

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "No" if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

## **A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS**

1. Name (Include any former names or nicknames used):

Charles Walker Ray (Charlie)

2. Position to which nominated: Vice Admiral (O-9)

3. Date of Nomination:

4. Address (List current place of residence and office addresses):

Home: San Francisco, CA 94130 (Government Quarters)

Work: Coast Guard Pacific Area, Coast Guard Island, Building 51-6, Alameda, CA 94501

5. Date and Place of Birth: 18 June 1959, Newport , Arkansas

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Spouse: Donna Ruth Ray, homemaker

Stepson: David T. Landrum, age 37

Stepson: Michael S. Landrum, age 34

7. List all college and graduate degrees. Provide year and school attended.

U.S. Coast Guard Academy, BS in Management, 1981

Purdue University, MS Industrial Administration, 1996

National Defense University, MS National Resource Policy, 2002

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

I have served continuously as an officer in the U.S. Coast Guard in positions of increasing responsibility since my graduation from the U.S. Coast Guard Academy in 1981.

9. Attach a copy of your resume.

My official Coast Guard biography is attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last five years.

Member, Policy Board, Hawaii Federal Executive Board October 2010-September 2012

Chairperson, Federal Executive Board, October 12- April 2013

11. List all positions 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 within the last five years.

None

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religious organization, private club, or other membership organization. Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

Member United Methodist Church 1990-present

Member, U.S. Coast Guard Aviation Association, 2000 - present

Member, Order of Daedalians Military Aviation Association 2000-present

Member, Ducks Unlimited, National Conservation Organization 2008-present

Assistant Scout Master, Boy Scouts of America, 1990-2005

Executive Board, Hawaii Aloha Council, Boy Scouts of America, September 11-April 2013

None of these clubs or organizations restrict membership on the basis of sex, race, color, religion, national origin, age, or handicap.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No

14. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.

None

15. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

Military awards: Legion of Merit (4), Bronze Star Medal, Meritorious Service Medal (2) Air Medal, Coast Guard Commendation Medal (3), Coast Guard Achievement

Medal, Commandant's Letter of Commendation, Iraq Campaign Medal, Humanitarian Service Medal, Global War on Terrorism Medal, Expert Pistol Medal. American Legion: Medal of Valor Award, 1995

16. Please list each book, article, column, or publication you have authored, individually or with others. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Speeches:

Coast Guard Foundation Dinner, Seattle, WA 12 Sept 2013  
Veteran's Day, De Anza College, Cupertino, CA 6 Nov 2013  
Pearl Harbor Day, Alameda, CA 7 Dec 2013  
Society of American Military Engineers, San Francisco, CA 11 Dec 2013  
Coast Guard Foundation Dinner, San Francisco, CA 17 Apr 2014  
Pacific Area Change of Command, Alameda, CA 22 Apr 2014  
Veteran's Career Expo, Sonoma, CA 24 May 2014  
Coast Guard District 11 Change of Command, Alameda, Ca 5 Jun 14  
Coast Guard Cutter Boutwell, Change of Command, San Diego, CA 6 Jun 14  
Coast Guard District 17 Change of Command, Juneau, AK 12 Jun 14  
Coast Guard Communications Station Change of Command, Point Reyes, CA 11 Jul 2014  
Coast Guard Cutter Steadfast Change of Command, Seattle, WA 15 Jul 2014  
Coast Guard Cutter Midgette Change of Command, Seattle, WA 16 Jul 2014  
Coast Guard Cutter Waesche Change of Command, Honolulu, HI 6 Aug 2014  
Coast Guard Cutter Morgenthau Change of Command, Honolulu, HI 7 Aug 2014  
Coast Guard Foundation Dinner, Anchorage, AK 13 Aug 14  
Contra Costa Navy League Dinner, Pleasant Hill, CA 21 Aug 14  
Chief Petty Officers Advancement Dinner, Long Beach, CA 17 Oct 2014  
San Mateo Sheriff's Dinner, San Mateo, CA 13 Nov 2014  
Naval Order Memorial Dinner, San Francisco, CA 7 Dec 2014  
Blue Economy Conference, Newport, RI, 11 Dec 2014  
San Diego Military Affairs Committee, San Diego, CA 16 Dec 2014  
Arctic Symposium, Seattle, WA 31 Jan 2015  
Coast Guard Cutter Rush, Decommissioning, Honolulu, HI 3 Feb 2015  
Coast Guard Cutter Sherman, Change of Command, Honolulu, HI 4 Feb 2015  
San Ramon Rotary Club, Danville, CA 12 Mar 2015  
Coast Guard Ball, San Francisco, CA 14 Mar 2015  
Coast Guard Enlisted Person of the Year, Petaluma CA, 4 Apr 2015  
Border Security Exposition, Phoenix, AZ 21 Apr 2015  
Coast Guard Foundation Awards Dinner, 23 Apr 2015  
USMC Leadership Training Seminar, San Francisco, CA 26 Apr 2015  
Nautical Institute Forum, San Francisco, CA 11 May 2015  
Coast Guard Cutter Munro Change of Command, Kodiak, AK 15 May 2015  
Bremerton Armed Forces Day, Bremerton, WA 16 May 2015  
UCLA, Terrorism Class, Los Angeles, CA 20 May 2015  
Coast Guard Cutter Alert, Change of Command, Astoria, OR 22 May 2015

Coast Guard District 14 Change of Command, Honolulu, HI 28 May 2015  
Valor Games, Opening Remarks, Alameda, CA 29 May 2015  
Coast Guard Cutter Healy, Change of Command, Seattle, WA 3 Jun 2015  
Coast Guard Cutter Stratton, Change of Command, Panama City, PA 8 Jun 2015  
Maritime Intelligence Fusion Center Pacific, Change of Command, Alameda, CA 10 Jun 2015  
Maritime Cyber Research Summit, Concord, CA 16 Jun 2015  
Coast Guard Cutter Bertholf, Change of Command, 26 Jun 2015  
Blue Tech Community, San Diego, CA 23 Jul 2015  
Coast Guard Cutter Active, Change of Command, Port Angeles, WA 30 Jul 2015  
Coast Guard Cutter Mellon, Change of Command, Seattle, WA 31 Jul 2015  
Navy League Meeting, San Diego, CA 7 Aug 2015  
USCIS, Naturalization Ceremony, Angel Island, CA 19 Sep 2015  
Coast Guard Aviation Association, San Diego CA, 3 Oct 2015  
Bataan Legacy Historical Society, San Francisco, CA 24 Oct 2015  
Veterans Day, Elks Lodge, Alameda, CA 11 Nov 2015  
Coast Guard Chief Petty Officer Advancement Dinner, Eureka, CA 13 Nov 2015  
Coast Guard Recruit Company Graduation, Cape May, NJ 11 Dec 2015

17. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

None

18. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I have 35 years of experience in positions of increasing responsibility, spanning nearly every operating area and mission of the Coast Guard. I understand our authorities, capabilities and capacities for mission execution. I have also served as the Military Advisor to the Secretary of Homeland Security, as the Director of a Training and Advisory group working with the highest levels of the Government of Iraq, as a District Commander responsible for all Coast Guard operations from Hawaii to Guam and as the Pacific Area Commander, responsible for Coast Guard Operations in half of the world. My experiences have taught me how to lead through complex problems, the importance of decisiveness, transparency and of keeping my chain of command informed. Equally important, I have gained a deep understanding of the men and women of the Coast Guard who actually do the work of our Service; what motivates them and how important it is to lead with enthusiasm, integrity and respect. Finally, I understand where the Coast Guard fits within the Department of Homeland Security and how we can work together with other agencies on the

challenges and opportunities that lie ahead as we continue to bind together the Department in the service of our Nation. As a person who has made Coast Guard operations my life's work, I can think of no greater honor than to serve at the most senior levels of our Service and if confirmed, I will give my utmost to the responsibilities I am entrusted with.

19. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

As a senior leader in the Coast Guard I am completely responsible for the actions of myself and my subordinates in ensuring the proper management of and accounting for the resources provided by the American public. To meet my responsibilities I must enforce legal and ethical standards at all levels. I have served in increasingly complex levels in our service; as a Department Head and Commanding Officer in various Coast Guard operational commands, as a Project Officer for development of the Coast Guard's Aviation Logistics System, as the Chief of Staff for one of the Coast Guards nine districts, as the Director of the Iraqi Training and Advisory Mission for the Ministry of Interior, as a Coast Guard District Commander and as the Commander for the 13,000 Coast Guard men and women of Pacific Area. I understand the accountability required in utilizing public resources and the diligence required to comply with accountability standards.

20. What do you believe to be the top three challenges facing the department/agency, and why?

- a. Major Cutter Recapitalization. Recapitalizing while maintaining our current cutter fleet in a time of decreasing discretionary budgets will be our biggest challenge. Our legacy fleets are becoming obsolete at a faster rate than we can replace them leading to resource gaps in the high threat drug area of the eastern Pacific, the commercial fishing grounds in the Bering Sea and the distant economic exclusion zones of the south and west Pacific. At the same time our shore infrastructure has a decades old backlog. We will have difficult decisions to make in determining how to use resources wisely to provide the safety and security the American people require from their Coast Guard.
- b. Continuing the work of forming "One DHS". We must build upon the operational coordination already ongoing at the tactical level through continued execution of the Southern Borders and Approaches Campaign to improve regional and national planning and prioritization on the common challenges of: terrorism, illegal immigration, drug trafficking and national disaster preparedness. In addition, we must concurrently work to collaborate on basing, acquisition and logistics to create Departmental efficiencies in providing our services to the American public.
- c. Maintaining Readiness to Surge. Natural disasters, lone wolf terrorists, environmental accidents and other potential threats persist and will for the

foreseeable future. As national first responders, we cannot rest on our laurels and must constantly prepare for situations when our state, local and sometimes international partners are overwhelmed. Planning, practice, communication and collaboration in a whole of government response, are critical and must be never ending.

## **B. POTENTIAL CONFLICTS OF INTEREST**

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

Please see my nominee PFDR.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.  
None
3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.  
None
4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten 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.  
None
5. Describe any activity during the past ten years in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.  
None
6. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items.  
I will obtain advice from a Coast Guard ethics official and follow that advice.

### C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, please explain.  
No
2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.  
No
3. Have you or any business of which you are or were an officer ever been involved as a party in an administrative agency proceeding or civil litigation? If so, please explain.  
No
4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.  
No
5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.  
No
6. If you ever served as a general court-martial convening authority involving an offense involving sexual misconduct or assault, have you ever disapproved the findings of a court-martial related to the offense(s) or reduced the sentence adjudged by a court-martial, other than in connection with a pre-trial agreement?  
No
7. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.  
None

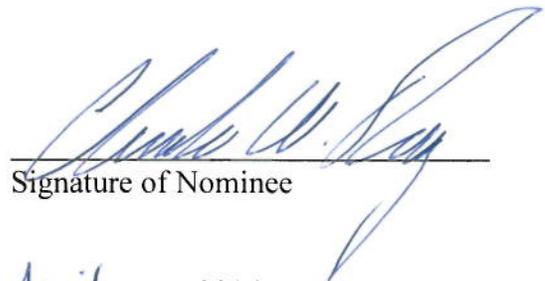
#### **D. RELATIONSHIP WITH COMMITTEE**

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees?  
Yes
2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?  
Yes
3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?  
Yes
4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?  
Yes

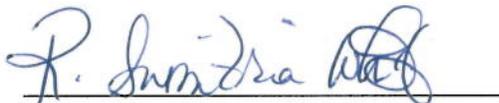
(Nominee is to include this signed affidavit along with answers to the above questions.)

**F. Affidavit**

CHARLES W. RAY 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.

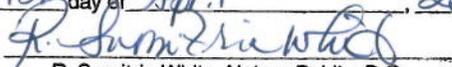
  
Signature of Nominee

Subscribed and sworn before me this 15th day of April, 2016.

  
Notary Public

District of Columbia: SS

Subscribed and sworn to before me, in my presence,  
this 15th day of April, 2016

  
R. Sumitria White, Notary Public, D.C.

My commission expires January 14, 2018.





## Vice Admiral Charles W. Ray

Commander, Pacific Area  
Commander, Defense Force West  
U.S. Coast Guard



Vice Admiral Charles W. Ray assumed the duties of Commander, Coast Guard Pacific Area in April 2014, where he serves as the operational commander for all U.S. Coast Guard missions within half of the world that ranges from the Rocky Mountains to the waters off the East Coast of Africa. He concurrently serves as Commander, Defense Force West and provides Coast Guard mission support to the Department of Defense and Combatant Commanders.



Vice Admiral Ray's previous Flag Assignments include Commander, Fourteenth Coast Guard District, service with U.S. Forces Iraq as Director of the Iraq Training and Advisory Mission for the Ministry of Interior, and as the Military Advisor to the Secretary of the Department Homeland Security.

Vice Admiral Ray is from Newport, Arkansas and is a 1981 graduate of the Coast Guard Academy. After an assignment as a deck watch officer aboard Coast Guard Cutter ACUSHNET (WMEC-167), he was selected for Naval Flight Training and earned his wings in 1983.

Vice Admiral Ray has served at six Coast Guard Air Stations from Alaska to the Caribbean. He was designated an Aeronautical Engineer in 1988 and has served as Engineering Officer at three stations and at the Aviation Logistics Center as the Program Manager for the development of the Coast Guard's Aviation Logistics Management System. He commanded Coast Guard Air Station Borinquen, Puerto Rico from 2002 through 2005. During the course of his career he accumulated over 5,000 hours of helicopter flight time.

Vice Admiral Ray's staff assignments include a tour as Chief of the Office of Performance Management at Coast Guard Headquarters followed by a tour as the Chief of Staff of the Fourteenth Coast Guard District. Vice Admiral Ray earned a Master's of Science Degree in Industrial Administration from Purdue University and a Master's of Science Degree in National Resource Strategy from the Industrial College of the Armed Forces in Washington, D.C.

Vice Admiral Ray's personal awards include five Legion of Merit Medals, one Bronze Star Medal, two Meritorious Service Medals, one Coast Guard Air Medal, three Coast Guard Commendation Medals, and the Coast Guard Achievement Medal.

## VICE ADMIRAL Charles W. Ray

Apr 14 – Present      USCG Pacific Area, Commander

### Assignment History

Jun 13 – Apr 14      USCG Pacific Area, Deputy Commander  
Oct 10 – Jun 13      14<sup>th</sup> Coast Guard District, Commander  
Sep 09 – Sep 10      U.S. Forces Iraq, Iraq Training and Advisory Mission  
Dec 08 – Sep 09      Office of Secretary of Homeland Security, Military Advisor,  
Aug 08 – Nov 08      Office of Vice Commandant, Transition Staff Director  
Dec 06 – Jul 08      14<sup>th</sup> Coast Guard District, Chief of Staff  
Aug 05 - Nov 06      Coast Guard Headquarters, Chief, Office of Performance Mgmt  
Jul 02 – Jul 05      USCG Air Station Borinquen PR, Commanding Officer  
Aug 01 – Jun 02      Industrial College of the Armed Forces, Graduate Student  
Jul 99 – Jul 01      USCG Air Station Clearwater, FL, Engineering Officer  
Jan 97 – Jul 99      USCG Aircraft Repair & Supply Center, Logistics Officer  
Aug 95 – Dec 96      Purdue University, Graduate Student  
Jun 92 – Jul 95      USCG Air Station Sitka, AK, Engineering Officer  
Jul 90 – May 92      USCG Air Station Elizabeth City, NC, Assistant Eng Officer  
Aug 88 – Jun 90      USCG Air Station Kodiak, AK, Assistant Eng Officer  
May 84 – Jul 88      USCG Air Station Savannah, GA, Assistant Eng Officer  
Mar 83 – Apr 84      Naval Flight Training, Pensacola, FL, Student Naval Aviator  
Jun 81 – Feb 83      U.S.Coast Guard Cutter Acushnet, Gulfport, MS, Deck Officer

### Educational Summary

Aug 01 – Jun 02      National Defense University, MS in National Resource Strategy  
Aug 95 – Dec 96      Purdue University, MS in Industrial Administration  
Jul 77 – May 81      U.S. Coast Guard Academy, BS in Management

### Military Personal Awards and Significant National Recognition or Achievement

2014 Legion of Merit  
2013 Legion of Merit  
2010 Bronze Star  
2009 Legion of Merit  
2008 Legion of Merit  
2006 Legion of Merit  
2005 Meritorious Service Medal  
2001 Meritorious Service Medal  
1999 Coast Guard Commendation Medal  
1995 Air Medal, Commendation Medal, American Legion Medal of Valor  
1988 Coast Guard Achievement Medal

### Significant Current Professional Credentials or Recent Activities

1995 FAA Airline Transport Pilot Certificate