

Testimony of
William Bryan
Nominee for the Position of Under Secretary for Science and Technology
U.S. Department of Homeland Security

Committee on Homeland Security and Governmental Affairs
United States Senate

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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