the first airport in the United States to have such a plan. The plan was activated on September 11, 2001, and serviced over 800 families and friends from both the American and United flights.

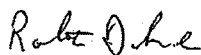
Airport/Regional Preparedness

Massport and the city of Boston have effectively united the New England region in all-hazard emergency preparedness and totally integrated response systems. We have planned, designed, and executed the largest mass casualty exercises at any airport in the world and many of the largest multi-agency exercises in the Commonwealth of Massachusetts. Throughout these processes, various exercise series include and involve airports throughout New England and the United States.

Proudly, these initiatives and others are recognized by the aviation industry as national models, largely as a result of robust partnerships. From my perspective, Richard Serino sets the standard for all of us in public service. He has the requisite skill set to be a tremendous asset to any organization. Richard reflects credit on his family and the people of Boston. Given the chance, he will reflect great credit on the Federal Emergency Management Agency.

Thank you for taking the time to read this and certainly for your consideration of Richard's nomination. Please contact me at (617) 561-3401 if I can offer any additional information or support.

Sincerely,



Robert J. Donahue
Massport Fire Chief



President
Ms. Nancy Dragani, OH

Vice President
Mr. David Maxwell, AR

Secretary
Mr. John Gobb, NY

Treasurer
Ms. Barbara Farr, VT

Past-President
Mr. Ken Murphy, OR

Executive Director
Ms. Tina Sheets

Regional Vice-Presidents
Region I

Mr. William Hackett, CT

Region II
Mr. Jerome Hadfield, NJ

Region III
Mr. Darrell Darnell, DC

Region IV
Mr. Mike Womack, MS

Region V
Mr. Mark Cooper, LA

Region VI
Mr. Mark Cooper, LA

Region VII
Mr. Al Berndt, NE

Region VIII
Mr. Hans Kallen, CO

Region IX
Mr. Ed Teizera, HI

Region X
Mr. John Madden, AK

September 21, 2009

Senator Joseph Lieberman, Chairman
Senate Homeland Security and Government Affairs Committee
United States Senate
Washington, D.C. 20510

Senator Susan Collins, Ranking Member
Senate Homeland Security and Government Affairs Committee
United States Senate
Washington, D.C. 20510

Dear Senator Lieberman and Senator Collins:

The National Emergency Management Association (NEMA) strongly supports the nomination of Richard Serino to serve as Deputy Administrator of the Federal Emergency Management Agency.

Mr. Serino has a long and distinguished career in emergency services. During his most recent tenure as Chief of the Boston EMS and Assistant Director of the Boston Public Health Commission, his efforts have fostered the growth and expansion of the agency in to a nationally recognized organization. He consistently stands at the forefront of major events throughout Boston. In addition to his professional leadership, he is also an author, teacher, and speaker.

Mr. Serino is a leader and visionary in the emergency services community. He is widely respected by his peers across the nation, and we look forward to working closely with him to build greater capabilities for State and local governments. NEMA respectfully encourages the Committee to confirm Richard Serino as FEMA Deputy Administrator as swiftly as possible.

Sincerely,

Nancy Dragani
President
National Emergency Management Association



NEMA OFFICES:
The Council of State Governments
2790 Research Park Drive • P.O. Box 11910 • Lexington, Kentucky 40575-1910 • (859) 244-8000 • FAX (859) 244-8239
WASHINGTON OFFICE:
Hall of the States • 444 North Capitol Street, Suite 401 • Washington, DC 20001 • (202) 824-5459 • FAX (202) 824-5675

September 8, 2009

Steven D. Ricciardi
Special Agent in Charge
United States Secret Service
10 Causeway Street, Suite 447
Boston, Massachusetts 02222

Honorable Joseph Lieberman, Chair
Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Lieberman:

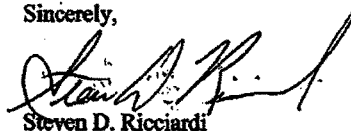
I have been advised that Chief Richard Serino, Boston Emergency Medical Service, is being considered for the position of Deputy Administrator to FEMA. I therefore would like to take this opportunity to recommend Chief Serino for that position.

I've known Rich since being assigned as the Special Agent in Charge of the Boston Field Office - U.S. Secret Service in August 2003. I have worked with Chief Serino on multiple Presidential and Vice-Presidential visits to Boston as well as a National Special Security Event (NSSE), i.e. the 2004 Democratic National Convention (DNC). His efforts, expertise, and willingness to assist have been invaluable. During the planning stages of the DNC, Chief Serino was an active partner in providing counsel, advice, and support regarding all medical and evacuation contingencies. During the implementation of the NSSE security plan, he and his department played an important role providing medical support and transportation. His subject matter knowledge was extremely useful and contributed to the success of the 2004 Boston DNC.

Chief Serino is a "hands-on" dedicated public servant who believes in the value of partnerships regarding Federal, State, and Municipal authorities. I am confident that Richard would excel as the Deputy Administrator of FEMA.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Steven D. Ricciardi", written over a horizontal line.

Steven D. Ricciardi

SOLOMONMCCOWN&

Solomon McCown & Company, Inc.
177 Milk Street, Suite 610
Boston, MA 02109

tel 617 695-9555
fax 617 695-9505
www.solomonmccown.com

September 8, 2009

The Honorable Joseph I. Lieberman, Chair
The Honorable Susan M. Collins, Ranking Member
Committee on Homeland Security and Governmental Affairs
United States Senate
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senators Lieberman and Collins,

We are writing a letter of strong support for the confirmation of Richard Serino to be Deputy Administrator of Federal Emergency Management Administration (FEMA). Mr. Serino and his colleagues at the Boston Emergency Medical Services (EMS) recognized early on the importance of engaging the private sector in preparedness planning. We have had the privilege of working with Mr. Serino on the planning for emergency scenarios for Boston's Fourth of July celebration on The Esplanade as well as more recently participating in H1N1 flu preparation along with our client Beacon Capital Partners.

I have known Mr. Serino professionally from his early days as an EMT where he found himself in the middle of a media maelstrom during the tragic and sensationalized murder of Carol D'Amato Stuart many years ago. He was able to project a cool and calm image when repeatedly pressed for details on an event that divided our City. He had a clear understanding of how to work with the media as well as a variety of stakeholders in both the public and private sectors. Mr. Serino has made sure that communications professionals have been included in discussions and planning for potential disasters as he has a clear understanding of the important role that communications plays during any crisis or disaster.

On behalf of all of us at Solomon McCown & Company, we want to reiterate our strong support for the nomination of Mr. Serino. We believe the country will be well served by having him guide FEMA and further establishing the necessary public private partnerships that are needed. He understands both the needs of business, how to balance those needs with local communities, and what will be required by the business community to improve the nation's resilience. The country will be well served by the experience and vision that Mr. Serino will bring to FEMA.

Sincerely,



Helene Solomon
CEO
Solomon McCown & Company, Inc.



**UNITED STATES
AIRPORT & SEAPORT POLICE**
Office of Intergovernmental Affairs
and National Coordination

Jay B. Grant
Director

1000 Wilson Blvd, 30th Floor
Arlington, VA 22209
T: 202.595.9111
D: 571.303.9425

E: JGRANT@LEO.GOV
E: JAY.GRANT@LEO.PORTPOLICE.US
W: USPORTPOLICE.ORG

September 14, 2009

Senator Joseph Lieberman, Chairman
Senator Susan Collins, Ranking Member
Senate Homeland Security Committee
United States Senate
Washington, D.C. 20510

Dear Senators Lieberman and Collins,

The men and women of our Nation's airport and seaport law enforcement and public safety play an important role in protecting passengers, cargo and critical infrastructure 24/7. From terrorism to public safety our work involves thousands of hours of training to ensure our country's transportation network remains as safe as possible. Just as an example, our canine units have been in place for 34 years and preparation for quarantine of public facilities is on going. To accomplish this task we work daily with several federal agencies. Department and personnel relationships are paramount. Trust plays an important part each and every day, especially when an emergency occurs.

We wanted to reach out and offer our overwhelming support of the nomination of Richard Serino as Deputy Director of the Federal Emergency Management Agency. Not only do we know his work by reputation, but many of us know of his excellent qualifications and skill set. Our senior police leadership at the Massport Authority, Director Joseph Lawless in particular, cannot say enough about the talent, character and professionalism of Mr. Serino. We look forward to the strong leadership Mr. Serino will bring to FEMA.

We ask for your personal support and that of your committees of this nomination. We will then look forward to the support of all the Members of the Senate.

Sincerely,

Jay B. Grant

STEPHEN F. LYNCH
9TH DISTRICT, MASSACHUSETTS

COMMITTEE ON FINANCIAL SERVICES
SUBCOMMITTEE ON CAPITAL MARKETS, INSURANCE,
AND GOVERNMENT-SPONSORED ENTERPRISES
SUBCOMMITTEE ON HOUSING AND COMMUNITY
OPPORTUNITY
SUBCOMMITTEE ON OVERSIGHT AND INVESTIGATIONS

COMMITTEE ON OVERSIGHT AND
GOVERNMENT REFORM
CHAIRMAN, SUBCOMMITTEE ON FEDERAL WORKFORCE,
POSTAL SERVICE, AND THE DISTRICT OF COLUMBIA
SUBCOMMITTEE ON NATIONAL SECURITY AND
FOREIGN AFFAIRS

ASSISTANT DEMOCRATIC WHIP

Congress of the United States
House of Representatives
Washington, DC 20515-2109

221 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-8273
(202) 225-3994 FAX

88 BLACK FALCON AVENUE
SUITE 340
BOSTON, MA 02210
617-428-2000
617-428-2011 FAX

PLYMOUTH COUNTY REGISTRY BUILDING
155 WEST ELM STREET
SUITE 200
BROOKLINE, MA 02301
608-588-5555
508-580-4692 FAX

WWW.HOUSE.GOV/LYNCH

September 14, 2009

The Honorable Joseph I. Lieberman
Chairman
Committee on Homeland Security
& Governmental Affairs
SD 340
Washington, DC 20510

Dear Chairman Lieberman:

I am writing on behalf of Richard Serino who has been nominated by President Obama for the position of Deputy Administrator with the Federal Emergency Management Agency (FEMA).

Mr. Serino is currently the Chief of the City of Boston's Emergency Management Services (EMS) and the Assistant Director of the Boston Public Health Commission. Throughout his over 35 years of emergency management and emergency medical services experience, Mr. Serino has shown an outstanding ability to lead in times of crisis, drawing on immense field experience and refined intellectual reasoning. As Chief of Boston EMS, he has seen the agency expand and improve to become nationally recognized for the first rate services provided by Emergency Medical Technicians (EMTs) and Paramedics in the field.

For more than 15 years, Mr. Serino has served as an Incident Commander for over 35 mass casualty incidents and for all of Boston's major planned events, including the Democratic National Convention in 2004, a National Special Security Event (NSSE). Furthermore, Mr. Serino was one of the original contributing members to the Department of Defense Domestic Training Program and Metropolitan Medical Response System, and has also worked with the US Navy's Bureau of Medicine-Homeland Security DVATEX assessing US Naval medical facilities around the world.


Mr. Serino attended Harvard University's Kennedy School of Government Senior Executives in State and Local Government Program in 2000, completed the Kennedy School's National Preparedness Leadership Initiative in 2005, and recently graduated from the Executive Leadership Program, Center for Homeland Defense and Security at the Naval Postgraduate School.

Mr. Serino is a contributing author of two recent publications on emergency preparedness: *Mass Medical Care with Scarce Resources: A Community Planning Guide*, published by the Agency for Healthcare Research and Quality, and *In a Moment's Notice: Surge Capacity for Terrorist Bombings*, published by the US Department of Health and Human Services, Centers for Disease Control. Mr. Serino is a member of the editorial board for the *Journal of Emergency Medical Services*, the International EMS Chiefs Association, and the Board of Directors for Metropolitan Boston EMS Council, as well as Chair of the American Red Cross Blood Services Massachusetts Board of Directors.

As the Committee on Homeland Security and Governmental Affairs moves forward with the confirmation process for this most important position, I wholeheartedly endorse Mr. Serino's nomination and committee confirmation. I have no doubt that Mr. Serino will provide the type of dedicated service to the American people as he has done throughout his career for the citizens of Boston.

Please do not hesitate to contact me should you or your committee require additional information for this true public servant.

Sincerely,



STEPHEN J. LYNCH
Member of Congress